



HOLLY ENERGY PARTNERS

Operations Section
ICS Job Aid

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CONTINGENCIES

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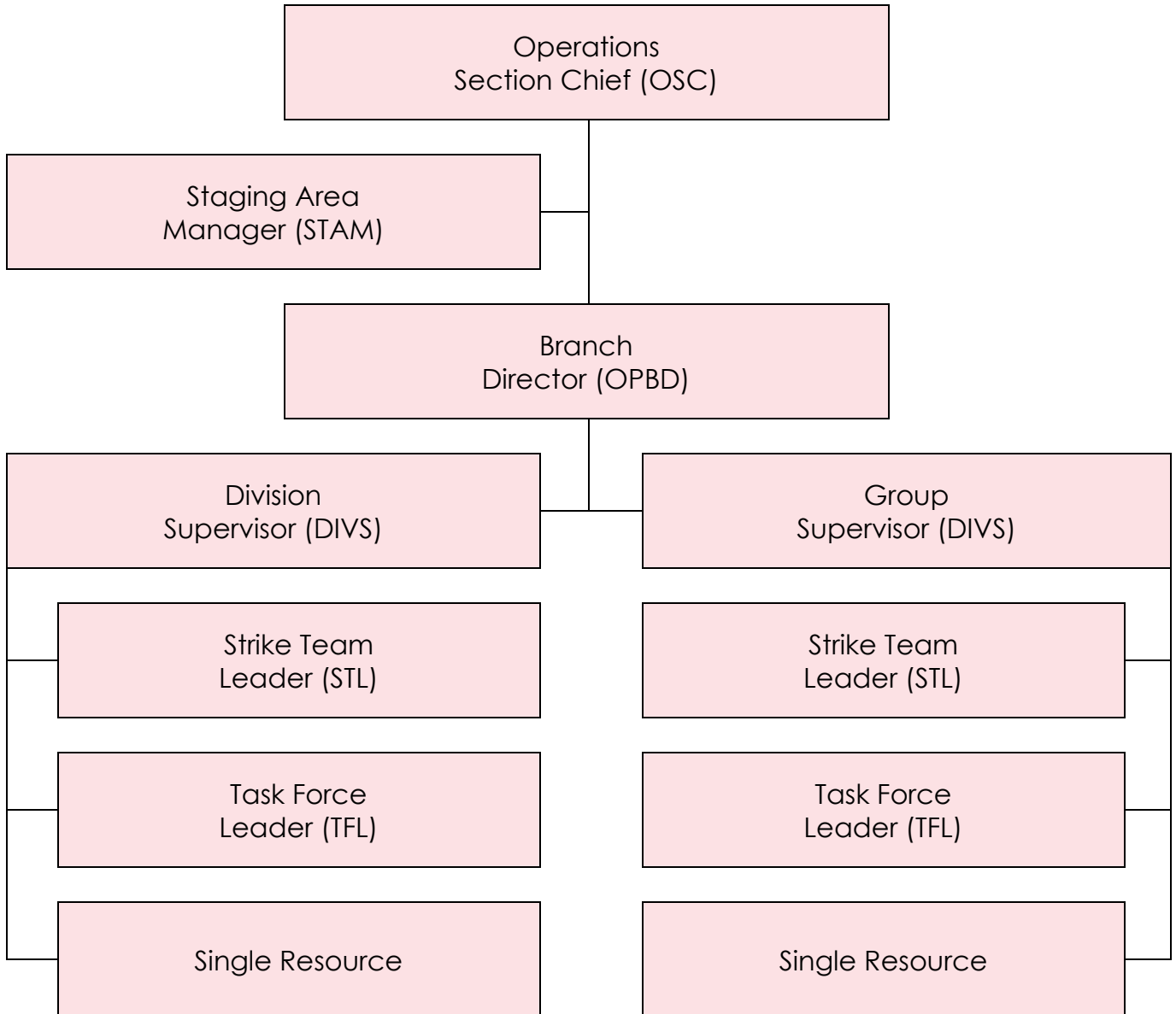
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ICS Organizational Chart



Overview

Operations Section Chief (OSC): Responsible for the management of all tactical operations directly applicable to the primary mission.

Staging Area Manager (STAM): Responsible for managing all activities within designated staging areas.

Branch Director (OPBD): Supervisory position primarily established to ensure span-of-control is not exceeded.

Division/Group Supervisor (DIVS): Responsible for managing functional/geographical operations associated with field activities in compliance with the Incident Action Plan (IAP).

Strike Team Leader (STL): Directs specified combinations of the same kind and type of resources, with common communications.

Note: Marine-based assets, consisting of on-water spill containment and skimming resources, are typically managed as Strike Teams, due to their similar types of equipment.

Task Force Leader (TFL): Directs groups of resources, with common communications, temporarily assigned for a specific mission.

Note: Shore-based resources, comprised of boom, vacuum trucks, portable skimming systems, waste storage receptacles, shoreline cleanup crews, etc., are typically managed as Task Forces, due to their wide array of equipment and 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 Planning Section and Situation Map/Display.
- 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 Operations Section is typically represented by the color red.

- Initiate a log of actions, decisions, events, and conversations, using Section/Unit Activity Log (ICS-214) or Individual Activity Log (ICS-214a) (pages 115-116).
- 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.
 - agencies and jurisdictions involved in the incident.
 - Command structure (single or unified).
 - location of the Staging Area, if established.
 - resources ordered, along with status of committed resources.
 - process for requesting additional resources.
 - incident priorities and objectives.
 - environmental, economic, and political constraints.
 - meeting schedule, if established.

- Assume responsibility for all operational activities at the spill site.

- Collaborate with the Incident Commander (IC), Safety Officer (SOFR), and Planning Section Chief (PSC) to offer recommendations concerning initial priorities, strategic goals, and tactical objectives.

Note: Operational activities should not infringe upon Planning Section responsibilities as the response evolves beyond the emergency/reactive phase. Any projected activities, especially those beyond 24 to 48 hours, must be entirely coordinated with Planning Section staff.

- Assist with preparation of the Incident Briefing (ICS-201) forms (pages 106-109), together with the Incident Commander (IC), Planning Section Chief (PSC), and Documentation Unit Leader (DOCL).

- Conduct a thorough resource needs assessment. Estimate equipment and personnel requirements (type, kind, and number) in support of initial response priorities. Consider assets available from primary/secondary Oil Spill Removal Organizations (OSROs), fire/law enforcement agencies, local municipalities, state agencies, industry partners, military installations, etc.

Note: Sufficient assets should be mobilized to ensure a maximum response to the incident within the shortest possible time frame. Equipment can always be demobilized if not required.

Tasks & Responsibilities (Cont'd)

- Order equipment and personnel as the need becomes apparent. Do not wait unnecessarily to seek approvals or spend valuable time filling out formal requisitions.

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. Ultimately, a single location through which all incident orders are processed, e.g., Unified Ordering Point (UOP), should be established.

- Designate a Staging Area for arriving personnel and mobilized equipment, ideally located within a 15-minute driving time of the spill site, while also well-removed from potential hazards. Assign a Staging Area Manager (STAM) to orchestrate the receipt and distribution of equipment, supplies, and personnel (pages 17-30).
- Create a suitable organizational structure for the Operations Section based on current operations and available personnel.
- Manage span-of-control, by establishing “geographical” Divisions and “functional” Groups. Assign HEP team members (and potentially OSRO representatives) as Division/Group Supervisors (DIVS) (pages 31-46) within the ICS organizational structure.

Note: Both Divisions and Groups may be established on an incident.

- Divide the spill environment into multiple operational Divisions to facilitate the management of equipment and personnel resources, in response to a large-scale event. Establish Division boundaries based on:
 - prominent topographical/geographical features.
 - physical site/shoreline characteristics.
 - property ownership.
 - land management issues.
 - logistical considerations (proximity to staging areas and deployment sites).
 - relative degree of contamination.

Note: Divisions are always established using geographical boundaries and are designated by letters of the alphabet (A, B, C, etc.). For clarity, it may also be advantageous to doubly name Divisions based upon their geographical assignment, e.g., TBD. Divisions are managed by a Division Supervisor (DIVS).

Tasks & Responsibilities (Cont'd)

- Organize Groups to oversee and manage such functional activities as:

- source control.
- spill containment/oil recovery.
- sensitive area protection.
- pipeline excavation/repair.
- waste management.
- air monitoring.
- soil/water sampling.
- wildlife capture/rehabilitation.
- aerial surveillance.
- equipment decontamination.
- site/shoreline cleanup.
- environmental restoration/remediation.

Note: Groups are not limited by geographical boundaries; instead, they are related to a certain activity or function. Groups are designated by their functional assignment. Groups are managed by a Group Supervisor (DIVS).

- Designate operational Branches to ensure span-of-control is not exceeded.

Note: For example, if the Operations Section Chief (OSC) has established eight Divisions, a Branch should be created to reduce their span-of-control. Branches may be either geographical and/or functional and are designated by Roman Numerals or by function, e.g., Branch i, Branch ii, Shoreside Branch, On-water Branch, Emergency Response Branch, etc. Branches are managed by a Branch Director (OPBD).

- Coordinate and direct the deployment of operational assets, following a review of modeling scenarios and trajectory forecasts. Solicit the advice of contractors, agency representatives, and local officials.
- Initially task company employees, contractors, and first responders with operations relating to source control, spill containment and recovery, and the protection of sensitive areas.
- Meet face-to-face (if possible) with the Staging Area Manager (STAM), Division/Group Supervisors (DIVS), and Branch Directors (OPBD). Issue verbal tasking relating to specific work assignments and strategies/tactical priorities. Establish a communications schedule with supervisors/leaders assigned to field operations.

Tasks & Responsibilities (Cont'd)

- Formulate spill control tactics to minimize the areal extent of both surface and subsurface (groundwater) contamination. Consider:
 - hard/skirted boom.
 - earthen berms.
 - sandbag berms.
 - underflow dams/flumes.
 - temporary sumps/interceptor trenches.
 - sorbent filter fences.
 - absorbent boom/blankets.
 - inflatable culvert plugs.
 - spill mats/drain covers.

- Identify (and prioritize) potential oil spill containment and recovery sites along any downstream corridors, e.g., lakes, rivers, creeks, ravines, drainage swales, sloughs, gullies, ditches, canals, etc. Locate the leading edge of the spill plume, hence establish a “final/ultimate” containment/control point, as appropriate, factoring in resource availability and anticipated deployment timeframes.

- Ascertain the locations and vulnerability of at-risk environmental, cultural, and economic resources within the projected path of the spill plume, with help from the Planning Section/Environmental Unit (ENVL). Hence adopt strategies to adequately protect sensitive areas from potential contamination.

Note: Examples of sensitive areas include wetland environments, critical wildlife habitats, water intakes, irrigation canals, groundwater recharge zones, residential communities, businesses, parks/recreational areas, schools, hospitals/nursing homes, historical/archeological sites, roadways, railroads, utilities, etc.

- Assess ownership and negotiate access to any public/private properties within the forecasted path of oily contaminants, with help from local emergency managers and HEP's Right-of-Way Department.

- Evaluate methodologies for oil recovery, considering:
 - vacuum trucks.
 - industrial vacuum loaders (air movers).
 - portable weir, disc, and/or drum skimmers.
 - diaphragm/trash pumps.
 - synthetic absorbent pads.
 - viscous oil snare (pom-poms).
 - heavy equipment (front-end loaders, backhoes, dump trucks).
 - hand tools (shovels, rakes, pitchforks, squeegees, buckets).

Tasks & Responsibilities (Cont'd)

- Direct and coordinate waste management operations. Ensure recovered product and generated wastes are collected, stored, and transported in compliance with applicable regulations and in an environmentally sound manner. Maintain up-to-date estimates on generated wastes.

Note: The Planning Section/Environmental Unit (ENVL) is responsible for providing the Operations Section Chief (OSC) with a "formal" Waste Management Plan. The Operations Section then implements the plan by coordinating the on-site activities of personnel engaged in collecting, storing, and transporting waste materials outlined in the plan.

- Consider various options for the interim storage of oil/water mixtures and contaminated debris, including:
 - tank trucks/trailers.
 - frac tanks.
 - roll-off boxes/waste bins.
 - portable, field-erect tanks.
 - polyethylene storage totes.
 - 55-gallon drums.
 - plastic bags.
- Supervise air operations and schedule overflights, as appropriate. Contract with a fixed-wing or helicopter service, hence arrange for aerial surveillance to:
 - chart the location of the spill plume.
 - validate spill trajectories.
 - evaluate boom/skimmer positioning.
 - assess resources at risk.
 - conduct shoreline assessments.
 - facilitate remote sensing.
 - accommodate media/VIP tours, etc.

Note: Temporary airspace restrictions over the spill site may be implemented through a formal request to the Federal Aviation Administration (FAA).

- Consider the availability and suitability of aerial reconnaissance tools (UAVs/drones) to inspect the incident perimeter.

Tasks & Responsibilities (Cont'd)

- Manage the protection, hazing, capture, treatment, and rehabilitation of affected wildlife, in compliance with the Wildlife Response Plan drafted by the Planning Section/Environmental Unit (ENVL), as warranted.
- Quantify the volume of the spill, through tank gauging or by multiplying the pumping rate by the elapsed shutdown time, plus drainage volume of the affected line between the pair of closest valves or isolation points, in coordination with the HEP Artesia Pipeline Control Center.
- Commence temporary repairs (relating to piping, tanks, and other oil transfer and storage-related equipment), through installation of a saddle clamp, welded sleeve/plate, blind flange, plug, etc., to further ensure the source of the spill is secured/stabilized. Drain any affected line sections, as the situation permits.
- Assist Planning Section staff with preparation of a Pipeline Repair Work (PRW) Plan that outlines procedures to expose, drain, and cap the affected line section, depending on the scenario. Address such tasks as:
 - preliminary site cleanup, access, and preparation.
 - installation of shoring to provide a safe excavation.
 - bonding/venting.
 - pipe removal and custody transfer.
 - installation of mud plugs.
 - pipe replacement.
 - welding and non-destructive testing (NDT).
- Incorporate response measures into a formal written plan, e.g., Source Area Response (SAR) Plan or Response Plan for Downstream Impacted Areas, at the request of the U.S. Environmental Protection Agency (USEPA) and/or other jurisdictional authorities, with assistance from Planning Section staff.
- Make arrangements to inspect the spill site and “ground-truth” tactical operations at the earliest opportunity, without neglecting duties or being absent from any scheduled meetings/briefings at the Incident Command Post (ICP).
- Work with the Safety Officer (SOFR) to maximize the safety of individuals assigned to field operations. Review safety hazards, air monitoring requirements, restricted zone (hot/warm/cold) boundaries, decontamination protocols, etc. Verify personnel have the required level of safety training and are provided with the proper clothing, equipment, materials, and supplies to carry out those duties in a safe, effective, and efficient manner.

Tasks & Responsibilities (Cont'd)

- Maintain close communication with field personnel, including contractor representatives, to ensure work is proceeding as planned.
- Receive regular status reports from Branch Directors (OPBD), Division/Group Supervisors (DIVS), Strike Team/Task Force Leaders (STL/TFL), and contractor representatives on:
 - the arrival time of workers in the field.
 - the times when equipment is deployed in the field.
 - the progress of field operations.
 - equipment breakdowns or other events that affect operations.
 - any conflicts with government officials that cannot be resolved in the field.
 - conditions that may affect the safety/effectiveness of operations.
- Monitor operational progress and make adjustments to organizational assignments, strategies, and tactics, as necessary. Assess resource allocation to ensure the most effective use is being made of personnel and equipment.
- Resolve any problems relating to support services, e.g., food, water, sanitation, transportation, fuel, waste handling, equipment maintenance, communications, security, etc., together with Logistics Section staff.
- Keep field personnel fully apprised of forecasted weather conditions.
- Provide regular reports to the Incident Commander (IC) and Planning Section Chief (PSC) on the status, efficiency, and effectiveness of deployed resources. Advise the Resources Unit (RESL) of changes in the status of equipment and personnel assigned to operations.
- Periodically inspect the Situation Display in the Incident Command Post (ICP). Confirm the Situation Map/Common Operating Picture (COP) accurately depicts Division boundaries, current operational activities, deployed resources, spill plume observations, etc. Ensure the Operations Section's organizational hierarchy is correctly portrayed on Incident Organization Chart (ICS-207).
- Attend and participate in various meetings/briefings as part of the Operational Period Planning Cycle (pages 56-105).

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

Tasks & Responsibilities (Cont'd)

- Prior to the Tactics Meeting, meet with the Planning Section Chief (PSC) to examine current operations, hence propose plans/strategies ("how") and tactics ("who", "what", "when", and "where") in support of incident objectives, using Work Analysis Matrix (ICS-234) (page 110) as a documentation tool.
- Assist with preparation of Operational Planning Worksheet (ICS-215) (page 113) during the Tactics Meeting. Outline work assignments and allocate tactical resources based on strategic requirements. Address equipment and personnel demands (kind, type, and number), reporting times/locations, logistical/financial constraints, contingencies, support facilities (Staging Areas), etc. Illustrate how each work assignment will be managed, ensuring span-of-control is maintained through the establishment of Branches, Divisions, Groups, Strike Teams, Task Forces, and Single Resources.
- Collaborate with the Safety Officer (SOFR) to quantify hazards and risks associated with proposed work assignments. Outline recommended mitigations and controls for each indicated hazard on the IAP Safety Analysis (ICS-215a) worksheet.
- Participate in the planning process and development of tactical portions of the Incident Action Plan (IAP). Draft Assignment List (ICS-204) worksheets (page 114), specifying work instructions for each on-site task, for incorporation into the daily work plan.
- Assume a prominent role in the Planning Meeting. Submit a briefing on current operations, followed by an overview of the proposed operational plan, addressing strategies, tactics/work assignments, contingencies, nighttime operations, resource commitments, organizational elements, etc.
- Preside over the Operations Briefing. Distribute copies of the Incident Action Plan (IAP) and review assignments, tactical plans, and strategic objectives with Operations personnel.
- Supervise execution of the prioritized strategies outlined in the Incident Action Plan (IAP).
- Request the necessary resources to support operations detailed in the Incident Action Plan (IAP), using the agreed requisitioning/ordering forms (ICS-213-RR) (page 117), as the response evolves into the project/proactive phase.

