

ICS

Incident Command System (Canadian Version)

THE ICS PROCESS

*An Organization, Language, Protocol and Means to Manage an Emergency for
All Hazards that Threaten People, Property, and the Environment.*

Stafford Reid
EnviroEmerg Consulting Services
Cowichan Bay, British Columbia
CANADA

EnviroEmerg.ca



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Preface

This operational guideline provides guidance on how to implement an emergency management organization at the site (Incident Command Post) and field (tactical) levels for emergencies - called the Incident Command System (ICS). These two levels of incident management are where most response performance and accountability reside.

The Incident Command System (ICS) is a “disciplined approach” to incident management that:

- Ensures responder safety;
- Pays attention to both the detail and the bigger picture about the incident;
- Lets the management organization get bigger faster;
- Addresses the complexity of an incident;
- Shares responsibility with others that have a reason to be involved;
- Builds relationships both internally within an organization, as well as externally with other stakeholders and the response community;
- Saves lives;
- Protects property,
- Helps the environment, and
- Builds both response capability and capacity.

The ICS is not just for dedicated emergency departments, such as Fire, Police and Ambulance. It is often undertaken by people that have never worked together or even met. The management of incident can be “unusual” business for most people. A few well-trained people in the right place, at the right time, doing the right things can make a big difference. However, it all starts under the ICS with an Incident Commander.

The initial guideline was developed by *Genwest Systems* (Edmonds WA) for the Washington Department of Ecology’s Spill Program, but has been modified with permission. Effort has been taken to ensure the guideline is consistent with the United States *National Incident Management System* (NIMS) to promote regional, national and international consistency at the Command Post/Field levels of response.

This “Canadian” version of ICS largely pertains to areas of nation-specific terminology such as: US *County* = Canadian *Local Government*, US *Tribe* = Canadian *First Nations*, US *State* = Canadian *Province/Territory*, etc.

Any errors or omissions are the responsibility of *EnviroEmerg Consulting Services*. Those that used this guideline have sole responsibility for any performance outcome. *EnviroEmerg Consulting Services* holds no liability on the application of this ICS guideline during an incident.

USERS OF THIS OPERATIONAL GUIDELINE ARE EXPECTED TO HAVE ICS BASIC (200) TO ICS INTERMEDIATE (300) LEVELS OF TRAINING.

ICS FORMS ARE NOT INCLUDED IN THIS GUIDELINE

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INTRODUCTION

This operational guideline is intended for the site (Incident Command Post)-level of response to an emergency such as a spill, flood, vehicle accident, train derailment, landslide, forest fire, crime, and other threats to people, property and/or the environment.

Within the context of a dynamic, high pressure environment of managing an incident, this guideline provides response personnel their:

- ☞ Primary duties
- ☞ Who they supervise
- ☞ Who they report to
- ☞ Tasks and responsibilities
- ☞ Products they need to produce, and
- ☞ Meetings to attend.

All these activities are done with the context of the Incident Command System (ICS), the applicable response plan, and the incident situation itself. This operational guideline is intended to help establish “order” out of potential chaos as responders converge at an incident.



The Incident Command System is based upon a flexible, scalable response organization providing a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together. The ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication on such incidents. ICS has been summarized as a "first-on-scene" structure, where the first responder of a scene has charge of the scene until the incident has been declared resolved, a superior-ranking responder arrives on scene and seizes command, or the Incident Commander appoints another individual Incident Commander.

The ICS consists of organizational hierarchy and procedures for the management of the overall incident(s) and the mechanism of controlling personnel, facilities, equipment, and communications. It is a system designed to be used or applied from the time an incident occurs until the requirement for management and operations no longer exist. ICS is interdisciplinary and organizationally flexible to meet the following management challenges:

- ☞ Meet the needs of incidents of any kind or complexity (expands or contracts).
- ☞ Allow personnel from a variety of agencies to meld rapidly into a common management structure with common terminology.
- ☞ Provide logistical and administrative support to operational staff.
- ☞ Be cost effective by avoiding duplication of efforts.

Characteristics of Site (Incident Command Post) Response

Generally, “site” or “Incident Command Post” level of emergency response pertains to managing a single incident, such as a spill (vessel grounding) or hazardous material incident (railway accident, fire). There can be more than one Incident Command Post for geographically wide-spread events such as a flood, earthquake, severe storm, or forest fire.

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It is the site (managerial) and field (tactical) response where the internationally-established Incident Command System (ICS) is applied. The ICS organizational structure is designed to handle small to very large and complex incidents. Its modular structure and organization expands to meet emergency management demands.

Three fundamental features delineate site (Incident Command Post) response:

1. Where the first line of communications to field (tactical) personnel occurs;
2. Where tactical operations planning and decisions are undertaken; and
3. Where unified command (UC) - functional or jurisdictional - is established among participating local, provincial, and federal agencies, First Nations and a Responsible Party, if the incident is a spill.

The facility where an Incident Management Team manages site response is called the "Incident Command Post" (ICP). The Incident Command Post may be near the incident or many kilometers away, and may be as simple as a "spot on the ground" or dedicated ICP vehicle, or a building (community hall, hotel). Under the ICS and unified command, there is only one Incident Command Post whereby both government and industry (for spills) establish a joint, integrated Incident Management Team.

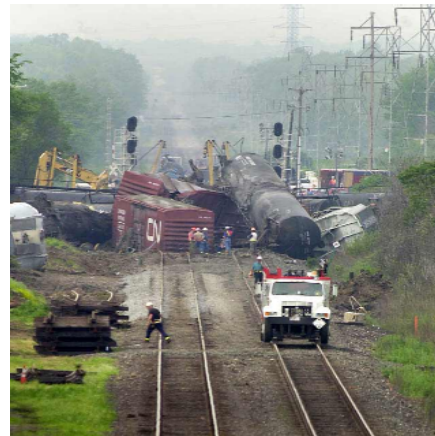
The "field" is where response personnel implement the approved tactical (operational) decisions of the Incident Management Team such as shore cleanup, decontamination, waste handling, sand-bagging, search and rescue, fire-fighting, *etc.* The number of response personnel at the site's Incident Command Post and in the field can be from a few people to hundreds.

Other emergency centers that support site-level activities can include multiple Emergency Operations Centres (EOCs) or Dispatch Centers established by responding government agencies (departments), a company, or both. See: Table on *Typical Emergency Management Hierarchy* on the next page)

Structure of Operational Guideline

The Operation Guideline provides an orientation to incident management by providing:

- ☞ A chart showing where field response, site (incident) management, support levels, and executive oversight are in relationship to each other;
- ☞ Initial Response considerations during the on-set of an emergency;
- ☞ The Incident Command System organizations, and
- ☞ A model layout of an Incident Command Post



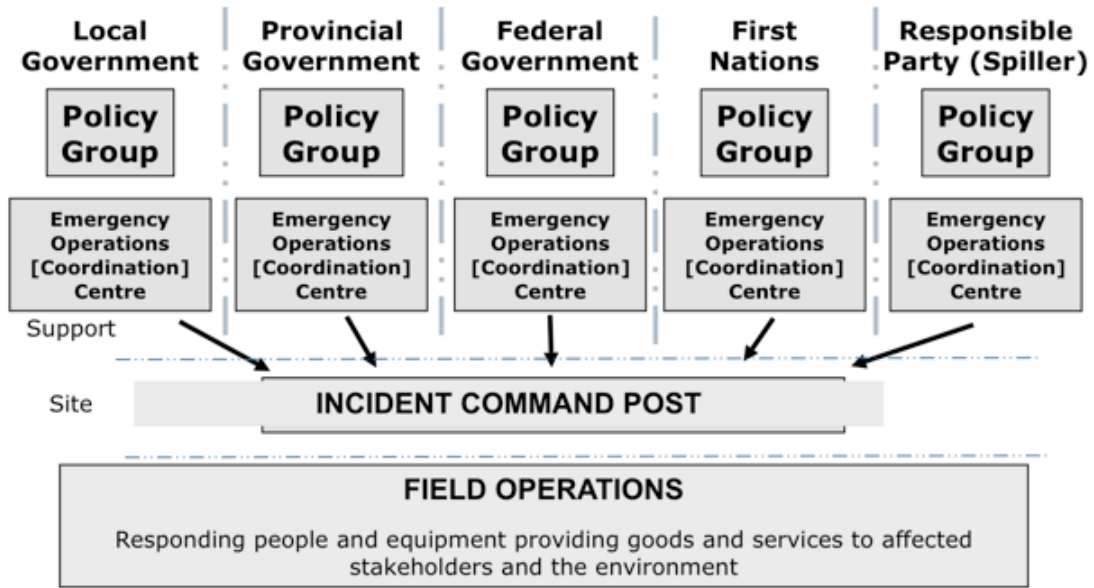
The guideline is structured according to the five functional aspects of the Incident Command System: *Command, Operations, Planning, Logistics, and Finance/Administration.*

This operational guideline provides each position of an Incident Management Team some guidance on tasks, responsibilities, products and meetings. The latter is critical for information flow, dissemination, and consensus. The guideline has a dedicate section on just meetings. A glossary of ICS terms, as well as some common emergency terms is also provided.

Typical Emergency Management Hierarchy

LEVEL	INCIDENT FUNCTION	PARTICIPANTS
<p>POLICY*</p> <p>Provided by a: <i>Policy Group*</i>.</p> <p>* Also referred to as “Agency Executive” or “Crisis Management Team”</p>	<p>Strategic. Group established at a company or agency headquarters to provide strategic policy direction, liaise with senior executive staff of other responding parties. Typically of low organization and small staffing. Each Incident Commander functioning under Unified Command reports up to their respective policy group member.</p>	<p>Examples of chairs of a policy group member could be a Deputy Minister (provincial), Regional Director (federal), Mayor (local government), Band Chief (First Nations) or Chief Executive Officer (Company).</p>
<p>SITE SUPPORT</p> <p>Provided by an <i>Emergency Operations Center (EOC)*</i></p> <p>* Also referred to as “Emergency Coordination Centre” or “Dispatch Centre”</p>	<p>Support. A team or just a single person established by a company or agency at their headquarters and in the affected region to support the incident by receiving and tracking requests, acquiring extraordinary resources, situation reporting to their executive. A supporting EOC manages the “consequences” of an incident, such as the care and welfare of evacuated people, impacts of a major road closure, effects on business. Moderate in organization and staffing. There can be many EOC’s invoked depending on the number agencies involved at the site (Incident Command Post) level.</p>	<p>Trained personnel in EOC functions. The team may have similar organization as the Incident Command System, but more coordination and consequence management roles.</p>
<p>SITE</p> <p>Provided by an Incident Command Post (ICP) and an Incident Management Team therein.</p> <p>↑</p> <p>IT IS BETWEEN THE SITE AND FIELD LEVELS THAT THE INCIDENT COMMAND SYSTEM IS APPLIED</p> <p>↓</p>	<p>Management. The Incident Command Post (ICP) and Incident Management Team therein is the first direct line of communications/authority to field response, staging areas, and bases. Highest level of organization and staffing. Location of unified command such as with Responsible Party, federal agency, local government, and First Nations or Fire, Police, Ambulance. There is typically only one ICP, unless the incident is geographically wide-spread (flood, earthquake, forest fire)</p>	<p>Under ICS, there may be only one responder: the “Incident Commander”. When there are more, the ICP is where responders converge from jurisdictions, First Responders, or both to function as an integrated response team. Site responders are recognized by having colour-coded vests that demarcate their functions</p>
<p>FIELD</p> <p>Provided by tactical (operational) personnel and field observes.</p>	<p>Operational. Has the highest number of response personnel. Organization limited to leaders providing supervision to field workers.</p>	<p>Trained personnel in tactical response or undertaking field observations. Staging areas, bases, camps, are considered to be in the field.</p>

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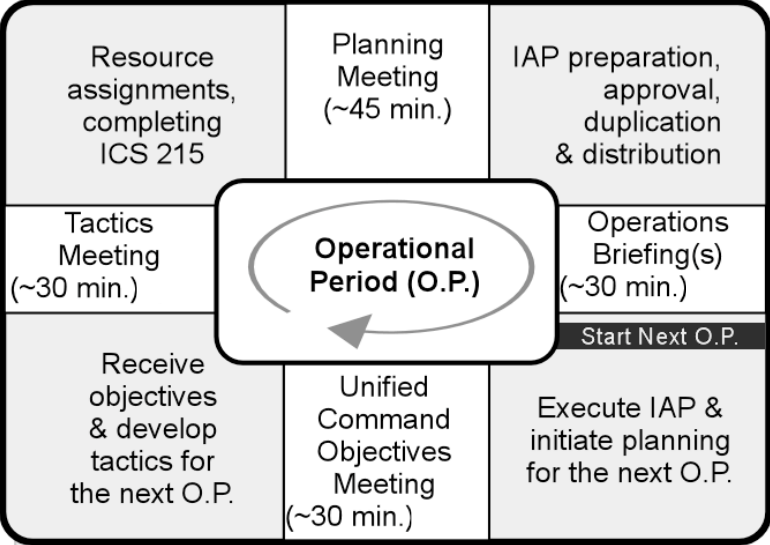
History of the Incident Command System

The Incident Command System is a standardized, on-scene, all-hazard incident management established in the United States in the early 1970's after a series of devastating interface forest fires in California. Property damage ran into the millions, and many people died or were injured. Studies determined that response problems often related to communication and management deficiencies rather than lack of resources or failure of tactics. It was later expanded to address oil and hazardous material spills. As such, the ICS is used widely by major oil and chemical manufacturing and transportation industries throughout North America. After the 911 Trade Tower terrorist incident on September 11, 2001, the US *Department of Homeland Security* mandated the use of ICS for all emergency services throughout the US as a condition for federal preparedness funding. As part of US *Federal Emergency Management Agency (FEMA) National Response Plan (NRP)*, the system was expanded and integrated into the *National Incident Management System (NIMS)*.

The ICS is widely used in the United Kingdom and the United Nations recommended the use of ICS as an international standard. New Zealand has implemented a similar system, known as the *Coordinated Incident Management System*, Australia has the *Australasian Inter-Service Incident Management System*.

In Canada, British Columbia was the first to adopt the ICS for oil and hazardous material spills planning in 1991 (BC Ministry of Environment) and was later mandated in 1995 by the *Provincial Emergency Program* to be used by provincial ministries and Crown Corporations for site-level response for all threats pursuant to the *BC Emergency Response Management System (BCERMS)*. Alberta adopted the ICS for all threats after the a train derailment spilled oil into Lake Wabamum in August 2005. Ontario has also adopted the ICS as their emergency management system.

Initial Response Considerations



THE INCIDENT COMMAND SYSTEM IS A DISCIPLINE PROCESS WITH SPECIFIC TASKS, TIMELINES, AND DELIVERABLES



Initial Response Phase

The initial response phase in ICS begins by establishing an Incident Commander, undertaking notifications, assessing the situation, safely applying initial tactical resources, undertaking Incident Briefing with current and incoming responders, and establish unified command with other agencies - including the Responsible Party if a spill. For a complex and/or protracted incident, the Initial Response phase can lead into an Operational Period.

The Operational Period defines the complete planning cycle leading to the development of an *Incident Action Plan* (IAP). The timing required for this cycle can be confused with a standard industrial "shift" cycle. It is possible and common for one Operational Period to contain two or more shift changes

A 24-hour Operational Period (OP) has proven to be the shortest effective planning cycle for most response. Since most response work is done during the daylight hours, a 24 hour OP allows the people who are actively managing the operations to be involved in planning for what they will be managing the next day. The night shift can prepare for implementation and dissemination of the approved IAP. Choosing a 12-hour Operational Period compresses the plan implementation cycle, leaving little room for evaluation of progress and modification of the plan in response to situation changes. A shorter Operational Period reflects more urgent actions required.

↶-----Beginning of Initial Response

Initial Response Cont...

Every response to an emergency has an initial response phase. This starts when the incident occurs and the event is observed (See Event Process Chart on Next Page).

This initial response phase includes: the initial observation and report by the person discovering the incident; the required internal and external notifications; immediate and continuous evaluation of the safety of possible responses; immediate steps to control the impact or reduce exposures; activation of local response resources; constant assessment of the situation (response actions and environmental conditions); and evaluation of the need to set up an ICS organization.

The initial Incident Commander (IC) usually manages the response using a series of informal meetings and conversations to gather information from the initial response team and give direction to the response. Depending on the size and / or impact of the incident, the demands on the Incident Commander can increase quickly and additional personnel can be assigned to critical tracking and communications functions.

The initial assignments form the core of a response management organization, performing crucial Incident Command System (ICS) functions even before a formal ICS process is initiated. The ICS is designed to be flexed to match the size, phase and type of incident and the response measures required.

The check lists on the following pages are designed to assist the initial responder functioning as an Incident Commander in managing the response and in determining whether to fully launch an ICS organization.

Responding from the Bottom-up

Response to an incident generally begins either local government's First Responders (Police, Fire, Ambulance) arriving on-site. In the case of a facility incident, such as a fire, explosion, spill, or crime, the plant/building manager (owner) might be the only representative.

The ICS process begins with an incident commander being invoked - wearing a green vest and staying away from the chaos in the field so as to manage the incident. As such it is important to delineate the Incident Command Post whether by just a green vest, green light, green marker cones, green signage or combinations thereof.

For a large, complex event, no one entity can do it all. All responding jurisdictions or agencies can contribute to the response effort. This is done under unified command and responder integration both at the site (Incident Command Post) and operationally (tactically) in the field.

How One Handles a Small Event is the Same as a Big One

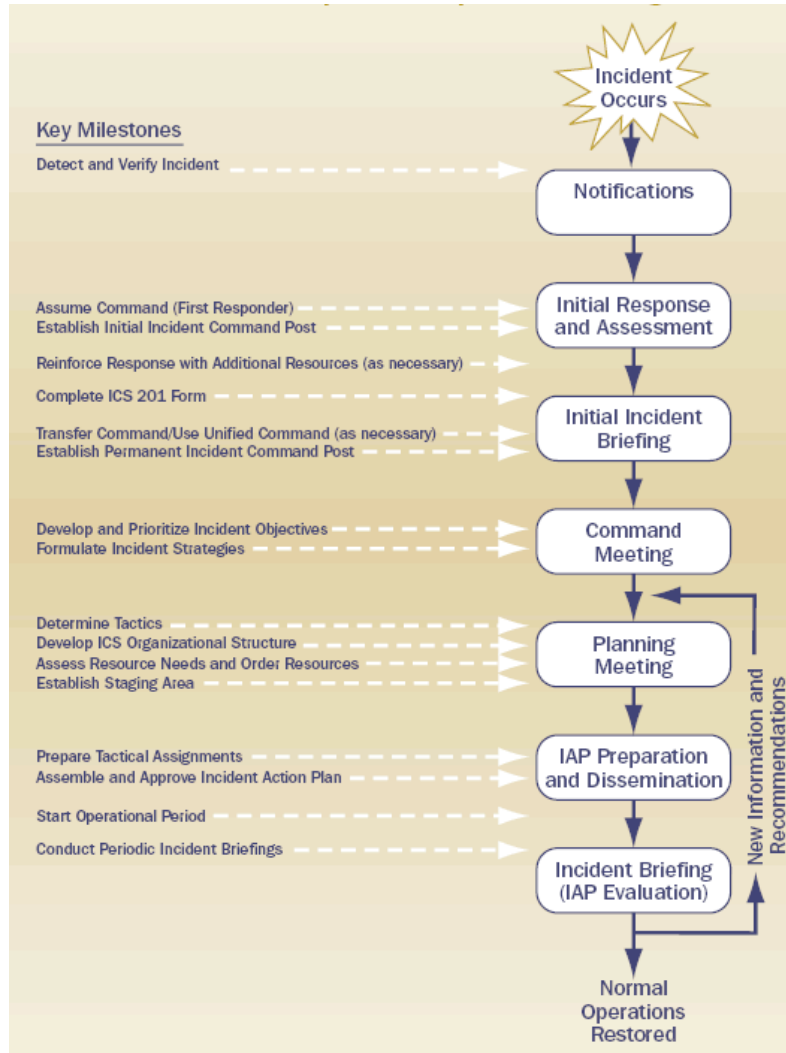
The basic approach to an emergency should be consistently applied, whether there are only two responders or many. For example, a Local Government's Fire Chief and Police Officer working over a hood of a vehicle is as much a unified command as are responders integrated into a full-fledged Incident Management (Response) team handling a major, multi-agency incident.

It is not prudent to shift direction, philosophy, and organization from a routine to a major incident - stay with the ICS organization and protocols.

AN ICS PROTOCOL

THE PERSON WHO ASSUMES THE INITIAL INCIDENT COMMANDER ROLE AT THE INCIDENT SITE ASSUMES ALL THE INCIDENT COMMAND SYSTEM FUNCTIONS AND ROLES UNTIL DELEGATED TO OTHER QUALIFIED RESPONDERS THAT ARRIVE.

Initial Response Cont...



Initial Response Cont...

Check Lists

Person discovering incident

- Safety first - evaluate situation, the feasibility of a safe response, and actions needed
- Recognize if incident is beyond the resources available for a safe and/or effective solution.
- Call for help
- Make needed notifications
- Determine safety (exclusion) zones and mark/communicate with other responders to reduce exposure and maximize protection of people, property and the environment.
- Evaluate situation, actions taken, and potential need for additional response resources

Initial Incident Commander

- Receive briefing from initial person discovering incident
- Evaluate the safety of the situation
- Identify a Safety Officer
- Evaluate the response situation
- Evaluate need for additional response resources
- Activate additional resources, as necessary
- Set initial incident management objectives and tactical strategies (See Text Box)
- Designate an Incident Command Post that will meet the level of staffing and organization anticipated.
- Document actions and decisions, using ICS 201 form, or other forms as appropriate
- Manage the response, evaluating the need for delegation of responsibilities

Common Response Objectives:

- Ensure the safety of the public and response personnel.
- Control the source of the Incident if possible.
- Reduce exposure to people and property and maximize protection.
- Manage a coordinated response effort.
- Minimize economic and environmental impacts.
- Keep stakeholders Informed of response activities.
- Keep the public Informed of response activities.

Suggested initial delegation of responsibility:

- ☞ Management of overall site safety (Command)
- ☞ Management of response operations (Operations)
- ☞ Equipment and personnel ordering (Logistics)
- ☞ Situation and response tracking (Planning)

Initial Response Cont...

- Evaluate need to form and staff a functional Incident Command System organization
 - Suggested evaluation criteria:
 - ☞ Requirements in standard operating procedures or approved plans
 - ☞ Size of initial or potential incident exceeds immediate response capability
 - ☞ Release or type of product (chemical, water, fire) threatens public health or the environment
 - ☞ On-scene response of local, provincial and/or federal personnel anticipated
 - ☞ Level of media interest
- Delegate responsibility to activate and monitor ICS setup and readiness
- Obtain meetings schedule (ICS 230) and attend meetings as required
- If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation

Initial Safety Officer

- Conduct a hazard analysis addressing risks and personnel protection
- Evaluate the health and safety threats to public and responders
- Evaluate the need for monitoring public and responder safety
- Develop an initial Site Safety Plan
- Monitor the environment and personnel for changes such as stress and fatigue
- Provide incident-specific safety briefings as needed

Initial Operations Section Chief

- Evaluate all response actions for safety and effectiveness
- Implement response objectives
- Control source if possible (e.g. spill, fire, flood waters)
- Contain escaped sources (sand-bag, booms/sorbents, fire breaks)
- Assign and manage all operational response personnel and equipment
- Request additional resources as needed

Initial Logistics Section Chief

- Order requested personnel and equipment for Operations
- Track ordered resources and estimated time and place of arrival
- Maintain a record of all orders and costs

Initial Response Cont...

Initial Planning Section Chief

- Maintain communications with Operations and Logistics
- Maintain a situation display summarizing the present status of all spill response activities
- Post information on local and forecasted environmental conditions (weather, tides, currents, water-levels), and incident trajectories (spill, fire, flooding)
- On the ICS 201 form - when transferred by the IC -, maintain a log of response actions, ordered equipment and personnel and organization assignments
- Initiate resource tracking
- Review response plan to assure compliance and recommend additional actions
- Communicate with affected local, provincial, federal, First Nations and natural resource trustees (Fisheries, Parks, Wildlife Management) to help identify and verify initial protection strategies and priorities

Incident Documentation and Initial Planning

ICS 201 Includes:

- ☞ Situation Map
- ☞ Response actions taken
- ☞ Organizational assignments
- ☞ Equipment & personnel deployed

ICS 201 This ICS Incident Briefing Form is the primary vehicle for documenting and communicating the situation and the response to members of the ICS organization.

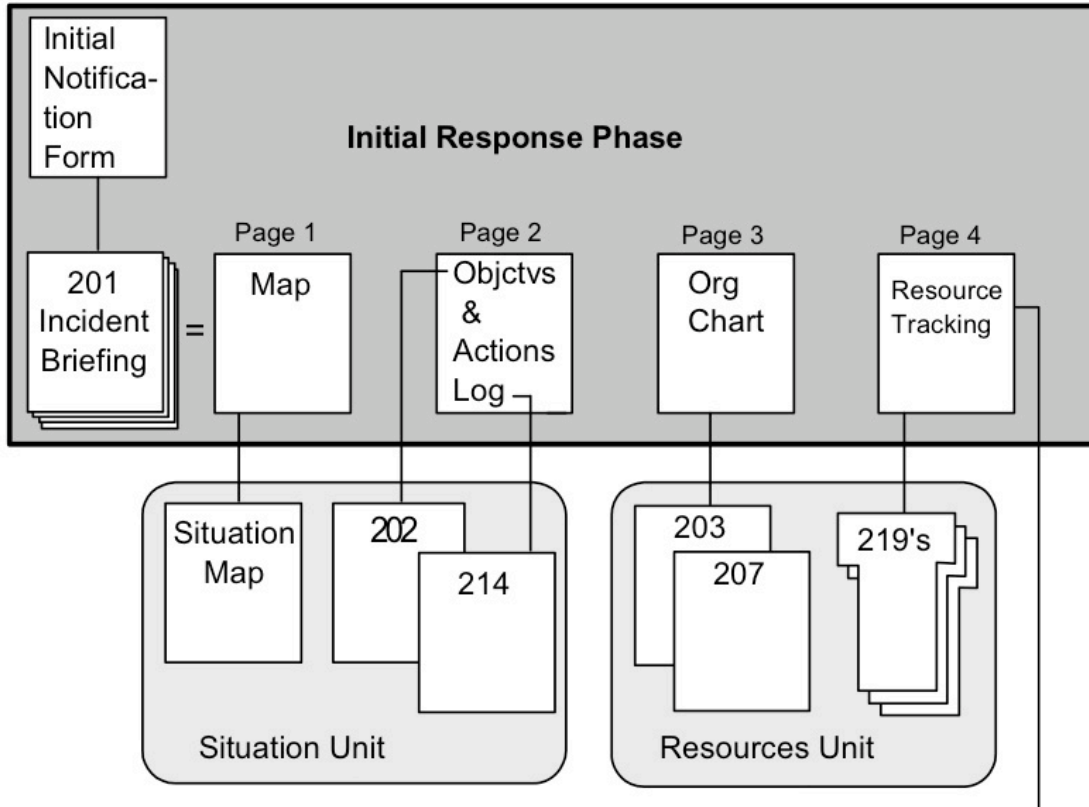
Enhanced ICS 201 usage: If the response goes beyond the initial response phase, the ICS 201 - with other information and forms - can continue to be used as an action plan for the first operational period.

Prepare it WELL!

Launch Full ICS with 201 Briefing conducted by Initial Incident Commander

- Prepare / Finalize the ICS 201 in preparation for the Initial Briefing
- Designate a time and place for the ICS-201 Briefing and notify Unified Command (UC), Command, and General Staff
- Conduct ICS 201 Briefing with Incident Commander or Unified Command, or to incoming personnel as needed
- Provide input to the initial Unified Command Meeting (See Meetings Section)

**Initial Incident Briefing
ICS-201 Form
Flow into the ICS**



ICS 201: The “End:, or just the “End of the Beginning”

The majority of incidents are small enough to be handled by a few local responders without the need for setting up an ICS organization. In these cases, the ICS 201 form can be used for recording the actions taken and the final resolution of the incident, and in this way can be a convenient formatting tool for a final incident report. If a larger response is required, then the ICS 201 Briefing (See Meetings) ends the initial response phase and starts the first ICS operational planning cycle.

