alaska clean seas

Pouch 340022
Prudhoe Bay, Alaska 99734-0022
Phone: 907-659-2405
Fax: 907-659-2616

May 7, 1998

Management Commitment and Endorsement
Integrated Incident Management System

This document reflects the Alaska Clean Seas Board of Directors endorsement of the Integrated Incident Management Manual as the guide for incident response management of all hazard responses for North Slope operations, including oil spill response for the first 167 miles of the TransAlaska Pipeline System.

Dan Replogle
PBU Field Manager, WOA
BP Exploration (Alaska)

Don Puckett
Production Manager, Kuparuk
ARCO Alaska, Inc.

Rod Hanson
Pipeline Manager
Alyeska Pipeline Service Company

D. Mike Barker
Environmental Manager
Exxon Company U.S.A.

Alaska Clean Seas
Technical Manual

Volume 3
North Slope
Incident Management System

Revised September 2001

Text printed on recycled paper

ALASKA CLEAN SEAS TECHNICAL MANUAL
VOLUME 3
NORTH SLOPE INCIDENT MANAGEMENT SYSTEM

Alaska Clean Seas
Pouch 340022
Prudhoe Bay, Alaska 99734-0022

Phone: (907) 659-2405
Fax: (907) 659-2616

DISCLAIMER

In producing this manual, Alaska Clean Seas has endeavored to provide the best available information based on the latest technological and engineering advancements. ACS believes that the information and procedures contained herein are well founded, and utilize information obtained from actual experiences in the environments where these procedures are intended to apply. Nonetheless, ACS and its members expressly disclaim that the procedures provided in this manual, even if followed correctly and competently, will necessarily produce any specific results. Implementation of the recommendations and procedures contained herein is at the sole risk of the user.

The *Alaska Clean Seas Technical Manual* provides a detailed source of information pertaining to spill response variables on the North Slope of Alaska. This information includes:

- Spill response tactics in a variety of conditions and seasonal variations.
- Maps of resources at risk from a spill.
- Information on the Incident Management System used in a spill event.

The *Technical Manual* is generally applicable to all operators on the North Slope. Facility-specific information is provided in operator oil discharge prevention and contingency plans. The information provided in this manual, in conjunction with the individual operator contingency plans, is intended to meet the requirements of Alaska Department of Environmental Conservation spill planning regulations (18 AAC 75).

There are always variables beyond the control of any response organization that affect response performance. These variables include personnel safety considerations, weather, visibility, sea conditions, location of spill, type of oil spilled, rate of discharge, condition of the equipment or facility causing the spill, and for a vessel, position of discharging vessel and condition of remaining cargo. In addition, site-specific conditions such as the amount and type of wildlife and sea mammals in or around the site, or the amount and nature of debris present, could interfere with response performance. Accordingly, it is not possible to guarantee response performance in exact accordance with the estimates, strategies or scenarios presented in this *Technical Manual* for planning purposes. For example, the safety of employees, contractor personnel, government representatives, and the public is of paramount importance and will override all other considerations in response operations.

FOREWORD

This incident management system (IMS) manual is the third volume of three manuals that make up the *Alaska Clean Seas Technical Manual* providing ACS member companies with a unified response plan for spills in the North Slope oil fields, both onshore and offshore, and from Pump Station 1 to Pump Station 4 (Milepost 167) of the Trans-Alaska Pipeline System:

Volume 1: *Tactics Descriptions*
Volume 2: *Map Atlas*
Volume 3: *North Slope Incident Management System*

The *Technical Manual* grew out of the work of the Industry/Agency North Slope Spill Response Project Team, which consists of government and industry personnel representing the following organizations: Alaska Clean Seas, Alaska Department of Environmental Conservation, Alyeska Pipeline Service Company, ARCO Alaska, Inc., BP Exploration (Alaska) Inc., North Slope Borough, U.S. Coast Guard, U.S. Environmental Protection Agency, and U.S. Minerals Management Service. This team was formed in the spring of 1997 in response to the concerns of both agencies and industry that spill response capability for the North Slope needed to be re-evaluated in light of proposed new offshore development such as Northstar and Liberty. Also, both agency and industry felt that industry should develop a unified North Slope response plan under the auspices of Alaska Clean Seas. The Project Team was supported by the Tactics Team, consisting of technical representatives from agencies and industry. The Project Team developed nine scenarios covering a variety of spill situations, conditions, and seasons. The Tactics Team used the scenarios to develop tactics, which became the basis for the tactics descriptions in the *Technical Manual.*

The purpose of the ACS *Technical Manual* is to provide a comprehensive set of response tactics in a user-friendly format that is accessible both to plan reviewers and operations personnel. The tactics were designed to provide the building blocks for facility-specific plans so that scenarios in those plans could simply and thoroughly identify the resources and personnel needed to respond to site-specific spills. At the same time, the technical details on how each tactic is implemented can be eliminated from the facility plans of ACS member companies.

Volume 1, Tactics Descriptions, contains tactics arranged by subject as follows:

- Safety
- Containment
- Recovery and Storage

- Tracking and Surveillance
- Burning
- Shoreline Cleanup
- Wildlife and Sensitive Areas
- Disposal
- Logistics and Equipment
- Administration

Each tactic is numbered with a key letter to identify the subject: e.g., Tactic S-1 (Site Entry Procedures) is the first tactic in the safety section, while C-1 (Containment Using Snow Berm) is the first in the containment section. These numbers are useful for referencing in member-company response plans.

Volume 2, Map Atlas, contains 11" x 17" maps (scale 1:26000) and legend pages covering the developed areas of the North Slope and providing detailed geographic, biological, and civil information on the region. Each color map contains the following information: facilities, roads, and pipelines; culvert locations; prestaged response equipment locations; priority protection sites; topographic information; hydrographic information, including drainage divides and flow direction; and shoreline types. For each map there is a corresponding legend page that provides written data on the information shown on the maps, including priority protection sites, general sensitivity data, cultural sites, air access, vessel access, hydrographic conditions, countermeasures considerations, staging areas, and prestaged equipment.

Volume 3, Incident Management System, provides a unified organization for ACS member companies to respond to spills and other incidents and crises on the North Slope. The organization consists of three levels of teams (Tactical Response Teams, Incident Management Teams, and Crisis Management Teams) and is based on the Incident Command System (ICS). The manual describes the organization of the teams and includes a full complement of ICS forms and status boards, as well as job checklists for ICS positions.