Tasks & Responsibilities (Cont'd)

- Propose a long-term staffing plan. Anticipate the need for replacement personnel, especially if the response demands around-the-clock operations.

Note: Relief may occur on an individual basis, as needed, as well as on a "shift change" basis. For around-the-clock response operations, rotating 12-hour shifts should generally be established, preferably beginning at the dawn and dusk hours of each day.

- Evaluate potential nighttime operations relating to spill containment, oil recovery, oily waste transfer, shoreline cleanup, site restoration, equipment decontamination, etc.

Note: The scheduling of any on-water operations during the overnight hours typically requires double the number of response personnel and creates significant safety risks that may not justify the modest improvement for oil recovery over a 24-hour period.

- Support the field activities of Shoreline Cleanup Assessment Technique (SCAT) teams. Adopt recommended site/shoreline cleanup protocols drafted by the Environmental Unit (ENVL).

- Compose an Equipment Decontamination Plan, outlining procedures to remove oily contaminants from equipment, e.g., boom, skimmers, small boats/skiffs, heavy equipment, vehicles, tools, pumps, hoses, machinery, etc.

Note: Decontamination is typically necessary as equipment is reused and/or relocated within the operation, prior to equipment repair/maintenance, and as equipment is demobilized and returned to its owner. All contaminated items are to be cleaned to a condition of cleanliness mutually agreed upon by the Unified Command (UC) and respective equipment owners.

- Assist with development of long-range strategic, contingency, and demobilization plans.

- Recommend the release/demobilization of equipment and personnel as they are no longer needed in support of the response. Implement applicable portions of the Incident Demobilization Plan.

- Periodically brief the Incident Commander (IC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.

Tasks & Responsibilities (Cont'd)

- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 115) or Individual Activity Log (ICS-214a) (page 116). File all completed log sheets with the Documentation Unit (DOCL).

ICS Forms & Reports

Incident
Briefing
(ICS-201)

Assignment
List
(ICS-204)

Resources
Request
(ICS-213-RR)

Section/Unit
Activity Log
(ICS-214)

Individual
Activity Log
(ICS-214a)

Operational
Planning
Worksheet
(ICS-215)

Air Operations
Summary
(ICS-220)

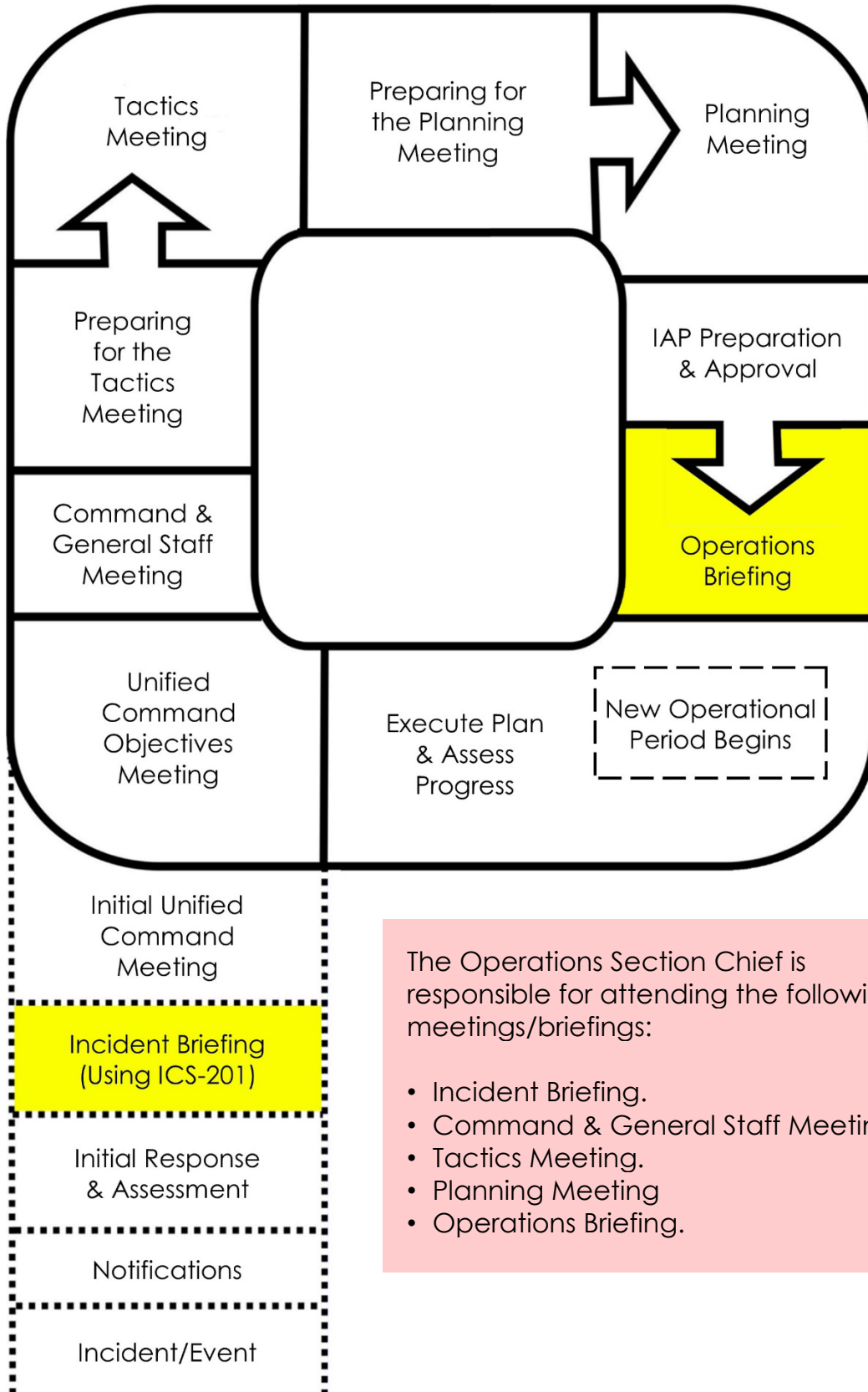
Work Analysis
Matrix
(ICS-234)

Source Area
Response Plan

Pipeline Repair
Work (PRW) Plan

Response Plan
for Downstream
Impacted
Areas

Meetings & Briefings



The Operations Section Chief is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Command & General Staff Meeting
- Tactics Meeting.
- Planning Meeting
- Operations Briefing.

Staging Area Manager (STAM)

Site Selection & Preparation

- Designate a Staging Area for arriving personnel and mobilized equipment, which is well removed from potential hazards.
- Review published maps, while simultaneously conducting ground reconnaissance, to find a site supportive of equipment and personnel staging, considering:
 - proximity to the spill site (within 15 minutes driving time).
 - parking availability for a sizeable number of vehicles and trailers.
 - accessibility for heavy/oversized equipment and personnel transports.
 - traffic flow.
 - water access, e.g., boat ramps, cranes, hoists.
 - safety.
 - security.
 - utility connections, including electricity and water.
 - cell phone coverage.
 - environmental factors, including dust, noise, and shade.
 - community-related issues, e.g., proximity to residential neighborhoods, businesses, schools, healthcare facilities, nursing homes, etc.
 - potential costs.
- Consult with local emergency officials and contractors for potential site recommendations.
- Determine/confirm ownership of candidate sites, with assistance from HEP's Right-of-Way Department and GIS/Mapping Specialist.
- Assist the Finance Section Chief (FSC) with execution of any lease/license agreements or memoranda of understanding relating to the use of private/public properties in support of Staging Area operations.
- Document the original condition of the site, through digital photography, prior to receiving vehicles, equipment, and supplies.
- Assign a "formal" name for the Staging Area. Associate the name with a prominent geographical feature, property ownership identifier, street name, etc., e.g., Walnut Canyon Staging Area, Memorial Park Staging Area, Maple Street Staging Area. Alternatively, use an alphanumeric code relating to the applicable operational Division, e.g., Staging Area A, Staging Area C, etc.
- Design the footprint of the Staging Area, based on available space and the type and number of expected resources (pages 23-24).

Staging Area Manager (STAM)

Site Selection & Preparation (Cont'd)

- Establish ingress/egress points and turnarounds. Use orange cones and reflective plastic/plywood barriers to delineate traffic flow patterns and mark perimeter boundaries.
- Establish check-in/check-out functions in highly visible locations at (or near) the main entrance/exit of the Staging Area. Assign Check-in Recorders (CHKN) to log arriving personnel and equipment, using the proper check-in forms (ICS-211p and ICS-211e, respectively) (pages 25-26).
- Co-locate supporting functions at the Staging Area, including:
 - medical first-aid stations.
 - feeding/dining facilities.
 - sanitary facilities/portable toilets.
 - temporary shower facilities.
 - personnel rest/rehabilitation areas.
 - temporary waste receiving areas.
 - supply warehouses.
 - equipment maintenance areas.
 - helipads, etc.
- Acquire office/warehouse space to accommodate the Staging Area Manager (STAM), Check-in Recorders (CHKN), security personnel, administrative support, catering support, storemen, etc. Negotiate use of any on-site buildings/structures; alternatively, lease mobile trailers from a local rental agency. Furnish with such general office equipment as desks, chairs, laptop computers, photocopiers, filing cabinets, fax machines, etc.
- Outfit a first-aid station with the necessary emergency medical supplies per the needs and complexity of the incident. Consider staging a mobile medical trailer, staffed by paramedics, emergency medical technicians (EMTs), or registered nurses, at the site.
- 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 personnel from a single shift. Arrange the location of the feeding area in close proximity to decontamination corridors, hand-washing stations, and portable toilets.

Note: The feeding/dining area may also serve as an opportunistic venue for personnel briefings/debriefings.

Site Selection & Preparation (Cont'd)

- Arrange for sanitation, encompassing single-cubicle or multi-cubicle toilets, with separation for the sexes (minimum requirement is 1 toilet/10 persons). Schedule pumping/cleaning twice per day.

Note: Toilets are usually the first priority for deployment. Other infrastructure can be installed in parallel.

- Mobilize temporary shower trailers (multi-cubicle variety) to accommodate personal hygiene.
- Set up sheltered, climate-controlled tents, offering shade, warmth, and rain protection for personnel during break periods.
- Work with the Safety Officer (SOFR) to delineate personnel and equipment decontamination corridors.
- Designate a waste receiving area, outfitted with roll-off boxes, dumpsters, trash receptacles, 55-gallon drums, plastic bags, etc. Consider waste sources from kitchen/dining facilities, temporary showers, stores, and first-aid stations (medical/biohazardous wastes require special management).
- Set up a Central Supply Unit (CSU), in the form of a shipping container or mobile trailer/van, loaded remotely and transported to the site, to ensure continuity of supply and meet accountability obligations. Design the supply warehouse as a "one-stop shop" for consumables, e.g., rental equipment, rakes, shovels, squeegees, absorbent materials, gear bags, personal protective equipment (PPE), rain gear, plywood, rope, chain, shackles, tents, drills, hammers, generators, batteries, poly bags, drum liners, etc.
- Set aside an area for equipment, vehicle, and boat maintenance, based on the nature and size of the operation.
- Evaluate whether the site may be able to support aerial surveillance missions. Flag off an area for helicopter landings/takeoffs.
- Augment on-site lighting with portable towers (diesel-powered or solar) and LED balloon lights to facilitate nighttime operations, as necessary.
- Determine supply needs relating to electricity and water.

Staging Area Manager (STAM)

Site Selection & Preparation (Cont'd)

- Contract with commercial electricians to connect with existing hard wiring, in conformance with relevant standards. Otherwise consider generators, accompanied by suitable cabling, distribution boards, and breakers.
- Evaluate potable/non-potable water sources. 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. Secure non-potable water for use in toilet flushing and dust control.
- Enlist law enforcement officers or contracted security guards to control site access, regulate traffic flow, and safeguard equipment from theft, vandalism, etc. Erect perimeter chain-link fencing to further secure the site against criminal activity and trespassing.
- Set up a public address (PA) system to broadcast messages to on-scene personnel, as appropriate.
- Furnish a bulletin board with Staging Area procedures, along with copies of the Incident Action Plan (IAP) and Site Safety & Health Plan (ICS-208) for each operational period. Maintain the bulletin board in a common area where personnel tend to congregate.
- Make fire extinguishers readily available, especially near potentially hazardous areas such as refueling stations, food tents, etc.
- Assess on-site/off-site drainage patterns. Install silt fencing, flow control structures, natural fiber erosion control materials, hay bales, absorbent materials, and other engineered devices to facilitate the management of stormwater runoff, potentially contaminated with oil, grease, etc.
- Rope off or flag any special areas or safety hazards. Identify tripping and low-hanging hazards with high-contrast warning tape.
- Arrange parking to facilitate the rapid departure of equipment and personnel to operational work assignments.
- Group similar on-site resources by functional use, e.g., boom, boats, heavy equipment, waste bins, absorbent materials, etc. Organize task forces and strike teams as single units.
- Prepare a map or rough sketch of the Staging Area layout. Provide copies of the diagram to arriving response personnel and equipment owners/operators.

Staging Area Manager (STAM)

Staging Area Management

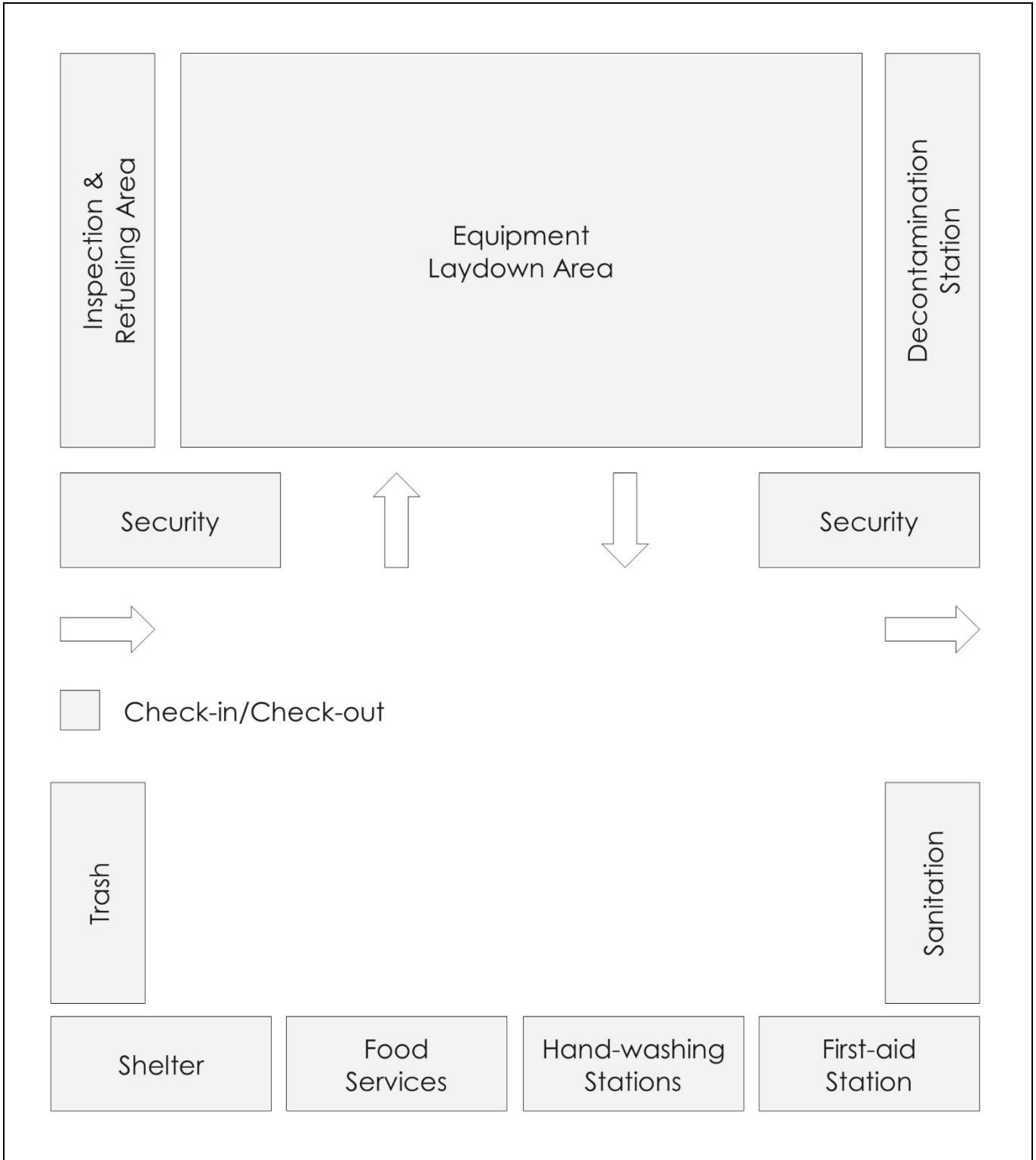
- Communicate accurate driving directions to the Staging Area, along with a point-of-contact for check-in, to prospective contractors, suppliers, and vendors.
- Request all personnel and equipment, except for those resources immediately required at the incident site, to report to the designated Staging Area.
- Receive arriving personnel/equipment at the designated check-in area.
- Check with the Logistics Section/Supply Unit (SUPL) to ensure delivered goods and equipment have been appropriately requisitioned with a Purchase Order (PO).
- Document resource arrival/departure times, by signing crew and equipment shift tickets.
- Issue "receipts" (page 27) to contractors and vendors for equipment and supplies received and distributed at the Staging Area.
- Brief incoming response personnel and equipment owners/operators on procedures relating to staging, dispatching, and check-out. Review feeding, refueling, decontamination, and sanitary arrangements, along with emergency evacuation plans.
- Verify means of communications, including cell phone numbers and radio frequencies, for arriving personnel.
- Arrange for arriving personnel to receive a safety briefing, as appropriate.
- Assign resources to a designated parking area, based on the Staging Area layout.
- Consult with the Operations Section Chief (OSC) or Branch Director (OPBD) to arrange for the deployment of personnel and equipment to assigned work areas.
- Brief departing equipment owners/operators and suppliers on reporting locations, transportation routes, driving directions, probable duration of assignment, etc. Instruct personnel to check-in with an authorized representative in the field to acknowledge the receipt of delivered goods. Fill out "distribution tickets" (page 28) as resources are dispatched to work assignments.
- Notify the Planning Section/Resources Unit (RESL) of departing resources, along with their destinations.