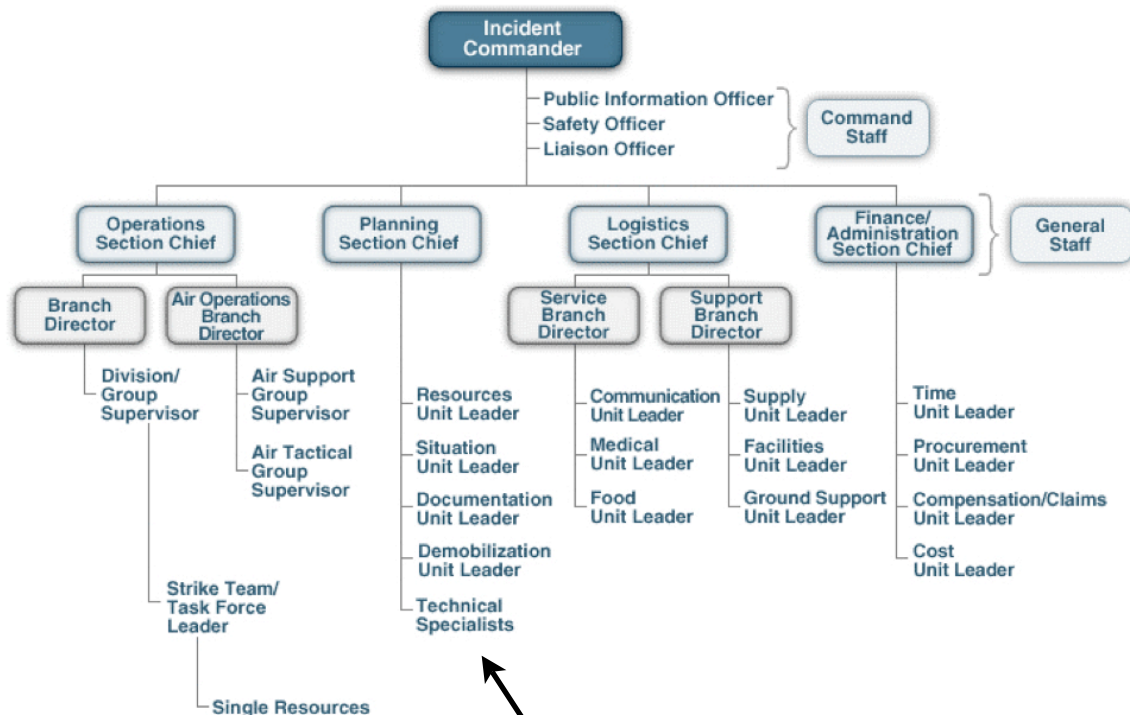
As shown in the diagram above, the ICS 201 form is normally used to feed critical response information into the ICS organization to jump-start the various ICS tracking and monitoring tools. Command may want the ICS 201 to be a static document showing a time-slice of the response at the launch of the ICS, with the data being immediately available to the response organization. Alternately, they may want the ICS 201 to be used as a living document being actively updated to serve as a basic Incident Action Plan during the first Operational Period while the plan for the next Operational Period is developed by the Planning Section

ICS Organizational Chart (Incident Command Post)

The following is the ICS organizational chart at the site (Incident Command Post) level.

Command may be a Unified Command (UC) structure if more than one government jurisdiction is involved and/or a Responsible Party (spiller/polluter) or within a single jurisdiction and there are multiple first responders (fire, police, ambulance). (See Unified Command).

Each of the ICS positions noted below are provided in this guideline. The guideline explains their primary duties, who they report to and who they supervise, their tasks and deliverables, and what meeting they are to attend.



Environmental Unit: An "Environmental Unit" is becoming more common in the ICS organization, particularly for environmental emergencies, such as spills of oil and hazardous materials. It may replace the Technical Specialist Unit

AN ICS PROTOCOL

UNDER THE ICS, NOT ALL POSITIONS HAVE TO BE INVOKED, WITH THE EXCEPTION OF THE INCIDENT COMMANDER. RESPONSE BEGINS FROM THE BOTTOM-UP FROM OPERATIONS.

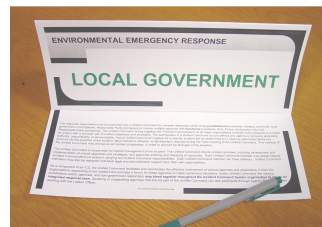
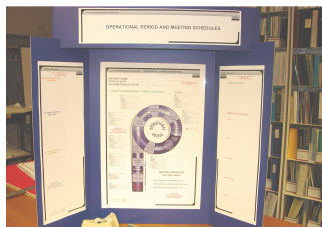
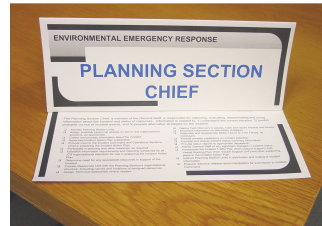
Incident Command Post Lay Out

The Incident Command Post situated at the site must be large enough to accommodate the anticipated size of the Incident Management Team and associated activities. If there is just an Incident Commander, all that may be required is designated location (spot-on-the-ground). ICP designation is a green light, green marker cones, green signage, and/or the green vest of the Incident Commander.

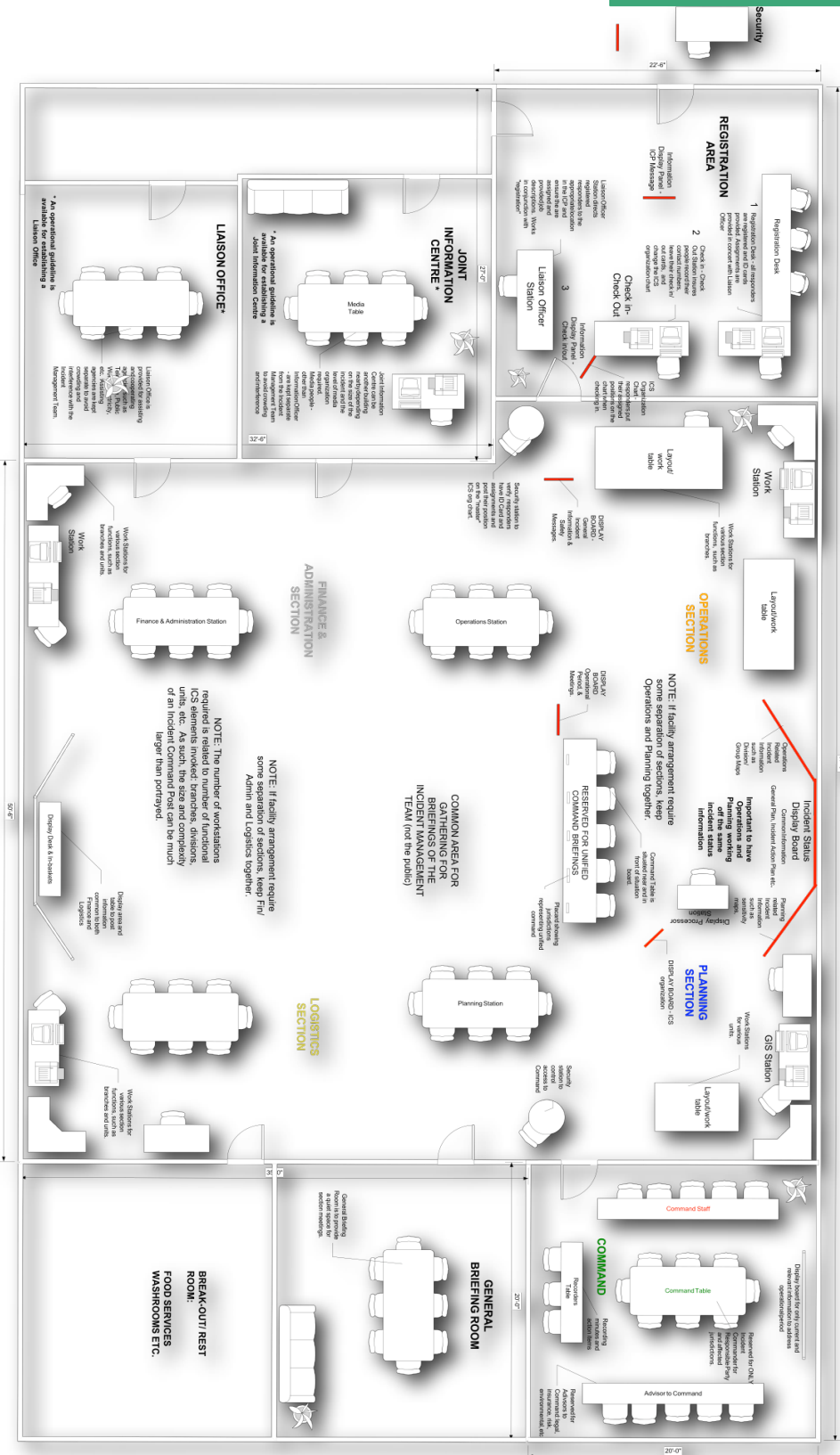
For large emergencies, provisions may be required for registration and security, for servicing assisting and cooperating agencies, and establishing a Joint Information Centre.

The layout within the Incident Command Post should reflect the Incident Command System organization –e.g. Command, Operations, Planning, Logistics, and Finance and Administration – and facilitate communications between sections (See: Model Layout for an ICP on the next page).

Signage and coloured vests are an effective way to drive incident management organization within the Incident Command Post (See: Samples of ICP signage below).



Command



About Unified Command

While a single Incident Commander normally handles the command function, an ICS organization may be expanded into an “Unified Command” for responses that cross jurisdictional boundaries or involve multiple First Responders. The Unified Command brings together the “Incident Commanders” of all organizations involved in the response to function as a single team with a common set of incident objectives and strategies. An unified command structure is implemented when the incident:

- ☞ Involves more than one jurisdiction (e.g. local government, provincial and/or federal agencies, First Nations)
- ☞ One or more jurisdictions as well as a company (e.g. Responsible Party for a spill, of a Facility Owner such as a factory, store, farm); or
- ☞ Multiple types of emergency First Responder services (e.g. fire, police, ambulance, public health, haz-mat responders, social services, etc.)

The effective management of a large incident requires the coordination, participation, and support of those that have functional responsibilities (fire fighting, police, ambulance); jurisdictional responsibilities (local, provincial, federal governments, First Nations); legislated responsibilities (Responsible Party), or ownership of a facility (railway, building, highway, farm, private forest lands). The approach to address these varied interest is by unified command and responder integration - the joining of forces. The Unified Command will typically include:

- ☞ Federal Incident [On-scene] Commander
- ☞ Provincial Incident Commander
- ☞ Responsible Party Incident Commander (for spills) of a facility owner.

Other Incident Commanders [also sometimes referred to as “emergency coordinators”] could include the Local Government’s Emergency Coordinator and/or a First Nations Emergency Coordinator.

The main premise of unified command is that the responders - whether government or industry - generally hold common goals such as the protection of people, property, and the environment. As such, there is a common desire to achieve mutually agreed on response strategy and tactical action plans. Unified Command assists in meeting these common goals and response objectives.

The need for Unified Command is created as many incidents such as a flood, earthquake, spill, forest fire have no regard for jurisdictional boundaries, as well, those authority's potentially involved in or affected by the incident are not normally legally confined to a single jurisdiction or agency. Unified Command simply means that all departments (police, fire and ambulance), agencies (local, provincial or federal governments) and industry (facility operator, building owner) who have a functional, jurisdictional, or legal responsibility at an incident contribute to the process of:

- ☞ Determining overall response strategy and objectives
- ☞ Insuring that joint planning for response activities will be accomplished
- ☞ Insuring that integrated operations are conducted
- ☞ Making maximum use of all assigned resources, and
- ☞ Keeping track of financial costs.

AN OPERATIONAL GUIDELINE FOR EMERGENCY MANAGEMENT

The process of Unified Command encompasses consensus decision-making, teamwork, delineating activities, and sharing responsibilities, rather than the more traditional "Command and Control" approach whereby there is only one authority. The latter model often leaves important stakeholders as only advisors, providing input only when asked.

Actual Unified Command makeup for a specific incident will be determined on a case-by-case basis taking into account:

- ☞ Specifics of the incident
- ☞ Decisions reached during the initial meeting of the Unified Command

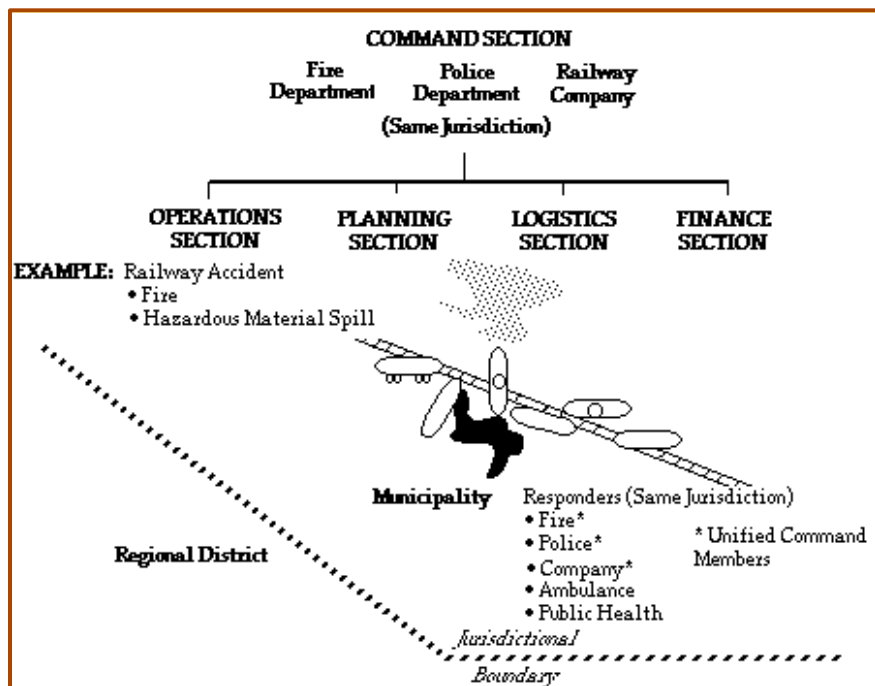
The makeup of the Unified Command may change as an incident progresses to account for changes in the situation.

Under Unified Command, the various jurisdictions and / or agencies, and non-government responders may blend together throughout the Incident Command System organization to create an integrated Incident Management (Response) Team.

Types of Unified Command

There are two basic types of Unified Command - single-jurisdiction and multi-jurisdiction.

Single-jurisdiction, Unified Command occurs when several departments such as police, fire, ambulance, and/or public health share management responsibility within one jurisdiction such as a municipality. An example would be a railway accident that released a hazardous product within a single municipality (See figure below). For single jurisdiction, a Unified Command structure could consist of an official to represent each responding agency such as fire, police, ambulance, and the responsible company/owner

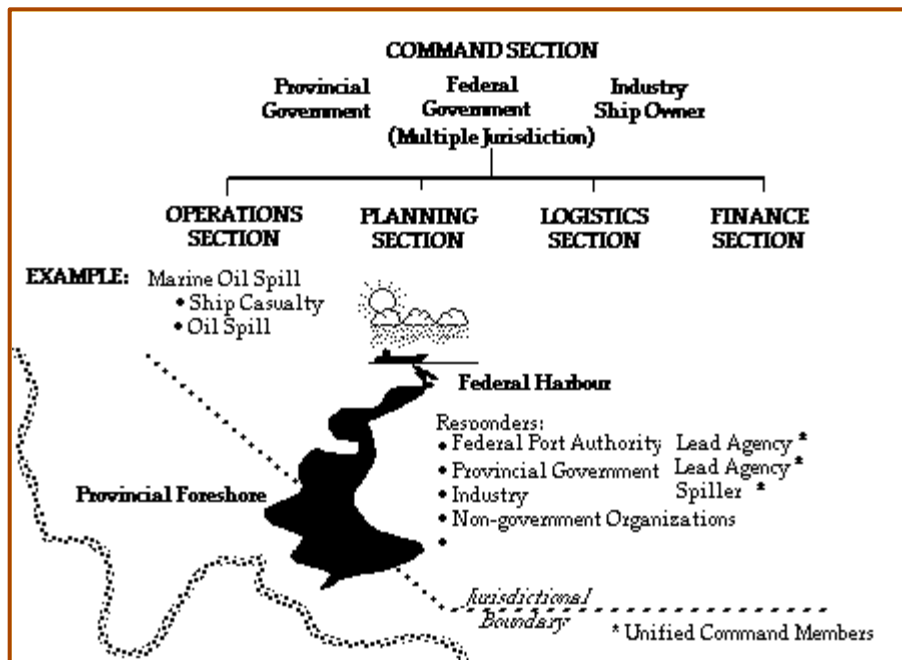


A "SINGLE" JURISDICTION UNIFIED COMMAND STRUCTURE

Command

The second type of unified command is multi-jurisdiction, where the incident crosses jurisdictions such as federal, provincial or local governments, or one or more jurisdiction is involved with a company (e.g. Responsible Party). An example would be a marine oil spill affecting provincial crown lands and a federal harbour. For multiple jurisdictions, a unified command structure could consist of an official to represent each jurisdiction involved such as: the provincial government, the federal government, and the Responsible Party (see figure below).

An Incident Commander within the unified command would be selected as the overall spokesperson. This person would also be responsible for final arbitration of strategic and tactical decisions. The overall spokesperson can change to reflect an evolving incident situation (e.g. from an initial vessel casualty to protracted shoreline cleanup operations). Each Incident Commander speaks on behalf of their government or company.



A "MULTIPLE" JURISDICTION UNIFIED COMMAND STRUCTURE



Tasks & Responsibilities of Unified Command

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Manage the incident response

Direct activities, including development & implementation of overall objectives & strategies

At the beginning of each new Operational Period, assess progress, review general objectives and develop specific objectives for the next Operational Period

Tasks & Responsibilities of Unified Command Continued...

- Approve the ordering and releasing of resources
- Facilitate and coordinate effective involvement of various agencies and responders
- Link other organizations responding to the incident, & provide a forum for consensus decisions
- Assure that the various jurisdictions and/or agencies, and non-government responders blend together throughout the ICS organization to create an integrated response team
- Assure that agencies that are not part of the Unified Command participate as Agency Representatives working with the Liaison Officer
- Obtain meetings schedule, ICS 230, and attend meetings as required
- If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation. (i.e. Press Briefing)

Management-by-Walking Around

Unified Command (UC) members should try not to get trapped in a command room, but to engage in "Management-by-walking-around" as often as possible, monitoring the response through the Situation and Resources displays, checking with Command and General Staff, and others to verify progress and provide focused direction and encouragement

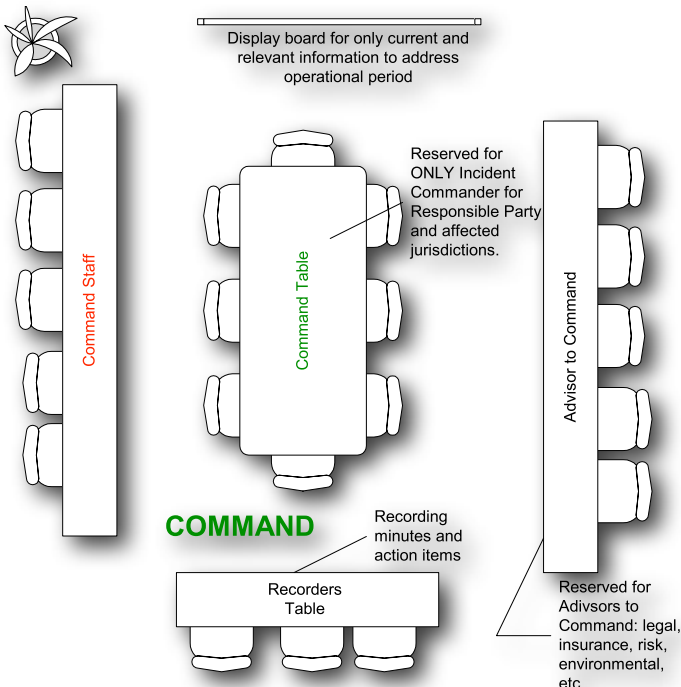
Staffing. The UC should monitor staffing to ensure that someone is always available in each command group and section to receive and provide correct, current information

Meeting Attendance. The UC should monitor the meeting attendance to ensure that only those required attend, and that the response continues smoothly during meetings.

Planning Cycle = NEXT Operational Period. The planning cycle and the associated meetings and forms are all focused on the next Operational Period. The planning cycle meetings are not UC situation briefings

Staggered Shift Changes. Staggered shift changes and meal breaks within the command post staff helps to maintain continuity in the response

Review your part in the Operational Period Planning / IAP Meeting Cycle



Model Layout of a "Command" Room

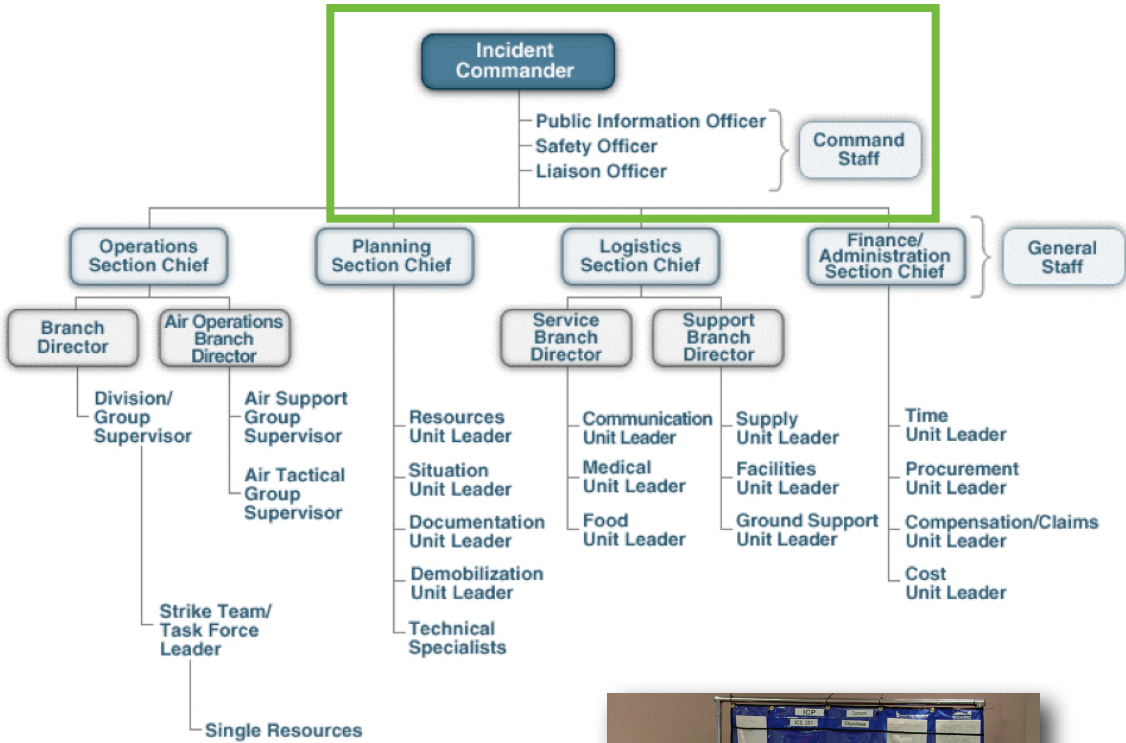
COMMAND

Command

Command Organizational Chart

“Command” is comprised of the Incident Commander - or Unified Command – supported by Command Staff. Incident Commanders are identified by **Green** vests, whereas Command Staff are recognized for their **Red** Vests.

“Command” is not a functional section such as are Planning, Operations, Logistics and Finance & Administration sections. Command and its Command Staff have oversight over the entire incident management organization related to management, information, safety, and liaison.



Incident Commander

Primary Duty: Responsible for the overall management of the incident

Supervises: Command and General Staff, and other assigned staff



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Assess the situation and / or obtain incident briefing from prior Incident Commander

Direct incident activities including the development and implementation of strategic decisions

May assign Deputy Incident Commanders to assist in carrying out incident command duties

Determine incident objectives and strategies, and establish immediate priorities

Ensure adequate safety measures are in place

Establish an Incident Command Post and an appropriate ICS organization

Coordinate with stakeholders through the Liaison Officer

Attend Media Briefings as needed

Organize, assign and brief Command and General Staff

Ensure meetings and briefings are scheduled as required

Approve and authorize the Incident Action Plan (IAP) by signing its Cover Sheet

Determine information needs and advise Command and General Staff

Coordinate activity for all Command and General Staff

Approve requests for additional resources, and requests for the release of resources

Approve the use of trainees, volunteers (workforce), and auxiliary personnel

Keep agency or authorizing entity informed about the incident status

Authorize release of information to the news media through Information Officer

Ensure incident funding is available

Notify natural resource agencies (Parks, Fisheries, Aquaculture, Wildlife, etc)

Coordinate incident investigation responsibilities

Seek appropriate legal council

Order demobilization of incident resources, as appropriate

Set the Tone

The Incident Commander can and should set the tone for the response

- ✓ **Safety First.** Ensure Safety Officer addresses Safety
- ✓ **Objectives and Strategies.** Set the objectives and strategies early
- ✓ **IC Recorder.** Assign someone to record ALL IC activities on ICS Forms 214 and 214a
- ✓ **Staffing.** Make sure you have adequate staff for span-of-responsibility
- ✓ **Meetings.** Keep meetings FOCUSED and ON TIME
- ✓ **Media Briefings.** Be sure the Joint Information Centre prepares material and IC and staff for media briefings



Products

- Form 202 *Incident Objectives***: This form should be completed following each Planning Meeting. Include in the IAP
- Form 203 *Organization Assignment List***: Review
- Form 207 *Incident Organization Chart***: Review
- Form 230 *Daily Meeting Schedule***: Review
- Press Releases**: Review
- IAP *Incident Action Plan***: Obtain the completed IAP from the Planning Section Chief and review. If approved, sign the IAP Cover Sheet and return it to the Planning Section Chief
- Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log***: Summarize your daily activities on the 214a. Submit form to the Documentation Unit at the end of each Operational Period

IC approves IAP. The Incident Commander should review the IAP Information Flow diagram and assure each section is progressing on their respective part

Effective Meetings

- ☞ Prepare yourself
- ☞ Stay on time
- ☞ Prepare meeting room
- ☞ Enlarged maps posted
- ☞ Enlarged forms posted
- ☞ Adequate space
- ☞ Stay focused on objectives
- ☞ Required personnel only
- ☞ Follow the AGENDA



Meetings

- Initial Incident Briefing..... Facilitate. Provide basic information regarding the incident situation and resources allocated. Use ICS 201 as the briefing outline
- Initial UC Meeting..... Facilitate. The Initial Unified Command Meeting has additional agenda items. Review agenda in preparation for the meeting
- Command Staff Meeting..... Facilitate. Coordinate Command Staff functions, responsibilities, and objectives. Schedule as necessary
- Tactics Meeting..... Unified Command members may attend as needed
- Planning Meeting..... State incident objectives and policy issues. Approve the work plan as shown on ICS 215(s) for the next Operational Period. Prepare and approve the IAP
- Operations Briefing Endorse IAP. Provide motivational remarks
- UC Objectives Meeting Review / identify & prioritize objectives for the next Operational Period for the ICS 202 form. Objectives from the previous operational period are reviewed and any new objectives are identified
- Media Briefing Not required to attend, but usually your presence (along with assisting response organization members) will be featured to address a particular issue (s)

Information Officer

Command

Command Staff

Primary Duty: Responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Supervises: Assigned staff

Reports To: Incident Commander and Unified Command



Tasks & Responsibilities

Review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Establish the Joint Information Center as necessary & staff

Determine any limits on information release from the IC

Develop material for use in media briefings

Obtain approval for media releases from Incident Commander

Inform the media and conduct media briefings

Arrange for tours and other interviews or briefings as required

Obtain media information that useful for incident planning

Maintain current information summaries and / or displays on the incident

Provide information on status of incident to assigned personnel



Products

- ❑ **MBM: Obtain *Media Briefing Materials***; The Situation Unit's Incident Display Center will probably be the main source of information; Submit media briefings to the Unified Command and participants in media briefings before the meeting
- ❑ **Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period (OP)
- ❑ **Form 214a *Individual Log***: Summarize daily activities, Submit to the Documentation Unit at the end of the Operational Period

Joint Information Centre (JIC).

The JIC needs to establish unified procedures between all participating JIC members for processing information requests such as:

- ✓ **Toll Free Hotline.** The JIC should immediately establish a Toll Free Phone Number so outside calls are routed directly to the JIC for processing
- ✓ **POST** the Toll Free Number prominently in the Command Post for all to see

Information Flow. The Joint Information Center should be familiar with the products available in the Situation Unit.

- **Available Information.** Meet with the Situation Unit Leader to define available products and needed production schedules, and to develop clear information flow channels between the Situation unit and the JIC
- **Environmental Info.** Meet with the Environmental Unit (or Technical Specialist Unit) Leader to define specific expertise and products, which could be available to the JIC
- **Press Briefings.** Ensure UC and selected response personnel are thoroughly prepared for press briefings and meet with them before the briefings to give direction



Meetings

- Initial Incident Briefing Assist with discussions as appropriate
- Command Staff Meeting Assist with discussions as appropriate
- Planning Meeting State media considerations regarding the work plan
- Operations Briefing Give media report
- Media Briefing Facilitate and Brief media & public on response situation.

Safety Officer

Command

Command Staff

Primary Duty: Responsible for monitoring and assessing hazardous and unsafe situations and developing measures to assure response personnel safety

Supervises: Assigned staff

Reports To: Incident Commander and Unified Command



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Correct unsafe acts or conditions. Exercise authority to stop or prevent unsafe acts when immediate action is required

Document the hazard analysis process during initial response by addressing hazard identification, personal protective equipment, control (exclusion) zones, and other safety control areas

Perform site characterization to identify all actual or potential physical, biological, chemical, or other hazards

Participate in planning meetings to identify any health and safety concerns inherent in the operations daily work-plan

Maintain awareness of active and developing situations

Prepare and implement the site-specific Health and Safety Plan according to workers protection legislation and the standard practices of industry - when applicable.