This manual is designed to provide a flexible organization for spill response and an overall guideline for the process of incident management. As such, variations in the implementation of this manual will occur as it is used by different organizations.

EXECUTIVE SUMMARY

North Slope Operators have comprehensive, fully integrated Incident Command System (ICS)-based Incident Response Organizations capable of responding to all incident and crisis situations that may arise and affect their operations in Alaska. Their organizations consist of:

- **Tactical Response Teams (TRTs):** Composed of specially trained and equipped personnel who can respond safely and rapidly to an incident scene and mount and sustain tactical response and source control operations.
- **Incident Management Teams (IMTs):** Composed of Asset/Operating Area-level management personnel who provide support to the TRTs and interface with company management, government agencies, media, and the public.
- **Crisis Management Team (CMT):** Composed of Anchorage-based personnel who analyze the implications of an incident and response operations on the company's viability, operability, and credibility.

Incident Response Organizations also apply the management principles of ICS to a highly structured, disciplined, multifaceted Incident Management System. For the TRTs, the system facilitates:

- **Site Management** through the definition of roles and responsibilities of the On-Scene Commander and Team Leaders, and the process for the transfer of On-Scene Command.
- **Site Control** through an explanation of isolation and site characterization procedures.
- **Source Control** - locate and deploy resources to control the source.
- **Objectives-Driven Response** through a review of the "size-up" process (understanding the problem and incident potential) and an explanation of how the process leads to the development of a strategy and the identification of the tactics that must be applied to implement the strategy.
- **Comprehensive Resource Management** through the institution of resource check-in/check-out procedures, the compilation of resource status information, and the organization of resources so as to maintain proper span-of-control.
- **Organizational Assignments** through emphasizing the importance of developing an ICS-compatible organization that accounts for all tasks underway by the TRTs, and the use of incident-specific ICS titles in all communications.

For the IMTs, the system explains how to:

- **Establish Command and Control** through the development of an overall strategy and objectives for emergency response operations, the conduct of an Initial Incident Briefing Meeting and follow-on Assessment Meetings, the development of an Initial Plan of Action, the receipt of structured field reports, and the establishment of an Information Center.
- **Maintain Command and Control** through the maintenance of the Information Center, the continued conduct of Assessment Meetings, and the preparation of Situation Status Reports.
- **Prepare Incident Action Plans** through the definition of a Next Operational Period, the preparation of necessary forecasts, the development of objectives, and the drafting, review, and finalization of field assignments.
- **Prepare a General Plan** through the development of long-range objectives, the preparation of necessary forecasts, and the use of ongoing tactical response operations as the basis for the preparation of a rough order-of-magnitude project plan.

For the CMT, the system details how the members of the CMT are notified. In addition, the system provides guidance on CMT Meetings, details a communications protocol between the IMT and CMT, and defines the contents of CMT Action Plans. Finally, the system describes the layout and content of a CMT Information Center, and relationship between the CMT's Center and the one maintained by the IMT.

Regular, clear, and substantive communications among and between the members of the TRTs, IMTs, and CMT are viewed as critical to the successful conduct of incident and crisis response operations. Communication is facilitated through the provision of clear guidance on the type and format of information to be generated, and how and when this information is to be shared between the teams. In addition, guidance is provided on the type and content of meetings that should be held to facilitate the Incident Management System.

Alaska Clean Seas Technical Manual

Volume 1, Tactics Descriptions

REVISION FORM

Alaska Clean Seas requests that users of this manual provide notification of any errors or suggested revisions for use in future updates. If you would like to submit information, please photocopy this form and fill it out. The form is designed to copy easily onto an 8.5" x 11" sheet. Please send the completed form to:

Alaska Clean Seas
Special Projects and Development Coordinator
Pouch 340022
Prudhoe Bay, Alaska 99734-0022

Phone: 907-659-3207
Fax: 907-659-2616

Tactic: _____

Change: _____

_____

_____

_____

_____

_____

Source of Information for Change: _____

_____

Name of Person Submitting Change: _____

Organization: _____ **Telephone:** _____

Date: _____

Thank you for helping ACS maintain its Technical Manual up-to-date!

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

1.0 INTRODUCTION

1.1 PURPOSE

The purpose of this document is to provide detailed background information on the North Slope Operators' concept of operation for responding to emergencies and crises. The concepts presented in this document are designed to be applied to all incidents, regardless of nature, severity, or location. Although they are flexible in nature, acceptance and application of the concepts should be viewed as a critical success factor in a company's ability to control, organize, and manage incident response operations, and to take all necessary actions to protect the public, environment, and company personnel and assets.

1.2 INCIDENT VERSUS CRISIS RESPONSE OPERATIONS

Incidents are any events or situations that require the conduct of emergency and/or crisis response operations by company response personnel. Incidents generally happen unexpectedly and interrupt or interfere with normal operations. Most incidents generate emergency response operations directed at protecting human health and safety, minimizing damage to property, and maximizing protection of the environment. Incidents also have the potential to precipitate *crises.* Crises arise when incidents impact, or have the potential to impact, a company's viability, operability, or credibility, or pose, or have the potential to pose, a significant environmental, economic, or legal liability to the company. Finally, some incidents immediately create crisis situations that do not trigger emergency response operations *(e.g., a business interruption caused by a situation not under a company's control, a work stoppage, a catastrophic natural disaster, a terrorist action, etc.)*.

1.3 GOAL AND OBJECTIVE OF INCIDENT RESPONSE OPERATIONS

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

During crisis response operations, crisis managers should address this objective by analyzing the information generated by emergency response personnel and

determining the implications of the incident on the company. The analysis should focus on safety health, economic issues, stakeholder support and services, resource availability and use, legal issues, and external affairs issues attendant to, but separate from, those more properly addressed by emergency response personnel.

2.0 ORGANIZATIONAL APPROACH

2.1 GENERAL

Multiple teams exist that collectively constitute a company's Incident Response Organization: Tactical Response Teams (TRTs) and Incident Management Teams (IMTs) to carry out emergency response and source control operations, and a Crisis Management Team (CMT) to carry out crisis response operations. The teams are organized and act in a manner consistent with the organizational and management principles of the Incident Command System (ICS) (see Appendix A).