Staging Area Manager (STAM)

Staging Area Management (Cont'd)

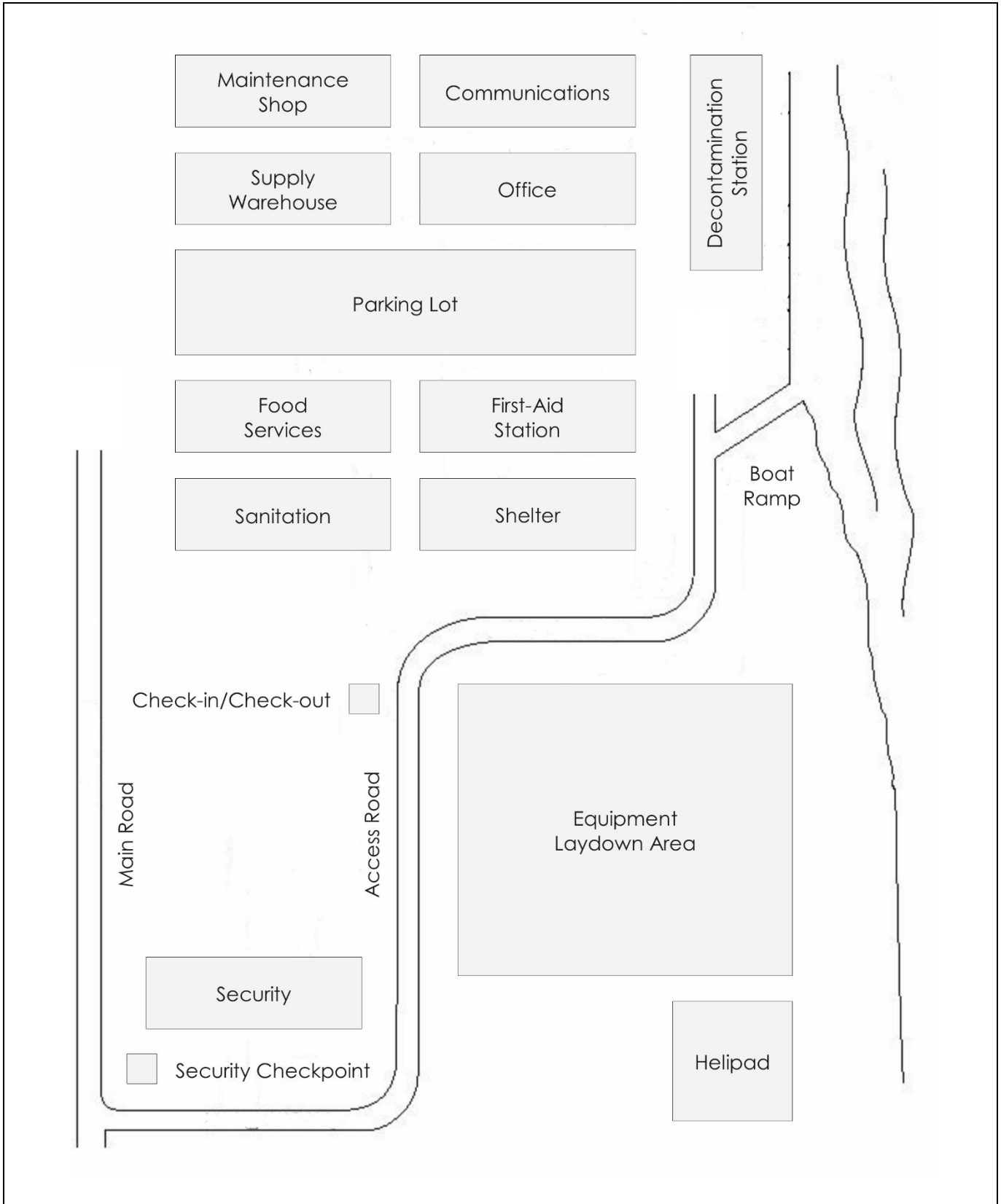
- Maintain the Staging Area in a safe and orderly condition.
- Submit completed time reports, receipts, and tickets to the Finance Section Chief (FSC) at the end of each shift/operational period.
- Complete a daily inventory of on-site resources. Note quantities, condition, status, etc.
- Establish a dynamic and flexible accountability and tracking system for equipment and supplies, by means of an electronic spreadsheet or T-cards (ICS-213).
- Maintain suggested reserve levels of materials, supplies, and consumables, e.g., personal protective equipment (PPE), absorbent materials, fuel, etc. Order additional resources when minimum levels are reached.
- Establish inspection procedures for on-site vehicles, boats, and equipment, as necessary. Provide maintenance for equipment.
- Ensure all on-scene resources maintain an appropriate state of readiness.
- Rehabilitate Staging Areas to pre-incident conditions, in accordance with the Incident Demobilization Plan, by removing signs and barriers and cleaning up the site. Arrange for final inspection with the property owner, Logistics Section Chief (LSC), claims managers, etc.
- Keep appropriate records of all Staging Area activities.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 115) or Individual Activity Log (ICS-214a) (page 116). File all completed log sheets with the Documentation Unit (DOCL).

Example Staging Area Layout



Staging Area Manager (STAM)

Example Staging Area Layout (Cont'd)



Staging Area Manager (STAM)

Staging Area Delivery Receipt

Incident Name:		Date:	Time:
Contractor/Supplier/Vendor:		Receiving Location:	
Delivered By:		Purchase Order (PO) #:	
	Description	Quantity	Unit
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			
21.			
22.			
23.			
24.			
25.			
26.			
Prepared By (STAM):		ICS Position/Assignment:	Preparation Date/Time:

Staging Area Manager (STAM)

Staging Area Distribution Record

Incident Name:		Date:	Time:
Distributed From:		Destination:	
Delivered By:		Received By:	
	Description	Quantity	Unit
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			
21.			
22.			
23.			
24.			
25.			
26.			
Prepared By (STAM):		ICS Position/Assignment:	Preparation Date/Time:

Staging Area Manager (STAM)

ICS Forms & Reports

Equipment
Check-in List
(ICS-211e)

Personnel
Check-in List
(ICS-211p)

Resources
Request
(ICS-213-RR)

Individual
Activity Log
(ICS-214a)

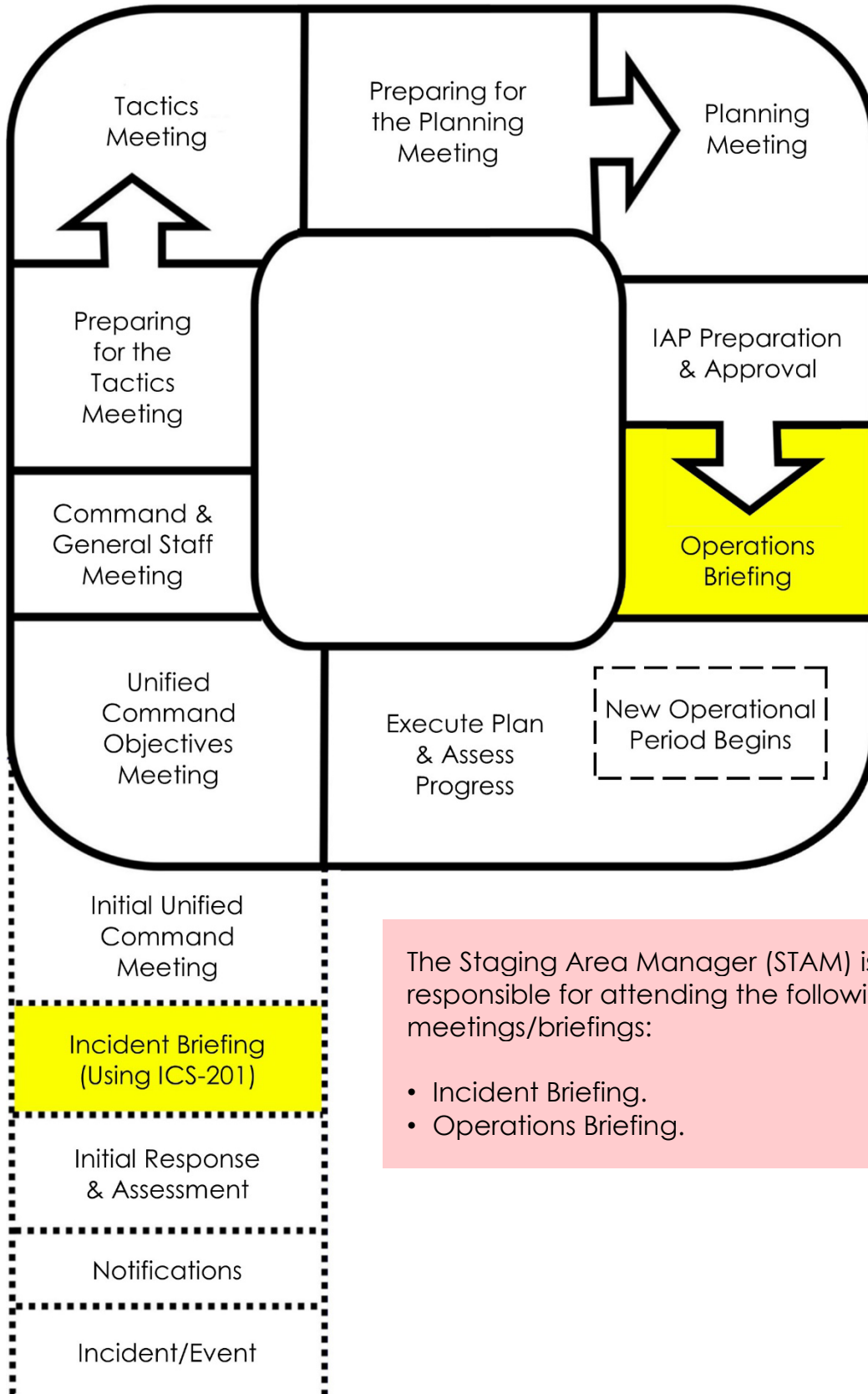
Staging Area
Delivery
Receipt

Staging Area
Distribution
Record

Staging Area
Layout

Staging Area Manager (STAM)

Meetings & Briefings



Tasks & Responsibilities

- Supervise field personnel and coordinate functional operations associated with a specified Division/Group.
- Meet face-to-face with the Operations Section Chief (OSC). Receive verbal tasking relating to specific work assignments and strategic/tactical priorities. Obtain a copy of the Incident Briefing (ICS-201) forms, if available, for guidance.
- Survey (first-hand) operational areas and proposed worksites associated with the Division/Group.
- Document any inherent safety concerns, e.g., airborne contaminants, steep terrain, swift currents, dense vegetation, vehicular traffic, overhead/buried utilities, dangerous/poisonous wildlife, hypothermia/heat stress, etc.
- Complete a short-form version of the Site Safety & Health Plan (ICS-208a) (pages 36-39), in coordination with the Safety Officer (SOFR) and any Assistant Safety Officers (ASOFR) assigned to field operations. Address:
 - oil/chemical properties.
 - existing/potential site hazards.
 - air monitoring readings/frequencies.
 - personal protective equipment (PPE) requirements.
 - work assignments.
 - evacuation routes.
 - emergency medical procedures.
 - site security and control measures.
 - decontamination guidelines.
 - weather conditions.
 - emergency contacts (fire, police, EMS).
- Rope off or flag any special areas or safety hazards. Identify tripping and low-hanging hazards with high-contrast warning tape.
- Seek input from the Environmental Unit (ENVL) regarding any potential environmental-related issues, e.g., wetland habitats, bird populations, migratory bird/raptor nests, small animal burrows, special-status plant species, threatened/endangered species, archaeological/historical artifacts, etc., within the geographic scope of operations. Note nearby community exposures and other sensitive receptors.

Tasks & Responsibilities (Cont'd)

- Designate a laydown area for vehicles, equipment, and supplies associated with the work assignment. Establish a support zone for portable toilets, temporary shelter, decontamination accessories, waste receptacles, etc.
- Assemble contractors and subordinates (equipment operators/work crews) assigned to the particular Division/Group at the onset of operations (and at the beginning of each subsequent shift).
- Conduct a “tailgate” safety briefing, specific to the work assignment, at the beginning of each shift (or special operation). Address such topics as:
 - on-site hazards.
 - oil/chemical properties and exposures.
 - personal protective equipment (PPE) requirements.
 - decontamination procedures.
 - emergency response protocols.
 - evacuation routes/assembly areas.
 - basic first-aid/emergency procedures.
 - methods of communication.
 - weather concerns.
 - boat/water safety, if applicable.
 - indigenous wildlife species.
 - slips, trips, falls, etc.

Note: This field-level safety briefing serves as a concise forum for responders to discuss safe work practices. It provides supervisors an opportunity to ensure workers are familiar with site hazards for the day's operations. It also affords the opportunity to draw up strategies on a white board or trailer. The delegation of tasks can then be conveyed and goals reaffirmed to promote success.

- Implement the Incident Action Plan (IAP) for the Division/Group.
- Communicate performance expectations, while providing clear instructions on strategic objectives, tactics, and assignments. Refer to any generated Assignment Lists (ICS-204) for specific guidance.
- Assess weather forecasts and streamflow conditions (as applicable) for potential impact on tactical operations.
- Confirm field personnel have the necessary equipment, materials, and supplies to carry out their duties in a safe, effective, and efficient manner.

Tasks & Responsibilities (Cont'd)

- Enforce safety and operational response policies consistent with the Site Safety & Health Plan (ICS-208).
- Immediately report any hazardous situations, special occurrences, or significant events, e.g., accidents, injuries, near-misses, equipment malfunctions, oiled wildlife, etc., along with other critical information (per assigned reporting threshold), to supervisory personnel in the Incident Command Post (ICP).
- Assess logistical support needs relating to:
 - food.
 - water (and packaged ice).
 - sanitation, e.g., portable toilets, hand-washing stations, showers.
 - transportation.
 - shelter, e.g., tents/canopies, cooling/heating stations.
 - security.
 - medical/first-aid supplies.
 - communications.
 - personal protective clothing.
 - waste handling.
 - decontamination.
 - fuel (for generators, light towers, etc.).
- Submit written projections of resource needs, using Resources Request (ICS-213-RR) (page 117), to the Operations Section Chief (OSC) or Branch Director (OPBD) for authorization and fulfillment.
- Serve as the primary interface with contractors, local emergency responders, agency representatives, shoreline assessment teams, etc. assigned to the Division/Group.
- Provide the Planning Section/Situation Unit Leader (SITL) with regular updates on the status and assignment of deployed resources, oil encounter rates, oil recovery volumes, nature and quantity of generated wastes, progress of cleanup operations, etc. for incorporation onto Incident Status Summary (ICS-209) and reflection on the Situation Map/Common Operating Picture (COP).
- Report any immediate changes in the status of assigned resources to the Resources Unit (RESL), or through the established chain-of-command via the Planning Section Chief (PSC).

Tasks & Responsibilities (Cont'd)

- Maintain close relationships with support personnel, e.g., Field Observers (FOBS), Assistant Safety Officers (ASOFR), Staging Area Managers (STAM), Check-in Recorders (CHKN), Environmental Unit (ENVL) representatives, Technical Specialists (THSP), etc., assigned to field operations.
- Coordinate work activities with adjacent Divisions/Groups.
- Work with any law enforcement officials and security guards to enforce access restrictions and traffic controls at assigned work areas.
- Understand and be sensitive to political issues. Notify the Liaison Officer (LOFR) of any interagency issues affecting field operations.
- Serve as a key contributor to the operational planning process, by offering advice concerning tactical strategies to the Operations Section Chief (OSC).
- Assist with preparation of the Assignment List (ICS-204) (page 114) worksheets as part of the Incident Action Plan (IAP). Help compose work instructions, while outlining equipment/personnel requirements, for each on-site task.
- Prepare a map/sketch of work areas, as an attachment to Assignment List (ICS-204), depicting such items as:
 - spill plume observations.
 - areal extent of contamination.
 - boom arrangements and anchoring mechanisms.
 - vacuum truck/skimmer positioning.
 - waste receiving/storage areas.
 - access routes.
 - vehicle parking/equipment laydown areas.
 - riverbank/terrain characteristics.
 - streamflow regimes.
 - indigenous flora/fauna.
 - physical site hazards.
 - restricted zones.
 - decontamination corridors.
 - personnel rest/break tents.
 - portable sanitation areas.
 - wind direction.
 - prominent landmarks, etc.