Review the Incident Action Plan (IAP) for safety implications and include safety messages in each IAP

Submit Health and Safety Plan to Unified Command for approval, then post at needed response locations

Review and approve the Medical Plan (ICS 206)

Investigate accidents that have occurred within incident areas

Assign assistants and manage the incident safety organization

Consult with Division and Group Supervisors functioning under the Operations Section to insure awareness of safety concerns/issue

Review your part in the Operations and Planning Sections / IAP Meeting Cycle

General Safety

- ☞ Health & Safety Plan
- ☞ Form 202, Section 5
- ☞ Form 206, Medical Plan

Site Specific Safety. Add site specific Safety Message in:

- ☞ Form 204, Section 8
- ☞ Form 204a, Section 11

Prepare for Meetings. Prepare and be concise and direct as to safety concerns. Be sure approved site specific safety instructions are included in Forms 204 and 204a after Planning Meeting



Products

Command

Command Staff

- H&S Plan *Health and Safety Plan***: Complete and then submit plan to the Unified Command, all Section Chiefs, Operations personnel, and Documentation Unit as soon as possible upon start-up

The Health & Safety Plan at a minimum should address:

- ☞ Health and safety hazard analysis for each site, task, or operation
- ☞ Comprehensive operations work-plan
- ☞ Personnel training requirements
- ☞ Personnel Protection Equipment (PPE) selection criteria
- ☞ Site specific occupational medical monitoring requirements
- ☞ Site control measures
- ☞ Confined space entry procedures (as necessary)
- ☞ Pre-entry to the field briefings (tailgate meetings) -- initial and as needed
- ☞ Pre-operations health and safety conference for all incident participants
- ☞ Quality assurance of Health & Safety Plan effectiveness

- Form 202 *Incident Objectives***: This form should be completed following each Planning Meeting. Include in the Incident Action Plan
- Form 204 *Assignment List***: Add Safety Message as required
- Form 204a *Assignment List Attachment***: Add Safety Message as required
- Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log***: Summary of daily activities. Submit to Documentation Unit at the end of the Operational Period
- Form 206 *Medical Plan***: Receive Medical Plan from the Medical Unit Leader (whose responsibility it is to prepare the Medical Plan) and review. Once reviewed, return form to Medical Unit Leader with signature of approval or suggested modifications. This needs to be done soon after the plan is submitted.



Meetings

- Initial Incident Briefing Assist with discussions as appropriate
- Command Staff Meeting Assist with discussions as appropriate
- Tactics Meeting Attend as needed
- Planning Meeting State safety considerations regarding the work plan
- Operations Briefing Give safety message

Liaison Officer

Command

Command Staff

Primary Duty: Act as the point of contact for assisting and cooperating Agency Representatives, in coming Incident Commanders and other Incident Management Team personnel at an Incident Command Post.

Supervises: Assigned staff

Reports To: Incident Commander and Unified Command



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Identify Agency Representatives, their location, and establish a communications link
- Identify natural resource agencies (Parks, Wildlife Managers) and business associations (Agriculture, Tourism, Transportation), their location, and establish communication
- Maintain a list of assisting and cooperating agency and Stakeholder group contacts
- Assist in establishing and coordinating inter-agency contacts
- Keep agencies supporting the incident aware of the incident status
- Monitor incident operations to identify current or potential inter-organizational issues and advise the Incident Commander as appropriate
- Participate in planning meetings and provide current resource status information, limitations, and capabilities of assisting agency resources
- Provide information and support to government officials and stakeholder groups
- Meet with Operations and Planning Section Chiefs

BE PROACTIVE

As a Liaison Officer:

- ☞ Develop a rapport with each Agency Representative
- ☞ Assist those who are not an integral part of the Incident Management Team
- ☞ Seek out potential stakeholders who are NOT present and need to be either keep informed and/or provide in put in the Incident Action Plan

Contact List. Keep a list of Agency contacts, both those in the Command Post and those stakeholders who may have an interest. Keep it current.

Prepare for Meetings. Prepare those Agency Reps who are unfamiliar with the ICS Meetings and how they can or will participate.



Products

- List of Agency Contacts:** Agency contact information. Submit to Documentation Unit
- Form 214 Unit Log:** Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a Individual Log:** Summarize daily activities. Submit to Documentation Unit



Meetings

- Initial Incident Briefing Assist with discussions as appropriate
- Command Staff Meeting Assist with discussions as appropriate
- Planning Meeting State contributing organization/agency considerations regarding work plan
- Operations Briefing Give contributing organization / agency reports of concern

Agency Representatives managed by the Liaison Officer

In many incidents involving multiple jurisdictions, an agency or jurisdiction will send a representative to assist in coordination efforts. An Agency Representative is an individual assigned to an incident from an *assisting* or *cooperating* agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of the Liaison Officer.

Agency Representatives:

Ensure that all agency resources are properly checked-in at the incident

Obtain briefing from the Liaison Officer or Incident Commander

Inform assisting or cooperating agency personnel on the incident

Identify "lead" agencies personnel that should to be represented in Unified Command and that may be integrated directly in the Incident Management Team as an ICS position and/or technical specialist.

Attend Briefings and Planning Meetings, as required

Provide input on the use of agency resources unless resource technical specialists are assigned from the agency

Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident

Ensure the well-being of agency personnel assigned to the incident

Advise the Liaison Officer of any special agency needs or requirements

Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident

Ensure that all agency personnel and equipment are properly accounted for and released prior to departure

Ensure that all required agency forms, reports, and documents are complete before departure

Meet with the Liaison Officer or Incident Commander for debriefing before departure

An Incident Commander of an affected Jurisdiction is a "special" agency representative.

The Liaison Officer must immediately recognize an Incident Commander arriving to the Incident Command Post and escort and introduce him/her to any residing Incident Commander(s) – such as another lead agency or that of the Responsible Party. Additional personnel that need to be escorted and introduced as an integral part of an Incident Management (Response Team) includes: Technical Specialists and those supporting ICS functions (unit leaders and personnel).

To avoid crowding of the Incident Command Post, Agency Representatives may reside in a separate room/facility nearby. The Liaison Officer provides access to the IMT/CP when needed and arranges through logistics the communications and services to support the Agency Representatives.

Know Where To Go

- ☞ The Liaison Officer is your primary point-of-contact for help
- ☞ Familiarize yourself with the Situation Unit and Products Display & Distribution Center for current response status
- ☞ The Joint Information Center (JIC) will provide approved materials for outside distribution

Assisting and Cooperating Agencies

- ☞ An Assisting Agency provides tactical (operations) services in the field.
- ☞ A Cooperating Agency provides support services to incident management.

Incident Investigation

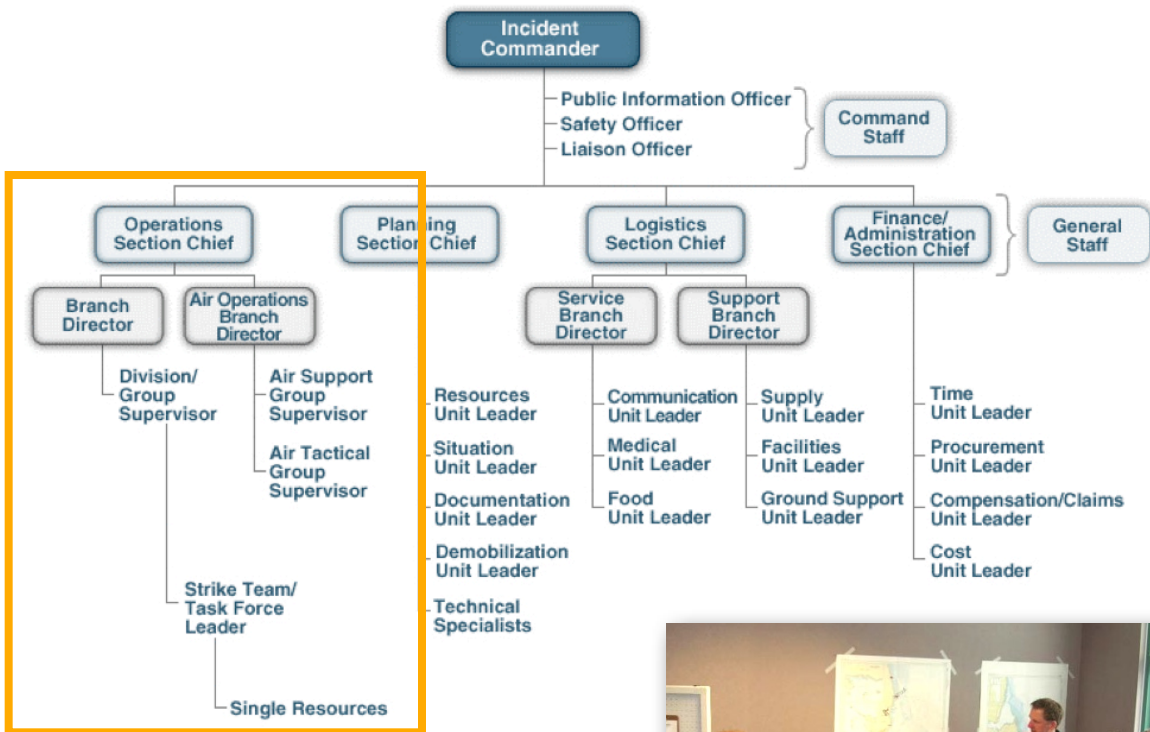
Investigators from federal, provincial, and local agencies will not normally be a part of the Incident Command System. While investigation personnel may report to individuals who are part of the Unified Command, the investigators should be separate so as not to introduce polarizing forces into the incident management process. The initial point of contact may be the Liaison Officer.

OPERATIONS SECTION

Operations

Operation's Organizational Chart

Within the Incident Command System, only the Operations Section has a flexible organization through the establishment of Branches, Divisions and Groups. The Operations Section Chief and Staging Manager are common entities, along with Branch Directors and Division/Group supervisors. Generic roles and duties are provided for these positions. Operation's personnel in the Incident Command Post wear **orange** vests.



OTHER BRANCHES, GROUPS CAN BE ESTABLISHED AS REQUIRED AND DIRECTED UNDER UNIFIED COMMAND. DIVISIONS ARE ESTABLISHED AS GEOGRAPHICALLY DEFINED AREAS DURING AN INCIDENT TO ALLOCATE RESPONSE EFFORTS. EACH DIVISION IS PROVIDED A SUPERVISOR TO OVERSEE TACTICAL ACTIVITIES.



EACH DIVISION/GROUP SUPERVISOR WILL REQUIRE AN INCIDENT ACTION PLAN FOR THEIR AREA/FUNCTION OF RESPONSIBILITY AND FOR EACH OPERATIONAL PERIOD IN ORDER TO GUIDE THEIR TACTICAL (FIELD) WORK.

Operations Section Chief

Operations

Primary Duty: Responsible for the management of all operations directly applicable to the primary mission

Supervises: Staging Area Manager, Recovery & Protection Branch Director, Emergency Response Branch Director, Air Operations Branch Director, Wildlife Branch Director, and other assigned staff

Reports To: Incident Commander and Unified Command



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Evaluate the need for, and order additional personnel to staff the ICS

Develop Operations portion of IAP

Activate and supervise elements in accordance with the Incident Action Plan (IAP), and direct the IAP's execution

Brief and assign Operations personnel

Request or release resources as needed to implement the IAP

Assemble and disassemble teams / task forces assigned to the Operations Section

Activate and execute the Site Safety and Health Plan

Ensure safe tactical operations

Make or approve expedient changes to the IAP as necessary, and report any changes to the Incident Commander

Report any information about special activities, events, or occurrences to the Incident Commander, Planning Section Chief, and the Information Officer

Supervise execution of the IAP for Operations

Approve suggested list of resources to be released from assigned status (not released from the incident)

Obtain meetings schedule, ICS 230, and attend meetings as required. Fill in between Tactics & Planning Meetings & make sure the ICS 215 is displayed

If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation. Make time for briefings before the Planning Meeting

Operational Challenges

Span of Control

Delegate tasks as much as section staffing allows

Know the Situation. Have section personnel check the Situation Status Display Board frequently

Keep Your People Current. Strive to keep section personnel briefed on critical developments or changes

Close Coordination with Logistics. Coordinate with Logistics to ensure use of agreed Requisition / Order Forms as soon as possible after the initial emergency ordering

Resource Needs. Meet with Resources to establish resource typing. Ensure when equipment is ordered specific needs are outlined in size and quantity.

Tactical Instructions. Each Branch Director and Division/Group supervisor requires an Incident Action Plan that guides them on their day-to-day tactical (field) work. It is the responsibility of the Planning Section to prepare these plans and structure them to be comprehensive and pragmatic.



Products

- ❑ **Form 215 *Operational Planning Worksheet***: Ensure that a blank poster-sized copy is displayed at the Tactics Meeting. At the Tactics Meeting, in concert with the Planning Section Chief, fill out the form with preliminary information. Finalize the information at the Planning Meeting
- ❑ **Form 204 *Assignment List*** Produce with Resources Unit Leader using the ICS 215 form. Submit to Planning Section Chief (for inclusion in the IAP), and to Documentation Unit once per Operational Period immediately after the Planning Meeting
- ❑ **Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- ❑ **Form 214a *Individual Log*** Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period

The Incident Action Plan (IAP)

Task your section personnel to generate IAP components as required
 See IAP Preparation & Approval
 See IAP Information Flow Diagram

Operations Section Recorder. Keep at least one person at the section desk at all times and assign that person to maintain the Unit Log (ICS-214).

Be Prepared. Review the hints in the Meetings section to ensure appropriate actions before, during and between meetings

Review your section's part in the OP Planning / IAP Meeting Cycle.



Meetings

- ❑ Initial Incident Briefing Assist with discussions as appropriate
- ❑ Tactics Meeting Review IAP to prepare for meeting. Will be responsible to jointly prepare primary & alternate strategies with the Planning Section Chief. Along with the Planning Section Chief, fill out the ICS 215 - Operational Planning Worksheet with preliminary information
- ❑ Planning Meeting State primary and alternate strategies to meet objectives with Planning Section Chief and Logistics Section Chief. Along with the Planning Section Chief, finalize the ICS 215. Designate Branch, Division, Group boundaries and functions as appropriate using maps and ICS 215. Specify tactics for each Division noting limitations. Specify resources needed by Division / Group with Planning Section Chief and Logistics Section Chief. Plot operations facilities and reporting locations on map (Logistics Section Chief to assist). After meeting, use ICS 215 to develop Assignment Lists (ICS 204) with Resources Unit Leader
- ❑ Operations Briefing Brief on current response actions and last shift's accomplishments. Distribute the IAP. Summarize Division / Group and Air Operations assignments

Staging Area Manager

Primary Duty: Responsible for managing all activities within the designated staging areas

Supervises: Assigned staff

Reports To: Operations Section Chief



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Implement pertinent sections of the IAP

Establish and maintain staging area boundaries

Post signs for identification & traffic control

Establish check-in function and forward check-in lists (ICS 211e and ICS 211p forms) to Resources Unit Leader as they are completed

Determine and request logistical support for personnel and / or equipment, as needed

Advise Operations Section Chief of changing situations / conditions on scene

Respond to requests for resource assignments

Respond to requests for information, as required

Demobilize or reposition staging areas, as needed

Staging Area Directions

Make sure Incident Command Post has clear directions to all staging areas

Control Equipment. Establish staging area checkpoint early to control equipment arrival and departures

Keep Command Post Informed. Make sure resource status forms are conveyed to the Command Post frequently

Ask For HELP. Inform the Command Post when more assistance / resources are needed

Monitor Resources On-hand. Inform Command Post when "in-demand" resource levels are low



Products

- Form 211e&p *Check-In Lists for Equipment & Personnel:*** Check-in information such as name, agency, time arriving, etc. to Resources Unit Leader & Documentation Unit Leader at regular intervals and when form is completed
- Form 214 *Unit Log:*** Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log:*** Summarize your daily activities. Submit to Operations Section Chief and the Documentation Unit at the end of the operational period



Meetings

- Planning Meeting Assist with discussions as appropriate

Branch Director

- Primary Duty:** Responsible for overseeing and implementing Branch functions in accordance with the Incident Action Plan for each Operational Period
- Supervises:** Group/Division Supervisors
- Reports To:** Operations Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Develop alternatives for Branch control operations & Supervise Branch Operations
- Develop Operations portion of the IAP
- Review Assignment lists (ICS 204) for Divisions / Groups within Branch. Modify lists based on effectiveness of current operations
- Brief Operations, and assign personnel in accordance with the IAP
- Report information about special activities, events, and occurrences to the Operations Section Chief
- Report resource needs, surplus resources, hazardous situations, modifications to the IAP, and significant events to Operations Section Chief
- Review recommendations and initiate release of resources

Challenges of a Branch Director

- Anticipate The Response Needs**
As the incident progresses, anticipate recovery and protection needs
- Track Resources Continuously.** Check Situation Status Display Board frequently to verify resource locations / status
- Status Boards.** At least 30 minutes prior to Tactics & Planning Meetings, check status boards to ensure accurate info. is ready for meeting
- Coordinate with Contractors.** Make sure contractors report equipment deployments / status changes promptly
- Communicate .** Maintain close communication with Group Supervisors
- Be Proactive.** Participate with Form 204 generation and / or review to insure that directions and methods are appropriate
- Be Prepared.** Be ready to assist Ops Sec Chief at meetings (Tactics / Planning / etc.)



Products

- Form 204 Assignment List:** Receive ICS 204 from Operations Section Chief (whose responsibility, along with the Resources Unit Leader, it is to produce). Review and modify assignment list. Brief Planning & Operations on changes. Submit to Planning Section Chief (for inclusion in the IAP), Documentation Unit, and Display Center immediately after the Planning Meeting
- Form 214 Unit Log:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a Individual Log:** Summarize your daily activities on the 214a. Submit to the Operations Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Planning Meeting Assist with discussions as appropriate

Division/Group Supervisor

Primary Duty: Implement protection strategies as indicated in the Incident Action Plan

Supervises: Assigned staff at the tactical (field) level

Reports To: A Branch Director



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates of their work assignments

Responsible for specified group functions as directed by a Branch Director and pursuant to an Incident Action Plan.

Review Group assignments and incident activities with subordinates and assign tasks

Direct, coordinate, and assess the effectiveness of protective actions

Modify protective actions as needed

Brief Director on activities

Ensure the Resources Unit is advised of changes in status of resources assigned to the Group

Coordinate activities with other Groups

Determine need for assistance on assigned tasks

Resolve logistics problems within the Group

Challenges of a Supervisor

Anticipate The Response Needs.
As the incident progresses, anticipate recovery and protection needs

Communicate often with Contractors.
Maintain close communication with contractors to insure that work is proceeding as planned.

Get to know the other supervisors to compare progress and problems.

Communicate with Branch Director.
Maintain close communication with your Branch Director. Pickup our Incident Action Plan every day, or as scheduled.

Track & Report Response Equipment.
Make sure equipment location / status changes get reported to Resource Unit Leader promptly

Check Status Display Info. Check Situation Status Display Board frequently to verify resource locations/status

Status Boards. At least 30 minutes prior to Tactics & Planning meetings, check status boards to ensure accurate information is ready for meeting



Products

- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Recovery & Protection Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

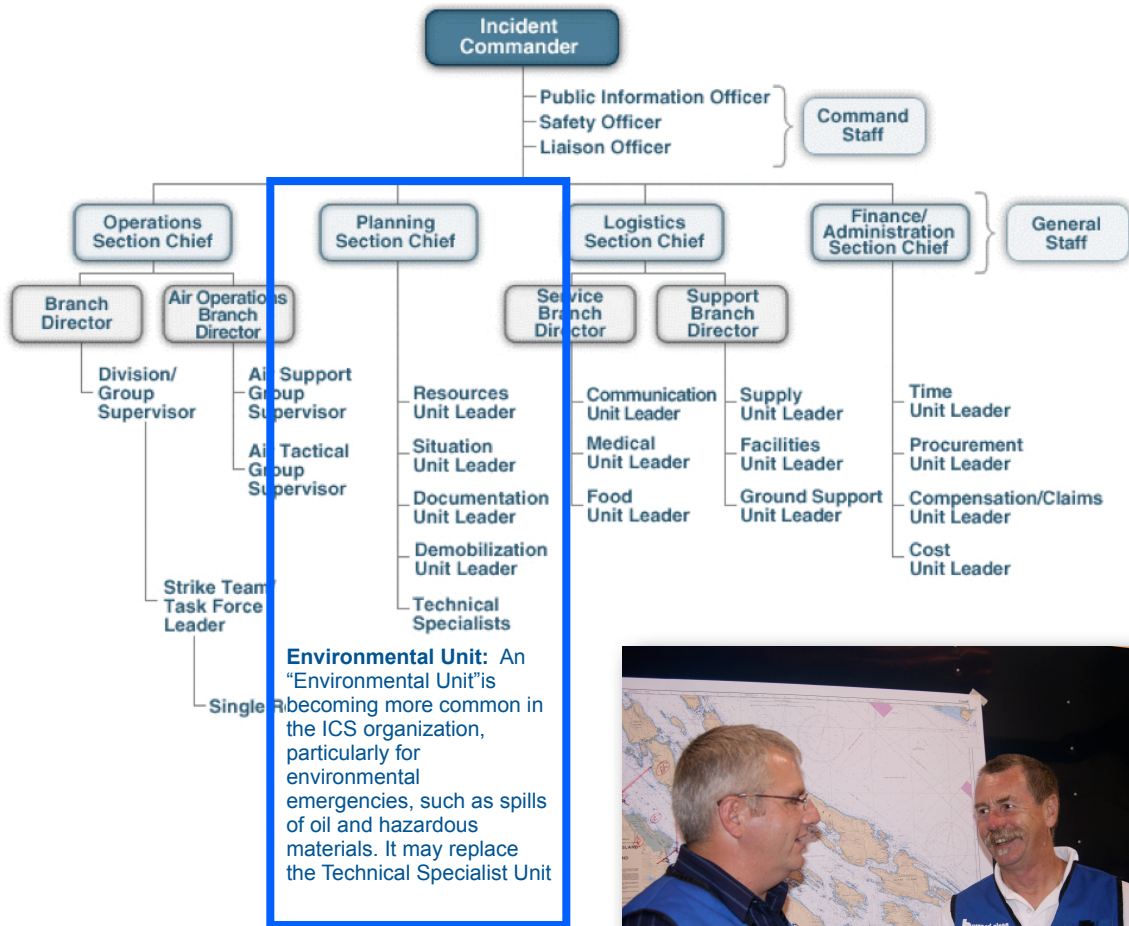
- Operations Briefing**..... Assist with discussions as appropriate. After this meeting, off-going field supervisors should be interviewed by their relief and by Operations in order to further confirm or adjust the course of the new shift's IAP. Shifts in tactics and reallocating of resources may be made by the Operations Section Supervisor in whose purview they are in order to adapt to changing conditions

PLANNING SECTION

Planning

Planning Organizational Chart

Planning personnel in the Incident Command Post wear **blue** vests. The “technical specialist” may not be a “unit” *per se* as technical specialists can be deployed anywhere in the ICS organization. However, they generally reside in the Planning Section. An Environmental Unit may be established that is mainly staffed by government agencies and their technical specialists. Affected stakeholders that assist in establish response plans and priorities may also participate in the Environmental Unit. The main field function of the Planning Section is to deploy “field observers” for situation information gathering.



Planning Section Chief

Primary Duty: Coordinate response planning and monitoring. Collect, evaluate, disseminate, and use information about the development of the incident and status of resources

Supervises: Units, Technical Specialist, Stakeholders, resource agencies and other assigned staff

Reports To: Incident Commander and Unified Command



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Upon start-up, assign available personnel already on-site to ICS organizational positions as appropriate

Evaluate the need for, and order additional personnel to staff the Planning Section

Monitor current incident situation and provide resource release recommendations for submission to IC / UC on:

- ☞ Incident location and anticipated trajectory of spilled product, flood, fire, etc.
- ☞ Location of people/property exposures as well as environmentally sensitive areas
- ☞ Special considerations for those areas
- ☞ Impact area size, volumes, and status
- ☞ Impacted resources status
- ☞ Resources being utilized and their location

Total number of personnel in response, broken down by government personnel (Federal, Provincial, Local governments & First Nations), contractor personnel, and workforce personnel)

Projected activities for the next day and other response issues

Project surveillance and trajectory modeling to provide predictions on:

- ☞ Incident potential (stable, escalating, declining)
- ☞ Product movement / spread
- ☞ Resources at risk
- ☞ People, Infrastructures and Businesses at risk
- ☞ Hazards
- ☞ Weather, currents, winds, and tides

Work with the Situation Unit on predictions of product movement as shown by the trajectory modeling program for planning of future operations

The EYES in the Field

As a Planning Section Chief:

- ☞ Get field observer(s) to the incident location as soon as safely possible to begin relaying field and climatological information for threat analysis
- ☞ Observer(s) should systematically identify and document incident location and threats - take videos and photographs, sketch maps, etc.

Protection Strategies. Use response plans, impact sensitivity atlases and other planning resources to prepared priority protection of potentially affected people, property and environment.

Planning Section Recorder. Keep at least one person at the section's recording desk at all times and assign that person to maintain the Unit Log (ICS-214)

Establish Planning Cycle Early. Establish, develop and update the Planning Cycle and meeting schedule as soon as possible and communicate to all ICS Sections. See Operational Period Planning / IAP Meeting Cycle.

Establish Naming. Meet with the Operations Section Chief to establish coordinated divisions and groups and other boundaries, such as exclusion (hot/cold) zones.



Tasks & Responsibilities (cont.)

Prepare alternative strategies for the incident and assemble information on alternative response options

Provide input to the Unified Command and the Operations Section Chief in preparing the Incident Action Plan (IAP)

Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the IAP. Incorporate the Traffic Plan, Communications Plan, and other supporting plans into the IAP as necessary

Develop an organization within the Technical Specialist Unit (Environmental Unit) need to reflect operational complexities. Assemble specialists, stakeholders, agency representatives to a manner to address protection, monitoring, threat analysis, etc that reflect the same complexity of operations (Branches, & Divisions).

Supervise the preparation of, and compile the IAP

Establish a capability to capture and disseminate situation and field information to people who need it.

Establish and develop the Planning Cycle and meeting schedule and communicate to all ICS Sections. Communicate the meeting schedule to the Situation Unit Leader so the Situation Unit Leader can complete the ICS 230

Provide the Resource Unit with the Planning Section's organizational structure; including names and locations of assigned personnel

Advise general staff of any significant changes in incident status (escalating or declining)

Prepare resource release recommendations for submission to Incident Command

Determine the need for any specialized equipment and / or technical specialists in support of the incident and assign where needed. Technical specialists could include:

- ☞ Sampling Specialists
- ☞ Resources at Risk Specialists
- ☞ Response Technologies Specialists
- ☞ Trajectory Analysis Specialists]
- ☞ Weather Forecast Specialists
- ☞ Shoreline Cleanup Assessment Specialists for spills
- ☞ Disposal (Waste Management) Specialists
- ☞ Historical / Cultural Resources Specialists

Compile and display incident status summary information

Provide status reports to appropriate requesters

Instruct Planning Section Units in distribution and routing of incident information

Assist the Incident Commander.

Develop draft ICS 202 Incident Objectives & draft ICS 230 Daily Meeting Schedule, identifying proposed Operational Period, objectives, and meeting schedule for Unified Command approval.

Response Objectives set by the IC / UC, provides the framework for determining projected activities.

Incident Threat Analysis. Ensure analysis of threat such as that spill, fire, flood trajectories are developed for both the current and next Operational Period.

Prepare Early

As the Planning Section Chief:

- ☞ Establish, develop and update the Planning Cycle and meeting schedule as soon as possible and communicate to all ICS Sections
- ☞ Communicate the meeting schedule to the Situation Unit Leader (SUL) so the SUL can complete the ICS 230 and prepare appropriate products for each meeting
- ☞ If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation
- ☞ Ensure meeting participants are prepared – distribute agendas
- ☞ Ensure appropriate actions before, during and between meetings
- ☞ When facilitating a meeting, prepare, stay focused, stay on schedule, TAKE CHARGE of the meeting and assure it accomplishes the objectives

Review your part in the OP Planning / IAP Meeting Cycle

Facilitate or attend meetings as required. If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation. Ensure agendas are distributed and followed.