Members of the teams have predefined roles and responsibilities. Checklists that summarize the roles and responsibilities of key members of the TRTs, IMTs, and CMT are presented in Appendix B.

2.2 TACTICAL RESPONSE TEAMS

At the Asset/Operating Area level, the North Slope Operators have analyzed their operations and identified the type of incidents that could occur at their facilities and in their operations. The companies have addressed the threat of these incidents by implementing rigorous prevention programs and by creating TRTs that are on standby 24 hours a day, 7 days a week to respond rapidly to and address incidents that pose a physical threat to personnel, property, and to the environment. Typical TRT tasks include firefighting, HAZMAT, medical, oil spill response, safety, source control, security, technical rescue, and wildlife hazing.

One TRT or more may respond to an incident. The responding TRTs handle all tactical and source control matters relating to emergency response operations, including:

- Sizing up the incident.
- Ensuring that tactical and source control response operations are carried out in a safe, well-organized, and effective fashion.
- Developing strategy and tactics to mitigate the spill and control the release.
- Breaking down the tactics to be employed into manageable tasks.
- Securing and assigning necessary tactical and source control response resources.
- Supporting tactical and source control response operations.
- Assessing continuously the incident to determine the adequacy of tactical and source control response operations and the need for assistance from the IMT.
- Interacting, as appropriate, with IMT personnel, government agency officials, and other involved or interested parties.

The responding TRTs fill the roles of Division/Group Supervisors, Task Force Leaders, and Unit Leaders. The TRTs are capable of handling most incidents that occur at a company's facilities and within a company's operations. However, the potential exists for incidents that require a response capability beyond that provided by the TRTs. If and when such incidents occur, the IMT would be activated and would build on the TRT organizational structure. Figures 2-1, 2-2, and 2-3 provide diagrams depicting a hypothetical escalation from TRTs to an IMT.

2.3 INCIDENT MANAGEMENT TEAMS

Each North Slope Asset/Operating Area has access to an IMT that can be activated to assume overall incident command and to support tactical response operations. On-scene command would still rest at the TRT level. IMT tasks include:

- Sizing up the incident and the tactical and source control response operations.
- Developing Strategic Objectives and source control and response priorities.
- Gathering information on the nature and location of tactical and source control response operations and the resources being used to carry out the operations.
- Securing the resources necessary to support tactical response operations.
- Working with the TRT(s) to develop Incident Action Plans describing field assignments for the next operational period.
- Securing the resources necessary to implement Incident Action Plans.
- Preparing a General Plan that scopes emergency response operations from initial notification to the completion of demobilization operations.
- Securing the resources necessary to implement the General Plan.
- Instituting and enforcing appropriate financial controls.
- Continuously assessing incident potential to determine an incident's capacity to grow into a crisis situation.

One of the factors that would lead to a decision to activate an IMT would be an incident severe enough to trigger the direct involvement of one government agency response organization or more in incident response operations. When this occurs, the IMT would take the lead in interacting with agency personnel, which can include establishing a Unified Command Structure (see Appendix A) and integrating agency response personnel, as appropriate, into the Emergency Response Organization.

Another factor that would contribute to a decision to activate an IMT is be a decision to activate the CMT. When this occurs, the IMT is responsible for interacting with the CMT. Figure 2-4 provides a diagram of the relationship between the IMT and CMT.

2.4 CRISIS MANAGEMENT TEAM

When activated, the CMT determines what, if anything, must be done to support TRT and/or IMT response efforts, and to identify, evaluate, and proactively address the crisis implications of the incident and incident response operations on the Company. The

mission of the CMT is to avoid crisis situations whenever possible, and to mitigate crisis situations that cannot be avoided to the maximum extent possible.

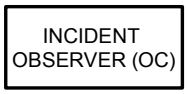
2.5 INCIDENT MANAGEMENT SYSTEM

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

The process followed by the TRTs is described in Section 3.0, by the IMTs in Section 4.0, and by the CMT in Section 5.0.

FIGURE 2-1
TRT ESCALATION TO IMT (STEPS 1 AND 2)

STEP 1:

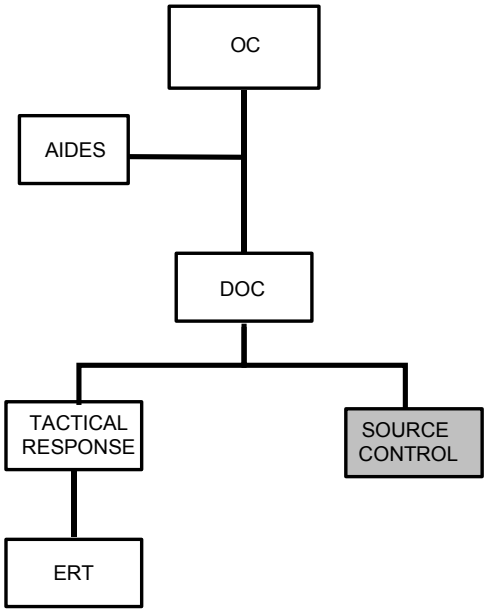


NOTE:

1. OC = On-Scene Commander

STEP 2:

Located at the Incident Command Post (ICP)



NOTES:

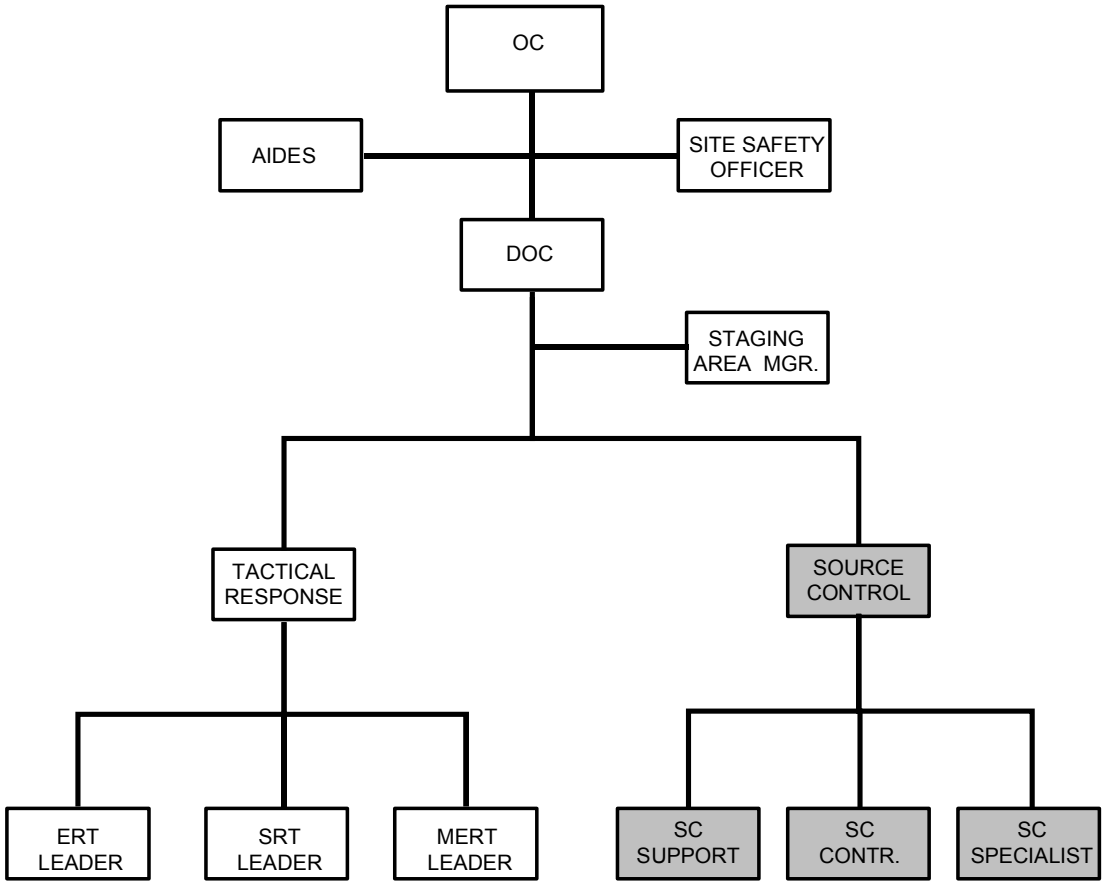
1. OC = On-Scene Commander
2. DOC = Deputy On-Scene Commander
3. Response Branch Director or Division Supervisor
4. Source Control Branch Director or Division Supervision
5. Aides provide the following Services
   * Communications
   * Technical Information
   * Information Management
   * Observers

NOTE: Shaded area denotes a Source Control (SC) Response

FIGURE 2-2
TRT ESCALATION TO IMT (STEP 3)

STEP 3:

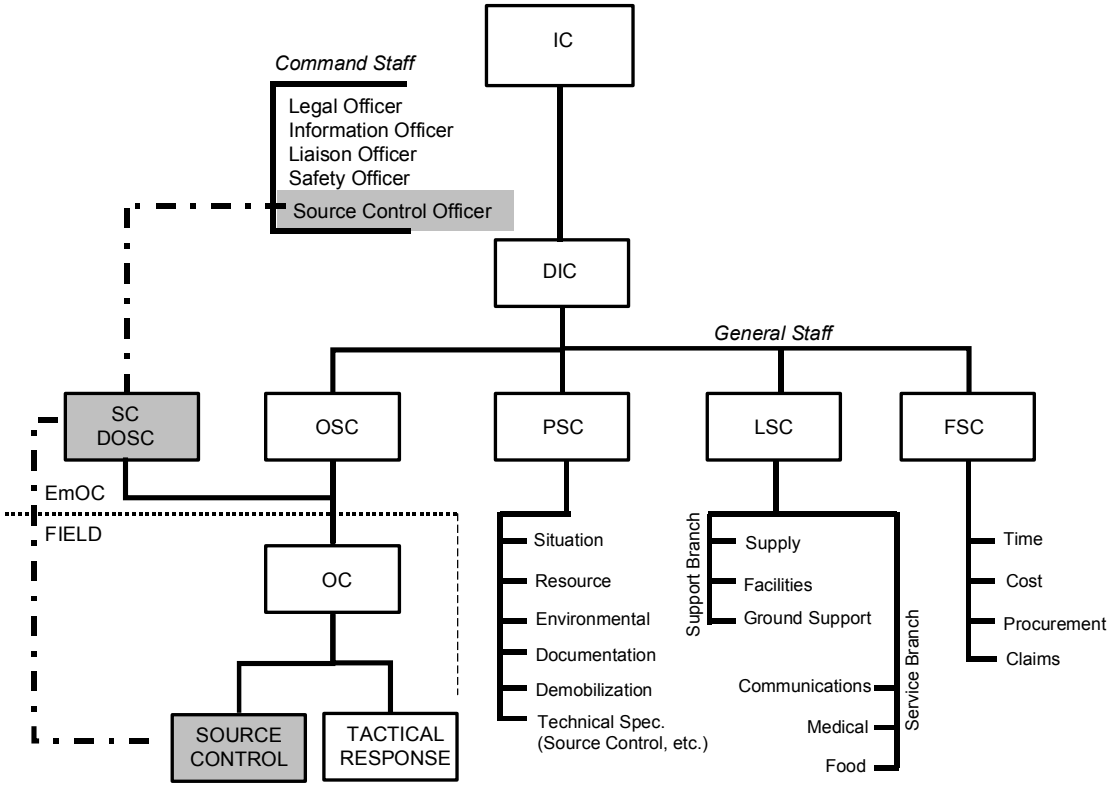
Located at the Incident Command Post (ICP)



NOTE: Shaded area denotes a Source Control (SC) Response

FIGURE 2-3
TRT ESCALATION TO IMT (STEP 4)