Tasks & Responsibilities (Cont'd)

- Provide feedback and recommendations relating to implementation of the Incident Action Plan (IAP). Communicate successes, accomplishments, needs, alternative tactics, resource effectiveness, and estimated completion times for remaining work to the Operations Section Chief (OSC) or Branch Director (OPBD).
- Attend the daily Operations Briefing. Receive a briefing on strategic/tactical priorities and work assignments for the next operational period.
- Continually monitor work progress, resource utilization, and the effectiveness of field operations. Make any necessary adjustments to tactical assignments, in consultation with supervisory personnel.
- Resolve any logistical issues within the Division/Group. Communicate potential problems relating to support services to Logistics Section staff.
- Keep daily records on the inventory, condition, status, etc. of deployed resources.
- Be financially accountable for operations within the Division/Group. Review and approve contractors' daily reports (dailies). Line-out any disputed items (either not present or ordered), circle questionable entries, and sign approving the services provided.
- Evaluate subordinates with regards to competence, attitude, initiative, teamwork, results, adherence to safety, etc. Praise good performance, while taking action on poor performance.
- Assess candidate resources for demobilization, without impacting response operations. Submit recommendations on the reassignment or release/demobilization of equipment and personnel no longer needed in support of Division/Group operations.
- Debrief assigned resources at the end of each shift (operational period).
- Keep appropriate records of all field activities.
- Conduct follow-up upon completion of assignments.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 115) or Individual Activity Log (ICS-214a) (page 116). File all completed log sheets with the Documentation Unit (DOCL).

Division/Group Supervisors (DIVS)

Site Safety & Health Plan (Short-Form) (ICS-208a)

Incident Name:	Operational Period (start):	Operational Period (end):	
ICS Organization:			
Incident Commander (IC):		Safety Officer (SOFR):	
Operations Section Chief (OSC):		Branch Director (OPBD):	
Division/Group Supervisor (DIVS):		Strike Team/Task Force Leader (STL/TFL):	
Spilled Product (indicate with "x") (attach SDS):			
<input type="checkbox"/> Crude Oil	<input type="checkbox"/> Diesel Fuel	<input type="checkbox"/> #2 Fuel Oil	<input type="checkbox"/> #6 Fuel Oil
<input type="checkbox"/> Jet Fuel	<input type="checkbox"/> Gasoline	<input type="checkbox"/> Asphalt	<input type="checkbox"/>
Site Description/Use (indicate with "x"):			
<input type="checkbox"/> Ocean	<input type="checkbox"/> Bay	<input type="checkbox"/> Estuary	<input type="checkbox"/> River/Stream
<input type="checkbox"/> Shoreline	<input type="checkbox"/> Marsh/Swamp	<input type="checkbox"/> Mudflats	<input type="checkbox"/> Sandy Beach
<input type="checkbox"/> Rocky	<input type="checkbox"/> Cliffs	<input type="checkbox"/> Tidal/Intertidal	<input type="checkbox"/> Docks/Wharves
<input type="checkbox"/> Commercial	<input type="checkbox"/> Residential	<input type="checkbox"/> Public	<input type="checkbox"/> Government
<input type="checkbox"/> Residential	<input type="checkbox"/> Agricultural	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weather/Marine Conditions (indicate with "x"):			
<input type="checkbox"/> Sun	<input type="checkbox"/> Clouds	<input type="checkbox"/> Rain	<input type="checkbox"/> Snow/Sleet
<input type="checkbox"/> Ice/Frost	<input type="checkbox"/> Fog	<input type="checkbox"/> Air Temp (°F):	<input type="checkbox"/> Water Temp (°F):
<input type="checkbox"/> Wind Speed:	<input type="checkbox"/> Wind Direction:	<input type="checkbox"/> River Stage (ft):	<input type="checkbox"/> Current:
<input type="checkbox"/> High Tide (time):	<input type="checkbox"/> High Tide (ft):	<input type="checkbox"/> Low Tide (time):	<input type="checkbox"/> Low Tide (ft):
Potential Site Hazards (indicate with "x"):			
<input type="checkbox"/> Bird Handling	<input type="checkbox"/> Boat Safety	<input type="checkbox"/> Chemical Hazards	<input type="checkbox"/> Cold Stress
<input type="checkbox"/> Confined Space	<input type="checkbox"/> Dangerous Wildlife	<input type="checkbox"/> Darkness	<input type="checkbox"/> Deep Water
<input type="checkbox"/> Drum Handling	<input type="checkbox"/> Electrical Hazards	<input type="checkbox"/> Excavations	<input type="checkbox"/> Fatigue
<input type="checkbox"/> Fire/Explosion	<input type="checkbox"/> Heat Stress	<input type="checkbox"/> Heavy Equipment	<input type="checkbox"/> Helicopter Operations
<input type="checkbox"/> Lifting	<input type="checkbox"/> Motor Vehicles	<input type="checkbox"/> Noise	<input type="checkbox"/> Poisonous Insects
<input type="checkbox"/> Poisonous Plants	<input type="checkbox"/> Pumps/Hoses	<input type="checkbox"/> Rain/Lightning	<input type="checkbox"/> Slips/Trips/Falls
<input type="checkbox"/> Steam/Hot Water	<input type="checkbox"/> Swift Currents	<input type="checkbox"/> Tides	<input type="checkbox"/> UV Radiation
<input type="checkbox"/> Utilities (Buried)	<input type="checkbox"/> Utilities (Overhead)	<input type="checkbox"/> Visibility	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Site Safety & Health Plan (Short-Form) (ICS-208a) (Cont'd)

Air Monitoring:																																		
Test	Time	Reading	Time	Reading	Time	Reading																												
O ₂ (%)																																		
LEL (%)																																		
Benzene (ppm)																																		
H ₂ S (ppm)																																		
TPH (ppm)																																		
CO (ppm)																																		
<p>Exposure Criteria: O₂: < 19.5% - respirator required, > 23.0% - evacuate immediately LEL: < 10% - refrain from spark-producing activities, > 20% - evacuate immediately Benzene: 1 ppm - PEL, 5 ppm - STEL, 500 ppm - IDLH H₂S: 1 ppm - PEL, 5 ppm - STEL, 100 ppm - IDLH TPH: 100 ppm - PEL CO: 50 ppm - PEL</p>																																		
<p>Personal Protective Equipment (PPE) (indicate with "x"):</p> <table border="0"> <tr> <td><input type="checkbox"/> Hard Hat</td> <td><input type="checkbox"/> Safety Harness</td> <td><input type="checkbox"/> PFD</td> <td><input type="checkbox"/> Safety Glasses</td> </tr> <tr> <td><input type="checkbox"/> Goggles</td> <td><input type="checkbox"/> Face Shield</td> <td><input type="checkbox"/> SCBA</td> <td><input type="checkbox"/> Full-face Respirator</td> </tr> <tr> <td><input type="checkbox"/> Half-mask Respirator</td> <td><input type="checkbox"/> Ear Plugs</td> <td><input type="checkbox"/> Rubber Gloves</td> <td><input type="checkbox"/> Leather Gloves</td> </tr> <tr> <td><input type="checkbox"/> Steel Toe Boots</td> <td><input type="checkbox"/> Rubber Boots</td> <td><input type="checkbox"/> Hip-high Boots</td> <td><input type="checkbox"/> Deck Shoes</td> </tr> <tr> <td><input type="checkbox"/> Cloth Coveralls</td> <td><input type="checkbox"/> NOMEX Coveralls</td> <td><input type="checkbox"/> Disposable Coveralls</td> <td><input type="checkbox"/> Rain Jacket/Hood</td> </tr> <tr> <td><input type="checkbox"/> Insect Repellent</td> <td><input type="checkbox"/> Sunscreen</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>							<input type="checkbox"/> Hard Hat	<input type="checkbox"/> Safety Harness	<input type="checkbox"/> PFD	<input type="checkbox"/> Safety Glasses	<input type="checkbox"/> Goggles	<input type="checkbox"/> Face Shield	<input type="checkbox"/> SCBA	<input type="checkbox"/> Full-face Respirator	<input type="checkbox"/> Half-mask Respirator	<input type="checkbox"/> Ear Plugs	<input type="checkbox"/> Rubber Gloves	<input type="checkbox"/> Leather Gloves	<input type="checkbox"/> Steel Toe Boots	<input type="checkbox"/> Rubber Boots	<input type="checkbox"/> Hip-high Boots	<input type="checkbox"/> Deck Shoes	<input type="checkbox"/> Cloth Coveralls	<input type="checkbox"/> NOMEX Coveralls	<input type="checkbox"/> Disposable Coveralls	<input type="checkbox"/> Rain Jacket/Hood	<input type="checkbox"/> Insect Repellent	<input type="checkbox"/> Sunscreen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																															
<p>Work Assignments (indicate with "x"):</p> <table border="0"> <tr> <td><input type="checkbox"/> Boom Deployment/Maintenance</td> <td><input type="checkbox"/> Oily Waste Handling</td> </tr> <tr> <td><input type="checkbox"/> Diking, Damming, Berming</td> <td><input type="checkbox"/> Equipment Decontamination</td> </tr> <tr> <td><input type="checkbox"/> Shoreside Oil Recovery (Vacuum Trucks)</td> <td><input type="checkbox"/> Vessel Decontamination</td> </tr> <tr> <td><input type="checkbox"/> Marine Oil Recovery (Skimming Vessels)</td> <td><input type="checkbox"/> Air Monitoring</td> </tr> <tr> <td><input type="checkbox"/> Submerged Oil Recovery</td> <td><input type="checkbox"/> Soil Sampling</td> </tr> <tr> <td><input type="checkbox"/> Manual Oiled Shoreline Cleanup</td> <td><input type="checkbox"/> Water Sampling</td> </tr> <tr> <td><input type="checkbox"/> Mechanical Oiled Shoreline Cleanup</td> <td><input type="checkbox"/> Aerial Reconnaissance</td> </tr> <tr> <td><input type="checkbox"/> Oiled Vegetation Cutting</td> <td><input type="checkbox"/> SCAT/Pollution Investigations</td> </tr> <tr> <td><input type="checkbox"/> Sorbent Application</td> <td><input type="checkbox"/> Wildlife Capture</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>							<input type="checkbox"/> Boom Deployment/Maintenance	<input type="checkbox"/> Oily Waste Handling	<input type="checkbox"/> Diking, Damming, Berming	<input type="checkbox"/> Equipment Decontamination	<input type="checkbox"/> Shoreside Oil Recovery (Vacuum Trucks)	<input type="checkbox"/> Vessel Decontamination	<input type="checkbox"/> Marine Oil Recovery (Skimming Vessels)	<input type="checkbox"/> Air Monitoring	<input type="checkbox"/> Submerged Oil Recovery	<input type="checkbox"/> Soil Sampling	<input type="checkbox"/> Manual Oiled Shoreline Cleanup	<input type="checkbox"/> Water Sampling	<input type="checkbox"/> Mechanical Oiled Shoreline Cleanup	<input type="checkbox"/> Aerial Reconnaissance	<input type="checkbox"/> Oiled Vegetation Cutting	<input type="checkbox"/> SCAT/Pollution Investigations	<input type="checkbox"/> Sorbent Application	<input type="checkbox"/> Wildlife Capture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
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<input type="checkbox"/>	<input type="checkbox"/>																																	
<input type="checkbox"/>	<input type="checkbox"/>																																	

Site Safety & Health Plan (Short-Form) (ICS-208a) (Cont'd)

Evacuation Plan:

Assembly Area:

Bells (# of whistles):

Horn (# of blasts):

Emergency Medical Procedures:

Site Security:

Decontamination Procedures:

Emergency Contacts:

Fire:

Police:

Ambulance/EMS:

Hospital:

Other:

Site Safety & Health Plan (Short-Form) (ICS-208a) (Cont'd)

Site Map:

Map Symbols/Notations (indicate with "x"):

- | | | | |
|--|---|---|--|
| <input type="checkbox"/> Command Post | <input type="checkbox"/> Staging Area | <input type="checkbox"/> Decontamination Area | <input type="checkbox"/> Restricted Zones |
| <input type="checkbox"/> Evacuation Routes | <input type="checkbox"/> Wind Direction | <input type="checkbox"/> Site Hazards | <input type="checkbox"/> Sensitive Receptors |

Prepared By:

ICS Position/Assignment:

Preparation Date/Time:

Example “Tailgate” Safety Briefing Sheet

Incident Name:	Operational Period (start):	Operational Period (end):
Type of Briefing (Site Safety & Health Plan, Emergency Response Plan, Pre-Entry, Exit, Start Shift, End Shift):		
Site Name:	Location:	
<p>Topics:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Site hazards. <input type="checkbox"/> Oil/chemical properties and exposures. <input type="checkbox"/> Personal protective equipment (PPE) requirements. <input type="checkbox"/> Decontamination procedures. <input type="checkbox"/> Emergency response protocols. <input type="checkbox"/> Injuries/illnesses. <input type="checkbox"/> Evacuation routes/assembly areas. <input type="checkbox"/> Basic first-aid/emergency procedures. <input type="checkbox"/> Methods of communication. <input type="checkbox"/> Weather conditions. <input type="checkbox"/> Boat/water safety. <input type="checkbox"/> Indigenous wildlife species. <input type="checkbox"/> Slips, trips, falls, etc. <input type="checkbox"/> Other topics (list below): 		
Comments:		
Conducted By:	ICS Position/Assignment:	Date/Time:

Quick Shoreline Assessment

(1) Date/Time: _____

(2) Operational Division: _____

(3) Segment ID (or location description): _____

(4) Bank:

Left Descending

Right Descending

Island

(5) GPS Coordinates:

Start: _____ End: _____

(6) Total Length of Segment: _____

(7) Survey Method:

Foot

Boat

Vehicle

UTV/ATV

Aircraft/UAV

Other: _____

(8) Seasonal Water Level:

Low

Mean

Bankfull

Overbank Flow

Gage Height (ft): _____

(9) Survey Team:

Name	Affiliation	Telephone #/Radio

(10) Surface Oiling Observations:

Shoreline Composition	Distribution	Thickness	Type

Quick Shoreline Assessment (Cont'd)

(11) Is oil observed in neighboring surface waters? Yes No

(12) Oiled Wildlife (fish, birds, small mammals, reptiles, amphibians): _____

(13) Access Restrictions: _____

(14) Cleanup Recommendations: _____

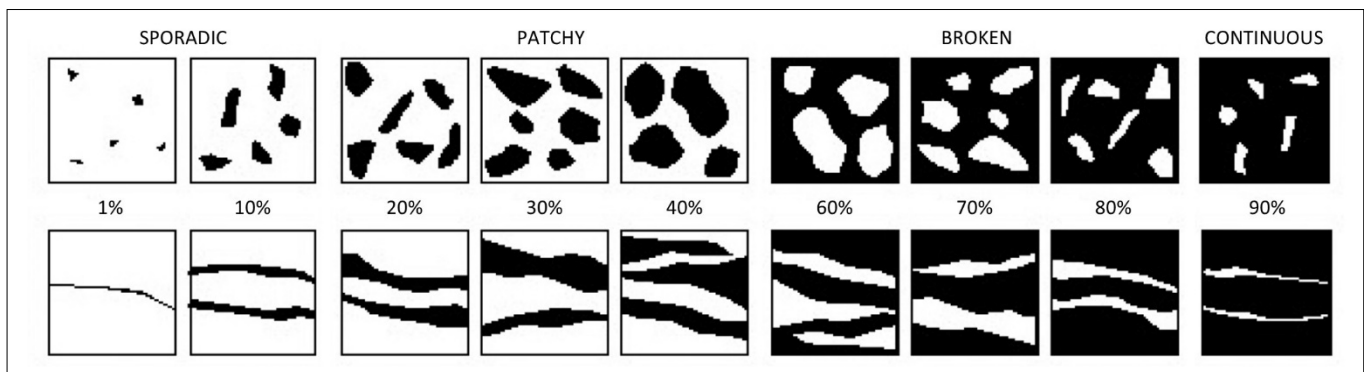
(15) Site Map:

Quick Shoreline Assessment (Cont'd)

Instructions

Shoreline Composition: Shoreline types may include marsh, swamp, bog/fen, clay/mud, silt/sand, pebble/cobbles, peat/organic, boulder, bedrock, bulkhead, riprap, trees/shrubs, grasses, etc. Use a "P" to indicate primary shoreline type for the entire segment being surveyed. Use an "S" to indicate the presence of other, secondary shoreline types.