Products

- ❑ **Form ExSum *Executive Summary*:** Prepare the Executive Summary, focusing on operational and environmental issues. Information sources include the Operations Section Chief, the Situation Unit Leader, the Environmental Unit Leader and ICS 209 and 232 for guidance. Submit the Executive Summary to the Documentation Unit, Unified Command, and all Section Chiefs at the end of the Operational Period
- ❑ **Form GenPln *General Plan*:** Obtain Long-range planning issues (from all Section Chiefs and the Unified Command). Submit to the Documentation Unit, Unified Command, and all Section Chiefs once the response is determined to extend long-range (>10 days) or when you have done two or more planning cycles in advance
- ❑ **Form 202 *Incident Objectives*:** Prepare the ICS 202, describing the basic incident strategy and control objectives. This form should be completed following each Planning Meeting. Include in the IAP
- ❑ **Form 215 *Operational Planning Worksheet*:** Ensure that blank poster-sized forms are posted at the Tactics Meeting. At the Tactics Meeting, in concert with the Operations Section Chief, fill out the forms with preliminary information. Finalize the forms at the Planning Meeting. After the forms are finalized, give a copy to the Resources Unit Leader, the Documentation Unit, and keep a copy for use when preparing resource requests for the next Operational Period
- ❑ **Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- ❑ **Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period
- ❑ **Incident Action Plan (IAP):** Supervise the preparation of the IAP. Attach the IAP Cover Sheet. Include the ICS-202 Response Objectives form once you have prepared it. Obtain the ICS - 203 or 207 Organization List or Chart from the Resources Unit Leader.
- ❑ Obtain ICS - 204 Assignment Lists from the Operations Section Chief, and one copy each of any attachments. Obtain the ICS - 205 and 205a Radio Communications Plan and Communications List, respectively, from the Communications Unit Leader.
- ❑ Obtain the ICS - 206 Medical Plan from the Medical Unit Leader.
- ❑ Obtain any other items deemed necessary to include in the IAP. Collect pieces and collate.
- ❑ Present to Unified Command for approval and signature the IAP Cover Sheet. Have IAP duplicated and distributed to all supervisory personnel at the Section, Branch, Division / Group, and Unit Leader levels prior to the Operations Briefing (Documentation Unit to provide duplication service)

Planning Section Recorder. Keep at least one person at the section desk at all times and assign that person to maintain the Unit Log (ICS-214)

PLAN AHEAD - for the Incident Action Plan (IAP)

☞ If possible assign an individual, often the Deputy Section Chief, to focus on the definition, development, approval and distribution of the IAP, getting input from the Unified Command and the Operations Section Chief

☞ Stress that the IAP is not an all-inclusive document. It should only include information that is critical for the field teams to accomplish the response objectives for the designated Operational Period

☞ Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the IAP. Incorporate the Traffic Plan, Communications Plan, and other supporting plans into the IAP as necessary

☞ To help ensure the proper information is collected, it is helpful to provide checklists indicating the type and source for the personnel assigned to collect data

- Review IAP Preparation & Approval
- Review IAP Information Flow Diagram



Meetings

- Initial Incident Briefing Assist with discussions as appropriate
- Initial UC MeetingAttend as needed
- Tactics Meeting Facilitate a brief (<45 min) working meeting focused on identification of tactical assignments. Review IAP to prepare for meeting. Ensure that a blank poster-sized ICS 215 is displayed. Will be responsible to jointly prepare the ICS 215 - as well as the primary & alternate strategies pursuant to UC provided response objectives - with the Operations Section Chief and Logistics Section Chief.
- Planning Meeting Facilitate a brief (<45 min) working meeting focused on Unified Command acceptance of completed ICS 215. Display ICS 202 and preliminary ICS 215 in preparation for the meeting. Will be responsible to brief on situation, critical and sensitive areas, weather and water/land conditions, resource status and availability with Situation Unit Leader and Resources Unit Leader. State primary and alternate strategies to meet objectives with Operations Section Chief and Logistics Section Chief. Specify resources needed by Division / Group with Operations Section Chief and Logistics Section Chief and finalize the ICS 215. Develop resources, support, and overhead orders with Logistics Section Chief. Assist Logistics Section Chief to consider support issues: communications, traffic, safety, etc. Assign the IAP deadline
- Operations Briefing Ensure that the IAP is assembled and distributed before the meeting. Will be responsible for reviewing the Unified Command objectives, and reviewing any changes to the IAP

Situation Unit Leader

Planning

- Primary Duty:** Collect, organize, evaluate, and display information about current and possible future spill status and response operations
- Supervises:** Display Processor, Field Observers, GIS Specialists, and other assigned staff
- Reports To:** Planning Section Chief



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Compile information regarding:

- ☞ Type and amount of product spilled, flood threats, fire progress, etc
- ☞ Current location of impact and threats
- ☞ Response progress (spilled material recovered, flood sand-bagging, fire controlled, etc)

Anticipated trajectory of threat

Collect and maintain the most current incident data

Set up schedule for observers to call in with information. Stagger times

With the Environmental Unit Leader, provide projections and estimates of the movement and behavior of the threat by:

- ☞ Visual observations
- ☞ Remote sensing information
- ☞ Computer modeling
- ☞ Observed and predicted, weather, and current information

Ensure that the Incident Situation Display is maintained by the Display Processor

Provide information to the GIS Specialist(s) for maps to depict the current and possible future situation

Schedule and conduct spill observations / overflights as needed

Establish procedures and schedules for field observations and coordinate with Environmental Unit Leader

Debrief Field Observers and direct them to needed presentations for Command or General Staff

Prepare reports and predictions (as requested) for the Planning Section Chief

Provide status reports to appropriate requesters

Provide photographic services and maps

Mobilize Field Observers Early.

As the Situation Unit Leader:

- ☞ Get observer(s) to the incident location as soon as safely possible to begin relaying local conditions, and people, property, and environmental information to the Planning Section for threat analysis and to determine immediate concerns.
- ☞ Initial observers may be operational personnel
- ☞ Observers may be assigned and report directly to the Environmental Unit (if invoked)
- ☞ Observers should identify location of response resources if possible.
- ☞ Base maps for field observers should be available as soon as possible

Communicate Often with Field Observers.

Contact Field Observers to assure that the reporting plan and procedures are designed to get current information to the Situation Unit as frequently as necessary, and at end of each shift. Communicate at least 30 minutes prior to each meeting and 30 minutes prior to update of ICS 209

Process Field Data Quickly

- ☞ Make sure results from field observations are reflected on situation displays as soon as practical.
- ☞ The Situation Unit Leader should make initial & frequent contact with the Information Officer and / or the Joint Information Center (JIC) to assure that appropriate information products are delivered to the JIC, & to coordinate production with scheduled JIC events

Prepare, post, and disseminate resource and situation status information as required

Obtain meetings schedule, ICS 230, & attend meetings as required If presenting at a meeting, collect needed information 30 minutes before meeting & prepare presentation



Products

- ❑ **Maps - *Base Maps*:** Obtain from GIS Specialist. Give to Field Observers for use on air, vessel or vehicle based surveys.
- ❑ **Maps - *Overflight Maps*:** Obtain from GIS Specialist for use at Planning Meetings
- ❑ **Maps - *Resource Status Maps*:** Obtain from GIS Specialist for use at Planning Meetings
- ❑ **Maps - *Situation Maps*:** Obtain from GIS Specialist for use at Planning Meetings
- ❑ **Maps - *Division Zone Maps*:** Obtain from GIS Specialist for use at Planning Meetings
- ❑ **Maps - *Natural Resources At Risk & Protection Strategy Maps*:** Obtain from GIS Specialist for use at Planning Meetings
- ❑ **Maps - *Trajectory (Threat) Maps*:** Obtain from Trajectory Analysis Specialist for use at Planning Meetings
- ❑ **Form 209 *Incident Status Summary*:** Prepare and submit this form at least twice per Operational Period, and before Tactics / Planning Meetings, Media Briefings, and as requested by the Unified Command. Submit to Documentation Unit, Unified Command, All Section Chiefs, and Display Processor. Create a poster-sized copy for display at Tactics and Planning Meetings
- ❑ **Form 230 *Daily Meeting Schedule*:** Coordinate with the Unified Command and then prepare form for each Operational Period, as needed. Submit to the Documentation Unit, Unified Command, Display Processor, and all Section Chiefs as soon as possible
- ❑ **Form 231 *Meeting Summary*:** If requested, prepare this form under the direction of the meeting facilitator. Submit to Documentation Unit, Display Processor, and the meeting attendees
- ❑ **Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- ❑ **Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Planning Section Chief and the Documentation Unit at the end of each Operational Period.

Maps Focus quickly on developing a couple of base maps from which most all the other maps will be developed - GET READY

Current Status. As soon as staffing allows, it is good to assign one individual to maintain, post and distribute Form 209 *Incident Status Summary*

Situation Unit Recorder. Keep at least one person in the unit area at all times and assign that person to Form 214a *Individual Log (Unit Log)*

Product Effectiveness. Product effectiveness is determined by the quality of the data, and timeliness. As SITUATION UNIT LEADER, you need to be PROACTIVE in getting other members in the Command Post to provide you current, up-to-date information as soon as they have it. You can also be helpful in reminding the various participants about their deadlines for products necessary for upcoming meetings

Information Specialists. An Information Specialist, while not a standard ICS position, is a function that is needed. People in this position can be designated to continually circulate in the Command Post and look, listen, capture & disseminate information as it becomes available. These people can facilitate the movement of critical and necessary information between Sections. Shuttle diplomacy is the mark of a good Information Specialist

Planning

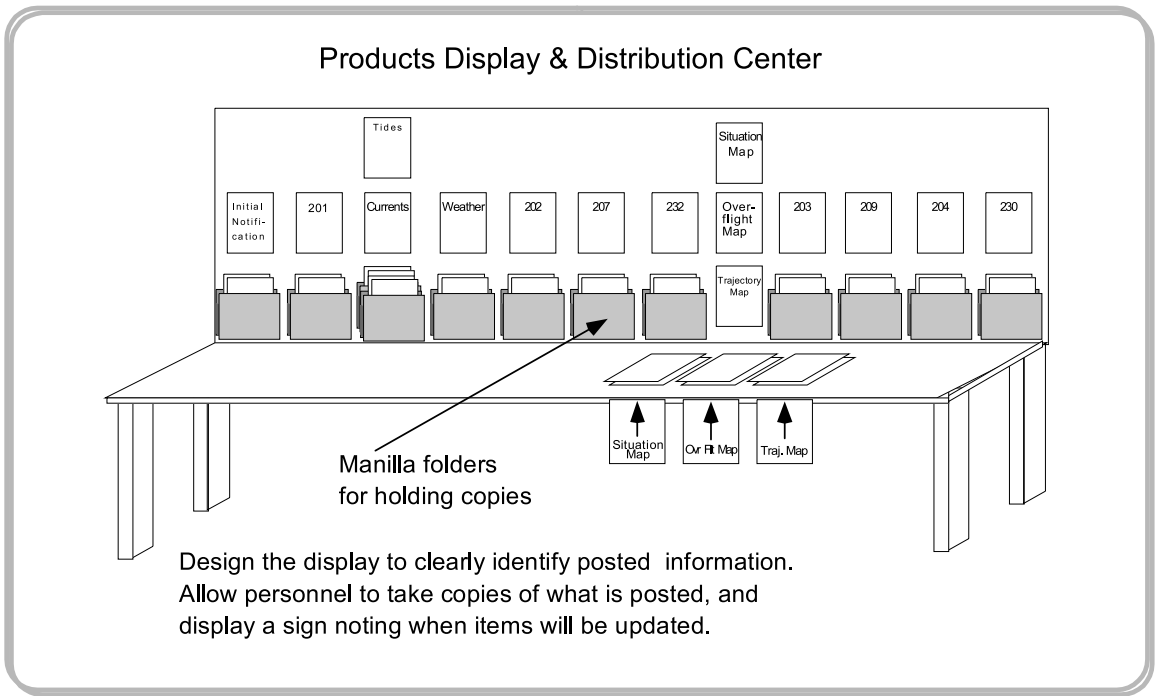


Meetings

- Tactics Meeting **Responsible to provide situation status** info to prepare for the meeting: ICS 209, maps (trajectory, overflight, etc.), tides / currents, weather
- Planning Meeting **Responsible to provide situation status** info to prepare for the meeting: ICS 209, maps (trajectory, overflight, etc.), tides / currents, weather. Assist Planning Section Chief with situation briefing. Assist Operations Section Chief in specifying tactics for each Division / Group, noting limitations
- Operations Briefing **Responsible to provide situation status** info to prepare for the meeting: ICS 209, maps (trajectory, overflight, etc.), tides / currents, and weather

LARGE Copies: Be prepared to provide current, large format poster size photo copies of the necessary forms and maps for each specific meeting or briefing.

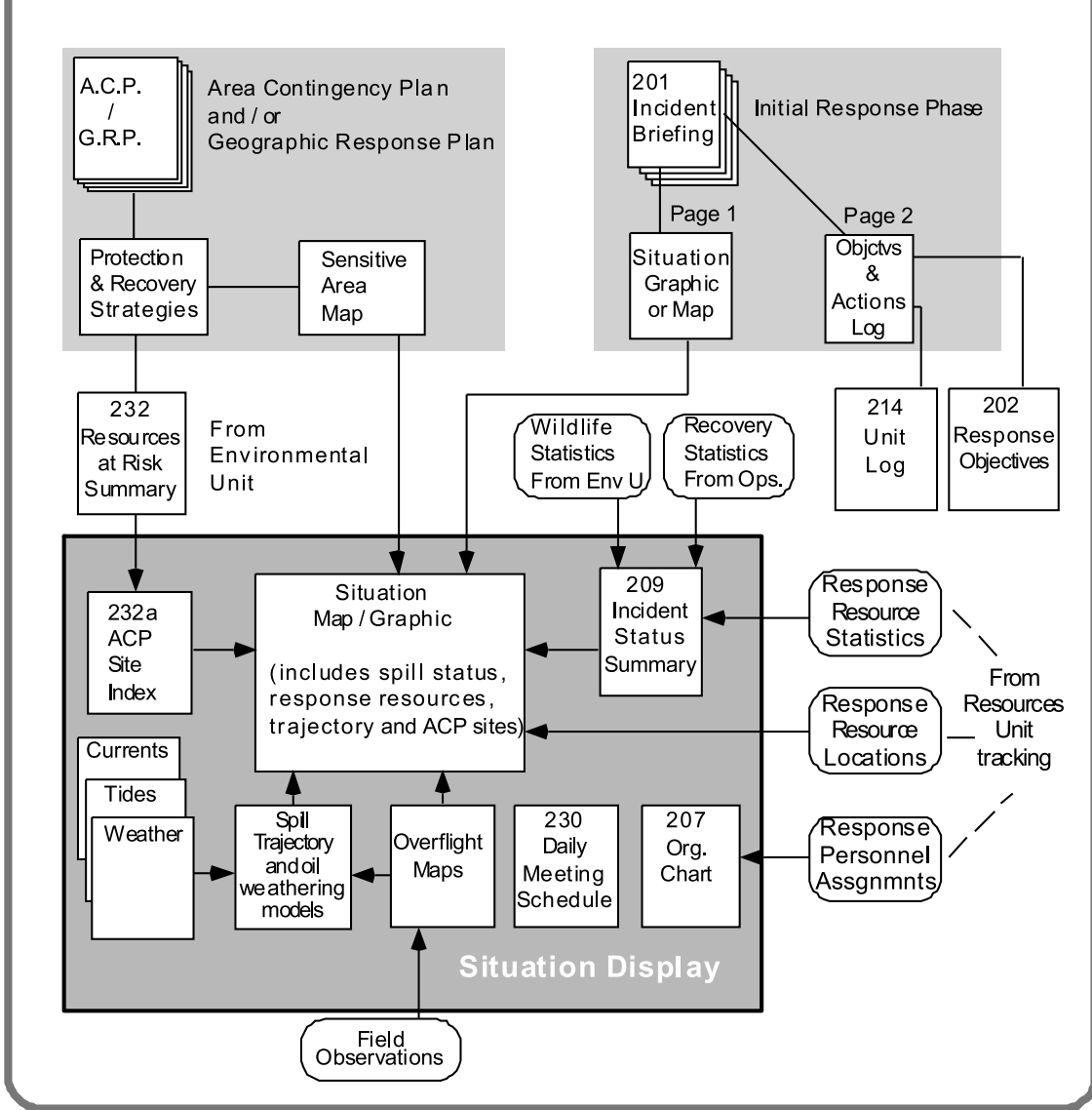
- **Enlarge** and post these copies in meeting room 15 minutes prior to start of meeting.
- **Review** your part in the Operational Period Planning / IAP Meeting Cycle



INCIDENT SITUATION DISPLAY

Planning

Situation Unit Information Flow



The Situation Unit is responsible for generating the underlined pieces of these ICS products

- **Incident Action Plan (IAP):** Cover, 202, 203, Situation Map, 204, (204a(s)), 205, 206 (See the IAP Information Flow diagram in Meetings, page 129)
- **Operations Briefing Packages:** 202, 206, 204, (204a(s)), Site Map(s)
- **Executive Summary:** Executive Summary, Situation Map, 209, General Plan, 220

Display Processor

Primary Duty: Prepare and maintain the Incident Situation Display

Supervises: Assigned Staff

Reports To: Situation Unit Leader



Tasks & Responsibilities

This is a proactive position. Actively seek out sources and establish communication paths and schedules for obtaining needed information from other Units and Sections

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Responsible for the display of incident status information obtained from:

- ☞ Field Observers
- ☞ Other personnel in the Situation, Resources, and Environmental Units
- ☞ Personnel from other Sections
- ☞ Resource status reports, forms, and maps
- ☞ Aerial and ortho photographs, and infrared data

Items to display on the Incident Situation Display include:

- ☞ Initial notification form (obtain from person initially reporting incident)
- ☞ ICS 201 - Incident Briefing (obtain from initial response Incident Commander)
- ☞ Weather forecast (obtain from Weather Forecast Specialist)
- ☞ Tides winds, and currents (obtain from Weather Forecast Specialist)
- ☞ ICS 202 - Response Objectives (obtain from the Planning Section Chief)
- ☞ ICS 207 / 203 - Organization Chart / List (obtain from the Resources Unit Leader)
- ☞ ICS 232 - Resources at Risk Summary (obtain from Resources at Risk Specialist)
- ☞ Situation Maps - a combination of Overflight and Resource Maps (obtain from GIS Specialist)
- ☞ Resource Maps depicting locations of response equipment (obtain from GIS Specialist)
- ☞ Overflight Maps depicting location threat (spill, fire, water, landslide, etc) other overflight observations (obtain from GIS Specialist)
- ☞ Trajectory Maps (obtain from the Trajectory Analysis Specialist)
- ☞ Environmental Resources at Risk or Protection Strategy Maps (obtain - Resources at Risk Specialist)
- ☞ Division zone maps (obtain from GIS Specialist)
- ☞ Traffic Plan maps, as necessary (obtain from GIS Specialist)
- ☞ Incident Command Post map (obtain from GIS Specialist)
- ☞ ICS 209 - Incident Status Summary (obtain from the Situation Unit Leader)
- ☞ ICS 230 - Daily Meetings Schedule (obtain from the Situation Unit Leader)



Tasks & Responsibilities cont...

All items must be kept up to date. Establish and post a schedule of times for updates. Forms, maps, and status summaries that are maintained electronically.

Determine number, types, and locations of displays required

Assist Situation Unit Leader in analyzing and evaluating field reports

Determine:

- ☞ Map requirements for Incident Action Plan
- ☞ Field observers assignments and communications means
- ☞ Obtain copy of Incident Action Plan for each Operational Period



Products

- Form 214a *Individual Log***: Summarize your daily activities. Submit to the Situation Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Geographic Information System Specialist

Planning

- Primary Duty:** Responsible for gathering and compiling updated incident, response status, and threat analysis information to incorporate in various map products created by computer applications such as geographic information system (GIS) applications.
- Supervises:** Assigned Staff
- Reports To:** Situation Unit Leader



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Gather and compile data from the different incident Sections to incorporate in map products
- Provide maps for various components of the incident, and status reports to appropriate requesters
- Work with Situation Unit & Information Officer to ensure rapid dissemination of incident information to the Incident Management Team.



Products

- Maps - Base Maps:** Create and submit to the Situation Unit Leader at the beginning of the incident. They are the base for other situation, overflight, resources, and division zone maps & will be used on overflights and field surveys
- Maps - Overflight Maps:** Create after a Field Observer returns from an overflight. Obtain their hand drawn observations and sit down with them to clarify the information. Submit map to Documentation Unit, Section Chiefs, Situation and Environmental Unit Leaders, and the Display Processor. Ensure that a poster-sized copy is displayed at Tactics and Planning Meetings and Media Briefings, as requested
- Maps - Equipment Resource Status Maps:** Obtain information about resource locations from the Resources Unit Leader or Field Observers (resources include such response equipment as skimmers, barges, heavy equipment, etc.). Create map depicting the location of response equipment. Update at least twice per day, or as the situation warrants. Verify the update schedule with the Situation Unit Leader. Submit to the Documentation Unit, Planning Section Chief, Situation Unit Leader, Resources Unit Leader, and the Display Processor. Ensure that a poster-sized copy is displayed at Tactics and Planning Meetings and Media Briefings, as requested
- Maps - Situation Maps:** Update and submit these combination overflight / equipment resources status maps at least twice per day, or as the situation warrants. Verify the update schedule with the Situation Unit Leader. Submit to the Documentation Unit, Planning Section Chief, Situation Unit Leader, Resources Unit Leader, and the Display Processor. Ensure that the ICS 232a is completed by the Situation Unit Leader and submitted along with the Situation Map. Ensure that a poster-sized copy is displayed at Tactics and Planning Meetings and Media Briefings, as requested

- ❑ **Maps - Natural Resources At Risk Maps:** Create these maps as requested by the Situation or Environmental Unit Leader. Obtain information about the locations of people, property and environmental resources at risk from hazard reports and maps. Submit to Documentation Unit, Planning Section Chief, Situation Unit Leader, Environmental Unit Leader, and the Display Processor. Ensure that a poster-sized copy is displayed at Tactics and Planning Meetings and Media Briefings, as requested
- ❑ **Maps - Protection Strategy Maps:** Create these maps as requested by the Situation Unit Leader or Operations Section Chief. Obtain response strategies (booming, sand-bagging, fire breaks, etc) information from the Field Observer or Operations personnel. Verify with the Operations Section Chief who you should contact for information. Submit to Documentation Unit, Operations and Planning Section Chiefs, Situation Unit Leader, and the Display Processor. Ensure that a poster-sized copy is displayed at Tactics and Planning Meetings and Media Briefings, as requested
- ❑ **Maps - Division Zone Maps:** Create maps that depict the boundaries of division areas as soon as they are determined. Obtain information from the Operations Section Chief. Submit to Documentation Unit, Operations and Planning Section Chiefs, Situation Unit Leader, and the Display Processor. Division area information may be incorporated into subsequent situation and overflight maps
- ❑ **Maps - Traffic Plan Maps:** Create maps depicting traffic routes as needed. Obtain information from the Logistics Section Chief. Submit to Documentation Unit, Operations, Planning, and Logistics Section Chiefs, Situation Unit Leader, and the Display Processor
- ❑ **Maps - Command Post Map:** Create a map of the Command Post showing the location of Sections within the Command Post. Locations may be determined by personal observation. Submit to Display Processor and Check-in Recorders as needed
- ❑ **Form 214a Individual Log:** Summarize your daily activities. Submit to the Situation Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- ❑ Planning Meeting Attend as required. Assist with discussions as appropriate

Field Observer

Primary Duty: Collect situation information from personal observations at the incident and provide to the Situation Unit Leader by an established procedure

Supervises: Assigned Staff

Reports To: Situation Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Determine:

- ☞ Location of assignment
- ☞ Type of information required and who it will be documented (photographs, mapped, etc)
- ☞ Priorities and time limits for completion
- ☞ Method of communication and transportation

Observations should include, but are not limited to:

- ☞ Perimeters of the incident
- ☞ Location(s) of threat(s) and rate of spread
- ☞ Weather conditions
- ☞ Hazards
- ☞ Progress of operation resources

Meet with Safety Officer to ensure appropriate training and personnel protective equipment is met for mode of transportation (e.g. helicopter, vessel) and area of work (remote rural, urban industrial). Requires tail-gate safety meeting and clearances.

Report unsafe condition observed which may cause a danger or safety hazard to personnel

Report observations as directed by the Planning Section Chief.

Overflights

- ☞ Prior to departing on an overflight operation, receive an aircraft safety briefing from the proper person in the Air Support Branch in the Operations Section
- ☞ Be sure to have a good base map, clip board, and writing instruments for in-flight documentation
- ☞ Get a copy of: any job aids to help Identification Job Aid for Aerial Observations or products This will help in describing the situation

Communicate often with Situation Unit Leader. Get current information to the Situation Unit frequently. Set up call-in schedule with the Situation Unit Leader

Data Management

As a field observer gathering digital data such as photographs, GPS track lines/way points, and/or electronic forms on a PDA, it is very important that you comply and support the process of managing and verifying this data. This may include providing your GPS and digital camera to an Information Technologies for image geo-referencing when returning to the Incident Command Post.



Products

- Maps - *Base Maps*:** While on an overflight or field survey, hand-draw observations on a blank base map. Submit to GIS Specialist for the creation of an electronic map. Provide input and make clarifications to GIS Specialist as they produce the electronic map
- Form 214a *Individual Log*:** Summarize your daily activities. Submit to the Situation Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings:

- Operations Briefing Assist with discussions as appropriate

Resource Unit Leader

Primary Duty: Maintain a master list and status of all personnel equipment resources (primary and support); check-in, status, and current location

Supervises: Workforce (Volunteer) Coordinator, Check-In / Status Recorder, and other assigned staff

Reports To: Planning Section Chief



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Prepare and maintain displays, charts, and lists that reflect the current status and location of tactical resources, transportation, and support equipment (Possible displays are the T-Card holders, or electronic tracking programs which can be projected on an overhead screen)

Provide input to the Planning Section Chief to ensure adequate resources are available for the operation to implement the Incident Action Plan.

Assign Check-in / Status Recorders and establish check-in function at incident locations

Assign Volunteer / Workforce Coordinators

Establish contacts with incident facilities to track resource status & provide status reports to appropriate requesters

Maintain master roster of all resources checked in at the incident

Gather, and post incident resource status

Obtain meetings schedule, ICS 230, and attend meetings as required

If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation

Track Resource Quantities

Maintain a comprehensive summary of resource quantities and their status for Form 209 *Incident Status Summary*

Review Resource Unit Leader's roles in the Operations Planning / IAP Meeting Cycle

Know Your Resources

As the Resource Unit Leader:

- ☞ You must be familiar with and understand ICS Resource Typing
- ☞ Ensure that Operations and, Logistics are tracking their resources .
- ☞ Get a handle on assigned resources as soon as possible"
- ☞ Use Information Specialists ("runners") to monitor resource levels among ICS Sections
- ☞ Frequently compare resource quantities to what are depicted on the Situation Status Display
- ☞ For staging areas, frequently get report of what is available, assigned and unavailable from Check-In / Status Recorder

Proactively seek needed information.