STEP 4: **Located at the Emergency Operations Center (EmOC)**



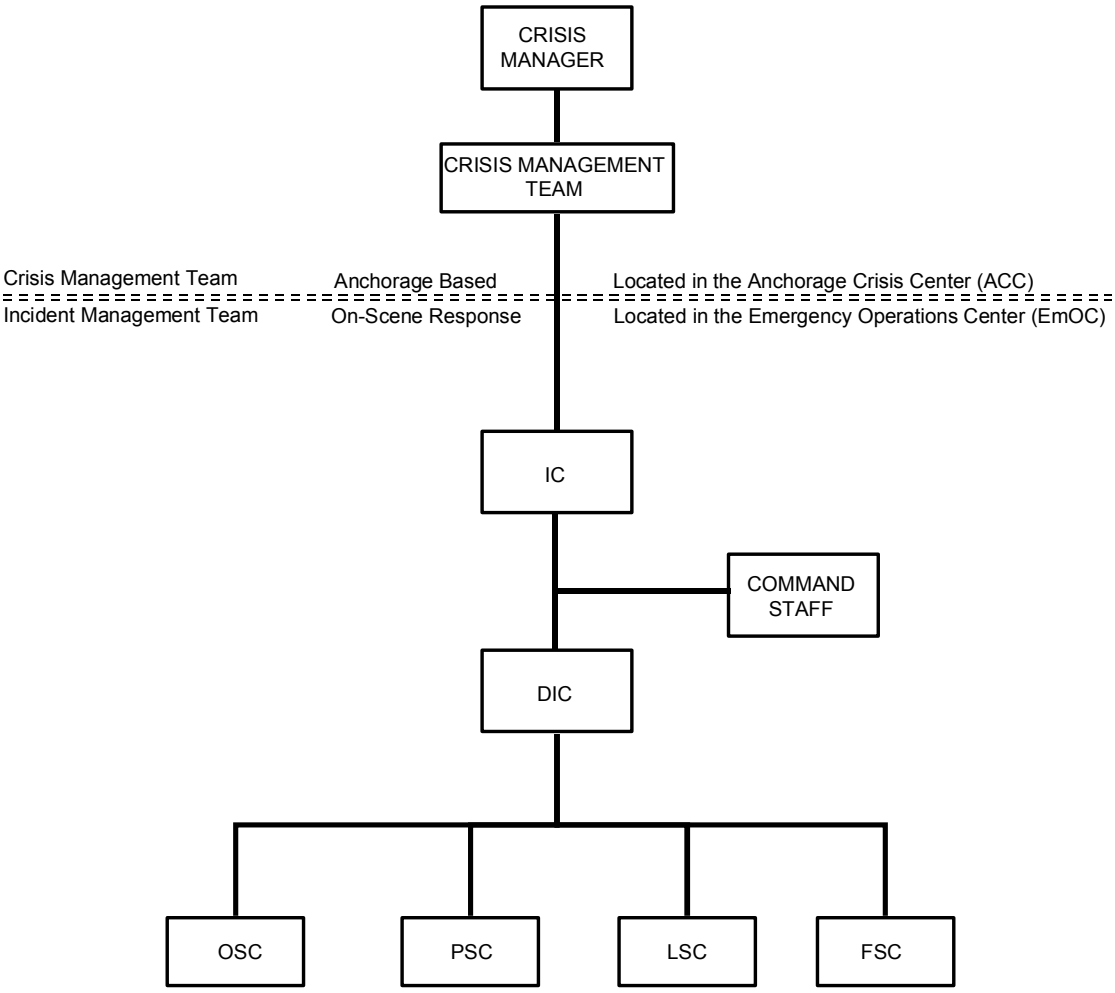
NOTE: Shaded area denotes a Source Control (SC)Response

NOTES:

1. IC = Incident Commander
2. DIC = Deputy Incident Commander
3. OSC = Operations Section Chief
4. PSC = Planning Section Chief
5. LSC = Logistics Section Chief
6. FSC = Finance Section Chief

FIGURE 2-4
TRT ESCALATION TO IMT (STEP 5)

STEP 5:



3.0 INCIDENT MANAGEMENT SYSTEM: TRTS

3.1 TRT ROLES AND ORGANIZATIONS

The primary focus of TRTs is the conduct of tactical and source control response operations (e.g., fire, spill, medical, rescue, and HAZMAT) in coordination with related source-control operations. Team Leaders are commonly referred to as Fire Chief, Spill Chief, HAZMAT Captain, and Rescue Captain. Each team has a Leader who is responsible for directing the team's response efforts during the initial stage of tactical and source control response operations. These duties include:

- Mustering team members.
- Providing team members with an initial briefing on the incident.
- Ensuring that an appropriate number of properly equipped team members and amount of equipment are dispatched to the incident scene in a timely fashion.
- Tracking and providing regular updates on status of team mobilization efforts up to their check-in at the incident scene.
- Supervising the check-in of team members and resources at their check-in destination(s).
- Documenting initial team members assignments to the tactical and source control response organization.
- Locate and deploy equipment to control source of release.

3.2 ON-SCENE COMMANDER – INITIAL TASKS

Once on scene, TRT resources come under the control of an On-Scene Commander (OC), and Team Leaders normally assume a subordinate role in the ICS structure (e.g., Deputy On-Scene Commander, Branch Director, Task Force Leader, etc.). The OC coordinates the movement of TRT resources into, within, and out of the incident scene. The OC's primary responsibilities are to:

- Ensure that on-scene tactical response operations are carried out in a safe, effective and efficient fashion.
- Define the overall strategy and tactics to be employed.
- Coordinate the work of tactical and source control response personnel.
- Provide information, through the Operations Section Chief, to the IMT.

3.2.1 Initial OC

The individual who initially observes an incident should assume the role of OC unless and until relieved by an equally or more qualified individual. Depending on the initial observer's training and qualifications, the Initial OC may be limited to reporting

observations and taking defensive actions until a more qualified OC arrives on scene. However, if the initial observer is properly trained and equipped, this individual can assume an immediate, more proactive response posture. The standard operating procedure on the North Slope is to have a properly trained and equipped OC on scene when TRT resources arrive at their check-in destinations.

3.2.2 Transfer of Command

All transfers of on-scene command should be handled formally. On-scene command cannot be transferred to the incoming OC until they are on scene. Whenever possible, transfers are carried out face-to-face and are accompanied by a verbal briefing designed to bring the incoming OC up to date on the status of the situation, the nature and location of ongoing and planned tactical response operations, the on-scene command structure, progress being made, problems being encountered, and any unique/special safety considerations. Once the incoming OC assumes command, it should be announced over Command and Tactical Networks.

3.2.3 Incident Command Post

The OC should establish, and be located in, an on-scene Incident Command Post (ICP). This may be a vehicle, structure, or Mobile Command Center (MCC). The location of the ICP should be based on the scope and nature of the incident; consideration should be given to safety, wind direction, communications, and accessibility. The location of the ICP should be announced over Command and Operations/Tactical Networks.