Surface Oiling Distribution (percent coverage):



Surface Oiling Thickness:

Film: transparent/iridescent sheen or oily film

Stain: visible oil, cannot be scraped off with fingernail

Coat: visible oil < 0.1 cm, can be scraped with fingernail

Cover: oil/mousse > 0.1 cm to < 1 cm on any surface

Pooled Oil: fresh oil or mousse > 1 cm thick

Surface Oiling Types:

Fresh oil: un-weathered, liquid oil

Mousse: emulsified oil occurring over broad areas

Tar: highly-weathered oil, of tarry/nearly solid consistency

Tarballs: discrete accumulations of oil < 10 cm in diameter

Patties: discrete accumulations of oil > 10 cm in diameter

Surface oil residue: non-cohesive, oiled surface sediments

Asphalt pavements: cohesive, heavily oiled sediments

No oil: no evidence of any type of oil

ICS Forms & Reports

Assignment
List
(ICS-204)

Site Safety &
Health Plan
(Short-Form)
(ICS-208a)

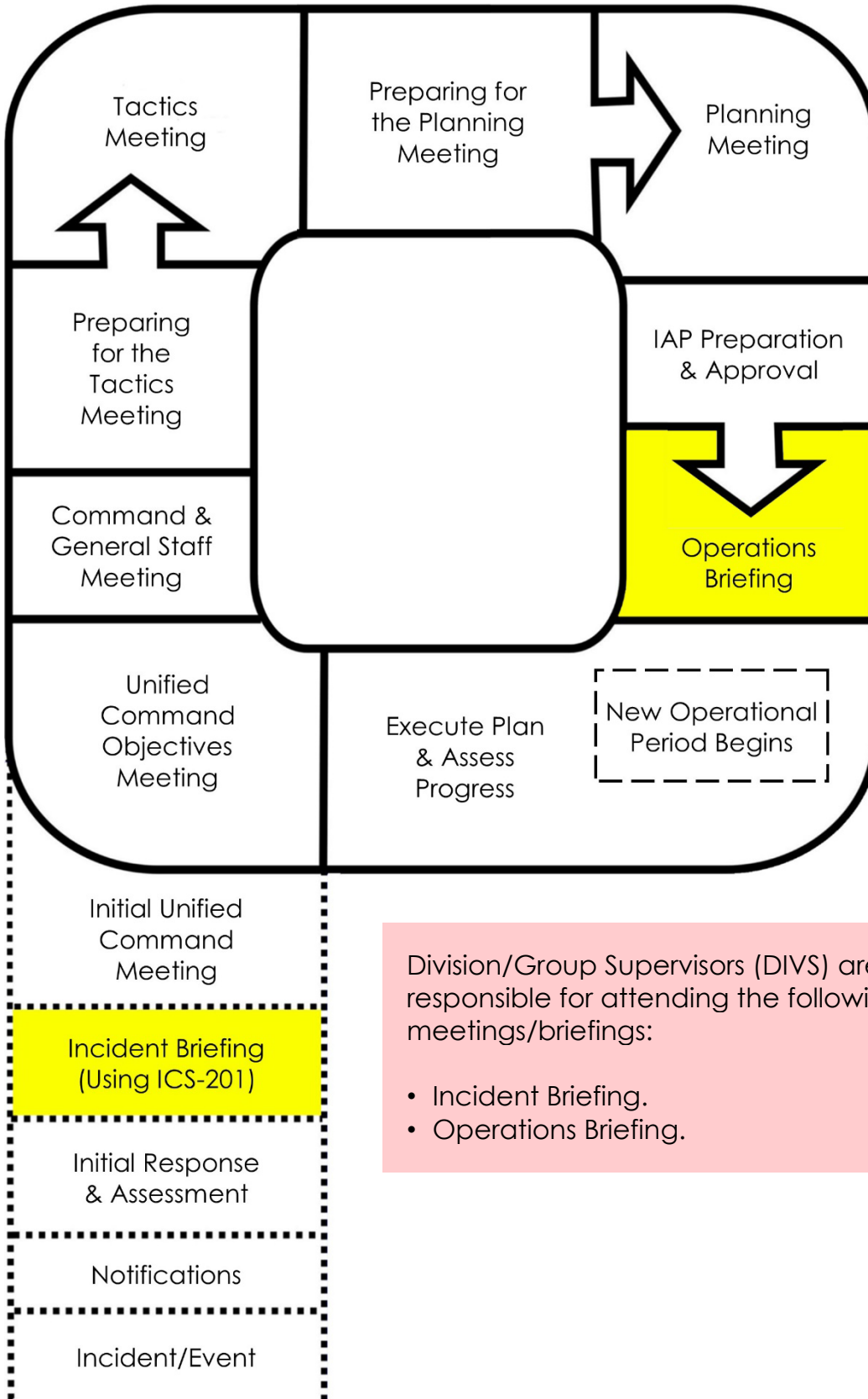
Resources
Request
(ICS-213-RR)

Individual
Activity Log
(ICS-214a)

“Tailgate”
Safety
Briefing
Sheet

Quick
Shoreline
Assessment

Meetings & Briefings



Division/Group Supervisors (DIVS) are responsible for attending the following meetings/briefings:

- Incident Briefing.
- Operations Briefing.

Tasks & Responsibilities

- Manage air operations associated with the incident.
- Address the type and number of airborne assets, including unmanned aerial vehicles (UAVs)/drones, assigned to the incident, along with flight schedules, on Air Operations Summary (ICS-220) (page 50).
- Identify potential aviation providers, which may include private entities and federal, state, and local agencies.
- Work with aviation units to gain local situational awareness. Review aeronautical charts of the impacted area. Take note of airspace in the vicinity of the incident. Determine airspace restrictions, flight hazards, temporary flight restrictions (TFRs), etc.
- Initiate contact with the Federal Aviation Administration (FAA), U.S. Coast Guard (USCG), Department of Defense (DOD), state/local authorities, and other relevant government agencies operating in the incident area.
- Establish a liaison with the Federal Aviation Administration (FAA) for help seeing the air picture, managing airspace issues, etc. Employ Temporary Flight Restrictions (TFRs) (pages 54-55) to protect response aircraft and exclude any aircraft from entering an airspace volume. File a Notice to Airmen (NoTAM) with the local/regional Federal Aviation Administration (FAA) office.
- Prepare flight paths for reconnaissance missions. Manage safe approach and departure paths to landing spots.
- Consult with the National Weather Service (NWS) to obtain weather forecasts. Monitor on-scene weather and assess impacts to aviation.
- Ensure there is adequate personnel coverage to monitor all radios/phones necessary for effective oversight of field aviation-related operations. Validate air-to-air and air-to-ground frequencies are adequate and have built-in redundancy.
- Establish procedures to maintain situational awareness of airborne aircraft, such as routine flight operations/position reports.
- Manage real and probable risks to flight operations, such as lit/unlit towers, multi-story buildings, power lines, terrain, and restricted airspace.

Tasks & Responsibilities (Cont'd)

- Consider the risk of operating in mountainous environments. Avoid flight operations in the downdraft or lee sides of hills, ridges, or mountains, if possible.
- Evaluate limitations (flight hours, crew rest, hoist limitations, night flying, instrument ratings).
- Note if there are any special personal protective equipment (PPE) or unique weather/clothing requirements for crew and passengers.
- Ensure surveillance personnel have sufficient equipment to execute their assignments, e.g., phones, radios, digital cameras, GPS units, computers, wireless cards, etc.
- Determine the adequacy of airports, heliports, helibases, helispots, UAV bases, and/or landing zones to accomplish full mission requirements. Assess the condition of flight facilities, e.g., runway/helipad condition, runway length, weight restrictions, obstacles, foreign objects/debris, flight planning area, weather support, communications, and internet access.
- Examine the availability of aviation support services. Provide logistical support for aircraft and aircrews assigned to the incident. Consider requirements for ground support equipment, such as forklifts, stands, generators, etc.
- Determine refueling locations, hours of operation, and fuel types/quality.
- Consider aircraft parking plan issues. Incorporate risk mitigation measures, such as aircraft marshallers, follow-me vehicles, traffic cones, etc., as necessary.
- Ensure security is provided at aviation facilities and proper firefighting apparatus is present during flight operations. Monitor fire and rescue assets to support base and helispot flight operations.
- Consider landing area drainage, along with risk mitigation measures for dust abatement or to prevent foreign object damage.
- Consider the risk of UAV/drone operations. Ensure operators have Remote Pilot Certification from the Federal Aviation Administration (FAA) for commercial operations.
- Consider noise abatement measures.

Tasks & Responsibilities (Cont'd)

- Support the National Transportation Safety Board (NTSB) with investigations relating to any aircraft mishaps.

Note: Priorities in an aircraft mishap include the safety of personnel, protection of property, and preservation of evidence.

Air Operations Summary (ICS-220)

Incident Name:		Operational Period (start):			Operational Period (end):	
Aircraft Information:						
Make/Model	Operator	Operating Base	Passenger Capacity	Air/Air Frequency	Air/Ground Frequency	
Flight Scheduling:						
Date	Time	Aircraft Type	Assignment/Route	Pilot's Name	Passenger Names	
Remarks (safety reminders, temporary flight restrictions, refueling areas, special instructions, etc.):						
Prepared By (AOBD):			ICS Position/Assignment:		Preparation Date/Time:	

Air Observation Checklist

(1) Observer Information:

Name: _____
ICS Position/Assignment: _____
Telephone #: _____
Radio Channel/Frequency: _____

(2) Aircraft Information:

Platform (fixed-wing aircraft, helicopter, UAV/drone): _____
Make/Model: _____
Pilot's/Operator's Name: _____
Additional Comments: _____

(3) Flight Information:

Observation Date/Time: _____
Altitude/Speed: _____
Flight Path/Track Line (attach map): _____

(4) Environmental Observations:

Cloud Cover: _____
Ceiling: _____
Visibility: _____
Wind Speed/Direction: _____
Tidal Stage (ebb, flood, slack): _____
Sea State (wave height, swell direction): _____
River/Stream Stage (low, mean, bankfull, overbank): _____

(5) Oil Slick Location (GPS Coordinates):

Leading Edge: _____
Trailing Edge: _____
Center: _____
Landmarks (for reference): _____

Air Observation Checklist (Cont'd)

(6) Oil Slick Characteristics:

- Dark/heavy oil (brown, reddish, or black)
- Combination of dark/heavy oil and sheen
- Sheen/light oil (rainbow, dull, or silver)

Slick Dimensions (width/length): _____

Slick Orientation: _____

Oil Distribution (windrows, streamers, patches, pancakes): _____

Percent Oil Coverage: _____

(7) Response Observations:

Source (note status, e.g., secured, still leaking): _____

Deployed Boom (note location/effectiveness): _____

Deployed Skimming Assets (note location/effectiveness): _____

(8) Wildlife Observations (type/number): _____

Oil Observation Checklist (Cont'd)

(9) Map/Chart:

Temporary Flight Restriction (TFR)

Due to Oil Spill Response Activities in the vicinity of: _____

The following information is needed by the USDOT-FAA [PLACE NAME] Air Route Traffic Control Center to process a Temporary Flight Restriction (TFR) and Notice to Airmen (NoTAM). This request can be either faxed or called in to the [PLACE NAME] Center.

To: [PLACE NAME] ARTCC Operations Manager, [TELEPHONE #]

From: Unified Command (UC) (specify Incident Name): _____

(1) Purpose: _____

Provide information on the purpose of the request, e.g., aerial surveillance, transportation activities, etc.

(2) Requested Altitude (feet): _____

Request only the altitude necessary, plus a 500-ft buffer. If operations are limited to 2,000 feet and below, requesting 10,000 feet may delay the approval process. Request an altitude of 2,500 feet.

(3) Requested Radius (miles): _____

Request only the radius necessary. If operations are limited to a 2-mile radius, requesting a 20-mile radius may delay the approval process. Be aware of airport traffic.

(4) Center of Radius:

Latitude: _____

Longitude: _____

The latitude/longitude of the restricted area's center should always be identified in degrees, minutes, and seconds. Do not use decimal degrees.

(5) Duration Requested:

Start (date/time): _____

End (date/time): _____

Identify the amount of time the restriction will be needed. Indicate if this TFR is for daylight hours only.

Temporary Flight Restriction (TFR) (Cont'd)

(6) Incident Contacts:

Name: _____
Telephone #: _____
Air Operations Frequency: _____

The Air Operations Group Supervisor (DIVS)/Branch Director (AOBD) is responsible for all communications with the [PLACE NAME] Center. Provide a contact telephone number (preferably a 24-hour number) by which the [PLACE NAME] Center can contact Air Operations for additional information if needed. Provide the Incident Air Operations Frequency only if it is to be posted in the NoTAM.

(7) Unified Command (UC) Approval:

FOSC: _____ (signature/date)
SOSC: _____ (signature/date)
RPIC: _____ (signature/date)

NoTAMs should be approved by the Unified Command (UC).

ARTCC: Please fax a copy of FDC NOTAM to: _____

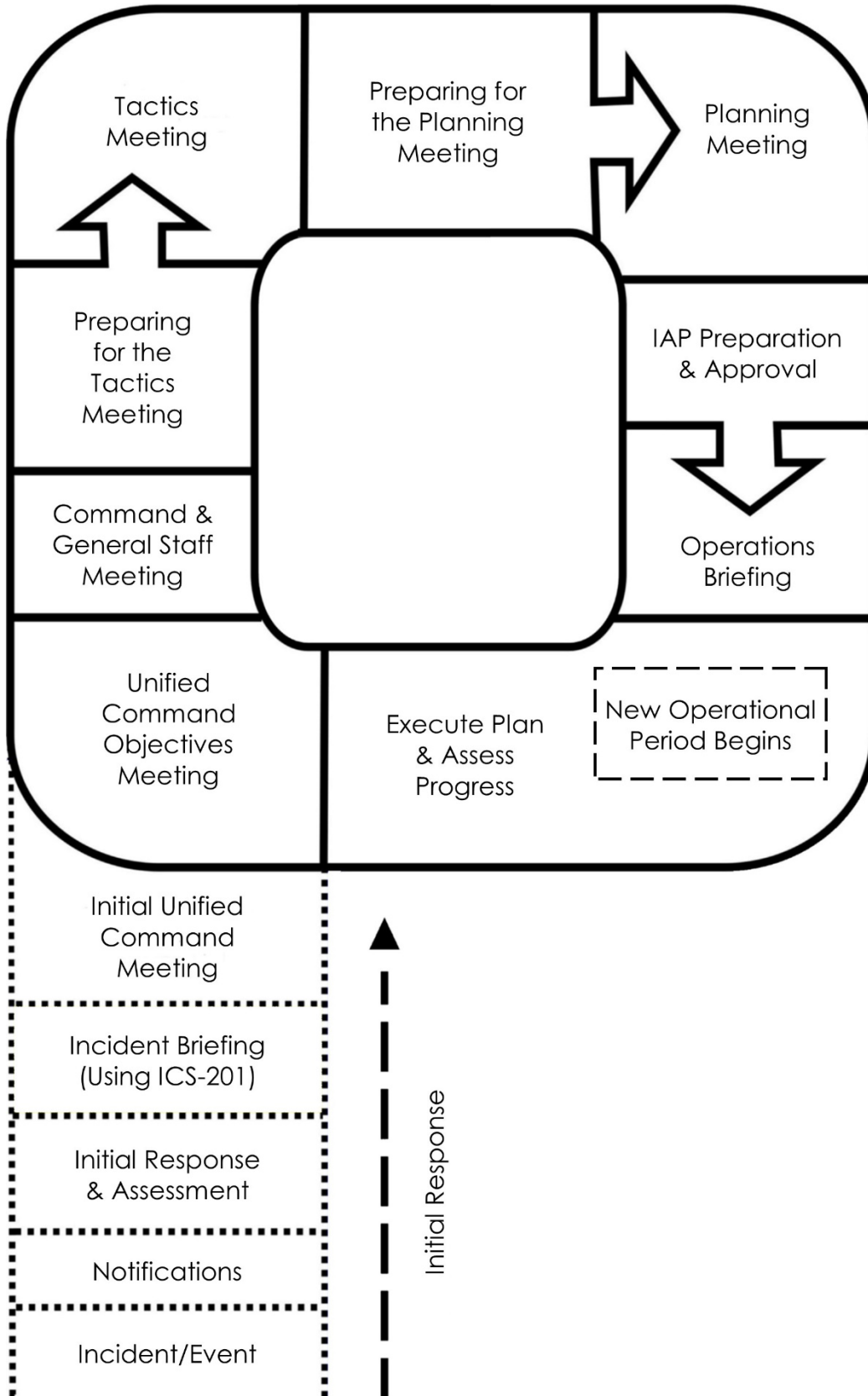
If you have an intrusion after the TFR is officially put in place, get as much information as possible on the intruding aircraft, e.g., type, color, tail number, approximate altitude, direction of travel, etc., and immediately pass to the [PLACE NAME] Center at [TELEPHONE #]. Remember under this type of TFR, the following applies: "Aircraft carrying properly accredited news media representatives may enter the area provided they notify the FAA and the operation is conducted above the altitude used by incident aircraft".

The TFR will take between thirty (30) minutes and three (3) hours to be put in place by the FAA, so any aircraft that depart an airspace prior to issuance of the NoTAM will not be aware of the TFR and may unknowingly enter your airspace.

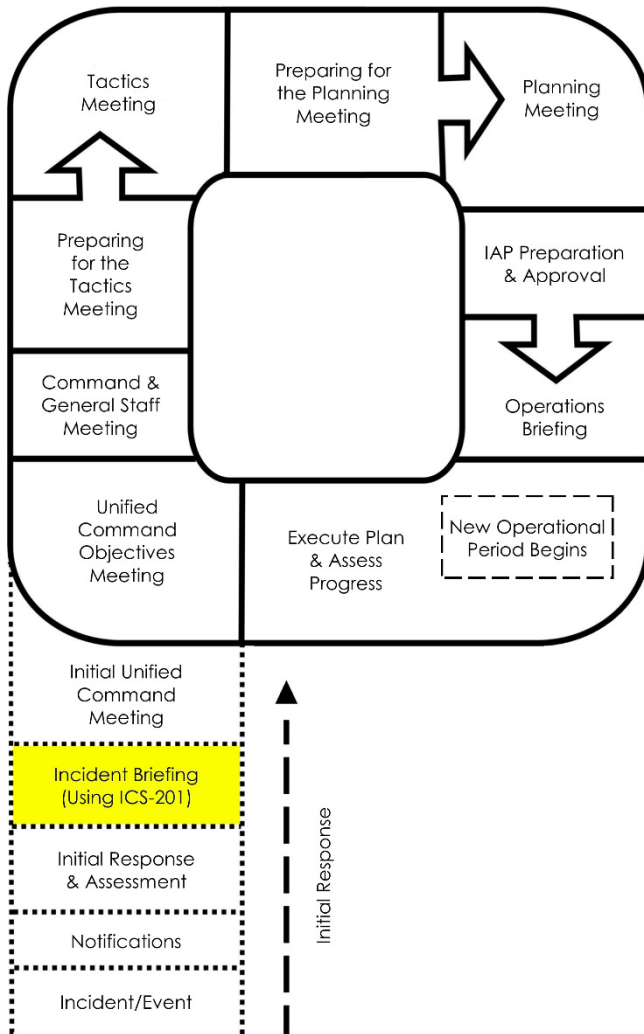
If operations are completed prior to the published end date/time, please notify the [PLACE NAME] Center to cancel the TFR/NoTAM.

NoTAMs are issued under the authority of 14 CFR Part 91 Section 137(a)(1), (2), or (3).

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.