This position is probably one of the most challenging in the ICS Reporting

- **Effectively** determine reporting needs and get report of staffing levels, etc.
- **Assure** that Check-In forms (ICS 211's) are being submitted from Staging Area(s) in a timely manner



Products

Planning

- Form 211e&p** *Check-In Lists for Equipment & Personnel*: Obtain check-in information from Check-in Recorders on an on-going basis. Determine update schedule and method of communication with Check-in Recorders. Use check-in information to generate T-cards or other resource tracking forms. Compile all lists and give information to Situation Unit Leader for inclusion in ICS 209 and the GIS Specialist for inclusion on Resources and other maps. Also submit information to the Finance/Administration Section Chief and Documentation Unit
- Form 218** *Support Vehicle Inventory*: Obtain from Ground Support Unit Leader. Use to update T-card display, or other resource tracking display. Give copy to Situation Unit Leader for inclusion in ICS 209. Verify that the support vehicles and vessels are accounted for by the Logistics and Finance Section
- Form 210** *Status Change*: Submit to Documentation Unit after receiving updates. Obtain status change information from the Communications Center and / or Check-in Recorders on an on-going basis. Determine update schedule and method of communication with Communications Center and / or Check-in Recorders. Use information to update T-Card or other resource tracking display. Transmit updated information to Situation Unit Leader for inclusion in ICS 209 and the GIS Specialist for inclusion on Resources and other maps. Submit form to the Documentation Unit after updating your records
- Form 219** *Resource Status Cards (T-Cards)*: Create T-Cards (or electronic equivalent) using resource description, status and location information obtained from the Communications Center, Ground Support Unit, Vessel Support Unit, Check-in Recorders, and Field Observers. Update T-Card or other resource tracking display when information is updated. Verify that the T-Card display is consistent with the Resource Maps the GIS Specialist is producing and the ICS 209 that the Situation Unit Leader is producing. Verify that Logistics and Finance & Administration have record of all resources listed on the T-Cards
- Form 203** *Organization Assignment List*: Get initial information from the ICS 201. Create this form using information from personnel check-in lists (ICS 211p) and update this form and the ICS 207 together as necessary. Submit to Documentation Unit, Unified Command, All Section Chiefs, and all Unit Leaders, and the Display Processor once *per* Operational Period before the IAP deadline. Ensure that the Planning Section Chief receives the most current form for inclusion in the IAP
- Form 207** *Incident Organization Chart*: Get initial information from the ICS 201, page 3. Create this form using information from personnel check-in lists (ICS 211p) and update this form and the ICS 207 together as necessary. After Section Chief's approval, submit to Documentation Unit, Unified Command, All Section Chiefs, and All Unit Leaders, and to the Display Processor for posting whenever a change is made
- Form 204** *Assignment List*: Produce this form from the ICS 215 in cooperation with the Operations Section Chief and contractors. Submit to Documentation Unit and Planning Section Chief (for approval and inclusion in the IAP) once per Operational Period as soon as possible after the Planning Meeting
- Form 215** *Operational Planning Worksheet*: Collect form after it has been finalized at the Planning Meeting. Use this form to produce ICS 204s
-

Planning

- ❑ **Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- ❑ **Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Planning Section Chief and the Documentation Unit at the end of the Operational Period



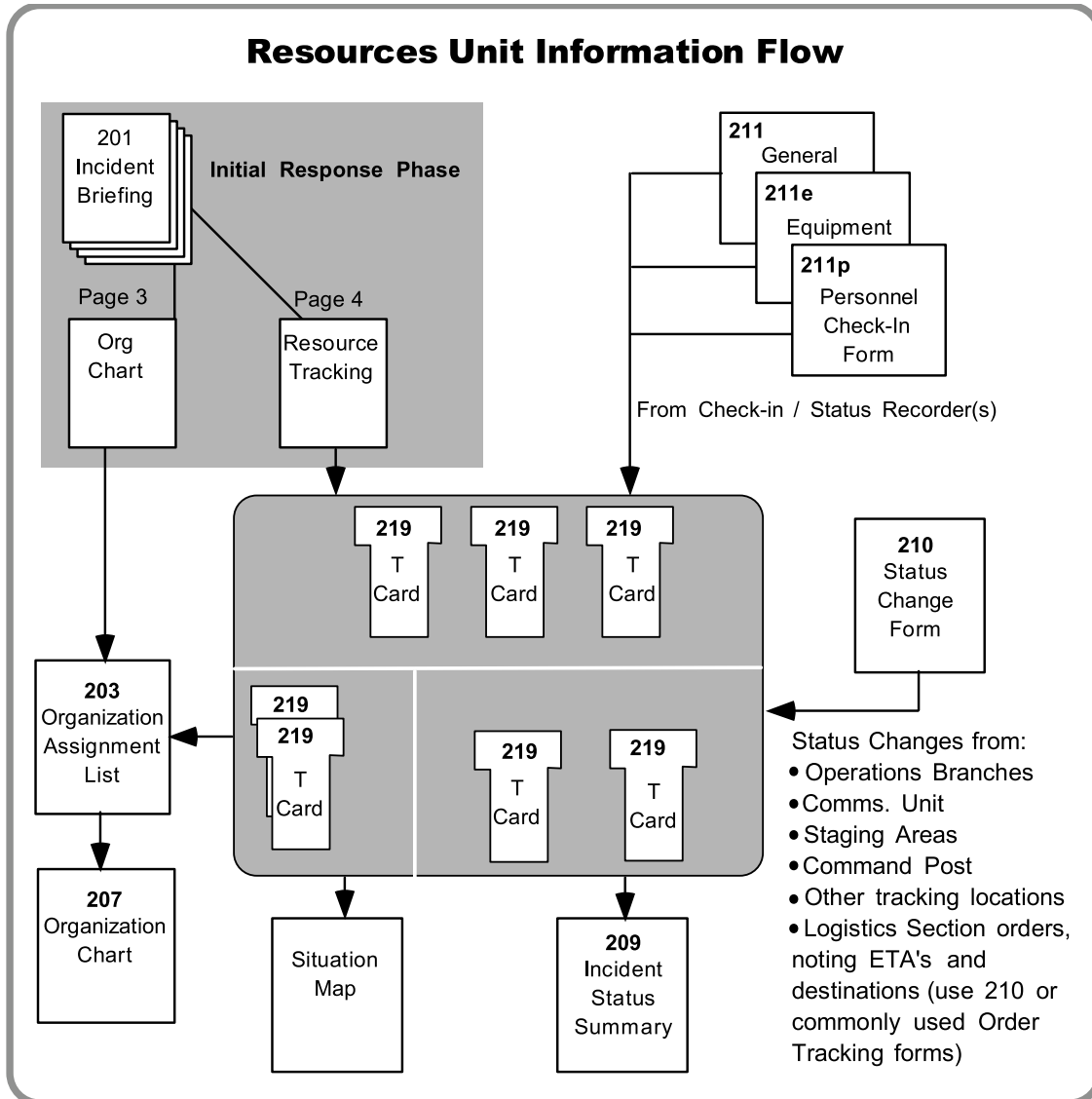
Meetings

- ❑ Tactics Meeting Responsible to **provide resources summary** for the meeting. Assist the Planning Section Chief and the Operations Section Chief in filling out the ICS 215 with preliminary information
- ❑ Planning Meeting **Provide a current resource inventory.** Assist Planning Section Chief with situation briefing. Assist the Operations Section Chief and the Planning Section Chief in finalizing the ICS 215. After meeting, use ICS 215 to develop Assignment Lists (ICS 204) with the Operations Section Chief
- ❑ Operations Briefing Assist with discussions as appropriate

About the Environmental Unit

An "Environmental Unit" (EU) is relatively recent in the ICS organization. Generally, the EU is established for spills of oil and hazardous materials. It is equivalent to the "Technical Specialist Unit" in that the EU is mainly populated with technical specialists. It can replace the Technical Specialist Unit in function.

There can be local "stakeholders" (fishers, farmers, tourist operators, hunters) represented in the UE to provide input in to environmental protection priorities for their region.



The Resources Unit is responsible for tracking the status of all equipment and personnel working on the response. While the effectiveness of a response is often most visible in the maps and forms that are maintained by the Situation Unit, the efficiency of a response is usually most visible in the Resources Unit display.

A well maintained and clearly organized T-Card display (or an electronic equivalent) allows responders to quickly evaluate the deployment of available resources and potentially identify additional needed resources. Resources Unit staff should forge strong ties with Operations and Logistics personnel to ensure the latest resource status and allocation is displayed. They must be pro-active in seeking out information that is needed from the other sections.

Check in / Status Recorder

Primary Duty: Check in personnel and equipment arriving on-scene and ensure that all resources assigned to the incident are accounted for, checked in, and badged, carded, or otherwise identified

Supervises: Assigned Staff

Reports To: Resources Unit Leader)



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Establish communications with the Communications Center and the Resources Unit Leader

Establish a schedule with the Resources Unit Leader for when you should notify him / her of updates

Post signs or provide maps so that people can easily find the Incident Command Post and check-in locations

Fill out ICS 211s (check-in lists) with check-in information and transmit information to the Resources Unit on the regular pre-arranged schedule. Forward the lists to the Resources Unit Leader when completed

Forward communications information listed on the 211s to the Communications Unit so they can prepare a phone / radio list and make sure all forms are forwarded to the Documentation Unit

First Impressions.

This position often makes the first impression at a response; be effective and efficient

Be Proactive. Be proactive, courteous, professional, and knowledgeable

You're the Greeter. Greet arriving personnel, direct them to their workstation, and provide pertinent documentation

Report Status Changes. Report personnel status changes (arrival/ departure) promptly to Resources Unit

Secure Areas. In situations where secure sites are necessary, coordinate with security to establish some method for ensuring only approved response personnel may enter (e.g. colored dots on name tags, picture ID tags)

Know Who's Who! Know who's supposed to be in the Command Post, who isn't, and how to direct the press to the JIC

Staging Area. For staging areas, carefully track what comes and goes; frequently report to Resources Unit



Products

- Form 219 Resource Status Cards (T-Cards):** Receive, record, & maintain status information for incident resources
- Form 211e&p Check-In Lists for Equipment & Personnel:** Fill out lists as equipment and personnel check-in, maintain files of 211's. Transmit the information to the Resource Unit Leader on the regular, pre-arranged schedule. Forward copies of forms to the Resource Unit Leader & the Documentation Unit when complete
- Form 210 Status Change** Fill out form as resources change their status. Transmit the information to the RUL on the regular, pre-arranged schedule. Ensure that the Resource Unit Leader and the Documentation Unit are provided copies of the form
- Form 214a Individual Log:** Summarize your daily activities. Submit to Resources Unit Leader & Documentation Unit at end of Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Workforce Coordinator

Primary Duty: Responsible for managing and overseeing all aspects of volunteering workforce convergence, participation, including recruitment, induction, and deployment

Supervises: Assigned Staff

Reports To: Resources Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Coordinate with Resources Unit to determine where volunteering workforce personnel are needed

Identify any necessary skills and training needs

Verify minimum training needed, as necessary, with Safety Officer or units requesting workers (if special skill is required)

Activate standby contractors for various training needs (as appropriate)

Coordinate nearby or on-site training as part of the deployment process

Assess, train, and assign volunteers to requesting units

Activate other volunteers (individuals who have applied prior to an incident and are on file with the Workforce Coordinator or other participating volunteer organizations)

Recruit additional volunteer workforce personnel through media appeals (as needed)

Coordinate with Logistics for volunteer housing and meal accommodations and assist volunteers with other special needs

Volunteers versus Workforce

Volunteers are registered, hired, and supervised by the Incident Management Team. These people are only volunteers until registered, then they essentially are a employees of Unified Command and viewed and termed as a "workforce" The must be supervised, trained, equipped, and provided proper personnel protective equipment.

Coordinate with Resource Unit. Establish contact with Resources Unit to effectively determine reporting needs and to report staffing levels, etc.

Anticipate Response Needs - manage the "convergence"

- ☞ Anticipate / determine what types and kinds of volunteers are needed; identify source agencies
- ☞ Know what duties can be filled by workforce members (i.e. the specific knowledge/training requirements)

Collaborate with Logistics. Anticipate logistics needs as workforce staffing levels change



Products

- Form 214a Individual Log:** Summarize your daily activities. Submit to Resources Unit Leader & Documentation Unit at end of Operational Period



Meetings

- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

Documentation Unit Leader

Primary Duty: Maintain accurate, up-to-date incident files

Supervises: Assigned Staff

Reports To: Planning Section Chief



Tasks & Responsibilities

Actively seek out information -- this is a proactive position. Seek out sources and establish paths and schedules for obtaining needed information from other Units & Sections

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Gather and file:

- ☞ Copies of all ICS forms produced
- ☞ Incident reports
- ☞ Demobilization check-out / records
- ☞ Correspondence (government / legal / agency letters), communication logs, calls to the Incident Commander, and fax records (received / sent)
- ☞ Companies and agencies offering assistance
- ☞ Injury claims
- ☞ ICS 209
- ☞ Maps (equipment deployment, situation, overflight, trajectory maps, etc.)
- ☞ Tide, wind, current data, and weather reports
- ☞ Pictures, videos, and other audio or visual documentation
- ☞ Media releases from local / national newspapers and TV
- ☞ Contacts with and directives from regulatory agencies
- ☞ Permits obtained for specific operations which are subject to regulations (decanting, dispersant use, in-situ burning, disposal plans, utilization of government owned equipment, and access to federal, provincial, 1st Nations, and private properties)
- ☞ Rescue / rehabilitation records (people, livestock, wildlife)
- ☞ Incident Action Plans
- ☞ Logistics records, Financial records, etc.

The above are to be compiled and stored for legal, analytical, and historical purposes

Ensure each Section is maintaining and providing appropriate documents. Set up documentation in-boxes in every section

Establish Filing System.

Develop a consistent system for filing records (e.g. newest files in front) and ensure that all the staff are trained in the filing system

Large Incident Approach.

On a large incident, it is helpful to maintain an additional file of all documents by the date they were generated as this can make items easier to find later in the response

Office Supplies & "In-Boxes"

- ☞ Maintain an adequate supply of office-type supplies (paper, pens, highlighters, staplers, file folders, etc.)
- ☞ Place "in-boxes" in each Section & Command group space, and communicate the need for people to submit copies of all documents created

Plenty of ICS Forms.

Assure adequate numbers of blank ICS forms are available, and organized and displayed so as to be easily accessed

Be Organized.

The Documentation Unit needs to maintain a high level of organization, with documents being filed frequently and in a logical manner

Be Proactive.

Proactively seek original documents from each Section and Command group

Planning



Tasks & Responsibilities (cont.)

Check accuracy and completeness of records submitted and correct errors or omissions by contacting the appropriate ICS Section or Unit

Acquire and maintain a list of radio call signs and phone numbers from the Communications Unit Leader. Ensure that copies are available for all responders

Provide duplication and copying services

Provide incident documentation to appropriate requesters

Ensure access of all personnel to office supplies, equipment, fax, copiers, and phones. Ensure that team members have equipment for documenting the response (cameras, film, etc.)

Attend Operations Briefings and duplicate sufficient copies of the IAP for meeting attendees. Make regular reports on Documentation Unit needs (i.e., what forms are you not getting?)



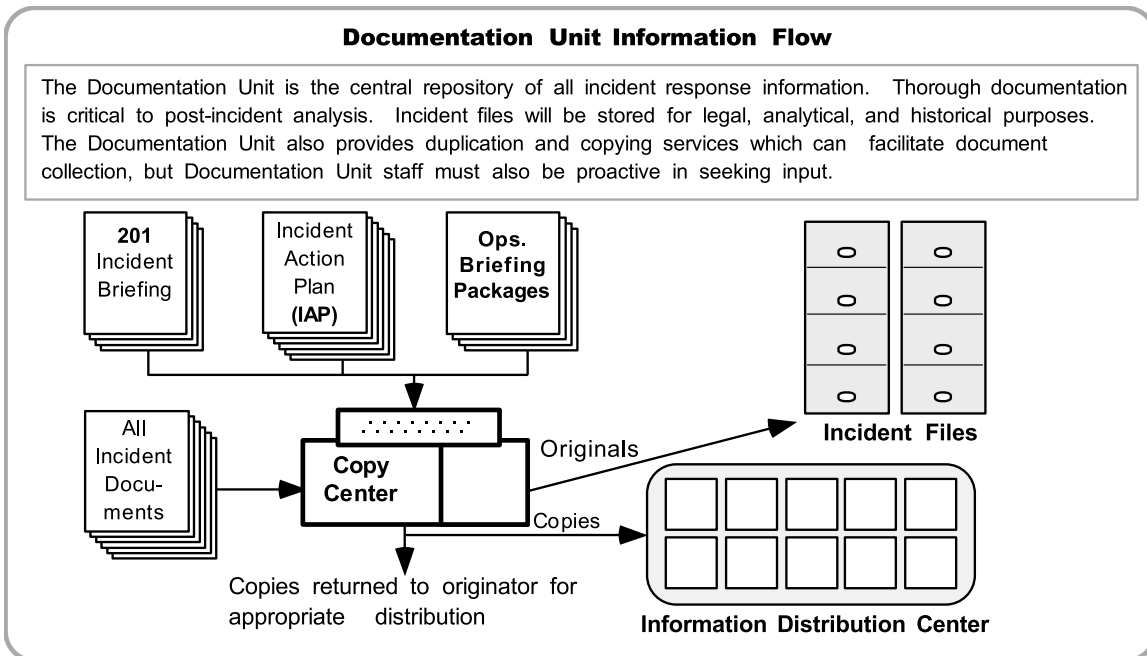
Products

- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Planning Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate. Responsible to duplicate sufficient copies of the IAP for meeting attendees



Demobilization Unit Leader

Planning

Primary Duty: Develop the Incident Demobilization Plan and assist Sections / Units in ensuring that orderly, safe, and cost-effective demobilization of personnel and equipment is accomplished

Supervises: Assigned Staff

Reports To: Planning Section Chief



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Review incident resource records to determine probable size of demobilization effort

Obtain the identification and descriptions of surplus resources and probable release time

Obtain objectives, priorities, and constraints from the Planning Section Chief, company representatives, and contractors as applicable

Coordinate with the Planning Section Chief to arrange shifts to ensure priority resources are available for release

Develop Demobilization Plan with release procedures, in coordination with other Sections / Units / Branches and with cooperating / assisting agencies

Evaluate logistical and transport capabilities required to support demobilization

Obtain approval of the Demobilization Plan

Distribute the Demobilization Plan to each processing point

Ensure all Sections / Units understand their responsibilities within the Demobilization Plan

Coordinate and support the orderly, safe, and cost effective implementation of the Demobilization Plan throughout the Incident Command organization

Monitor implementation and brief the Planning Section Chief on the progress of demobilization

Provide Status Reports to appropriate requesters

Consider attending Tactics Meetings to be apprised of current situation

Photo Copy Machines
 Assure adequate number of copy machines (and back-up) to meet the pre-briefing and meeting demands common to most responses. For example, multiple Incident Action Plans will be need each day to be copied.



Products

Plan *Demobilization Plan*: Produce the Demobilization Plan. It should include the following sections:

- ☞ General - discussion of demobilization procedures identifying notification method when resources are no longer needed
- ☞ Responsibility - specific implementation responsibilities and activities
- ☞ Release Procedures - detailed steps and processes to be followed. Take into account requirements of assisting companies and kind and type of resources
- ☞ Travel Restrictions - restrictions and instructions for travel

Submit to Planning Section Chief (for approval). Once approved, submit to the Unified Command, Planning Section Chief (for inclusion in the IAP), Documentation Unit, all Section Chiefs, all Unit Leaders, and all processing points

- Form 221 *Demob. Check-Out*:** After you have received written notification from a resource supervisor that the resource is no longer needed, initiate this form by completing the top portion and checking off who needs to sign-off on the form. Give form to the resource supervisor to get the appropriate sign-off. Make sure that they know to return the signed-off form to you. Give copy of the completed form to the Documentation Unit and Finance/Administration Section
- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Planning Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Tactics Meeting Attend as required
- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

Technical Specialist (Environmental) Unit Leader

Planning

Primary Duty: Responsible for technical matters associated with the response, including strategic assessment, modeling, surveillance, and impact monitoring and permitting

Supervises: Assigned Staff

Reports To: Planning Section Chief



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Prepare environmental data for the Situation Unit

In concert with the Situation Unit Leader, provide projections and estimates of the movement and behavior of the threat by combining:

- ☞ Visual observations
- ☞ Remote sensing information
- ☞ Computer modeling
- ☞ Observed and predicted tidal, weather, and current information

Coordinate the efforts of local experts and Technical Specialists in formulating these analyses. These specialists include Response Technologies, Trajectory Analysis, Weather Forecast, Resources at Risk, Shoreline Cleanup and Assessment, Historical / Cultural Resources, and Disposal. Local business, tourism, First Nations can be included.

- ☞ Obtain briefing and special instructions from Planning Section Chief
- ☞ Participate in Planning Section meetings
- ☞ Identify sensitive areas and recommend response priorities
- ☞ Determine the extent, fate, and effects of contamination if a spill
- ☞ Acquire, distribute, and provide analysis of weather forecasts
- ☞ Monitor the environmental consequences of response actions
- ☞ Identify the need for, and prepare any special advisories, abatement orders, and variances by government
- ☞ Identify the need for, and obtain permits, consultations, and other authorizations by government
- ☞ Identify and develop plans for protection of affected historical / cultural resources
- ☞ Evaluate the opportunities to use various response technologies

Unit Recorder.

Keep at least one person in the Unit area at all times and assign that person to maintain the Unit Log (ICS-214)

- **Current Information?** The unit leader should make initial and frequent contact with the Information Officer and/or the Joint Information Center (JIC) to assure that the latest information and expertise is available for media briefings as needed
- **Environmental Information.** Define specific expertise and products, which could be available to the JIC
- **Review** your part in the OP Planning / IAP Meeting Cycle

For moderate to large incidents, the EU Leader will primarily be attending meetings so it's important to designate a person to stay in the Environmental Unit and ensure that assignments are carried out.

Planning

- ☞ Develop waste disposal plans (oil, dead livestock, building debris)
- ☞ Develop plan for collecting, transporting, and analyzing samples
- ☞ Obtain meetings schedule, ICS 230, and attend meetings as required

At meeting, collect information 30 minutes before the meeting and prepare presentation

Dynamics of the Environmental Unit

While other Planning Section Units (Situation, Resources, Documentation, and Demobilization are all involved in tracking, monitoring and displaying information, the Environmental Unit generates information vital for developing the Incident Action Plans for each Operational Period – in particularly identifying and establishing priority environments, facilities, and infrastructures for protection by operations. As such, the Environmental Unit is where most of the planning is done by governmental agencies with resource stewardship/trustee mandates in concert with other affected stakeholders, such as First Nations, local businesses, tourist associations, fishing groups, etc.

It is important that the Environmental Unit organize itself to not only be inclusive of all interests, but that they establish focus/work groups within the unit to develop IAP components for each of Branch, Division and Group established under the Operations Section, such as for infra-structure protection, waste management, wildlife rescue, nearshore protection, salvage, etc.



Products

- Form 232 *Resources At Risk Summary***: Ensure this form is completed with input from resource trustees. Update prior to the Planning Meeting. Forward completed form to the Planning Section Chief for possible inclusion in the IAP. Forward to the Documentation Unit as well. Ensure that the Situation Unit Leader and GIS Specialist are also apprised of the information so that it can be included on any maps as requested
- Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log***: Summarize your daily activities on the ICS 214a. Submit to the Planning Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Tactics Meeting Attend as required
- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate
- Media Briefing Attend as required

Planning

Sampling Specialist

Primary Duty: Responsible for providing a sampling plan to coordinate sample collection, documentation, storage, transportation, and submittal to appropriate laboratories for analysis or storage

Supervises: Assigned Staff

Reports To: Environmental Unit Leader



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
Receive briefing from immediate supervisor and organize, assign, and brief subordinates
Identify and alert appropriate laboratories
Meet with team members to develop initial sampling plan and strategy, and review sampling and labeling procedures
Set up site map to monitor location of samples collected and coordinate with GIS Staff
Coordinate sampling activities with Incident Investigators, the Safety Officer, Operations Section personnel, and Legal Specialists. Provide Status Reports to appropriate requesters

Plan Early. Develop a plan for collecting, transporting, and analyzing samples if pollution is an issue... Proper Sampling. Ensure that samples are obtained by methods that will hold up scientifically and legally... Where are the Specialists? As with all Technical Specialists, Sampling Specialists can be provided throughout the ICS organization as needed...



Products

- Form 214a Individual Log: Summarize your daily activities. Submit to the Environmental Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- Planning Meeting Attend as required. Assist with discussions as appropriate
Operations Briefing Assist with discussions as appropriate

Historical Cultural Resources Specialist

Primary Duty: Responsible for the identification of resources thought to be at risk from the incident (spill, flood, fire, landslide) by analyzing known and anticipated product movement, and the location of natural, archaeo-cultural, and socio-economic resources

Supervises: Assigned Staff

Reports To: Environmental Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Develop a priority list for protection based on the relative importance of the resources for use by the Planning Section

Obtain current and forecasted status information from Situation Unit

Provide status reports to appropriate requesters



Products

- Form 232 *Resources At Risk Summary*:** Environmental Unit Leader assists in the completion of this form
- Form 214a *Individual Log*:** Summarize your daily activities. Submit to the Environmental Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate
- Media Briefing Assist with discussions as appropriate

Planning

Response Technologies Specialist

- Primary Duty:** Responsible for evaluating the opportunities to use various Response Technologies
- Supervises:** Assigned Staff
- Reports To:** Environmental Unit Leader



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Evaluate Response Technologies
- Conduct the consultation and planning required to deploy a specific Response Technology, and articulate the environmental tradeoffs of using, or not using a specified Response Technology
- Consult with the Situation Unit Leader or the Incident Situation Display and gather data pertaining to the incident status and threat exposures
- Identify available Response Technologies that may be effective on the specific spilled product
- Make initial notification to all agencies that have authority over the use of Response Technologies
- Keep Planning Section Chief advised of Response Technologies issues
- Determine resource needs
- Provide status reports to appropriate requesters
- Establish communications with Response Team to coordinate Response Technologies

About Response Technology

Many methods to mitigate damages from an incident can be low tech methods such as sand-bagging for floods protection to shoveling to removed contaminated shore substrates for a marine oil spill. However, there are also opportunities to use more advanced technology, but should only be done under the guidance of an expert.

Examples include use of dispersants for oil spills, prescribed burning using heli-torches for forest fires, demolition for ice jams, etc.

This will ensure responder and public safety and - for environmental protection - a net environmental benefit.

Alternate Strategies Approvals

- ☞ Utilize local knowledge to check potential pre-approvals for the alternate response technologies
- ☞ Prepare required documents / permits for alternate response technology use to expedite the approval process
- ☞ Document the decision-making process for using or not using alternate response technologies



Products

- Form 214a Individual Log:** Summarize your daily activities. Submit to the Environmental Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

Trajectory Specialist

Planning

Primary Duty: Responsible for providing projections and estimates of the movement and behavior of the product (spill, flood, fire) to the Unified Command

Supervises: Assigned Staff

Reports To: Environmental Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

To form analyses, combine:

- ☞ Visual observations
- ☞ Remote sensing information
- ☞ Computer modeling
- ☞ Observed and predicted tidal, current, and weather data

Responsible for interfacing with local experts (weather service, academia, researchers, etc.) in formulating analyses

In coordination with the Situation Unit Leader and Field Observers, schedule and conduct spill observations / overflights as needed

Gather pertinent information on tides, currents & weather from available sources (Situation Unit Leader, the Incident Situation Display, or the Weather Forecast Specialist)

Supply the Situation Unit with Trajectory Maps

Provide briefing on observations and analyses to the proper personnel



Products

- Maps *Trajectory Maps*:** Create trajectory maps and submit to all Section Chiefs, the Documentation, Environmental, and Situation Unit Leaders, and the Display Processor. Ensure that you have incorporated the most current weather and overflight information into the maps. Check with the Situation Unit Leader, GIS Specialist, Weather Forecast Specialist, or the Incident Situation Display. Display a poster-sized map at the Tactics and Planning Meetings
- Form 214a *Individual Log*:** Summarize your daily activities. Submit to Environmental Unit Leader & Documentation Unit at end of Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Weather Specialist

Primary Duty: Responsible for acquiring and reporting incident-specific weather forecasts

Supervises: Assigned Staff

Reports To: Situation Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Gather pertinent weather information from all appropriate sources

Interpret and analyze data from Environment Canada's National Weather Service and other sources

Provide incident-specific weather forecasts on an assigned schedule

Answer specific weather related response questions and coordinate Trajectory Analysis Specialist, as needed

Supply weather forecasts to the Situation Unit for dissemination throughout the Command Post

Provide briefing on weather observations and forecasts to the proper personnel



Products

- Charts or Tables** *Tides and Currents Charts or Tables:* Provide information. Submit to Documentation Unit, the Planning Section Chief (for inclusion in the IAP), all other Section Chiefs, the Situation Unit Leader, and the Display Processor. Display the information at Tactics and Planning Meetings. Ensure that the Trajectory Analysis Specialist has the most current information
- Forecasts** *Weather Forecasts:* Submit forecasts to Documentation Unit, the Planning Section Chief (for inclusion in the IAP), all other Section Chiefs, the Situation Unit Leader, and the Display Processor. Submit after the forecast is updated. Display the information at Tactics and Planning Meetings. Ensure that the Trajectory Analysis Specialist has the most current information
- Form 214a** *Individual Log:* Summarize your daily activities. Submit to the Situation Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Shoreline Cleanup Assessment Team Specialist

Planning

Primary Duty: Responsible for overseeing the Shoreline Cleanup Assessment Team (SCAT) process of assessing and recommending cleanup/treatment and/or constraints for each shoreline unit affected by an oil spill. Also responsible for determining end-points for cleanup. (Note: SCAT can also be “technology” or “technique”)

Supervises: Assigned Staff

Reports To: Environmental Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Establish SCAT members and provide list of names, qualifications, and affiliations for Unified Command approval.

Describe shoreline types and oiling conditions

In coordination with the Resources at Risk Specialist and the Historic / Cultural Resources Specialist, GIS coastal inventory/oil sensitivity mapping specialist, identify sensitive resources (ecological, recreational, and cultural)

Recommend the need for cleanup, and cleanup priorities.

Recommend cleanup methods to the Environmental Unit Leader

Recommend cleanup endpoints and address the question of “How clean is clean?”

Recommend the need for, and the numbers of, Shoreline Cleanup Assessment Teams (SCATs) for the development of ICS 215 and ICS 204

Monitor cleanup effectiveness

About SCAT

The Shoreline Cleanup Assessment Team are a group of technical specialists with “stakeholder” participation as well to determine degree of environmental damages, best methods for cleanup, what not to do, and when cleanup is complete. It is well developed for oil spills (marine and inland). The model can be used for other types of emergencies, such where various mitigation measures can be used and stakeholder acceptance is required.



Products

- Maps** *Base maps*: Obtain blank base maps from the GIS Specialist or the Situation Unit Leader and provide them to SCAT Team members so they can record their observations. Ensure that SCAT Team members forward those observations to the GIS Specialist and the Situation Unit Leader
- Form 214a** *Individual Log*: Summarize your daily activities on the ICS 214a. Submit your 214a to the Environmental Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

- Planning Meeting Assist with discussions as appropriate

Disposal (Waste Management) Specialist

Primary Duty: Responsible for providing the Planning Section Chief with a Waste Disposal Plan

Supervises: Assigned Staff

Reports To: Environmental Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

For each anticipated response waste stream, detail the following activities in the Waste Management Plan:

- ☞ Collection
- ☞ Sampling
- ☞ Monitoring
- ☞ Permit requirements
- ☞ Temporary storage
- ☞ Transportation
- ☞ Recycling
- ☞ Final Disposal

Calculate and verify the volume of petroleum recovered, including product collected with sediment / sand etc. Verify information with Operations Section. Forward updated information to the Situation Unit Leader for use in the ICS 209

Provide status reports to appropriate requesters



Products

- Plan** *Waste Management Plan*: Produce a plan for managing and disposing of waste generated at the incident. Consult applicable waste laws and regulations to ensure compliance. Submit to Unified Command and Operations Section upon start-up
- Form 209** *Incident Status Summary*: Ensure that the Situation Unit Leader has the most current waste management information for use on the ICS 209. Verify information with Disposal Group Supervisor
- Form 214a** *Individual Log*: Summarize your daily activities. Submit to the Environmental Unit Leader and the Documentation Unit at the end of the Operational Period



Meetings

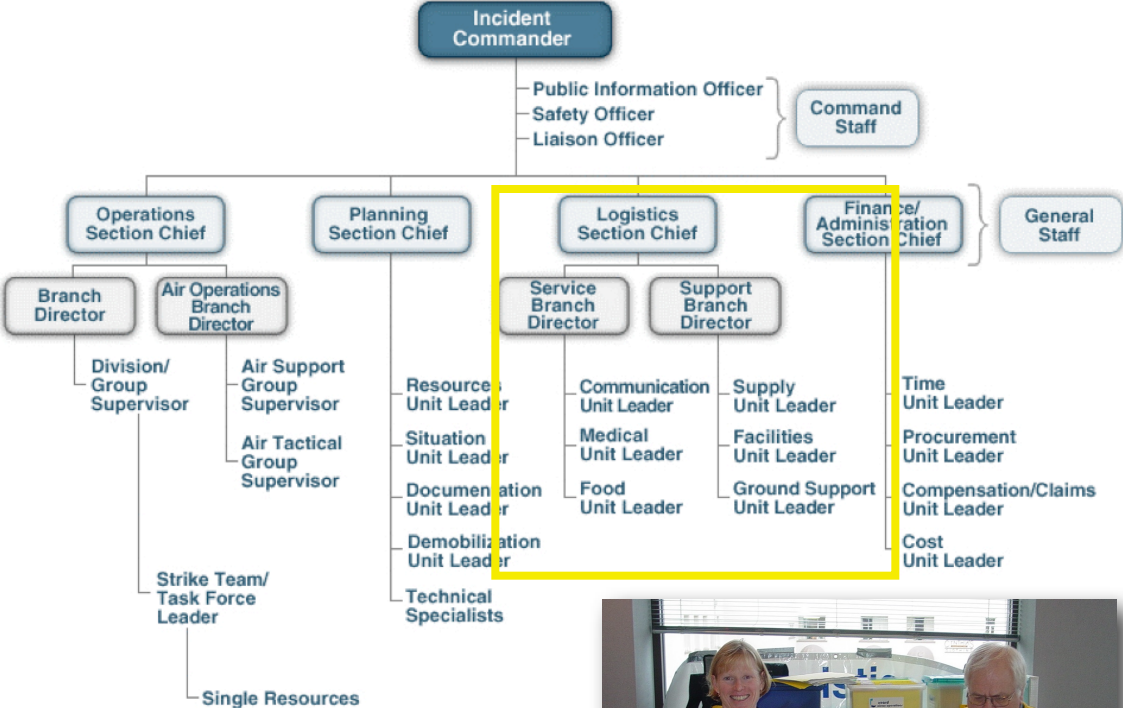
- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

LOGISTICS SECTION

Logistics

Logistics Organizational Chart

Logistics Section personnel can be identified by their yellow vests when in an Incident Command Post. For marine/inland oil spills, a Vessel Support Unit may be established with the same functions as a Ground Support Unit has for vehicles.