3.2.4 TRT Resource Check-In

All TRT and source control resources dispatched to an incident scene should check in when they arrive at their prescribed destination. Check-in can be handled verbally (i.e., either face-to-face or over a radio) or in writing. When it is handled in writing, ICS 219 Field Resource Status (Check-In/Out) forms should be used (see Appendix D). Information from the forms or the forms themselves should be forwarded to the ICP to keep the OC apprised of resources either immediately assigned or staged and available to tactical response operations. When an IMT is activated, lists periodically should be forwarded to the IMT via the Support/Supply Network for use by the Resource Unit in tracking resource status.

3.3 SITE MANAGEMENT AND CONTROL

Upon arriving at the incident scene, the OC must establish site management and control. The OC should ensure that an isolation perimeter is established and secured so that all non-responders and/or individuals not directly involved in emergency response operations are moved a safe distance away from the incident scene. If an IMT is activated, the location of the isolation perimeter and the status of isolation

operations should be transmitted to the IMT via the Command Network for posting by the Situation Unit in the Information Center (see Section 4.2.2).

Next, the OC and Site Safety Officer should supervise ongoing site characterizations designed to identify and quantify the chemical and physical hazards that are or may be present at an incident scene, and document the results on the ICS 201 Initial Incident Briefing document (see Appendix D). The site characterizations should lead to:

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

Response personnel operating in the hot and/or warm zones should be:

- Properly trained (e.g., appropriate level of HAZWOPER, fire, and other health/safety training);
- Properly equipped, based on the chemical and physical hazards present and prescribed safety precautions (see pages 2 and 5 of the ICS 201 Initial Incident Briefing document in Appendix D);
- Operating with the knowledge of the OC and the OC's direct reports (e.g., Fire, Spill, Source Control Branch Directors); and
- Operating with a buddy and, as appropriate, backup personnel.

The OC, either directly or through the Deputy OC or Site Safety Officer, should be aware of all personnel entering and operating within the hot zone. If an IMT is activated, the results of site characterizations and the locations of the hot, warm, and cold zones should be transmitted to the IMS via the Command Network for posting by the Situation Unit in the Information Center.

3.4 OBJECTIVES-DRIVEN RESPONSE

The OC and the OC's direct reports should engage in a continuous assessment or "size-up" process designed to:

- Determine what must be done, if anything, to stabilize the incident and to protect people, property, and the environment.
- Evaluate the effectiveness of ongoing tactical and source control response operations.

The process should result in the formulation of an overall strategy that defines what tactical and source control responders will be asked to achieve and the tactics that

define how the strategy will be implemented. Once the tactics are defined, the work needed to carry out the tactics should be broken down into manageable tasks. Each task should be assigned to a Task Force Leader, and available tactical response resources should be assigned to the tasks. Information on the overall strategy, tactics, and tasks should be forwarded to the IMT via the Command Network for posting by the Situation Unit in the Information Center.

3.5 COMPREHENSIVE RESOURCE MANAGEMENT

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

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

When an IMT is activated, information on resource status should be compiled on a ICS 219 Field Resource Status (Check-In/Out) form (see Appendix D) and forwarded to the IMT via the Support Network for posting by the Resource Unit in the Information Center.

It is essential that the OC maintains control over "assigned" resources. When the number of assigned single resources exceeds the OC's span-of-control, they can be reorganized into Task Forces. When the number of Task Forces exceeds an OC's span-of-control, they can be reorganized into Divisions, Groups, and/or Branches. Information on measures instituted to maintain span-of-control should be forwarded to the IMT via the Command Network for posting by the Situation and Resource Units in the Information Center.

Ideally, checked-in resources should be rapidly assigned by the OC to carry out specific tasks to meet tactical response objectives. However, until a site characterization is completed and it is determined how tactical response operations can be carried out safely, response personnel and equipment ready for assignment should be staged.

Depending on the scope and nature of the incident, two levels of staging operations may be used:

- **Primary staging** is used for managing tactical and source control response units and resources assigned to the initial response. The staging area is established by the OC, preferably in a safe location in direct proximity to the incident scene. All resources are under the direct control of the OC. Primary staging is particularly critical at fire and HAZMAT incidents.

- **Secondary staging** is used for the management of other mobilized, ready-for-assignment resources which may arrive in quantities in excess of the identified needs of tactical and source control response operations. Since access to these resources is generally less critical than those positioned in the primary staging area, they can be staged in one or more secondary staging areas located further away from the incident scene. Resources in a secondary staging area may be under the control of either the OC (through one or more Staging Area Managers) or Logistics.

As response operations unfold, resource needs may emerge that cannot be fulfilled by assigned or available resources. If so, an ICS 222-S Resource Order form (see Appendix D) should be used to obtain the required resources via the Support/Supply Network.

3.6 ORGANIZATIONAL ASSIGNMENTS

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

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

3.7 COMMUNICATIONS

Once the IMT is operational in the Emergency Operations Center (EmOC), a Command Network must be established between the OC located at the ICP and the Operations Section Chief located at the EmOC. Depending on the nature and location of the incident, this may be either a radio or phone communications system.

The OC must provide the Operations Section Chief with regular Field Reports, which ideally should be provided approximately 30 to 45 minutes before each IMT Assessment Meeting (see Section 4.2.3). Field Reports should provide, in a progressive fashion, the following information:

- Name and contact number of the OC.
- Status of personnel (i.e., accounted for, missing, injured, or dead).
- Status of source control operations.
- Quantity and location of spilled/emitted materials.
- On-scene weather.

- Boundary of Isolation Perimeter.
- Location of secured Access Control Points into the Isolation Perimeter.
- Location of Incident Command Post.
- Location of Staging Areas.
- Results of site characterizations.
- Boundaries of Hazard Control Zones / locations of decontamination areas.
- PPE requirements (e.g., skin, respiratory, physical).
- Organizational chart and assignments.
- Strategy and tactics.
- Tasks: type, location, and resources assigned.
- Available resources by Staging Area.
- Progress/problems.
- Specific needs.

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

3.8.1 Tactical Command Worksheet

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

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

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

3.8.2 ICS 201 Initial Incident Briefing Document

Depending on company-specific protocols, whenever one TRT or more is dispatched to an incident, the CMT single-point-of-contact (SPOC) may have to be notified and

provided with information on the nature and location of the incident, its status and potential, and the status of tactical response and source-control operations. This notification must be made within two hours of the initial response. This CMT information requirement can be fulfilled by filling out and forwarding page 2 of the ICS 201 Initial Incident Briefing Document provided in Appendix D.