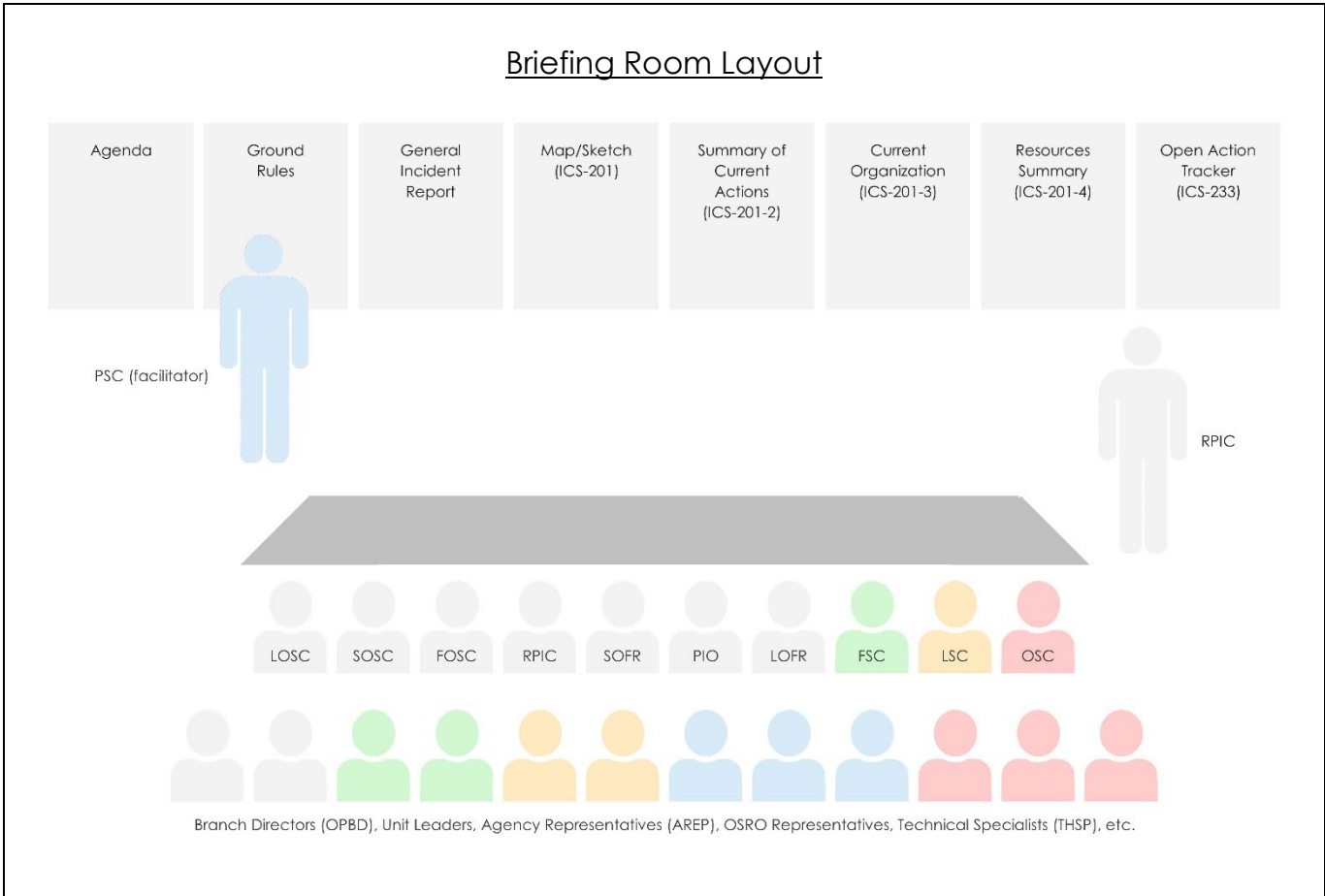
Incident Briefing (Cont'd)

Operations Responsibilities:

- Receive additional details regarding assignment. Come up to speed quickly on the incident situation.
- Understand response objectives and priorities.
- Identify resources committed to the response.
- Assess whether operations are being conducted safely.
- Acknowledge the Operations organization being inherited. Confirm span-of-control is within acceptable limits. Consider whether the current organizational structure is adequate for the situation "on the ground".
- Ask yourself "what can go wrong?"
- Ensure supervisors and leaders are aware of your new appointment as Operations Section Chief (OSC).
- Assist with preparation/completion of the Incident Briefing (ICS-201) forms, as necessary.
- "Ground-truth" tactical operations at the earliest opportunity.

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 57.
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)

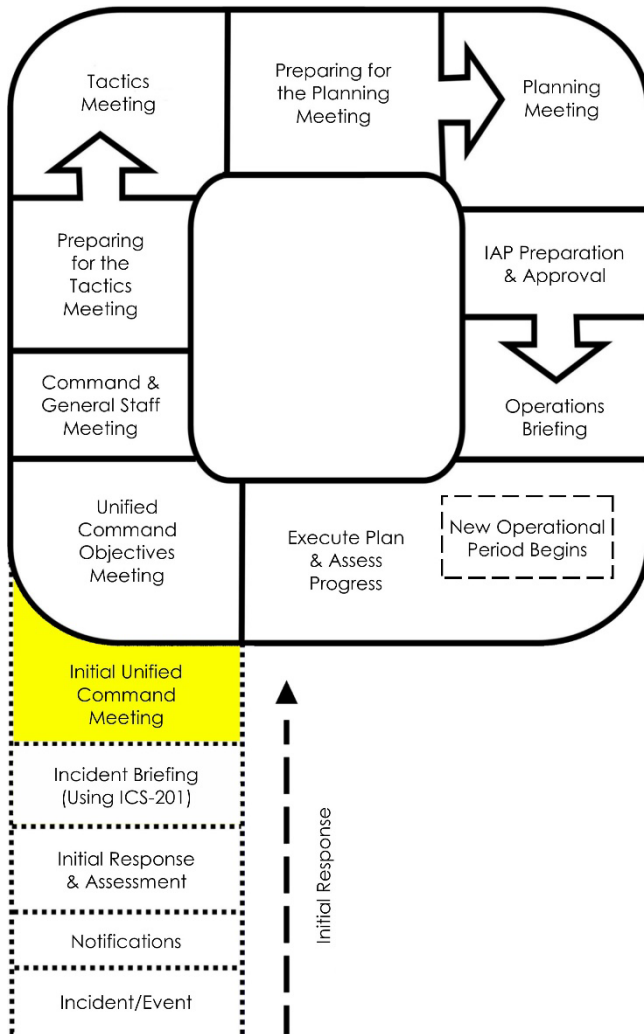
9. Responsible Party Incident Commander (RPIC) (Cont'd):
 - Review the current on-scene organizational structure and personnel assignments, by referencing Current Organization (ICS-201-3). Note establishment of any operational Branches/Divisions/Groups. Confirm adequate span-of-control is provided.
 - 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:

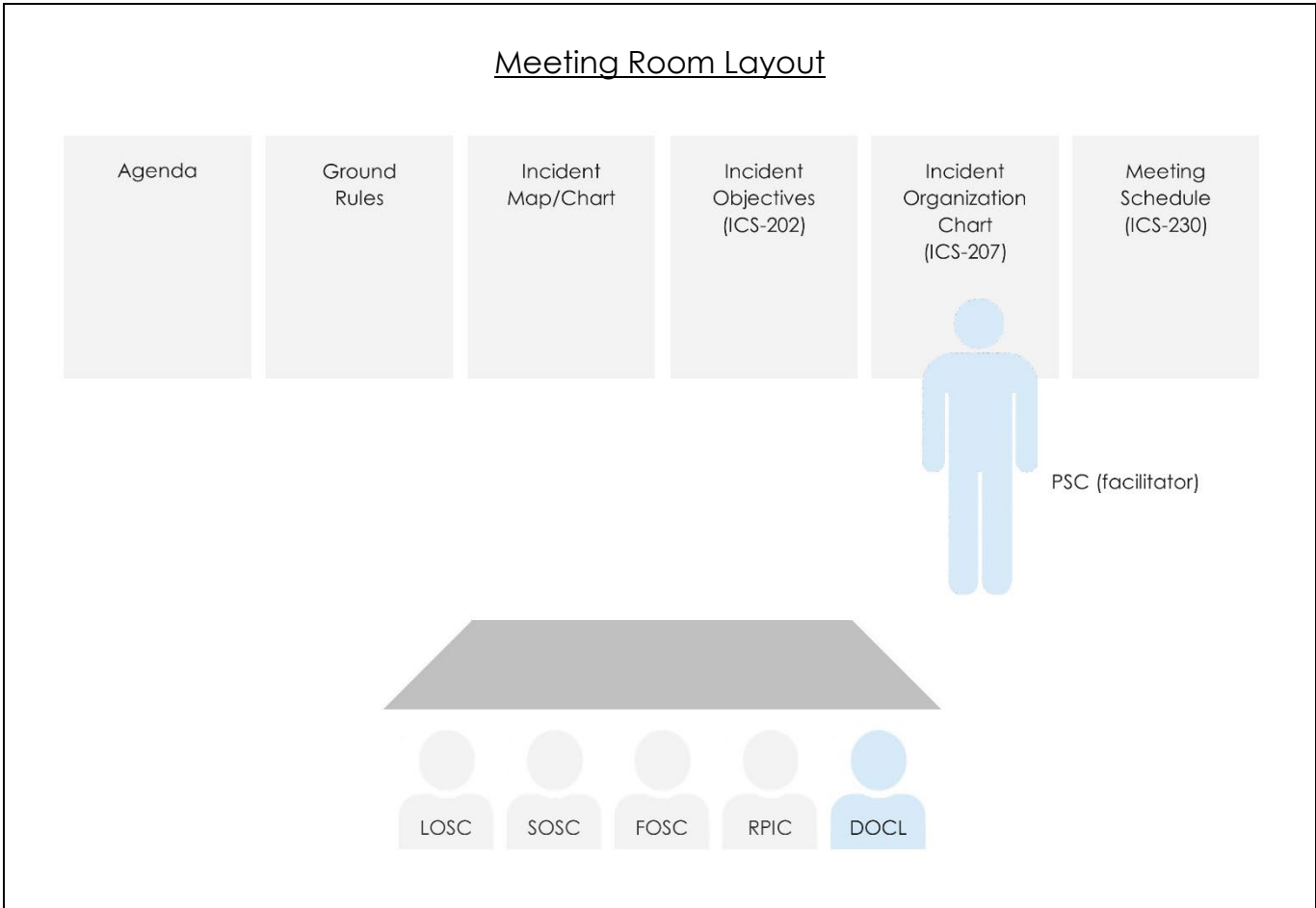
- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Planning Section Chief (PSC).
- Documentation Unit Leader (DOCL).

Duration: Approximately 60 minutes.

Note: Members of the Operations 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 64.
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 69-70).
- Establish/document potential limitations and constraints (refer to examples on page 71), using ICS-202a.
- Agree on response priorities (refer to examples on page 72). Document on Command Direction (ICS-202a).
- Determine specific informational thresholds for which Command requires immediate notification (refer to example critical information requirements on page 73). 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.

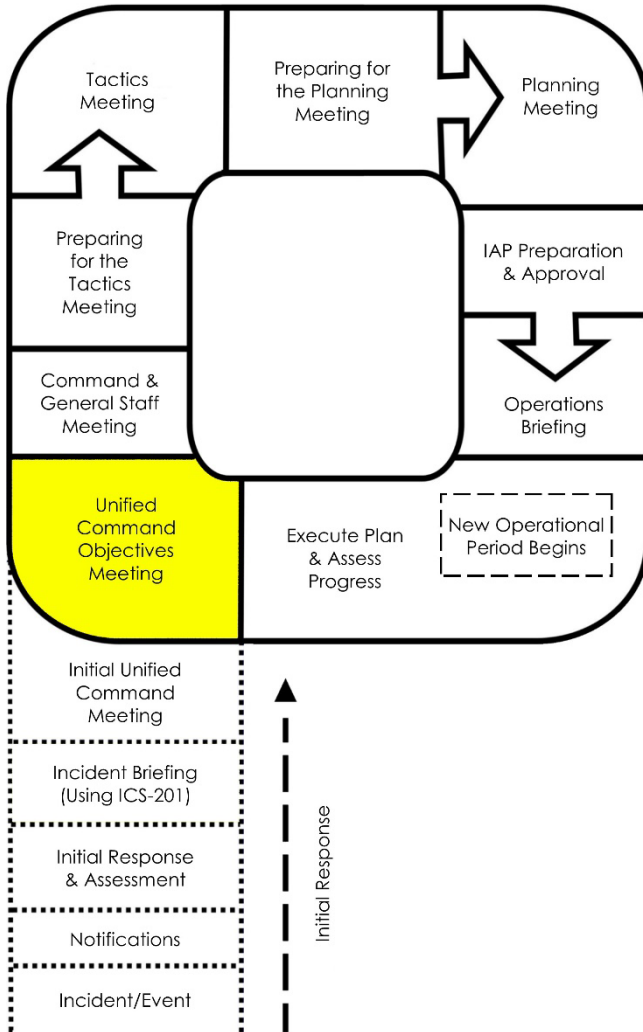
Example Response Priorities

- 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:

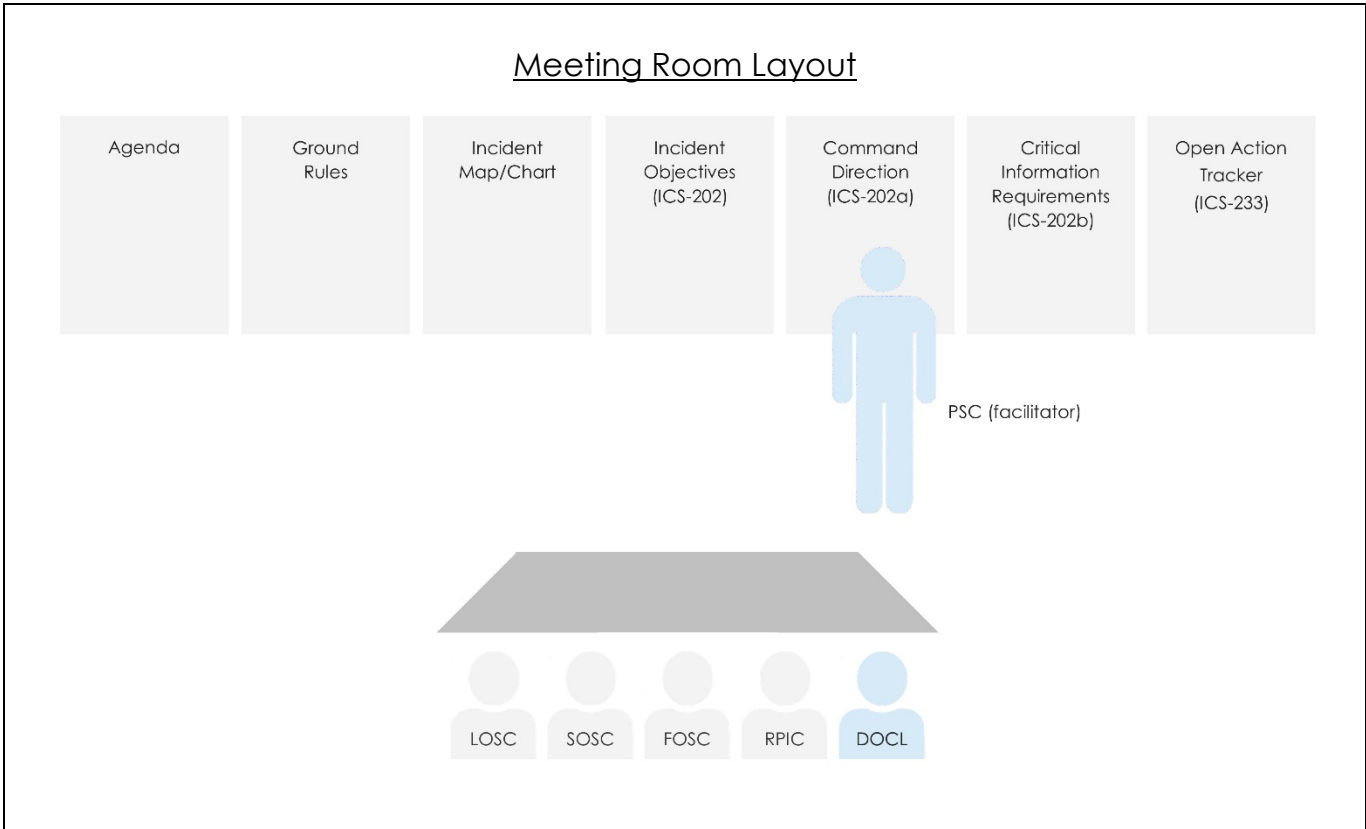
- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Planning Section Chief (PSC).
- Documentation Unit Leader (DOCL).

Duration: 30 to 60 minutes.

Note: Members of the Operations 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

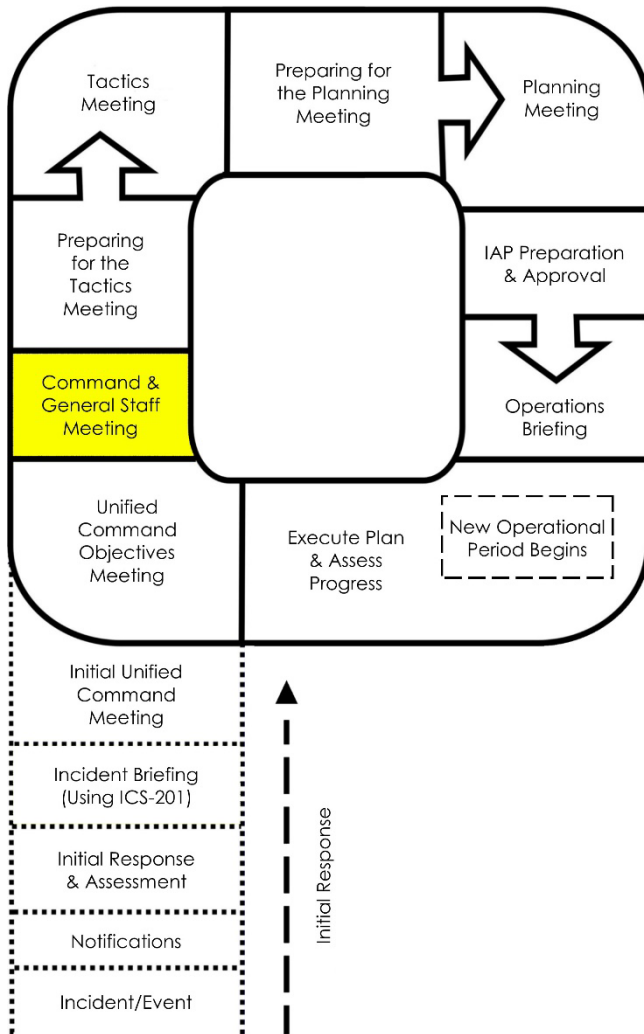
1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Unified Command Objectives Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 74.
3. 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.