Logistics Section Chief

Logistics

- Primary Duty:** Responsible for providing facilities, services, and materials to all organizational components involved in the incident
- Supervises:** Service Branch Director, Support Branch Director, and other assigned staff
- Reports To:** Incident Commander and Unified Command



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Evaluate the need for, and order additional personnel to staff the ICS

Manage issues that include, but are not limited to:

- ☞ Developing and coordinating incident communication systems
- ☞ Coordinating meals and subsistence support
- ☞ Coordinating delivery of response equipment, materials, and supplies
- ☞ Assuring response facility locations are properly equipped
- ☞ Managing the process of on-site and remote security issues
- ☞ Assuring transportation services are available
- ☞ Assuring response vessels, vehicles, & equipment are fueled and maintained

Close Coordination with Operations.

Coordinate with Operations to ensure use of agreed Requisition / Order Forms as soon as possible after the initial emergency ordering. In addition, ensure that Operations includes all critical information on order forms. Walk them through the process if you have too - a little instruction can go along way.

Requisition Forms. Verify use of company / agency requisition and ordering forms, or suggest use of a standardized set of forms so that they can document requests and orders made. Three part forms work well once item is ordered - return copy to OPS (or orders), one to staging area, one to Situation Unit

Collaborate with Volunteer Coordinator. Anticipate logistics needs as volunteer staffing levels change

Assign work locations and preliminary work tasks to Section personnel and assemble and brief the Branch Director and Unit Leader

Participate in the development and implementation of the IAP. Prepare service and support elements of the IAP

Identify service & support requirements for planned & expected operations. Review the IAP & estimate Section needs for the next Operational Period in coordination with the Planning Section Chief

Advise on current service and support capabilities & estimate future service & support requirements

Provide input on, and review, the Communications Plan (ICS 205), the Medical Plan (ICS 206), the Traffic Plan.

Coordinate and process requests for additional resources. Get ordering forms & track all resources

Receive and process the Demobilization Plan from the Planning Section. Coordinate the release of resources in conformance with the plan

Notify the Resources Unit of Logistics Section Units activated including names and locations of assigned personnel

Logistics

Obtain meetings schedule, ICS 230, and attend meetings as required

If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation



Products

- Form 206 *Medical Plan***: Provide input and review plan which is to be produced by the Medical Unit Leader. Ensure that the plan is submitted to the Planning Section Chief (for inclusion in the IAP), the Safety Officer, all Operations Personnel, and the Documentation Unit upon start-up
- Form 205 & Form 205a *Incident Radio Communications Plan & Communications List***: Provide input and review forms, which are to be produced by the Communications Unit Leader. Ensure that the Communications Unit Leader is providing the list to the Display Processor, the Documentation Unit, the Planning Section Chief for inclusion in the IAP, and all other response personnel
- Plans *Traffic & Vessel Routing Plan***: Provide input and review plans which are to be produced by the Ground Support Unit Leader and Vessel Support Unit Leader, respectively. Ensure that the plan is submitted to Operations and Logistics personnel and to the GIS Specialist to generate a map (if necessary). Also submit to the Documentation Unit
- Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log***: Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period
- Form 215 *Operational Planning Worksheet***: Finalize



Meetings

- Initial Incident Briefing Assist with discussions as appropriate
- Business Management Meeting... Assist with discussions as appropriate
- Tactics Meeting Assist with discussions as appropriate
- Planning Meeting State primary & alternate strategies to meet objectives with Planning Section Chief and Operations Section Chief. Specify resources needed by Division / Group with Planning Section Chief and Operations Section Chief. Plot operations facilities & reporting locations on map with Operations Section Chief. Develop resources, support, and overhead orders with Planning Section Chief. Assist Planning Section Chief to consider support issues: communications, traffic, safety, etc. After meeting, use ICS 215 to prepare tactical and logistical resource orders
- Operations Briefing Give transport, communications, and supply updates

Logistics Recorder.

Keep at least one person at the section desk at all times and assign that person to maintain the Unit Log (ICS-214)

Be Prepared. Review the hints in the Meetings section to ensure appropriate actions before, during and between meetings

Review your part in the OP Planning / IAP Meeting Cycle

Logistics

Service Branch Director

Primary Duty: Responsible for the management of all service activities at the incident

Supervises: Assigned staff

Reports To: Logistics Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Supervise and coordinate the operations of the Communications, Medical, and Food Units
- Determine level of service required to support operations
- Confirm dispatch of Branch personnel
- Participate in Planning Meetings of Logistics Section personnel
- Review the IAP
- Inform the Logistics Section Chief of activities
- Resolve Service Branch problems



Products

- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Logistics Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Logistics

Food Unit Leader

Primary Duty: Responsible for determining feeding requirements at all incident facilities

Supervises: Assigned staff

Reports To: Service Branch Director



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Determine cooking facilities required, obtain necessary equipment and supplies to operate food service facilities
- Determine number of people to feed, plan menus, prepare and serve food
- Provide potable water
- Ensure all appropriate health and safety measures are taken
- Supervise cooks and other Food Unit personnel
- Keep inventory of food on hand, and check in food orders
- Provide Supply Unit Leader with food supply orders



Products

- Inventory Food Inventory:** Prepare for internal use
- Inventory Order Forms:** Prepare and submit to the Supply Unit Leader for ordering and supplying
- Form 214 Unit Log:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a Individual Log:** Summarize your daily activities on the ICS 214a. Submit to the Service Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Communications Unit Leader

Primary Duty: Responsible for developing plans for the effective use of the incident communications equipment and facilities

Supervises: Assigned staff

Reports To: Service Branch Director



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Compile phone and radio lists (ICS 205 and 205a) from contact information transmitted by the Check-In Recorders. Provide phone / radio lists to the Display Processor, to the Planning Section Chief for inclusion in the IAP, the Documentation Unit, and ensure that a copy is given to all response personnel

Install, test, maintain, and repair communications equipment and systems

Advise on communications capabilities and limitations

Set up telephone systems

Supervise the incident Communications Center

Establish appropriate cell phone and radio distribution and maintenance locations

Ensure personal portable radio equipment from cache is distributed per the ICS 205 Radio Comm Plan

Distribute communications equipment to incident personnel and ensure that an equipment accountability system is established

Maintain records on all communications equipment

Recover equipment from relieved or released Units

Provide technical information, as required, on:

- ☞ Adequacy of communications systems currently in operation
- ☞ Geographic limitations on communications systems
- ☞ Equipment capabilities
- ☞ Amount and types of equipment available
- ☞ Anticipated problems



Products

- ❑ **Form 205 *Incident Radio Communications Plan*:** Summarize the ICS 216 - Radio Requirements Worksheet and the ICS 217 - Radio Frequency Assignment Worksheet to create the ICS 205. Submit to Planning Section Chief (for inclusion in the IAP), the Resources Unit Leader (for inclusion on ICS 204s), the Display Processor, the Documentation Unit, and the Communications Center. Submit once per Operational Period before the IAP deadline
- ❑ **Form 205a *Communications List*:** Compile personnel contact information (cell phone numbers, pager numbers, radio frequencies, etc.) transmitted by the Check-In Recorders onto the ICS 205a. Submit to Planning Section Chief (for inclusion in the IAP), the Resources

Logistics

Unit Leader (for inclusion on ICS 204s), the Display Processor, the Documentation Unit, and the Communications Center. Submit once per Operational Period before the IAP deadline

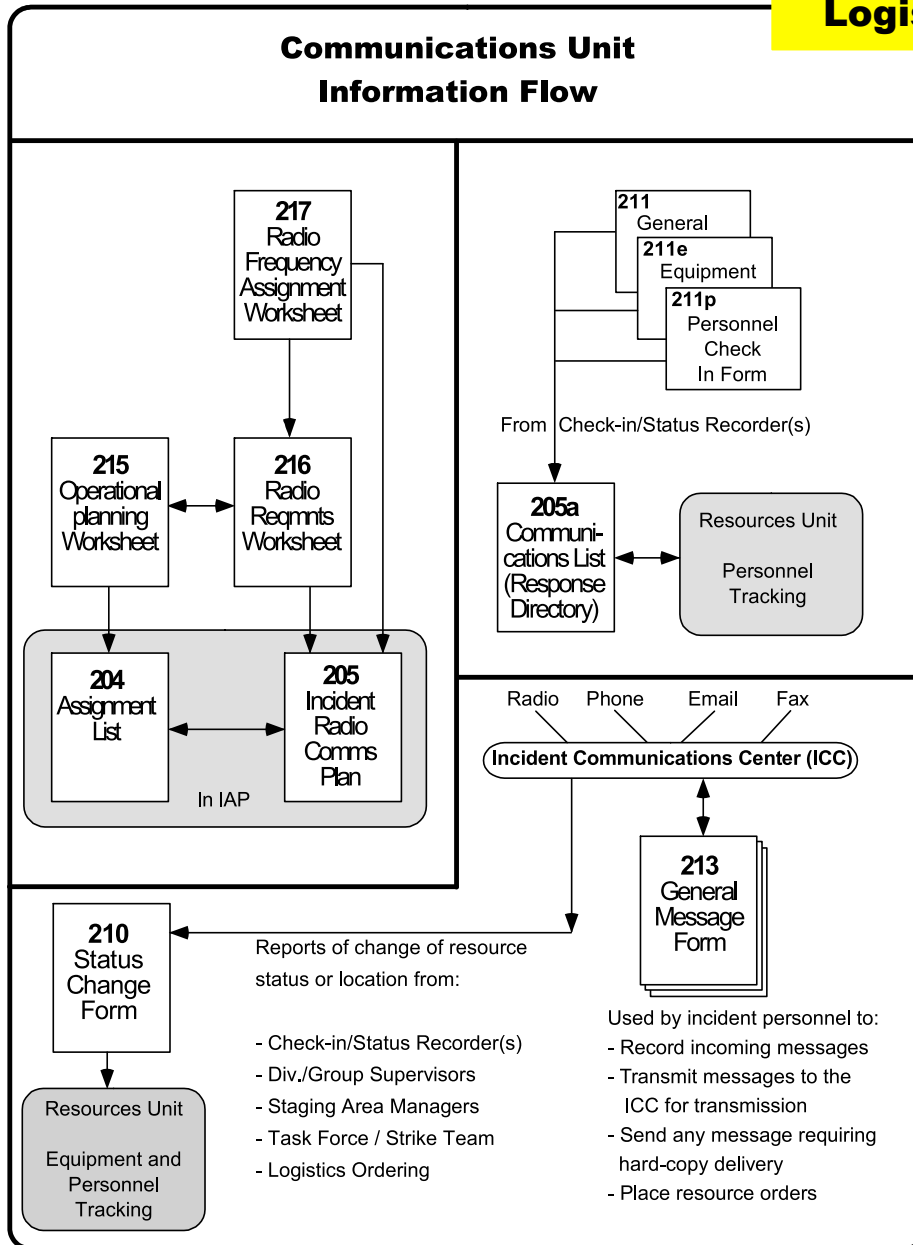
- Form 216 *Radio Requirements Worksheet***: Use this worksheet to develop the total number of personal portable radios required for each Division / Group and Branch. This form is for internal use but submit a copy to Documentation Unit for their records. Information from the form is to be used in filling out the ICS 205 which is due before the IAP deadline
- Form 217 *Radio Frequency Assignment Worksheet***: Use this worksheet to assist in determining radio frequency allocations. List cache radio frequencies available to the incident and agency frequencies assigned to the incident. Submit to Documentation Unit and Communications Unit personnel for internal use and for inclusion on ICS 205. Information from the form is to be used in filling out ICS 205 which is due before the IAP deadline
- Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log***: Summarize your daily activities on the ICS 214a. Submit to the Service Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Logistics



The Communications Unit facilitates the response by making communications equipment available, and staffing and maintaining a Communications Center. When appropriately staffed and used, the Communications Center receives and distributes incident information, acting as a central switchboard and message center for the response. The role of the Communications Center staff is to filter incoming information requests and reports, distributing them to the appropriate ICS section or office. Ideally this unit would have radios tuned to the response frequencies and would answer all calls made to published command post phone numbers.

SEE COMMUNICATIONS FLOW CHART ON NEXT PAGE

Medical Unit Leader

Logistics

Primary Duty: Responsible for the development and activation of the Medical Emergency Plan

Supervises: Assigned staff

Reports To: Service Branch Director



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Obtain medical aid and transportation for injured and ill incident personnel

May assist Operations in supplying medical care and assistance to civilian casualties at the incident (but not intended to provide medical services to the public)

Prepare procedures for major medical emergencies

Declare major medical emergencies, as appropriate

Respond to requests for medical aid, medical transportation, and medical supplies

Prepare medical reports, and records and submit as directed

Coordinate with the Compensation / Claims Unit on processing injury-related claims



Products

- Form 206 *Medical Plan*:** Complete and submit this form to the Planning Section Chief (for inclusion in the IAP), the Documentation Unit, the Display Processor, Medical Unit personnel, and the Safety Officer (for review). Complete ASAP upon start-up and update as necessary
- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Service Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Logistics

Support Branch Director

Primary Duty: Responsible for the development and implementation of logistics plans in support of the IAP

Supervises: Assigned staff

Reports To: Logistics Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Provide personnel, equipment, facilities, and supplies to support incident operations
- Supervise the operation of the Supply, Facilities, Ground Support, and Vessel Support Units
- Determine initial support operations in coordination with the Logistics Section Chief and Service Branch Director
- Prepare initial organization and assignments for support operations
- Determine resource needs
- Maintain surveillance of assigned unit work progress & inform Logistics Section Chief of activities
- Resolve problems associated with requests from the Operations Section



Products

- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Logistics Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Supply Unit Leader

Logistics

Primary Duty: Responsible for ordering personnel, equipment, and supplies

Supervises: Assigned staff

Reports To: Support Branch Director



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Coordinate contracts and resource orders with the Finance/Administration Section
- Determine the type and amount of supplies *enroute*
- Order, receive, distribute, and store all supplies and equipment
- Develop and implement safety and security requirements
- Maintain a supply / equipment inventory, and coordinate service of re-usable equipment
- Service non-expendable supplies and equipment
- Participate in Logistics Section / Support Branch planning activities
- Provide Kits to Planning, Logistics, and Finance / Admin Sections
- Review IAP for information on operations of the Supply Unit
- Receive and respond to requests for personnel, supplies, and equipment



Products

- Inventory** *Supply & Equipment Inventory*: Prepare and update the inventory for internal use
- Form 214** *Unit Log*: Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a** *Individual Log*: Summarize your daily activities on the ICS 214a. Submit to the Support Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

- Business Mgmt MeetingAssist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

Logistics

Ordering Manager

Primary Duty: Responsible for placing all orders for supplies and equipment for the incident

Supervises: Assigned staff

Reports To: Supply Unit Leader



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Obtain necessary agency(s) order forms
- Establish ordering procedures
- Establish name and telephone numbers of agency personnel receiving orders and who have ordering authority
- Ensure order forms are filled out correctly and set up a filing system
- Place orders in a timely manner, and consolidate orders when possible
- Identify times and locations for delivery of supplies and equipment
- Keep Receiving and Distribution Manager informed of orders placed
- Submit all ordering documents to Documentation Unit before demobilization



Products

- Inventory *Order Forms*:** Obtain necessary order forms from agency placing the order. Fill out as necessary and place the order
- Form 214a *Individual Log*:** Summarize your daily activities. Submit it to the Supply Unit Leader and to the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Receiving and Distribution Manager

Logistics

Primary Duty: Responsible for receiving and distributing all supplies and equipment ordered (other than primary resources)

Supervises: Assigned staff

Reports To: Supply Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Request required number of personnel to operate supply area

Organize physical layout of the supply area

Establish procedures for operating the supply area

Set up a filing system for receiving and distributing supplies and equipment

Service and repair tools and equipment

Maintain inventory of supplies and equipment

Develop security requirement for supply area

Notify Ordering Manager of supplies and equipment received

Submit necessary records and reports to the Supply Unit Leader, as requested



Products

- Form 214a *Individual Log*:** Summarize your daily activities. Submit it to the Supply Unit Leader and to the Documentation Unit at the end of the Operational Period



Meetings

- Operations BriefingAssist with discussions as appropriate

Logistics

Facilities Unit Leader

- Primary Duty: Responsible for the layout and activation of incident facilities (e.g., Bases, Camps, and the Incident Command Post)
Supervises: Assigned staff
Reports To: Support Branch Director



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
Receive briefing from immediate supervisor and organize, assign, and brief subordinates
Determine the requirements for each facility to be established and requirements for the Incident Command Post
Notify Unit Leaders of facility layouts
Provide sleeping and sanitation facilities for incident personnel
Prepare layouts of the incident facilities and notify Unit Leaders of facility layout
Oversee individual Base and Camp facility Managers
Obtain personnel to operate facilities
Provide security services and general maintenance services such as sanitation, lighting, & cleanup
Demobilize Base and Camp facilities
Maintain Facilities Unit records



Products

- Form 214 Unit Log: Assign a member of your staff to complete the ICS 214. Submit to the Documentation Unit at the end of the Operational Period
Form 214a Individual Log: Summarize your daily activities on the ICS 214a. Submit to the Support Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

- Operations BriefingAssist with discussions as appropriate

Requisition Processing
Have a process for receiving and tracking requisitions and resultant ordering, including notifying originator (and the resource unit if appropriate) with source and ETA
Vendor Source Lists. Check and use any vendor lists
Phones & Phone Books. Ensure that phones and phone books are available to section staff
Adequate Staffing Levels. Ensure adequate staff. It is much better to hit the response with more people early and then reduce after the initial ordering surge as appropriate
Assign Liaisons
As soon as possible, assign a person to be the liaison between Logistics and the Resources Unit, regularly going back and forth to ensure that appropriate ordered resources are tracked and that all tracked resources have been ordered. Establish clear liaison with the Finance Section to ensure that they are notified when something is ordered, its price, and vendor
Keep Resource Unit Informed. Notify the Resources Unit as soon as equipment is ordered and note orders that are part of a "system" as requisitioned by Operations (i.e. boom, boats and people that will make up a strike team), providing a reporting location and an ETA if known
Logistics ORDERS equipment. Make it clear to all sections that NO ONE is to order equipment, except designated Logistics section personnel, and develop and distribute a one-page description of the approved requisition, ordering, and reporting process
Anticipate Response Needs. Anticipate needs! For example, if personnel are ordered, have feeding and housing accommodations been made?

Security Manager

Logistics

Primary Duty: Responsible to provide safeguards needed to protect personnel and property from loss or damage

Supervises: Assigned staff

Reports To: Facilities Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Establish contacts with local law enforcement agencies as required

Contact Agency Representatives to discuss any special custodial requirements which may affect operations

Request required personnel support to accomplish work assignments

Ensure that support personnel are qualified to manage security problems

Develop Security Plan for incident facilities

Adjust Security Plan for personnel and equipment changes and releases

Coordinate security activities with appropriate incident personnel

Prevent theft of all government and personal property

Document all complaints and suspicious occurrences



Products

- Form 214a *Individual Log*:** Summarize your daily activities. Submit it to the Facilities Unit Leader and to the Documentation Unit at the end of the Operational Period



Meetings

- Operations BriefingAssist with discussions as appropriate

Ground Support Unit Leader

Primary Duty: Coordinate the transportation of personnel, supplies, food, and equipment

Supervises: Assigned staff

Reports To: Support Branch Director



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Coordinate the maintenance of incident roads
- Coordinate the development of the Traffic Plan with the Planning Section
- Implement the incident Traffic Plan
- Provide fueling, service, maintenance, and repair services for vehicles and other ground support equipment
- Requisition maintenance and repair supplies (e.g., fuel, spare parts)
- Support out-of-service shoreside resources
- Notify Resources Unit on all status changes of support and transportation vehicles
- Maintain inventory of support and transportation vehicles (ICS 218)
- Maintain usage information on rented equipment
- Submit reports to Support Branch Director, as requested



Products

- Plan *Traffic Plan*:** Create plan describing how to most safely and effectively route traffic within the incident vicinity. Submit to Planning Section Chief, the GIS Specialist for the creation of maps depicting traffic routes, Operations Personnel, Logistics Personnel, and the Documentation Unit as needed
- Form 218 *Support Vehicle Inventory*:** Fill out inventory of all transportation and support vehicles assigned to the incident. Maintain a record of the types and locations of vehicles on the incident. Submit to Resources Unit, and Documentation Unit. Ensure that the inventory is consistent with Resources Unit and Finance Section records. Communicate changes of the status or location of vehicles to the Resources Unit immediately
- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Support Branch Director and the Documentation Unit at the end of the Operational Period



Meetings

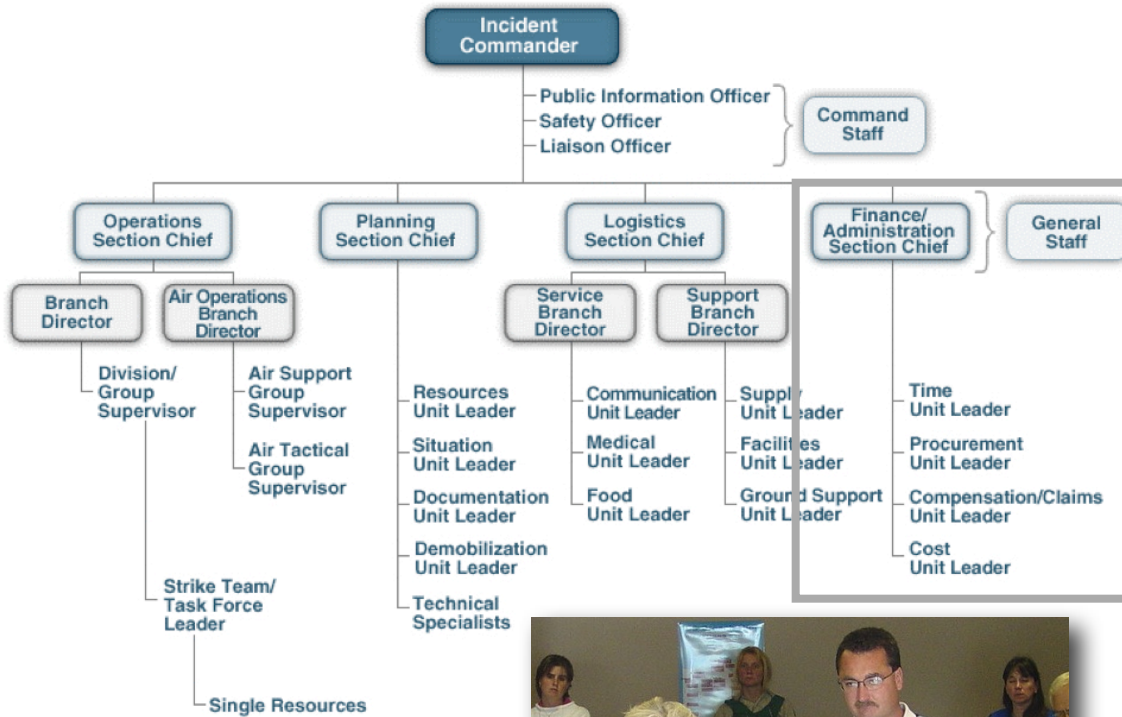
- Operations BriefingAssist with discussions as appropriate

FINANCE & ADMINISTRATION SECTION

Finance & Administration

Finance & Administration Organizational Chart

Finance & Administration Section personnel are identified by their gray vests.



Finance & Administration Section Chief

Finance & Administration

Primary Duty: Responsible for all financial and cost analysis aspects of the incident

Supervises: Cost Unit Leader, Time Unit Leader, Procurement Unit Leader, Compensation / Claims Unit Leader, and other assigned staff

Reports To: Incident Commander and Unified Command



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Evaluate the need for, and order additional personnel to staff the ICS

Responsible for:

Management of all contracts needed to support response operations

Tracking of response costs

Receiving and processing of claims related to the incident

Attend briefing with responsible company / agency to gather information

Gather strategy information from Planning Meetings and briefings

Develop an Operating Plan for Finance / Admin function at the incident

Determine resource needs, prepare work objectives, and make task assignments

Brief the Unified Command on financial status and forecasts

Provide input in all planning sessions on financial and cost analysis matters

Meet with assisting and cooperating agency representatives as required. Maintain daily contact with agency administrative headquarters on finance matters

Ensure that all personnel time records are maintained adequately for tracking of expenditures and transmitted to home company / agency according to policy

Assist with demobilization planning

Ensure all obligation documents initiated at the incident are properly prepared and completed

Inform Finance / Admin personnel of business management issues needing attention and follow-up prior to leaving scene

Inform members of the Unified Command and General Staff when Section is fully operational

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

Obtain meetings schedule, ICS 230, and attend meetings as required

If presenting at a meeting, collect needed information 30 minutes before the meeting and prepare presentation

As Finance and Administration Section Chief:

Coordinate Ordering Forms. Coordinate with the Logistics Section Chief to ensure use and distribution of agreed Order Forms

Ordering & Tracking System. Verify use of company / agency ordering and financial tracking forms and / or systems

Accurate & Timely Data. Establish and maintain a clear line of communication with the Logistics Section, comparing data and resolving discrepancies on a regular basis

Don't be Left Out. Make sure that Finance doesn't get too isolated in the ICS by maintaining contact with the Unified Command and General Staff as appropriate

Finance & Administration
Section Chief Cont...