When an IMT is activated, the OC should dispatch a knowledgeable person (e.g., Deputy OC) to the EmOC to provide an initial briefing for the IMT Incident Commander and staff. A filled-out ICS 201 Initial Incident Briefing Document (see Appendix D) should serve as the basis for the briefing. Information on the Initial Incident Briefing Meeting is provided in Appendix C.

NOTE: All information required for the ICS 201 Initial Incident Briefing Document can be obtained from the Tactical Command Worksheet as provided in Appendix D. An Aide to the OC can transfer the information and complete the ICS 201 form.

4.0 INCIDENT MANAGEMENT SYSTEM: IMT

4.1 INTRODUCTION

The IMT IMS addresses four key tasks that directly impact the organization and management of incident response operations:

- During the initial hours of a response, IMS explains what should be done to get organized and establish command and control over incident response operations. This period of time corresponds to when the IMT is in a reactive mode of operations.
- Once command and control are established, IMS recognizes specific actions must be taken by the IMT to maintain command and control and to sustain ongoing incident response operations.
- The IMT IMS must be prepared to engage in short-term planning, which results in the preparation of Incident Action Plans.
- The IMT IMS must be prepared to engage in long-term planning, which results in the preparation of a General Plan.

4.2 ESTABLISHING COMMAND AND CONTROL

4.2.1 Getting Organized

IMT emergency response operations normally are carried out by company personnel working in an EmOC that is geographically removed from the ICP. Moreover, when IMT personnel arrive at the EmOC, tactical response operations are normally already underway. As IMT personnel assemble, their primary focus should be on getting organized and gaining an understanding of the nature and status of, and addressing the needs of those engaged in, tactical response operations.

Normally, the EmOC itself must be set up. This entails setting up the Information Center and arranging furniture and communications and other equipment to create specific working spaces for the Command, Operations, Planning, Logistics, and Finance Sections.

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

- Section-specific organization charts should be developed and forwarded to the Resource Unit.

- A Unified Command Structure and integrated response organization should take shape.
- A clear chain-of-command should emerge.
- Everyone should become aware of the Command and General Staff structure.
- Gaps in the organization should be identified and addressed.

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

To get responders focused on the incident and tactical response operations, the IMS recommends a briefing meeting be conducted. Appendix C contains detailed background information on, and a recommended agenda for, such a meeting. The meeting should be chaired by the Incident Commander (IC) and should cover the following topics:

- Status of people impacted by and responding to the incident.
- Background information on the incident (i.e., what happened, when, and where).
- Nature and status of the source (i.e., controlled or uncontrolled).
- Location and status (i.e., contained or uncontained) of discharged or emitted materials.
- Results of site characterizations and the locations of Hazard Control Zones.
- The strategy and tactics being implemented by tactical response personnel, and tasks underway.
- Incident potential (as known).
- TRT incident-specific organizational structure.
- Progress being made and problems being encountered.
- Help needed.

Ideally, the information cited above should be provided by an individual who has been to the incident scene and has been briefed by the OC (e.g., Deputy OC). The individual should use an ICS 201 Initial Incident Briefing document (see Appendix D) to help organize the report. Based on the information provided, the IC should finish the meeting by reviewing Strategic Objectives and the initial actions that should be taken by IMT members to build upon ongoing tactical response operations.

4.2.2 Information Center

As information is gathered on the incident and tactical response operations, it should be displayed in a prominent location for use by IMT members in their efforts to establish command and control over emergency response operations. The IMS refers to the place where the information is displayed as an “Information Center.”

An Information Center should be viewed as the one place where anyone can go, at any time, to learn about the nature and status of an incident and emergency response operations. With this in mind, an Information Center can be viewed as having two

halves. On the left half, the center should contain Status Boards that present information on the incident and factors, such as weather, that may impact the safety, efficiency, or effectiveness of tactical response operations. Under ICS, this portion of the center is often referred to as Situation Status (SITSTAT).

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

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

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

The Situation Map should be accompanied by a key. The ICS symbols depicted in Figure 4-1 can be used to represent the items listed above.

Ideally, pre-designed Status Boards should be used to ensure that critical information is captured and presented in a clear and logical fashion. Examples of Status Boards that can be used appear in Appendix F. Moreover, Status Boards should be displayed in an orderly fashion to ensure that they, when viewed together, impart an integrated and coherent message. For a suggested arrangement of Status Boards, see Figure 4-2.

The Information Center should be established and maintained by the Planning Section *(i.e., the Situation and Resource Units)*. It should be situated in a highly visible and easily accessible location, in close proximity to the Planning Section. It should also be easily accessible to the Operations Section. Since it is an active work area, it should be located away from areas subject to heavy foot traffic.