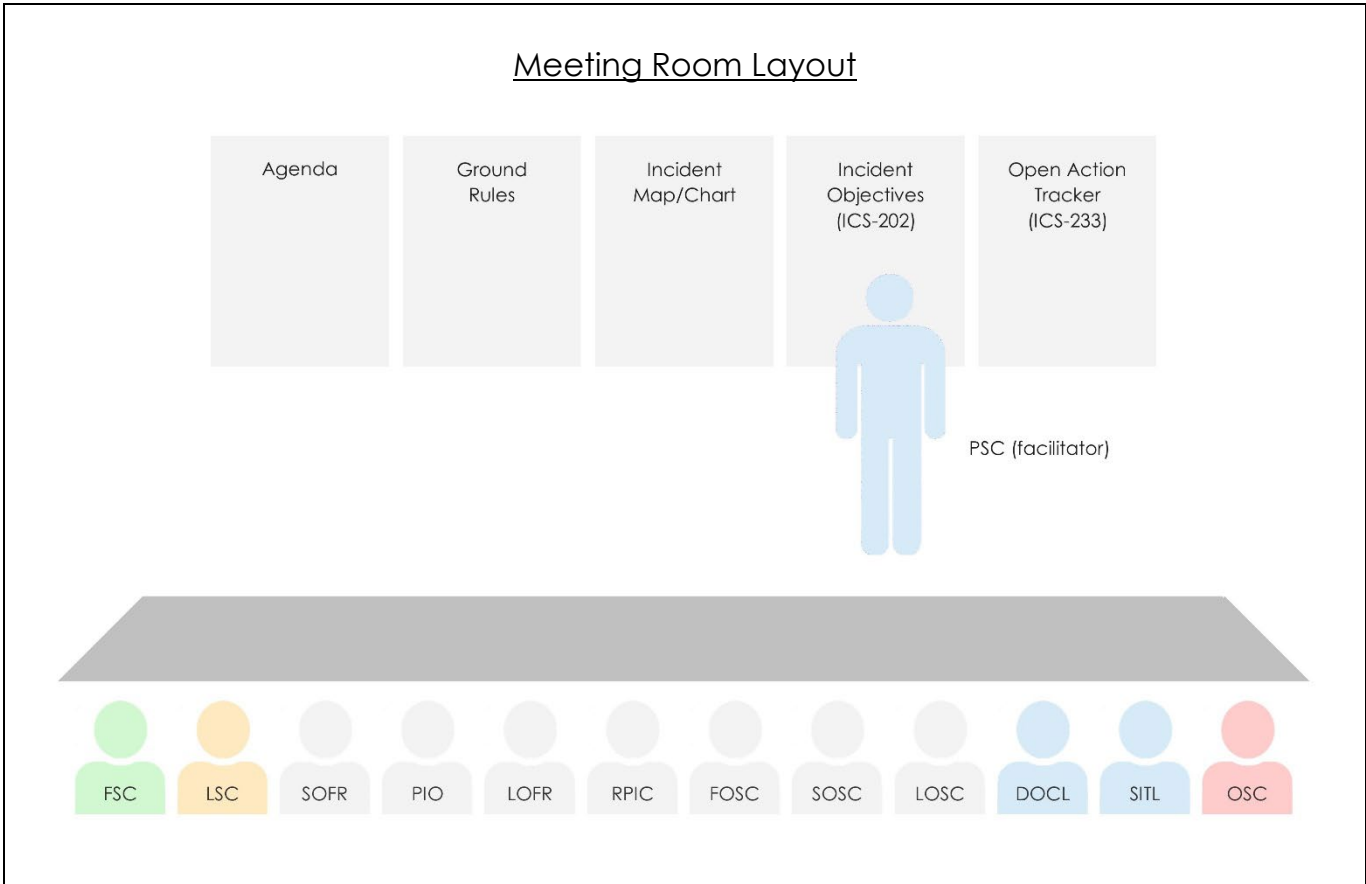
Command & General Staff Meeting (Cont'd)

Operations Responsibilities:

- Receive direction from the Incident Commander (IC)/Unified Command (UC).
- Clarify objectives and priorities.
- Identify any limitations/constraints.
- Acknowledge critical information requirements (CIRs), including immediate reporting thresholds.
- Address potential organizational and interagency issues.
- Continue on-scene Operations.
- Prepare for the Tactics Meeting.

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

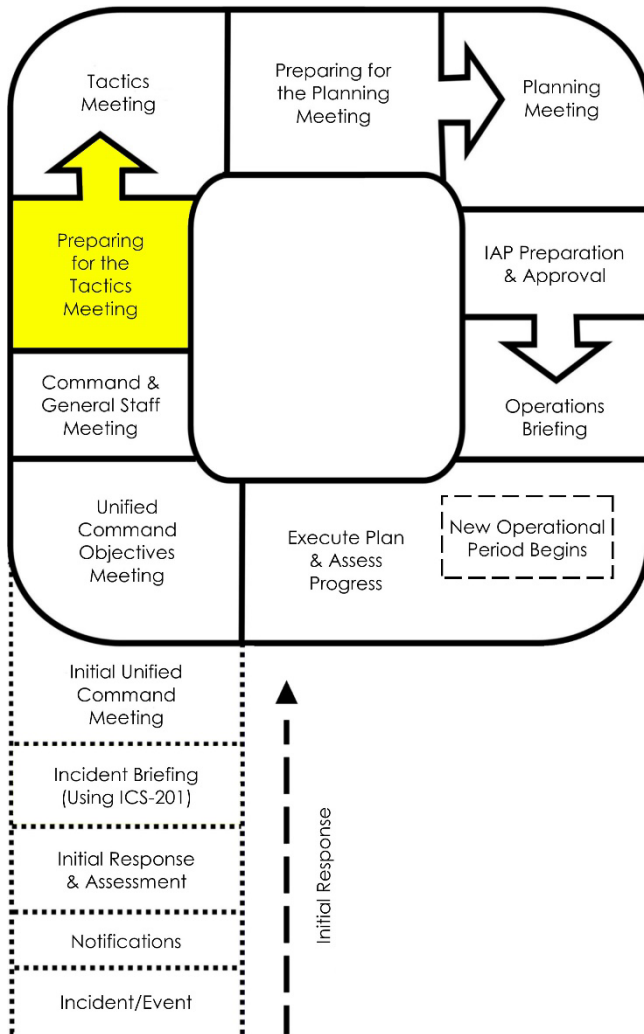
1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Command & General Staff Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 78.
3. Planning 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.

Operations Responsibilities:

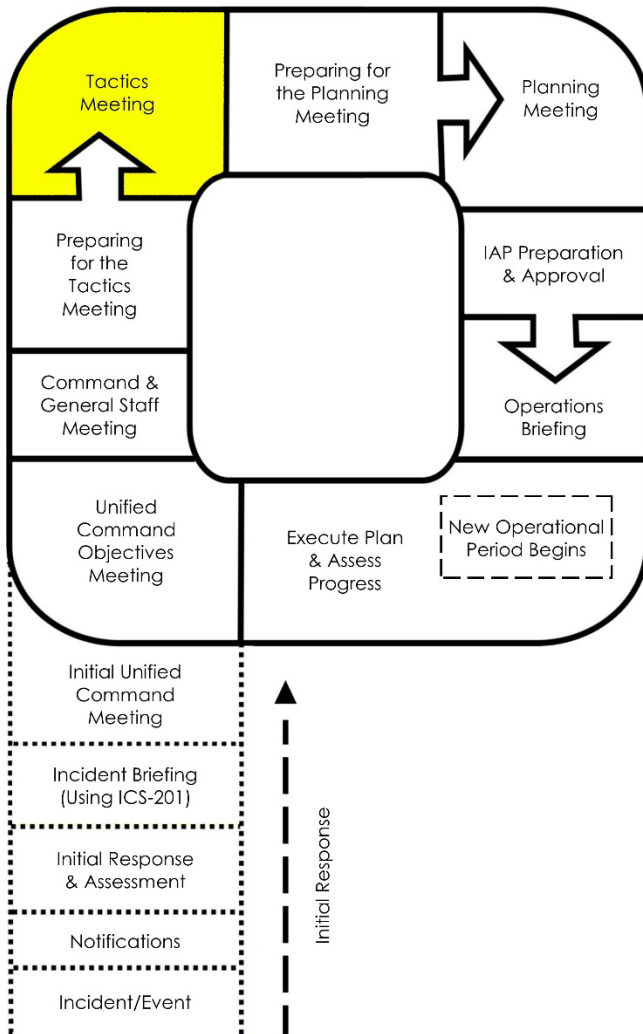
- Provide the Situation Unit Leader (SITL) with updates to the Situation Map and Incident Status Summary (ICS-209) that accurately reflect current operations. Address the location/trajectory of the spill plume, oil recovery volumes, waste estimates, site/shoreline impacts, etc.
- Ensure Operations personnel are using the proper Resources Request (ICS-213-RR) forms to acquire the necessary equipment, supplies, and services.
- Confirm Operations personnel are providing frequent updates to the Resources Unit Leader (RESL) regarding any tactical resource changes in the field, using the proper Resource Status Change (ICS-210) forms, as appropriate.
- Review Resources at Risk Summary (ICS-232) with the Environmental Unit Leader (ENVL) to confirm appropriate protection measures for sensitive areas at risk of contamination.

Preparing for the Tactics Meeting (Cont'd)

Operations 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.
- Address elements of the Waste Management Plan, specifically interim waste storage requirements, with the Environmental Unit Leader (ENVL).
- Outline communications channels with field operations.
- Conceive strategies and tactics for each operational objective, including alternative and/or contingency strategies, using Work Analysis Matrix (ICS-234). Confer with the Planning Section Chief (PSC) and Safety Officer as Work Analysis Matrix (ICS-234) is developed (or wait to solicit their input during the upcoming Tactics Meeting). Ensure tactics are reasonable and achievable.
- Assist the Resources Unit Leader (RESL) with preparation of a draft version of Operational Planning Worksheet (ICS-215). Address strategies and tactics, as reflected on Work Analysis Matrix (ICS-234), combined with work assignments, resource needs, etc.
- Continue on-scene operations.

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.

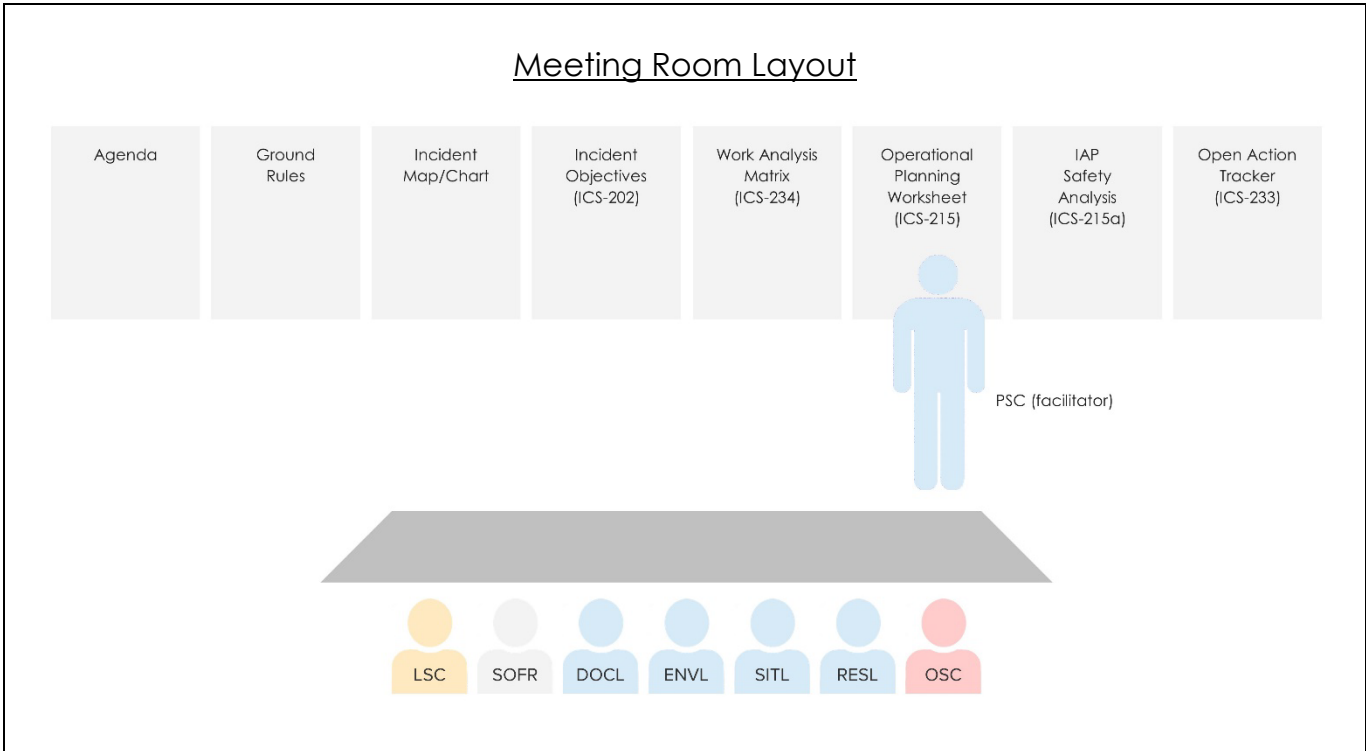
Tactics Meeting (Cont'd)

Operations Responsibilities:

- Provide a briefing on current operations.
- Analyze the overall situation; determine complexity.
- Review incident objectives, specifically those that are related to Operations.
- Outline strategies and tactics, by referring to Work Analysis Matrix (ICS-234).
- Complete Operational Planning Worksheet (ICS-215). Subdivide the incident into management/work units, e.g., Branches, Divisions, Groups. Document work assignments. Determine resource requirements to accomplish the respective tasks. Identify overhead staffing needs. Note any specialized equipment and supply demands. Specify reporting times and locations for personnel.
- Identify support facilities, e.g., Staging Areas.
- Identify contingencies.
- Develop the Operations Section organization chart.
- Review planned actions against incident objectives and priorities (compare work assignments with objectives to ensure each objective has been addressed).
- Continue on-scene operations.

Tactics Meeting (Cont'd)

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



Tactics Meeting (Cont'd)

Agenda

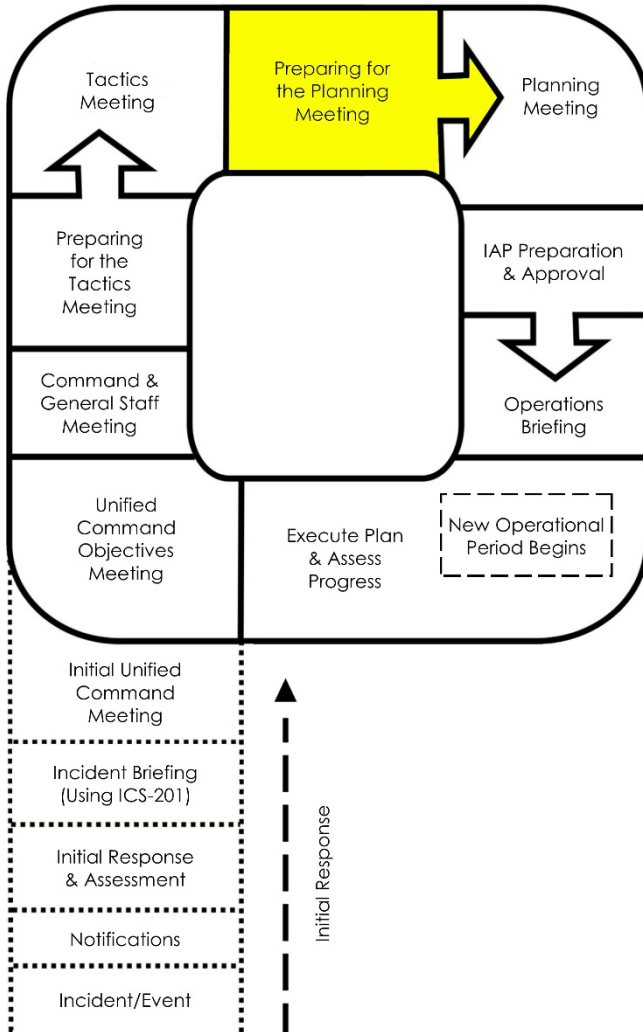
1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Tactics Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 85.
3. Planning Section Chief (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

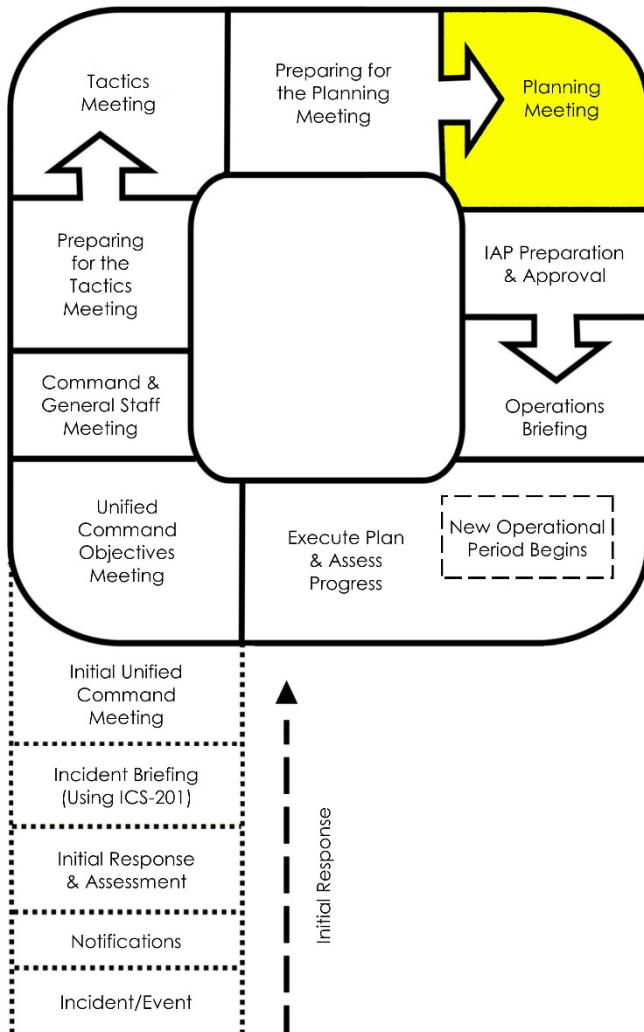


Overview: During this phase of the Operational Period Planning Cycle, the Command and General Staff prepare for the upcoming Planning Meeting.