Finance & Administration



Products

- Plan *Finance Operating Plan***: Develop a plan to ensure the effective operation of the Finance / Admin Section. Submit plan to Documentation Unit, all Finance Section personnel, and Logistics Section ASAP upon start-up
- Form 214 *Unit Log***: Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log***: Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period



Meetings

- Initial Incident Briefing Assist with discussions as appropriate
- Business Mgmt Meeting Note: Finance requirements and criteria imposed by contributing organizations. Assist in developing a business operating plan for resource procurement & incident funding. Give cost analysis & financial summary data
- Tactics Meeting Assist with discussions as appropriate
- Planning Meeting Assist with discussions as appropriate
- Operations Briefing Give financial report

Finance Recorder. Keep at least one person at the section desk at all times and assign that person to maintain the Unit Log (ICS-214)

Be Prepared Review the hints in the Meetings component of this guideline to ensure appropriate actions before, during and between meetings

Meet with the Unified Command to define products and production schedules which they require for this response, including estimates and financial forecasts

Cost Unit Leader

Primary Duty: Responsible for collecting all cost data, performing cost-effectiveness analyses, and providing cost estimates and cost-saving recommendations for the incident

Supervises: Assigned staff

Reports To: Finance / Admin Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Coordinate with company / agency headquarters on cost reporting procedures
- Obtain and record all cost data
- Prepare incident cost summaries
- Prepare resources-use cost estimates for Planning
- Make recommendations for cost savings to the Finance / Admin Section Chief
- Maintain cumulative incident cost records
- Ensure that all cost documents are accurately prepared
- Complete all records prior to demobilization
- Provide reports to the Finance / Admin Section Chief



Products

- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period



Meetings

- Business Mgmt MeetingAssist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

Time Unit Leader

Finance & Administration

Primary Duty: Responsible for equipment and personnel time records

Supervises: Assigned staff

Reports To: Finance / Admin Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Establish contact with appropriate company / agency personnel / representatives
- Ensure that daily personnel and equipment time recording documents are prepared in compliance with time policies
- Provide for records security
- Ensure that all records are current and complete prior to demobilization
- Release time reports from assisting agencies to respective Agency Representatives prior to demobilization
- Brief the Finance Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements



Products

- Records Time Records:** Collect from all personnel. Submit to Cost Unit, and Documentation Unit as required
- Form 214 Unit Log:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a Individual Log:** Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Equipment Time Recorder

Finance & Administration

Primary Duty: Responsible for overseeing the recording of time for all equipment assigned to an incident

Supervises: Assigned staff

Reports To: Time Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Set up Equipment Time Recorder function in location designated by Time Unit Leader

Advise Ground Support Unit, Vessel Support, Facilities Unit, and Air Support Group of the requirement to establish and maintain a daily record of equipment time reports

Assist units in establishing a system for collecting equipment time reports

Post all equipment time tickets within four hours after the end of each Operational Period

Prepare a use and summary invoice for equipment within twelve hours after equipment arrival at incident, as required

Submit data to Time Unit Leader for cost effectiveness analysis

Maintain current posting on all charges or credits for fuel, parts, services and commissary

Verify all time data and deductions with owner / operator of equipment

Close out forms prior to demobilization

Distribute copies per company / agency and incident policy



Products

- Form 214a *Individual Log*:** Summarize your daily activities. Submit to the Time Unit Leader and to the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Personnel Time Recorder

Finance & Administration

Primary Duty: Responsible for overseeing the recording of time for all personnel assigned to an incident

Supervises: Assigned staff

Reports To: Time Unit Leader



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

Establish and maintain a file for personnel time reports within the first Operational Period

Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each Operational Period

Ensure that all personnel identification information is verified to be correct on the time report

Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents

Ensure that time reports are signed

Close out time documents prior to personnel leaving the incident

Distribute all time documents according to agency policy

Maintain a log of overtime hours worked and give to Time Unit Leader daily



Products

- Form 214a *Individual Log*:** Summarize your daily activities. Submit to the Time Unit Leader and to the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Procurement Unit Leader

Finance & Administration

Primary Duty: Responsible for administering financial matters pertaining to vendor contracts

Supervises: Assigned staff

Reports To: Finance / Admin Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Contact appropriate Unit Leaders on incident needs and any special procedures
- Coordinate with local jurisdictions on plans and supply sources
- Prepare and sign contracts and land use agreements, as required
- Establish and finalize contracts with supply vendors, as required
- Interpret contracts / agreements and resolve claims or disputes within delegated authority
- Coordinate with Compensation / Claims Unit on procedures for handling claims
- Coordinate with Cost Unit on cost data in contracts
- Coordinate use of impress funds, as required
- Complete final processing and send documents for payment



Products

- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

**Compensation and Claims
Unit Leader**

- Primary Duty:** Responsible for the management of all injury compensation and claims matters
- Supervises:** Assigned staff
- Reports To:** Finance / Admin Section Chief



Tasks & Responsibilities

- Upon assignment, review responsibilities and check in at designated check-in locations
- Receive briefing from immediate supervisor and organize, assign, and brief subordinates
- Set up a toll-free claims telephone hotline and ensure that the number is posted in the Command Post and given to the media to publicize (as authorized by the Incident Commander)
- Establish contact with Safety Officer, Liaison Officer, and Company / Agency Representatives
- Determine the need for Compensation for Injury & Claims Specialists, & order personnel, as needed
- Establish Compensation for Injury work area with Medical Unit if possible
- Coordinate with Medical Unit on processing injury-related claims, and coordinate with the Procurement Unit on procedures for handling claims
- Obtain Demobilization Plan & ensure that Compensation-for-injury & Claims Specialists are briefed
- Ensure all Compensation for Injury and Claims Logs and Forms are complete, accurate, compliant with Agency requirements and policies, and up-to-date
- Ensure all Compensation for Injury and Claims Logs are routed to the proper Agency for post-incident processing



Products

- Form 206 *Medical Plan*:** Review
- Claims *Compensation for Injury & Claims Logs & Forms*:** Ensure that forms are complete, accurate, compliant with Agency requirements, and up-to-date. Route to the proper Agency for post-incident processing
- Form 214 *Unit Log*:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a *Individual Log*:** Summarize your daily activities on the ICS 214a. Submit to the Documentation Unit at the end of the Operational Period



Meetings

- Operations Briefing Assist with discussions as appropriate

Human Resources Specialist

Finance & Administration

Primary Duty: Responsible for providing direct human resources services to the response organization, including ensuring compliance with all labor-related laws and regulations

Supervises: Assigned staff

Reports To: Finance / Admin Section Chief



Tasks & Responsibilities

Upon assignment, review responsibilities and check in at designated check-in locations

Receive briefing from immediate supervisor and organize, assign, and brief subordinates

If it is necessary to form a Human Resources Unit, it is normally in the Finance / Admin Section

Provide a point of contact for incident personnel to discuss human resource issues and / or concerns

Participate in daily briefings and Planning Meetings (as requested) to provide appropriate human resource information

Post human resource information, as appropriate

Receive and address reports of inappropriate behavior, acts, or conditions through appropriate lines of authority



Products

- Form 214 Unit Log:** Assign a member of your staff to complete the ICS 214. **Submit** to the Documentation Unit at the end of the Operational Period
- Form 214a Individual Log:** Summarize your daily activities on the ICS 214a. Submit to the Finance/Admin Section Chief and the Documentation Unit at the end of the Operational Period



Meetings

- Planning Meeting Attend as required. Assist with discussions as appropriate
- Operations Briefing Assist with discussions as appropriate

MEETINGS**Meetings****Meetings - Initial Response Phase**

Every response to a spill, of any size, has an initial response phase. This initial response phase includes:

- ☞ the initial observation and report by the person discovering the incident,
- ☞ the required internal and external notifications,
- ☞ immediate and continuous evaluation of safety of possible responses,
- ☞ establish control/exclusion zone and manage access to spill area
- ☞ immediate, safe steps to control the source,
- ☞ activation of local response resources,
- ☞ constant assessment of the situation (the source, spill status, spill potential, response actions and environmental conditions), and
- ☞ evaluation of the need or requirement to set up an ICS organization (See INITIAL OPERATION PHASE COMPONENT OF THE DIAGRAM ON THE NEXT PAGE)

Key terms (and responsibilities) to differentiate:

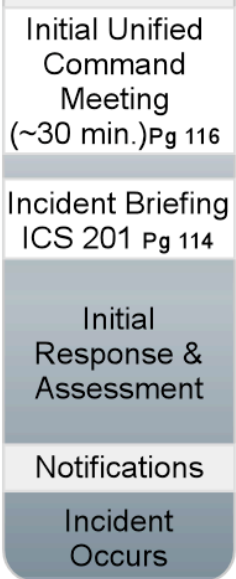
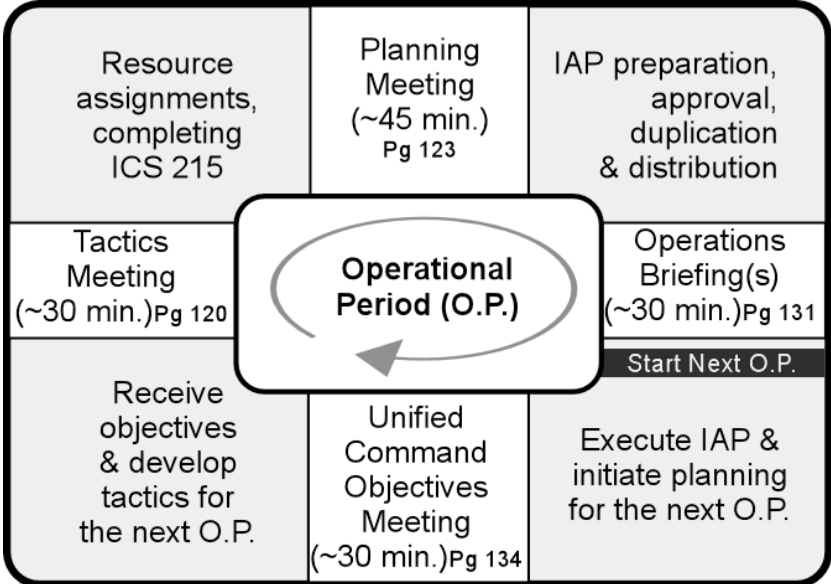
The **Current** Operational Period – (the approved plan is being executed) and the **Next** Operational Period, (the focus of the current planning cycle)

The Incident Management team is constantly shifting between managing the current response and planning the future response. Both aspects are critical to a successful response and must be held in balance by the team to ensure effectiveness

SEE OPERATIONAL PERIOD CYCLE ON THE NEXT PAGE

Initial Response Phase Cont...

Meetings



The diagram alongside shows the Initial Response Phase as an on-ramp leading to the ICS planning cycle. If the initial Incident Commander determines that an ICS organization will be needed to manage the response, an ICS 201 Incident Briefing ends the Initial Response Phase and launches the ICS process. After this briefing, the completed ICS-201 is used by the Command and General staff to brief their assigned personnel and to begin managing, monitoring and planning the response.

The Initial Unified Command Meeting should be held as soon after the 201 Briefing as possible. At this meeting the Unified Command establishes jurisdictional limits, establishes the Operational Period to be used in the response and agrees to the overall response objectives and priorities. These objectives are often recorded on an ICS 202 form and will be used to design and direct the immediate response and begin the Operational Planning Cycle that will be repeated for each successive Operational Period.

Initial Incident ICS 201 Briefing Meeting

Meetings

Purpose

- Provides the incoming Unified Commanders with basic information regarding the incident situation and the resources allotted to the incident
- Serves as the IAP for the initial response and remains in force until the Planning Section generates the incident's first IAP
- Suitable for briefing individuals newly assigned to Section Chief positions, or Staff

The ICS 201 provides the start-up data for the entire ICS structure and can function as the "mini IAP" for the first Operational Period, until the first complete IAP is generated (covering the next Operational Period) or the response ends

When

- As new members of the Unified Command arrive on-scene, or as necessary

Attendees

- Initial Incident Commander (**facilitator**)
- Prospective Unified Command members
- Command Staff (as required)
- General Staff (as required)

Preparation / Person Responsible to Prepare

- Prepare the ICS 201 - Incident Briefing
 - Initial responders

Agenda / Person Responsible to Present

(Using the ICS 201 as an outline, the Initial Incident Commander will present all points)

- Situation (use maps / charts)
 - Territory
 - Exposures
 - Safety concerns
- Objectives and priorities
- Strategies and tactics
- Current organization
- Resource assignments
- Resources enroute and / or ordered
- Facilities established

Completed ICS 201 is VITAL



Note that it is vital to have a thorough, well-done ICS 201 completed for this briefing, which ends the Initial Response Phase and starts the ICS cycle. Copies of this form should be available during the briefing so specific issues / questions can be highlighted

Review the activities that follow the Initial Incident ICS 201 Briefing at OP Planning / IAP Meeting Cycle.

Enhanced ICS 201 usage If the response goes beyond the initial response phase, the ICS 201, enhanced with other information and forms, can continue to be used as an action plan for the first operational period.

Prepare It WELL!

Initial Unified Command Meeting

Meetings

Purpose

- Provides Unified Command officials with an opportunity to discuss and concur on important issues prior to joint incident action planning
- Important points should be documented by assigned recorders to Command

When

- When the Unified Command is formed. Right after the ICS 201 Briefing and prior to the first Operational Period Tactics Meeting

Attendees

- Member of the Unified Command (**facilitator**)
- Incident Commanders who will comprise the Unified Command

After briefly confirming with Operations, the PLANNING SECTION CHIEF should **provide** the UC with a recommended Operational Period and a draft meeting schedule

Operations and the Planning Section Chiefs could also **provide** draft objectives specific to the first Operational Period, or review objectives from the last operational period

The Planning Section Chief **closely monitors** this meeting and should be prepared to push the determination of Operational Period, Objectives and meeting schedule through the Unified Command if necessary

Preparation / Person Responsible to Prepare

- Attendees to review and prepare to address agenda item

Agenda / Person Responsible to Present

(Members of the Unified Command responsible to address all points)

- Determine Operational Period
- Approve Meetings schedule
- Determine jurisdictional priorities and objectives
- Present jurisdictional limitations, restrictions, and concerns
- Develop a collective set of incident objectives
- Establish and agree on acceptable priorities
- Adopt an overall strategy to accomplish the objectives:
 - Agree on basic organizational structure and size
 - Designate the best-qualified and acceptable Operations Section Chief
 - Agree on General Staff personnel designations
 - Agree on planning, logistical, and finance agreements and procedures
 - Agree on resource ordering procedures
 - Agree on cost-sharing procedures
 - Agree on informational matters
 - Designate one official to act as the Unified Command Spokesperson

Unified Commander must **quickly** get out Operational Period & Objectives

Review the activities that follow the Initial Unified Command Meeting shown on the Operations Planning / IAP Meeting Cycle

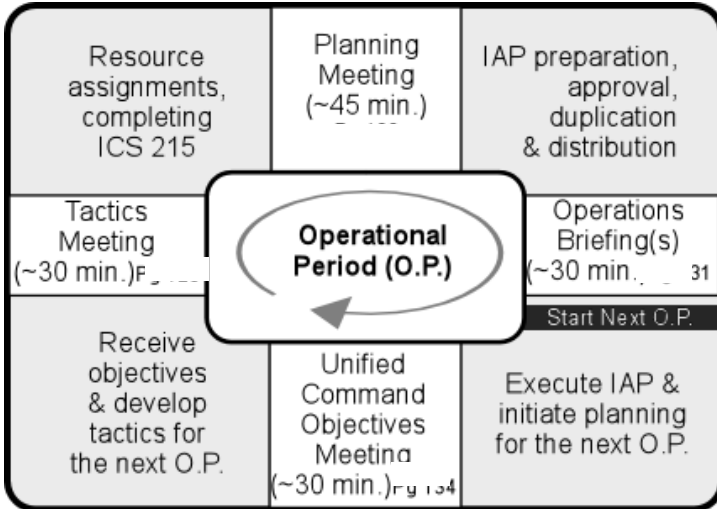
Products / Person to Produce

Meetings

- The establishment of a response organization and assignment of needed Command Staff and General Staff positions recorded on an initial ICS 203 or ICS 207 form.
- The Operational Period and Incident Objectives shown on an ICS 202 form.
- Approval of the initial ICS 230 Daily Meeting Schedule form
- Subsequent planning cycle meetings will use the results of this meeting to:
 - Decide on tactical operations
 - Establish resource requirements
 - Determine resource availability
 - Make job assignments
- Guide the response efforts

**Operations Planning / Incident Action
Plan Meeting Cycle**

Meetings



Operational Period Planning Cycle

The Initial Incident ICS 201 Briefing and the Initial Unified Command Meeting launch the first Operational Period (OP) planning cycle. Certain meetings, briefings, and information-gathering efforts during the Cycle lead to the production of an Incident Action Plan (IAP) that guides operations of the next Operational Period. Meetings and events directly relevant to managing the response and assembling the IAP for the next OP are described on the following pages. The IC / UC specifies the Operational Period (use of a 24 hour period the most common length). As the response continues, the IC / UC may choose to change the Operational Period to fit with the continuing response.

While the meetings are the milestones of the planning cycle, it is in the time **Between the Meetings** the grey areas on the diagram) that the management of the current response and the bulk of the planning for the future response happens - suggested actions for the crucial **Between the Meetings** times on the following pages.

The Incident Action Plan's Cycle – tips for effective meetings

Each of the meetings involved in the planning process are designed to be brief (less than 45 minutes) and focused on specific goals. Much of the actual work of planning and equipping the response therefore happens between the meetings.

To assure that the process is working most effectively look for, and coach toward:

- ☞ Make sure that meetings stay timely. If a problem comes up, see if it can be resolved after the meeting.
- ☞ Make sure that all maps, tide charts, and presentation materials are poster sized and displayed where they can be easily seen. Make duplicates of the maps, etc. that are posted at the Situation Status Display area; don't take down anything from the display
- ☞ Be proactive in ensuring that **ONLY** the people necessary to the meeting are attending. Be firm about excusing spectators

Post a meeting agenda to keep the meeting on-track
Assign someone to record meeting attendees and decisions / actions ICS 231-Meeting Summary

Between the Meetings

To Do Between the:
ICS 201 Briefing & Initial Unified Command Meeting

- ❑ Command and General Staff meet with and brief assigned personnel, verify key assignments and clarify expected actions and products
- ❑ Each section chief should clearly identify a staff member responsible for continuity of the section efforts while the section chief is in meetings or otherwise absent
- ❑ Assure that appropriate sections of the ICS 201 form are given to the Operations staff, Logistics staff, Situation Unit, and Resources Unit to begin the response tracking and planning functions
- ❑ Assign someone in each functional area to record actions on the ICS 214 Unit Log
- ❑ The Planning Section and Operations Section Chiefs need to agree on a recommended Operational Period length and start time(s) to present to the Unified Command (UC)
- ❑ Based on the recommended Operational Period the Situation Unit Leader should prepare a draft ICS-230 Meeting Schedule in conjunction with the Planning Section Chief for presentation to the UC.

To Do Between the:
Initial UC Meeting or UC Objectives Meeting & Tactics Meeting

- ❑ Check the Situation and Resource displays to verify the status of current field efforts, recent observations, resource utilization and updated forecasts, noting any changes in the current operations or situation that need to be reviewed with the IC / UC and any potential impacts on the planning for the next Operational Period
- ❑ Planning Section Chief should assure that the Resource Unit Leader prepares a draft ICS-215 form(s) based on already deployed or planned operations and confirm these with Operations
- ❑ Thirty minutes before the Tactics Meeting the Planning Section Chief should confirm with Resource Unit Leader, Environmental Unit Leader, and Operations Section that they are ready to lay out the proposed tactical deployments for the next Operational Period based on requested forecasts and trajectories
- ❑ Remind the Situation Unit Leader, Trajectory Specialist, and other needed staff to prepare brief (1 to 3 minute) presentations focused on the next Operational Period
- ❑ If a delay is necessary, determine the new time, confirm with key staff, notify all potential participants and update the posted ICS-230 Meeting Schedule to reflect the change(s)
- ❑ Confer with field personnel determine the status of planned actions and any necessary changes to operational plans which will impact planning for the next Operational Period
- ❑ The Situation Unit Leader ensures that maps are updated based on recent overflights, and the Resources Unit Leader verifies resources with Operations & confirms with Logistics Section Chief that all resources ordered are tracked and ordered
- ❑ All personnel should be carrying out their assigned duties and tracking actions on an ICS-214a, ICS-214 or equivalent media

Tactics Meeting

Purpose

- Creates the blueprint for tactical deployment during the next Operational Period
- Develops objectives and primary and alternate strategies to meet objectives for consideration at the next Planning Meeting

When

- Prior to the Planning Meeting

Attendees

- Planning Section Chief (**facilitator**)
- Operations Section Chief
- Logistics Section Chief
- Resources Unit Leader
- Situation Unit Leader
- Environmental Unit Leader
- Unified Command (as required)

Preparation / Person Responsible to Prepare

- Review current IAP and situation status information to assess work progress against IAP objectives
 - Planning Section Chief
 - Operations Section Chief
- Provide situation status information
 - Resources Summary (Resources Unit Leader)
 - Situation, Overflight, Trajectory maps, etc. (Situation Unit Leader)
 - ICS 209 (Situation Unit Leader)
 - Tides and currents (Situation Unit Leader)
 - Weather and sea forecasts (Situation Unit Leader)
- Prepare a draft ICS 215, inclusive of current work assignments, to identify resources that should be ordered through Logistics Section's Resource Unit Leader

Tactics Meeting Cont...**Meetings****Agenda / Person Responsible to Present**

- Review objectives for the next Operational Period
 - All attendees
 - Develop primary and alternate strategies to meet objectives. (Strategies to be considered at the next Planning Meeting)
 - Operations Section Chief and Planning Section Chief to jointly develop strategies

Products / Person to Produce

- Draft list of primary and alternate strategies to meet objectives
 - Operations Section Chief
 - Planning Section Chief
- Poster-sized ICS 215(s)

To Do Between the:
Tactics Meeting & Planning Meeting

After meeting, the Operations Section Chief and the Resources Unit Leader are to complete ICS 215. Then, the Resources Unit Leader is to present the completed ICS 215s to the Logistics Section Chief for processing of the identified needs, and prepare a poster-sized 215 for display at the Planning Meeting

- Check the Situation and Resource displays to verify the status of current field efforts, recent observations, resource utilization, and updated forecasts, noting any changes in the current operations or situation that need to be reviewed with the IC / UC and any potential impacts on the planning for the next Operational Period
- The PLANNING SECTION CHIEF should define a group, including but not limited to, the Resource Unit Leader, Operations representative(s), contractors aware of available resources, and, if needed, the Environmental Unit Leader or appropriate staff to fill-in specific resource types, requirements, and needs for each assignment on the ICS-215(s)
- Once the ICS 215's are filled-in by this group, they must be presented by the Resource Unit Leader to the LOGISTICS SECTION CHIEF for processing of the identified needs and identification of any resources that will not be available to meet the planned operations
- If any needed resources cannot be available in time, the LOGISTICS SECTION CHIEF should consult with appropriate Operations and Planning staff to redefine planned efforts and priorities to match resources as they become available. These changes must be reflected on the ICS-215(s) and presented to the PLANNING SECTION CHIEF before the Planning Meeting
- Thirty minutes before the Planning Meeting the PLANNING SECTION CHIEF should confirm with RUL and LOGISTICS SECTION CHIEF that the ICS 215's have been finalized and are ready for presentation to the UC for input and initial approval. Remind the SITUATION UNIT LEADER, Trajectory Specialist, and other needed staff to prepare brief (1 to 3 min) presentations

Tactics Meeting Cont...**Meetings**

- ❑ Confirm the availability of UC to attend the meeting. If a delay is necessary, determine the new time, notify all potential participants, and update the posted ICS-230
- ❑ Confer with field personnel to determine the status of planned actions for the present Operational Period so the Operations and Planning Section Chiefs can determine / adjust equipment and personnel needs before the Planning Meeting for the next Operational Period
- ❑ The Situation Unit Leader ensures that maps are updated based on recent overflights
- ❑ The Resources Unit Leader verifies resources with Operations and confirms with the LOGISTICS SECTION CHIEF that all resources ordered are tracked and all resources tracked have been ordered
- ❑ All personnel should be carrying out their assigned duties and tracking actions on an ICS-214a, ICS-214 or equivalent media
- ❑ **Communication** between response personnel inside the Command Post and in the field is **crucial** to the success of the response

Planning Meeting

Purpose

- Develop the incident priorities, objectives, strategies, and tactics
- Identify resource needs for the next Operational Period
- Identify and solve problems
- Define work assignments and responsibilities on a completed ICS 215

When

- After Tactics Meetings

Attendees

- Planning Section Chief (**facilitator**)
- Unified Command
- Command Staff
- Operations Section Chief
- Logistics Section Chief
- Finance Section Chief
- Air Operations Branch Director
- Resources Unit Leader
- Situation Unit Leader
- Environmental Unit Leader
- Technical Specialists (as required)

Start on time, check that all participants are present and excuse all other staff. Keep the situation reports brief and the discussion focused on the next Operational Period

Planning Section Chief should present the primary and alternative strategies to meet objectives and have Operations specify the tactics and resources for each Division, Group and other teams

Solicit specific concerns or recommended changes to the planned activities from the Unified Command, Safety Officer or other Command Staff present

Conclude the meeting by setting a proposed time for presenting the Incident Action Plan to the Unified Command for approval

Planning Meeting Cont...**Preparation / Person Responsible to Prepare**

Items to be displayed in meeting room:

- ICS 202 - Response Objectives for the next Operational Period
 - Planning Section Chief
- Preliminary poster-sized ICS 215 - Operational Planning Worksheet
 - Resources Unit Leader
- Current resource inventory
 - Resources Unit Leader
- Current situation status displays prepared by the Situation Unit (all items should be poster-sized)
 - Situation, Overflight, Resources, Trajectory, etc. large sketch maps or charts clearly dated and timed
 - ICS 209
 - Tides and currents
 - Weather and sea forecasts

Agenda / Person Responsible to Present

- State incident objectives and policy issues
 - Unified Command Spokesperson / Planning Section Chief
- Briefing of situation, critical and sensitive areas, weather and sea forecasts, resource status / availability
 - Planning Section Chief with Situation Unit Leader, Resources Unit Leader, & Environmental Unit Leader
- State primary and alternate strategies to meet objectives
 - Operations Section Chief with Planning Section Chief and Logistics Section Chief
- Designate Branch, Division, Group boundaries and functions as appropriate using maps and ICS 215
 - Operations Section Chief
- Specify tactics for each Division, note limitations
 - Operations Section Chief; Situation Unit Leader to assist
- Specify resources needed by Divisions / Groups
 - Operations Section Chief with Planning Section Chief and Logistics Section Chief
- Specify operations Facilities and reporting locations. Plot on map
 - Operations Section Chief; Logistics Section Chief to assist

Planning Meeting Cont...

- Develop resources, support, and overhead orders
 - Planning Section Chief and Logistics Section
- Consider support issues and agree on plans for: communications, traffic, safety, medical, etc.
 - Logistics Section Chief; Planning Section Chief to assist
- Assisting or cooperating organization / agency and stakeholder considerations regarding Incident Action Plan
 - Liaison Officer
- Safety considerations regarding Incident Action Plan
 - Safety Officer
- Media / public relations considerations regarding Incident Action Plan
 - Information Officer
- Finalize Incident Action Plan for the next Operational Period
 - Unified Command Spokesperson

Products / Person to Produce**General Products:**

- Off-incident tactical and logistical resource orders to be prepared from ICS 215
 - Logistics Section Chief
- Assignment of the deadline for assembling the IAP components (The deadline should be early enough to permit timely Unified Command approval, and duplication of sufficient copies for the Operations Briefing)
 - Planning Section Chief

Immediately after the Planning Meeting, attendees are to prepare their assignments for the IAP to meet the deadline set by the Planning Section Chief. Sufficient copies are to be duplicated for the Operations Briefing, submittal to the Documentation Unit, etc.

Products to be made with information that has come out of the Planning Meeting:

- IAP Cover
 - Unified Commanders to sign after they have approved the IAP. They should then forward the signed cover page to the Planning Section Chief
- ICS 202 - Incident Objectives
 - This will already have been prepared for the Planning Meeting
- ICS 203 or 207 - Organization List or Chart
 - Resources Unit Leader
- ICS 204 - Assignment List
 - Resources Unit Leader and Operations Section Chief responsible

Planning Section Chief, Environmental Unit Leader to assist them in completing ICS 204a forms as needed

Planning Meeting Cont...

- ICS 205 - Communications Plan
 - Communications Unit Leader
- ICS 206 - Medical Plan
 - Medical Unit Leader
- Incident Maps
 - Situation Unit Leader
- Tides, Currents, Weather Forecast
 - Situation Unit Leader
- ICS 220 - Air Operations Summary
 - Air Operations Branch Director
- Traffic Plan
 - Ground Support Unit Leader
- Vessel Routing Plan
 - Vessel Support Unit Leader
- Waste Management Plan
 - Disposal Group Supervisor
- Demobilization Plan
 - Demobilization Unit Leader

Communication between response personnel inside the Command Post and in the field is crucial to the success of the response

**To Do Between the:
Planning Meeting & IAP Approval**

- Check the Situation and Resource displays to verify the status of current field efforts, recent observations, resource utilization, and updated forecasts, noting any changes in the current operations or situation that need to be reviewed with the IC / UC and any potential impacts on the plan for the next Operational Period
- The PLANNING SECTION CHIEF should delegate specific assignments for the production of each of the components of the Incident Action Plan (IAP) and verify that an IAP will be produced and delivered for UC approval in a timely manor (*see IAP Preparation & Approval*)
- If any needed resources cannot be available in time, the LOGISTICS SECTION CHIEF should consult with appropriate Ops and Planning staff to redefine planned efforts and priorities to match resources as they become available. These changes must be presented to the PLANNING SECTION CHIEF and reflected on the ICS-204s in the IAP
- The PLANNING SECTION CHIEF should confirm the availability of UC to approve the IAP
- The PLANNING SECTION CHIEF should assure that sufficient staff (usually from the Documentation Unit) will be available / assigned to duplicate, repackage, and distribute the approved IAP's prior to the Operations Briefing(s)
- All personnel should be carrying out their assigned duties and tracking actions on an ICS-214a, ICS-214 or equivalent media

Incident Action Plan & Approval Process

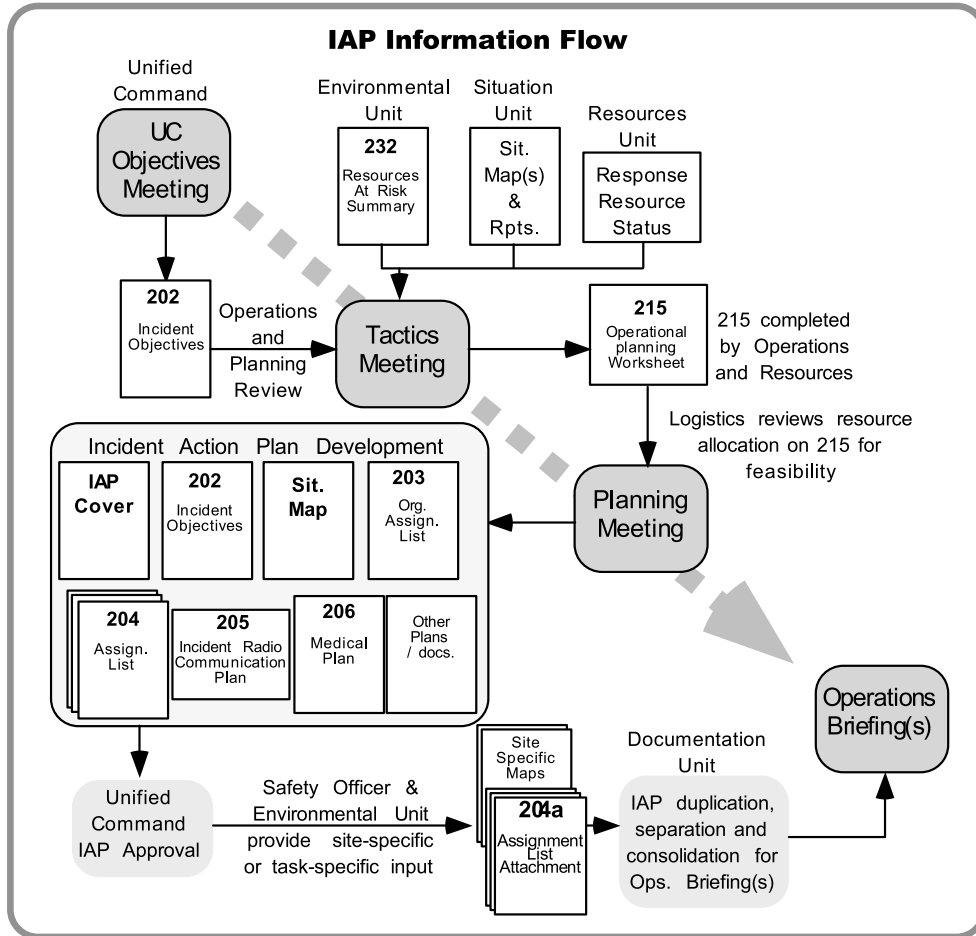
Immediately following the Planning Meeting, the attendees prepare their assignments for the Incident Action Plan (IAP) to meet the Planning Section Chief deadline for assembling the IAP components. The deadline will be early enough to permit timely Unified Command approval, and duplication of sufficient copies for the Operations Briefing and for overheads.

Note: This is part of the Operational Period Planning Cycle, but it is not a specific meeting *per se*.

Incident Action Plan Contents

- Attach the IAP Cover Sheet
- Include the ICS - 202 Response Objectives form once the Planning Section Chief has prepared it
- Obtain the ICS - 203 or 207 Organization List or Chart from the Resources Unit Leader
- Obtain ICS - 204 Assignment Lists from the Operations Section Chief, and one copy each of any attachments
- Obtain the ICS - 205 and 205a Radio Communications Plan and Communications List, respectively, from the Communications Unit Leader
- Include maps, weather forecasts, tides, Shoreline Cleanup Assessment Team reports, reports on the day's progress, and problems encountered
- Obtain the ICS - 206 Medical Plan from the Medical Unit Leader
- Obtain any other items deemed necessary to include in the IAP
- Planning Section Chief to collect pieces and collate
- Present to the Unified Command by Planning Section Chief for approval and signature of the IAP Cover Sheet

Planning Section Chief to duplicate IAP, using Documentation Unit, and distribute to all supervisory personnel at the Section, Branch, Division / Group, and Unit Leader levels prior to the Operations Briefing (Documentation Unit to provide duplication service)



The IAP . . . What it is and what it isn't!

The purpose of the Incident Action Plan (IAP) is to lay out the response strategy for the next Operational Period and to give specific direction to responders. The IC/UC will generally want to approve the planned activities at the Division/Group level indicated on the ICS-204 Assignment List forms. Once the IAP is approved, any site-specific or task-specific maps and/or directions given on ICS-204a forms can be added to, and any extraneous material removed from, the appropriate Operational Briefing packets for each activity.

The IAP is a plan of actions. It is not a summary document or a status report, and should only contain information needed by the responders to safely conduct the assigned action.

A separate Executive Summary package can be prepared each Operational Period to provide an updated incident status report. This package might include the ExSum. form, a Situation Map, ICS-209 form, the General Plan, ICS-220, and other summary documents.

To Do Between the: IAP Approval & Operations Briefing

- ❑ The PLANNING SECTION CHIEF should assure that sufficient staff (usually from the Documentation Unit) will be available / assigned to duplicate, repackage, and distribute the approved IAP's prior to the Operations Briefing(s)
- ❑ The PLANNING SECTION CHIEF should confirm the availability of UC to attend the Operations Briefing. If a delay is necessary, determine the new time, notify all potential participants, and update the posted ICS-230
- ❑ One hour before the Operations Briefing(s) the PLANNING SECTION CHIEF should verify that all required copies of the IAP are available in various locations for the briefings and that all required staff will be able to attend. If a delay is necessary, determine the new time and notify all potential participants
- ❑ Thirty minutes before the Operations Briefing(s) the Planning Section Chief should confirm with SITUATION UNIT LEADER, OPERATIONS and LOGISTICS SECTION CHIEF, Incident Commander, Information Officer, and Liaison Officer that they are prepared to give brief (1 to 3 min) presentations at the Operations Briefing(s)
- ❑ The Situation Unit Leader ensures that maps are updated based on recent overflights
- ❑ The Resources Unit Leader verifies resources with Operations and confirms with the LOGISTICS SECTION CHIEF that all resources ordered are tracked and all resources tracked have been ordered
- ❑ All personnel should be carrying out their assigned duties and tracking actions on an ICS-214a, ICS-214 or equivalent media

Operations Briefing Meeting

Purpose

- Conveys the Incident Action Plan for the upcoming Operational Period to the response organization

When

- An hour before the start of the Operational Period

Attendees

- Planning Section Chief (**facilitator**)
- Unified Command
- Command Staff
- All Section Chiefs
- Unit Leaders
- Branch Directors
- Division / Group Supervisors
- Task Force / Strike Team Leaders
- Others, as required

The Planning Section Chief should **start the meeting on time**, check to make sure all participants are present and excuse all other staff. Keep the situation reports brief and the discussion focused on the upcoming Operational Period. Planning Section Chief should **facilitate** participation by the Safety Officer and other Command and General Staff as needed.

Planning Section Chief. The IAP is to be **COMPLETE** for the Operations Briefing.

Preparation / Person

Responsible to Prepare

- The IAP is to be completed and assembled
 - Planning Section Chief to assemble
- Sufficient copies of the IAP are to be duplicated for meeting attendees
 - Documentation Unit personnel

Agenda / Person Responsible to Present

- Review of Unified Command objectives
 - Planning Section Chief presents
- Weather and sea conditions forecast
 - Situation Unit Leader
- Trajectory analysis
 - Situation Unit Leader
- Current response actions and the last shift's accomplishments
 - Operations Section Chief
- Division / Group and air operations assignments
 - Operations Section Chief

Operations Briefing Meeting Cont...

- Review of changes to the IAP
 - Planning Section Chief
- Transport, communications, supply updates
 - Logistics Section Chief
- Financial report
 - Finance Section Chief
- Safety message
 - Safety Officer
- News media report
 - Information Officer
- Assisting / cooperating organization / agency reports of concern
 - Liaison Officer
- IAP endorsement and motivational remarks
 - Unified Command Spokesperson

Products / Person to Produce

- After reviewing the incident response progress, make recommendations to the Unified Command in preparation for reviewing / identifying objectives for the next Operational Period. This feedback / information is gathered from various sources including, Field Observers, responder debriefs, stakeholders, etc.
 - Operations and Planning Section Chiefs

After this meeting, field supervisors should be interviewed by their relief and by operations to further confirm or adjust the course of the new shift's IAP. Shifts in tactics may be made by the Operations Section Supervisors. Similarly, a supervisor may reallocate resources within a division / group to adapt to changing conditions

To Do Between the: Operations Briefing & UC Objectives Meeting

- ❑ Check the Situation and Resource displays to verify the status of current field efforts, recent observations, resource utilization and updated forecasts, noting any changes in the current operations or situation that need to be reviewed with the IC / UC and any potential impacts on the plan for the next OP
- ❑ PLANNING SECTION CHIEF should assure that the Situation and Resources displays are updated and summarized for the UC on an updated ICS-209 form, Situation Map, and Executive Summary form
- ❑ PLANNING SECTION CHIEF and Operations should notify the UC of any planned demobilization or other changes that may impact the review and development of response objectives for the next OP
- ❑ The PLANNING SECTION CHIEF should be prepared to address any Unified Command questions and facilitate the generation of a new set of response objectives
- ❑ During this time between the meetings, operations personnel will be out in the field implementing the action items from the previous days IAP (or contingency plan if this is the first day of the response)
- ❑ The Situation Unit Leader will be updating maps based on recent overflights
- ❑ The Resources Unit Leader will be verifying with the Logistics Section Chief that all resources ordered are tracked and all resources tracked have been ordered, etc.
- ❑ All personnel should be carrying out their assigned duties and tracking actions on an ICS-214a, ICS-214 or equivalent media

Communication between response personnel inside the Command Post and in the field is crucial to the success of the response

Unified Command Objectives Meeting

Purpose

- Review, identify, and prioritize objectives for the next Operational Period

When

- Prior to the Tactics Meeting

Attendees

- Unified Command member (**facilitator**)
- Unified Command
- Information Officer (as required)
- Safety Officer (as required)
- Liaison Officer (as required)
- Planning Section Chief (as required)
- Operations Section Chief (as required)
- Logistics Section Chief (as required)
- Finance Section Chief (as required)

Preparation / Person

Responsible to Prepare

- Review objectives from the previous Operational Period
 - All meeting attendees

Agenda / Person Responsible to Present

- Review and identify objectives for the next Operational Period. Objectives should be clearly stated and attainable with the resources available. They should also be flexible enough to allow Operations personnel to choose tactics
 - All attendees
- Review any open agenda items from initial / previous meetings
 - All attendees

Products / Person to Produce

- Updated ICS 202 (Response Objectives)
 - Planning Section Chief

Provide. After briefly confirming with Ops, the PLANNING SECTION CHIEF should provide the UC with a recommended Operational Period and a draft meeting schedule

Provide. Ops and the PLANNING SECTION CHIEF could also provide draft objectives specific to the first Operational Period, or review objectives from the last operational period

Monitor. The PLANNING SECTION CHIEF closely monitors this meeting and should be prepared to push the Operational Period, Objectives and meeting schedule through the UC if necessary

NOTE to Attendees: Be prepared with clear, concise objectives

Special Purpose Meetings

Command Staff Meeting

Coordinate Command Staff functions, responsibilities and objectives. It is scheduled as necessary by the Unified Command. Command Staff attend

Command & General Staff Breakfast / Supper

An opportunity for the Command and General Staff to gather under informal and relaxing conditions to share and update each other on developing issues

Business Management Meeting

This under-30-minute meeting is for participants to develop and update the operating plan for finance and logistics support. The agenda could include: finance requirements and criteria imposed by contributing organizations, business operating plan for resource procurement and incident funding, cost analysis and financial summary data. Attendees include: Finance/ Administration Section Chief, Cost Unit leader, Logistics Section, Supply Unit Leader, & Documentation Unit Leader. It is generally conducted before the Planning Meeting

Agency Representative Meeting

To update agency representatives and ensure that they can support the Incident Action Plan. Conducted by the Liaison Officer, attended by Agency Representatives. Most appropriately held after the Planning Meeting in order to announce plans for the next Operational Period, yet allow for changes should the plan's expectations be unattainable by an agency

Media Briefing

To brief the news media and public on the most current and accurate incident facts. Set up by the Information Officer, moderated by an appropriate representative, and featuring selected spokespersons. Spokespersons should be prepared by the Information Officer to address anticipated issues. The briefing should be well planned, organized, and scheduled to meet the media's needs

About ICS Forms

ICS Forms are not provided in this guideline, but some basic information of who prepares them, as well as how some of them are handled are provided in following table.

ICS Form #	Form Title	Prepared By
200	ICS IAP Cover Page	Situation Unit Leader
201	Incident Briefing	Initial Response Incident Commander
201-1	Incident Map	Field Team
201-2	Summary of Incident and Current Actions	Field Team
201-3	Response Organization	Field Team
201-4	Resource Summary	Staging Area Manager
201-5	Site Safety and Controls	Site Safety Officer
201-6	Tactical Worksheet	On-Scene Response Staff
202	Incident Objectives (IAP)	Planning Section Chief
203	Organization and Contact Chart	Resource Unit Leader
204	Field Assignment (IAP)	Ops Chief & Resource Unit Leader
204C	Field Assignment Change Sheet (IAP)	Ops Chief & Resource Unit Leader
204E	Field Assignment Environmental Message (IAP)	Environmental Unit Leader
204S	Field Assignment Safety Message (IAP)	Site Safety Officer
205	Incident Communication Plan	Comms Unit Leader
206	Medical Plan (IAP)	Medical Unit Leader
209	Situation Status Summary	Situation Unit Leader
213	General Message	Any message originator
214	Unit Log	All Positions
214-1	Unit Log Continuation Sheet	All Positions
215	Operational Planning Worksheet (IAP)	Resource Unit Leader
216	Resource Transfer	Staging Area Manager
219	Field Resource Status	Staging Area Manager
220	Air Operations Plan (IAP)	Air Support Coordinator
222-L	Resource Order Form (Logistics)	Supply Unit Leader
222-S	Resource Order Form (Staging Area Manager)	Staging Area Manager
224	Environmental Unit Summary	Environmental Unit Leader

INCIDENT BRIEFING (ICS FORM 201)

Purpose. The Incident Briefing form provides the Unified Command (and the Command and General Staffs assuming command of the incident) with basic information regarding the response situation and the resources allocated to the incident. It is also a permanent record of the initial incident response.

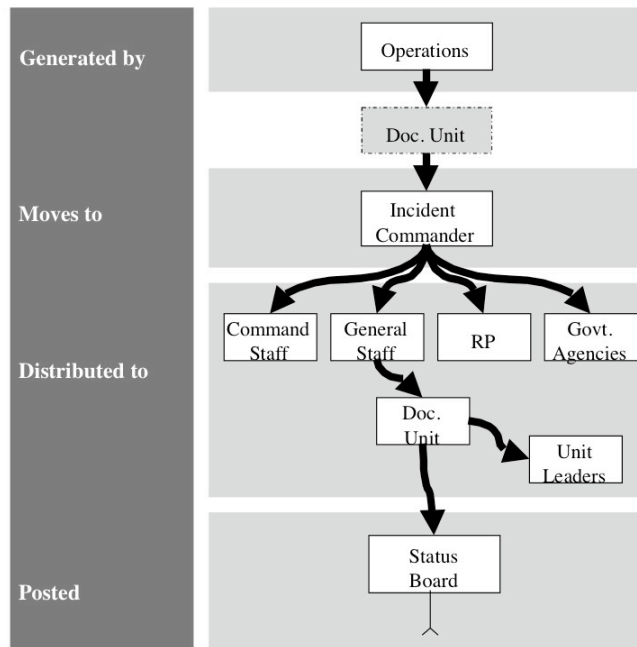
Preparation. This briefing form is prepared under the direction of the initial Incident Commander for presentation to the Unified Command. This form can be used for managing the response during the initial period until the beginning of the first operational period for which an Incident Action Plan (IAP) is prepared. The information from the ICS form 201 can be used as the starting point for other ICS forms or documents.

- Page 1 (Map/Sketch) may transition immediately to the Situation Map.
- Page 2 (Summary of Current Actions) may be used to continue tracking the response actions and as the initial input to the ICS form 215 and the ICS form 232.
- Page 3 (Current Organization) may transition immediately to the Organization List (ICS form 203) and/or Organization Chart (ICS form 207).
- Page 4 (Resources Summary) may be used to continue tracking resources assigned to the incident and as input to individual T-Cards (ICS form 219) or other resource tracking system.

Distribution. After the initial briefing of the Unified Command and General Staff members, the Incident Briefing form is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders. The sketch map and summary of current action portions of the briefing form are given to the Situation Unit while the Current Organization and Resources Summary portion are given to the Resources Unit.

ICS 201 Page No.	DESCRIPTION	PREPARED BY
201-1	Incident Map	Field Team
201-2	Summary of Incident & Current Actions	Field Team
201-3	Field Team Organization	Field Team
201-4	Resource Summary	Staging Area Manager
201-5	Site Safety & Controls	IMT Site Safety Officer
201-6	Tactical Worksheet	Operations
* The completed 201 Briefing Package to be distributed to all IMT members.		

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INCIDENT ACTION PLANS (A SERIES OF ICS FORMS AND SUB-PLANS)

ICS FORM No.	DESCRIPTION	PREPARED BY	DISTRIBUTION
200	IAP Cover Page	Situation Unit Leader	IAP, Documentation
202	Incident Objectives (IAP)	Field Team	IAP, Documentation
203	Organization & Contact Chart	Resource Unit Leader	IAP, Documentation
204	Field Assignment (IAP)	Field Team	IAP, Documentation
204C	Field Assignment Change Sheet (IAP)	Field Team	IAP, Documentation
204E	Field Assignment Environmental Message (IAP)	Environmental Unit Leader	IAP, Documentation
204S	Field Assignment Safety Message (IAP)	Safety Officer	IAP, Documentation
205	Incident Communication Plan	Communications Unit Leader	IAP, Documentation
206	Medical Plan (IAP)	Medical Unit Leader	IAP, Documentation
220	Air Operations Plan (IAP)	Air Support Coordinator	IAP, Documentation
224	Environmental Unit Summary	Environmental Unit Leader	IAP, Documentation

GLOSSARY**Glossary**

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

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

ALLOCATED RESOURCES - Resources dispatched to an incident

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

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

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

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

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

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

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

BRITISH COLUMBIA EMERGENCY RESPONSE MANAGEMENT SYSTEM

(BCERMS)- The British Columbia Emergency Response Management System is a comprehensive management scheme that ensures a coordinated and organized provincial response and recovery to any and all emergency incidents. The broad spectrum of components of the BCERMS include: operations and control management system (including ICS), qualifications, technology, training and publications.

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

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- CAMP** - A geographical site, within the general incident area, separate from the base, equipped and staffed to provide sleeping areas, food, water, and sanitary services to incident personnel.
- CHECK-IN** - The process whereby resources first report to an incident response. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, and Division / Group Supervisors (for direct line assignments).
- CHIEF** - The ICS title of individuals responsible for command of functional sections: Operations, Planning, Logistics and Finance / Administration.
- CLEAR TEXT** - The use of plain English in radio communications transmissions. No Ten Codes, nor agency specific codes are used when using Clear Text.
- COMMAND** - The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander / Unified Command.
- COMMAND POST** - See Incident Command Post.
- COMMAND STAFF** - The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
- COMMUNICATIONS UNIT** - A vehicle (trailer or mobile van) used to provide the major part of an incident Communications Center.
- COMMUNICATIONS UNIT LEADER (CUL)** - Person responsible for developing plans for the effective use of the incident communications equipment and facilities.
- COOPERATING AGENCY** - An agency supplying assistance other than direct tactical, support, or service functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).
- COST UNIT** - Functional unit within the Finance / Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.
- DECONTAMINATION** – The process of removing or neutralizing contaminants that have accumulated on personnel and equipment.
- DEPUTY** - A fully-qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior, and therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

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

DEMOBILIZATION UNIT LEADER - Person responsible to develop the Incident Demobilization Plan & assist Sections / Units in ensuring that orderly, safe, & cost-effective demobilization of personnel & equipment is accomplished.

DIRECTOR - The ICS title for individuals responsible for supervising a Branch.

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

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

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

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

EMERGENCY MEDICAL SERVICES – An agency to protect and promote the health of people.

ENVIRONMENTAL SENSITIVITY INDEX – Maps that identify vulnerable coastal locations so that protection priorities can be established and cleanup strategies identified.

ENVIRONMENTAL UNIT LEADER (EUL) - Person responsible for environmental matters associated with the response, including strategic assessment, modeling, surveillance, and environmental monitoring and permitting.

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

FIELD OPERATIONS GUIDE (FOG) - A pocket-size manual of guidelines regarding application of the Incident Command System. Also referred to as an "Operational Guideline"

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

FINANCE / ADMINISTRATION SECTION CHIEF (FSC) – Person responsible for all financial and cost analysis aspects of the incident.

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

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

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

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

GEOGRAPHIC RESPONSE PLAN (GRP) – A plan that identifies and ranks response strategies that best protect important areas (i.e. natural resources, drinking water, supply intakes, marinas, sensitive archeological sites) requiring special protection. The BC Coastal Resource Inventory and Oil Shoreline Sensitivity mapping is a form of a GRP.

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

GROUND SUPPORT UNIT LEADER (GSUL) – Person to coordinate the transportation of personnel, supplies, food, and equipment.

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

HAZARDOUS MATERIALS (HAZMAT) – Materials that are hazardous.

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

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

HISTORICAL / CULTURAL RESOURCES SPECIALIST – Person responsible for identifying and resolving issues related to any historic or cultural sites that are threatened or impacted during an incident.

IN-SITU BURN – Burning spilled oil to reduce the amount impacting an area.

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

INCIDENT BASE - See BASE.

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

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

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

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

INCIDENT MANAGEMENT TEAM (IMT) - A Team to manage the incident. Also called an "Response Team"

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

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

INFORMATION OFFICER - A member of the Command Staff responsible for providing incident information to the public and news media or with other agencies or organizations. There is only one Information Officer per incident. The Information Officer may have assistants. Also referred to as a "Public Information Officer (PIO)"

INFORMATION SPECIALIST - A person who conveys information between sections. Sometimes referred to as Runners - this is not a standard ICS position, but a needed function.

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

JURISDICTION - A range or sphere of authority. At an incident, public agencies have jurisdiction related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political / geographical (e.g., city, municipal, provincial, first nations or federal boundary lines), or functional (e.g., police department, health department, etc.) (see Multi-Jurisdiction).

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

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

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

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

LOGISTICS SECTION CHIEF – The person responsible for providing facilities, services, and materials to all organizational components involved in the incident.

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

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

MEDICAL UNIT LEADER - The person responsible for the development and activation of the Medical Emergency Plan.

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

MULTI-AGENCY INCIDENT - An incident where one or more agencies assists a jurisdictional agency or agencies. May be single or Unified Command.

MULTI-JURISDICTION INCIDENT - An incident requiring action from multiple agencies that have statutory responsibility for incident mitigation. In ICS, these incidents will normally be managed using a Unified Command.

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

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

OPERATIONS SECTION - Responsible for all operations directly applicable to the primary mission. Directs unit operational plans preparation, requests or releases resources, makes expedient changes to the Incident Action Plan (as necessary), and reports such to the Incident Commander.

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OPERATIONS SECTION CHIEF - Person responsible for the management of all operations directly applicable to the primary mission.

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

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

PLANNING SECTION - Responsible for collecting, evaluating, and disseminating tactical information related to the incident, and for preparing and documenting Incident Action Plans. The section also maintains information on the current and forecast situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Environmental, Documentation, and Demobilization Units, and Technical Specialists.

PLANNING SECTION CHIEF – Person responsible to coordinate response planning and monitoring.

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

QUALIFIED INDIVIDUAL (Q.I.) - The person authorized by the responsible party to act on their behalf, authorize expenditures, and obligate resources. Can be the Incident Commander for a Responsible Party (spiller).

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

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

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

REGIONAL ENVIRONMENTAL EMERGENCY RESPONSE TEAM (REET) – A federal organization that is established to support the lead federal agencies Incident Management Team for the purpose of establish public safety and environmental protection priorities based on inputs of resource trustees (federal, provincial, 1st nations, local government) and other stakeholders. The province may be represented in the REET as either the co-chair with Environment Canada - or as a member. The REET and Environmental Unit have fundamentally the same mandate – the latter is more focused on development of the IAP where as the form is more to provide government oversight and sanctioning of strategies.

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

RESOURCES AT RISK - Resources (i.e. natural resources, drinking water, supply intakes, marinas, sensitive archeological sites) that are at Risk.

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

RESOURCES UNIT LEADER (RUL) – Responsible for maintaining a master list and status of all personnel equipment resources, check-in, status, and current location.

RESPONSIBLE PARTY (RP) – The owner / operator a facility which is the threat source such as a spill. The term does not necessarily reflect responsibility for the spill cause, but responsibility for cleanup.

RESPONSIBLE PARTY INCIDENT COMMANDER - Responsible Party's designated incident commander. (See: Responsible Party)

RUNNER – see Information Specialist

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

SEARCH AND RESCUE (SAR) - Search and Rescue

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

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

SHORELINE CLEANUP ASSESSMENT TEAM (SCAT) – A team of specialists (biologist, geomorphologist, archeologist), that field assess each shoreline for degree of oiling and recommends cleanup methods and/or constraints.

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

SITE SAFETY AND HEALTH PLAN (SSHP) – Site-specific document required by provincial and federal occupational/worker regulations. The SSHP, at minimum, addresses, includes, or contains the following elements: health and safety hazard analysis for each site task or operation, comprehensive operations workplan, personnel training requirements, PPE selection criteria, site-specific occupational medical monitoring requirements, air monitoring plan, site control measures, confined space entry procedures (if needed), pre-entry briefings (tailgate meetings, initial and as needed), pre-operations commencement health and safety briefing for all incident participants and quality assurance of SSHP effectiveness.

SITUATION UNIT - Functional unit within the Planning Section responsible for collecting, organizing and analyzing incident status information, and for analyzing the situation as it progresses. Reports to the Planning Section Chief.

SITUATION UNIT LEADER - Person responsible to collect, organize, evaluate, and display information about current and possible future spill status and response operations.

SOURCE CONTROL - Actions necessary to control the spill source and prevent the continued release of oil or hazardous substances into the environment.

SPAN OF CONTROL – Span of Control means how many organizational elements may be directly managed by one person. Span of Control may vary from three to seven, and a ratio of one to five reporting elements is recommended.

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

STAKEHOLDERS - Any person, group, or organization affected by and having a vested interest in, the incident and/or the response operation – tourism, business, farmers, - as well as resource trustees (wildlife, fisheries, parks).

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

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

SUPERVISOR - The ICS title for individuals responsible for directing the activities of a Division or Group.

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

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

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

TACTICAL DIRECTION - Directions given by the Operations Section Chief including: the tactics appropriate for the selected strategy; the selection and assignment of resources; tactics implementation; and performance monitoring for each operational period.

TACTICS – Deploying and directing resources during an incident to accomplish the desired objective.

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

TECHNICAL SPECIALISTS - Personnel with special skills who can be used anywhere within the ICS organization. They are managed and assigned under the Planning Section.

TEMPORARY FLIGHT RESTRICTIONS -Temporary airspace restrictions for non-emergency aircraft in the incident area. Also referred to as Notice to AirMen (NOTAM).

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

UNIFIED COMMAND (UC) - A unified team which manages an incident by establishing a common set of incident objectives and strategies. This is accomplished without loss or abdication of agency or organizational authority, responsibility or accountability.

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

VOLUNTEER – see Workforce Member

WORKFORCE MEMBER - Any individual accepted on a volunteer basis to perform services by an agency or Responsible Party as part of a paid, supervised workforce participant

COMMON ACROYNMS

- AES - Atmospheric Environment Services (Environment Canada)
- BCERMS - British Columbia Emergency Response Management System (Canadian)
- CCG - Canadian Coast Guard
- CLC - International Convention on Civil Liability for Oil Pollution Damage
- CMRMC - Canadian Marine Response Management Corporation (Umbrella organization for Response Organizations)
- CSA - Canada Shipping Act (Canadian)
- DGPS - Digital Global Positioning System (international)
- DND - Department of National Defense (Canadian)
- DWT - Dead Weight Ton (international)
- EC - Environment Canada (Canadian)
- ECDIS - Electronic Chart Display Information System (international)

- ETA - Estimated Time of Arrival (international)
- FEMA - Federal Emergency Management Agency (United States)
- FOG - Field Operations Guide (United States)
- FOOSC - Federal On-scene Commander (United States/Canada - federal agency)
- FMO - Federal Monitoring Officer (Canada - federal)
- GRT - Gross Registered Tonnage (international)
- HP - Horse Power (international)
- HQ - Headquarters (international)
- IAP - Incident Action Plan (international)
- IC - Incident Commander (international)
- ICS - Incident Command System (international)
- IMO - International Maritime Organization (international)
- IOPC - International Oil Pollution Compensation Fund (international)
- ISM - International Safety Management System (international)
- MARPOL 73/78 - International Convention for the Prevention of Pollution from Ships (international)
- MSO - Marine Safety Office (federal - United States)
- MCTS - Marine Control Traffic Service (Canadian)
- OPA 90 - Oil Pollution Act of 1990 (United States)
- OSC - On-Scene Coordinator (US Environmental Protection Agency)
- PEP - Provincial Emergency Program (Canadian - British Columbia)
- QI - Qualified Individual (United States)
- NOAA - National Oceanic and Atmospheric Administration (United States)
- REET - Regional Environmental Emergency Response Team (federal Canadian)
- RO - Response Organization (Canadian)
- RP - Responsible Party - "spiller" (Canadian/United States)
- SITREP - Situation Report (Canadian/United States)
- SPCA - Society for the Prevention of Cruelty to Animals (international)
- SRO - Spill Response Officer (Canadian Coast Guard)
- SOPF - Ship-source Oil Pollution Fund (Canadian)
- TAPS - Trans-Alaska Pipeline System (United States)
- USCG - United States Coast Guard
- STCW - Standards of Training, Certification and Watchkeeping for Seafarers (international)
- SOLAS - Safety of Life at Sea (international)
- VTS - Vessel Traffic Services (United States)