Operations Responsibilities:

- Finalize Work Analysis Matrix (ICS-234).
- Provide the Resources Unit Leader (RESL) with updates on the location and operational status of tactical resources.
- Assist the Resources Unit Leader (RESL) with completion of Operational Planning Worksheet (ICS-215) for presentation during the upcoming Planning Meeting.
- Continue on-scene operations.

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).

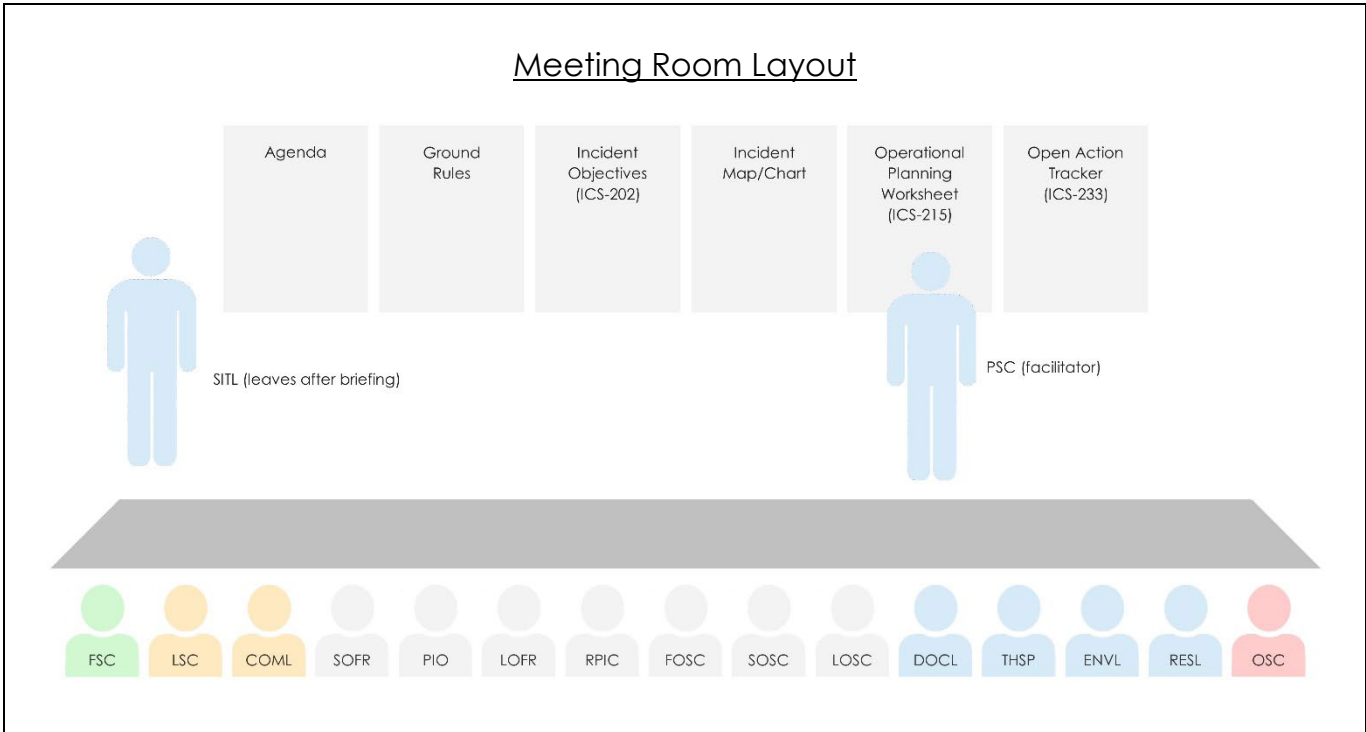
Duration: 30 to 45 minutes.

Operations Responsibilities:

- Review Operations objectives and Command's decisions/direction.
- Address how the incident will be managed.
- Brief on planned strategies and tactics, while referencing Operational Planning Worksheet (ICS-215) and the Situation Map. Outline work assignments, along with resources required.
- Depict how the incident will be subdivided into management/work units.
- Discuss special logistical needs, e.g., communications, facilities, security.
- Indicate how Operations plans to respond to contingencies.
- Illustrate the proposed Operations organizational structure.
- Answer any questions; make changes to the plan, as needed.

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 pages 91-92.
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)

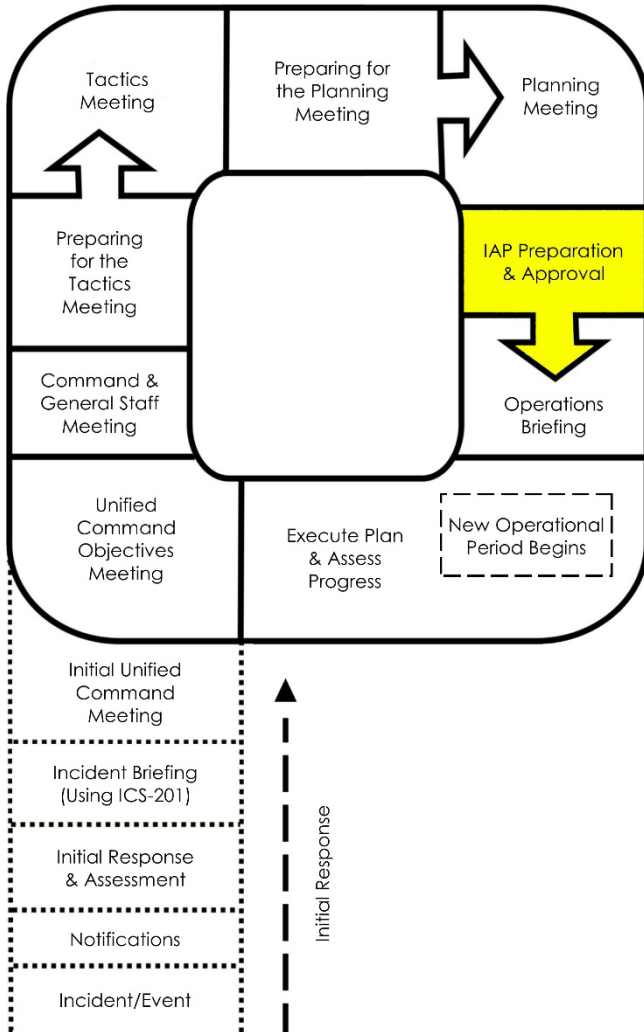
9. Planning Section Chief (PSC): Reflect upon Command's incident objectives (ICS-202), priorities, decisions, and direction (ICS-202a).
10. Operations Section Chief (OSC): Provide a briefing on current operations, followed by an overview of the proposed plan. Address strategies, tactics/work assignments, 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.

Operations Responsibilities:

- Provide information for the Incident Action Plan (IAP).
- Assist the Planning Section Chief (PSC) with preparation of the Incident Action Plan (IAP), specifically the Assignment List (ICS-204) worksheets. Or, at a minimum, review the respective ICS-204s to ensure they are complete and accurate, while also meeting operational needs.
- Communicate any resource status changes.
- Continue on-scene operations.

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

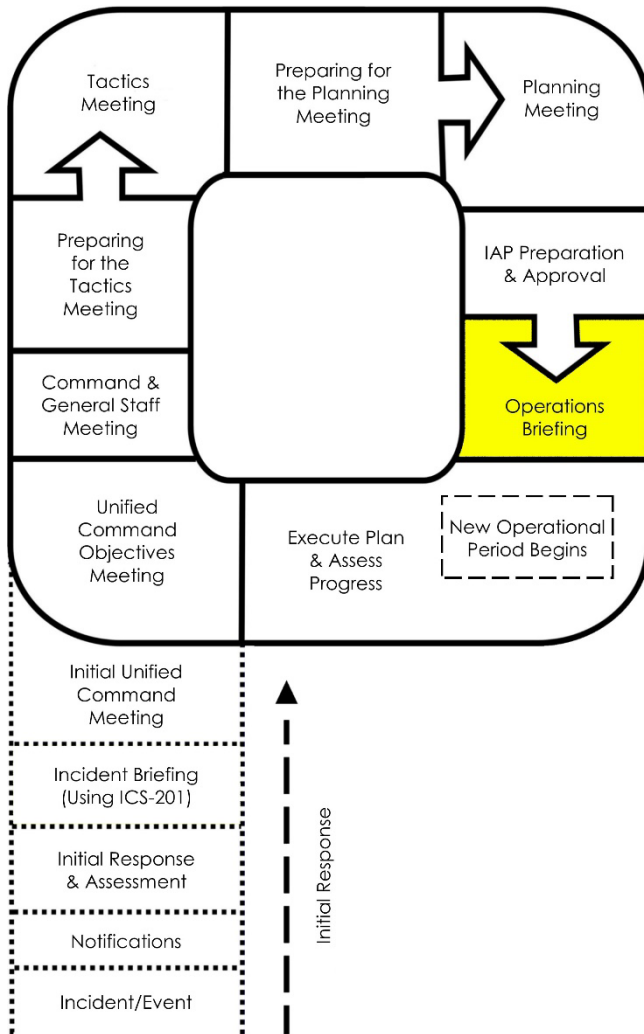
Suggested IAP Contents

- 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).

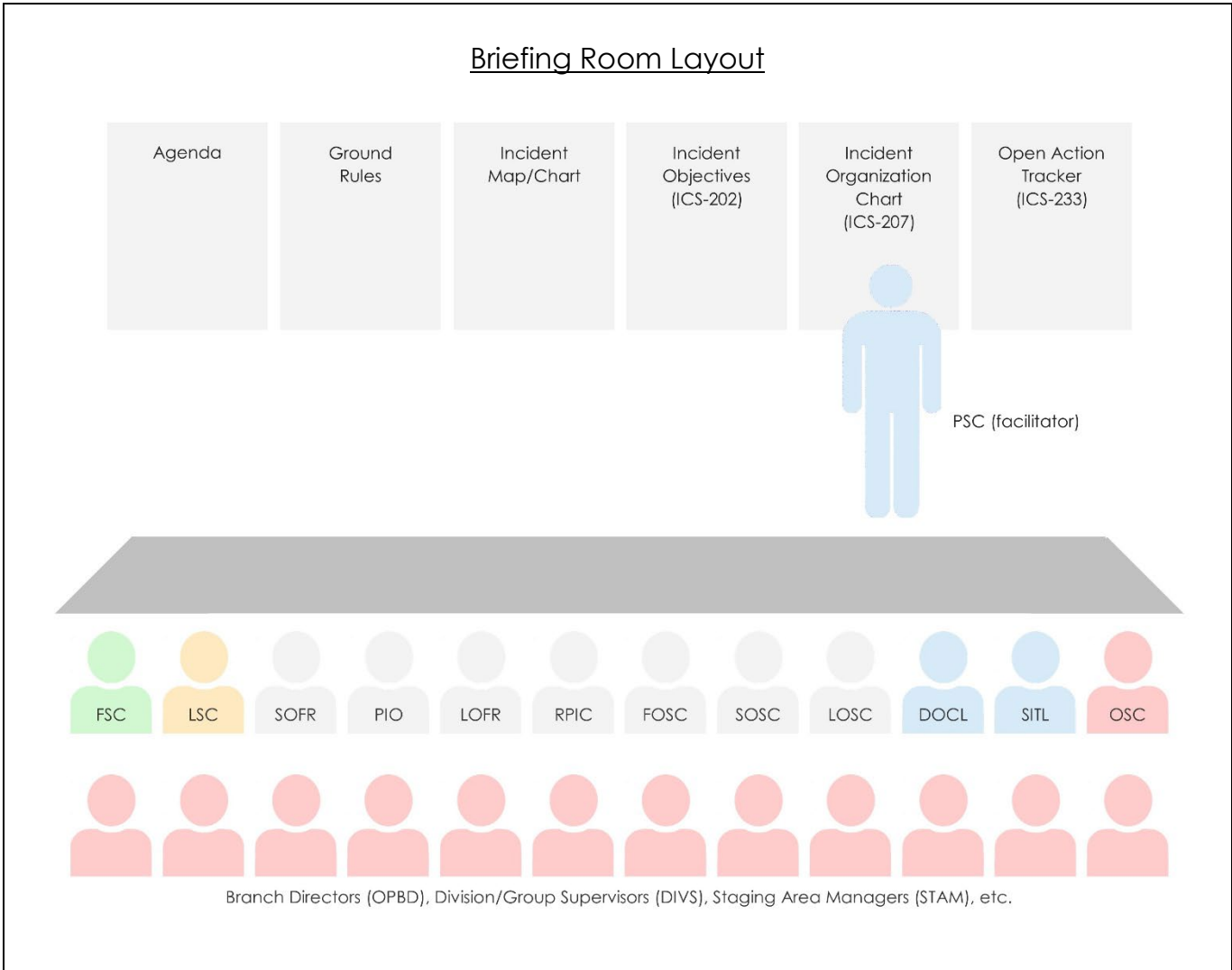
Duration: Approximately 30 minutes.

Operations Responsibilities:

- Provide Operations Briefing to Operations Section personnel.

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 99.
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)

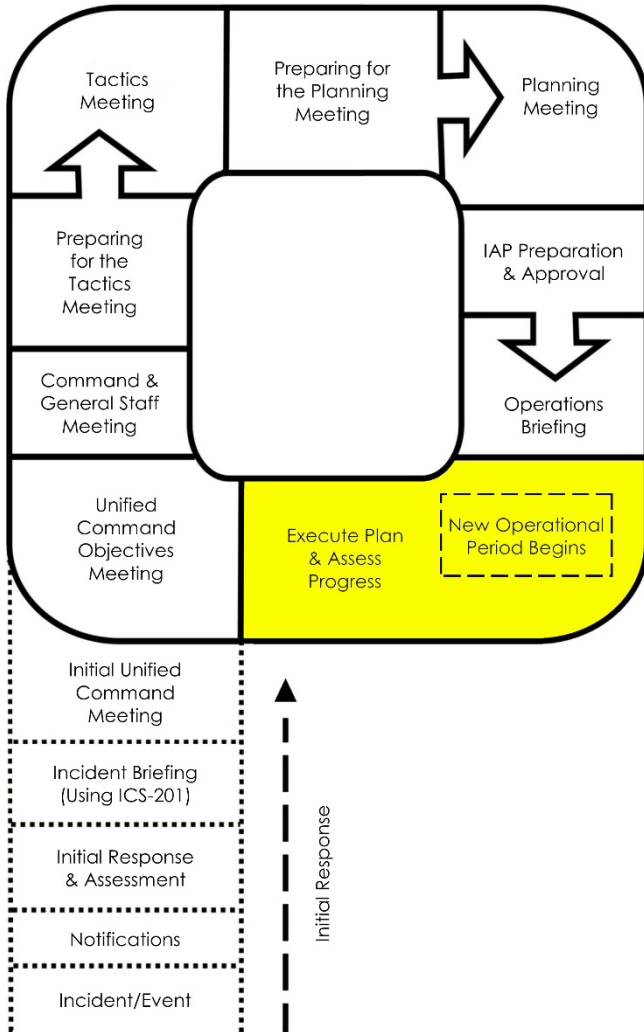
9. Situation Unit Leader (SITL): Provide a brief (less than 3-minute) synopsis of the current and projected incident situation. Highlight recent progress and accomplishments. Review the weather forecast. Use the Situation Map and Incident Status Summary (ICS-209) as references.
10. Safety Officer (SOFR): 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.

Operations Responsibilities:

- Monitor ongoing operations; make any necessary tactical adjustments.
- Measure/ensure progress against stated objectives.
- Debrief resources coming off shift.
- Prepare to brief the Incident Commander (IC)/Unified Command (UC) on accomplishments.

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:	

Current Organization (ICS-201-3)

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

Resources Summary (ICS-201-4)

Incident Name:		Operational Period (start):				Operational Period (end):	
		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"/>	
						<input type="checkbox"/>	
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						<input type="checkbox"/>	
Prepared By (IC):		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									
		Need									
		Required									
		Have									
		Need									
		Required									
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		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:	

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:		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:		
Name of Supplier/Vendor:		Supplier/Vendor Telephone/Email:		Finance Section Signature:		Date/Time:		
Remarks/Comments:								

Recommended Staffing

ICS Position	# of Operational Divisions/Groups				
	2	5	10	15	25
Operations Section Chief (OSC)	1 per incident				
• Deputy Operations Section Chief	1	1	2	2	3
• Branch Director (OPBD)	1	2	3	4	6
○ Division/Group Supervisor (DIVS)	2	5	10	15	25
- Strike Team Leader (STL)	As needed				
- Task Force Leader (TFL)	As needed				
• Staging Area Manager (STAM)	One per Staging Area				

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 Floatation 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