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

FIGURE 4-1
ICS SYMBOLS TO BE USED ON A SITUATION MAP

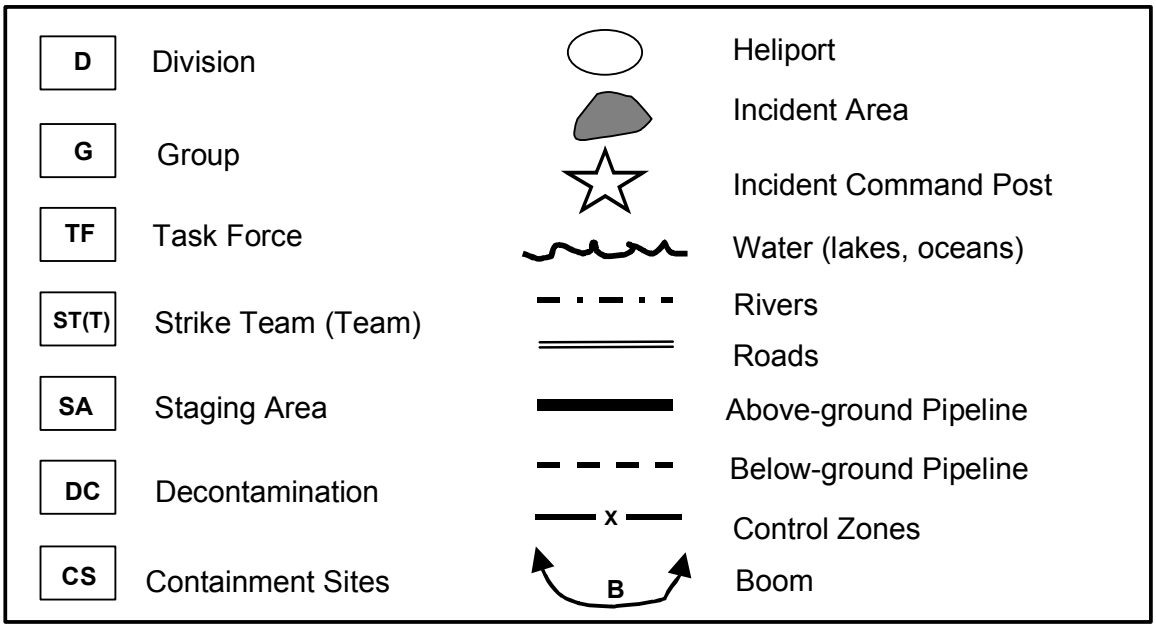
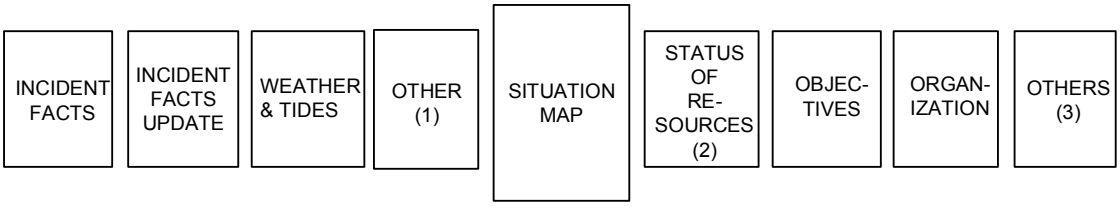


FIGURE 4-2
EXAMPLE OF INFORMATION CENTER LAYOUT



(1) Safety and Health Considerations, Mass Balance, Sensitive Areas, etc.

(2) En Route, Assigned, Available, and Out-of Service (usually done with T-Cards, and ICS 215 Operational Planning Worksheet.

(3) Agency Notifications, Incident-Specific Plans, Operational Period, Schedule of Meetings, General Plan

4.2.3 Assessment Meetings

During the initial hours of emergency response operations, the IMS recommends that the IC and members of the Command Staff and General Staff meet periodically to discuss progress being made in addressing Strategic Objectives and establishing command and control over emergency response operations. Any meetings should be highly focused and short in duration. The IMS refers to these meetings as "Assessment Meetings." Detailed background information on, and a recommended agenda for, Assessment Meetings can be found in Appendix C.

While the organization is in a reactive mode and working to establish command and control, the objectives of Assessment Meetings should be to:

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

These meetings should be held no more frequently than every hour and no less frequently than every four hours, and last no more than 15 to 30 minutes. Attendance at these meetings should be limited to the IC and members of the Command Staff and General Staff, while the balance of the organization continues to work on organizing, managing, and carrying out emergency response operations. Whenever possible, Assessment Meetings should be held in the Information Center in front of the Situation Map and Status Boards.

4.3 MAINTAINING COMMAND AND CONTROL

4.3.1 Mechanisms for Maintaining Command and Control

Regardless of the duration of emergency response operations, once command and control are established, it must be maintained through to the end of the operations. Under the IMS, maintaining command and control can be viewed as synonymous with continuing support for ongoing tactical response operations. Support for ongoing operations, in turn, should be viewed as the number-one priority for the IMT. The IMT does this by:

- Continuing to receive periodic Field Reports from the OC.
- Maintaining an Information Center.
- Continuing to hold periodic Assessment Meetings.

All of the items listed have already been discussed in Section 4.2. Therefore, maintaining command and control can be accomplished, in large measure, by

continuing the practices and procedures instituted during the first hours of emergency response operations.

4.3.2 Situation Status Summary Reports

Incidents resulting in the activation of an IMT may also cause the activation of all or a portion of a CMT. If so, the IC must keep the CMT informed about the nature and status of the incident and emergency response operations. Ideally, this should be done in a formal, routine fashion through the preparation of ICS 209 Situation Status Summary Reports (see Appendix D) that should be forwarded to the Crisis Manager via the Crisis Network 30 to 45 minutes after each Assessment Meeting. These reports should be a retrospective review of what has been accomplished since the last report and to date in emergency response operations.

4.3.3 Establishing Objectives

Good objective are specific, measurable, assignable, reasonable, and time-related.

4.4 PREPARING INCIDENT ACTION PLANS

4.4.1 Nature and Content of an Incident Action Plan

When emergency response operations last more than one shift, the IMT should be prepared to engage in proactive planning and to develop an Incident Action Plan (IAP) that defines how tactical response operations will continue into the next shift(s). The objective of the IAP development process should be to facilitate a seamless transition of emergency response operations from outgoing to incoming response personnel. The period of time covered by an Incident Action Plan is called the “Next Operational Period” (NOP). The duration of a NOP may vary, but it typically covers 12 or 24 hours.

To ensure that planning efforts do not interfere with the IMT’s ability to support ongoing tactical response operations, the IMS recommends the formation of a small team of individuals to work on the IAP while the balance of the IMT continues to focus on emergency response. This small team should be led by a representative of the Planning Section and should include, whenever possible, other personnel from the Planning Section and at least one representative each from the Operations and Logistics Sections. The team’s composition also should reflect the makeup of Unified Command by including representatives from other responding organizations.

Moreover, while the small team does its work, it should work through the Operations Section representative(s) to ensure that the opinions of the Operations Section Chief and On-Scene Commander are taken into consideration in the development of objectives and field assignments for the NOP.

An Incident Action Plan should be prepared in response to stated objectives and should primarily consist of field assignments designed to address the objectives. An IAP for a

NOP must be completed and approved by (unified) command before the NOP begins. While an IAP is being implemented, work should be underway on an IAP for the NOP; a cyclical process that should continue until the end of the emergency response.

4.4.2 Incident Action Plan Development Process

An Incident Action Plan should be prepared by engaging in a structured planning process. Under the IMS, the process should begin with the small team recommending, and (unified) command, approving the duration of the NOP (i.e., when it will begin and end). Next, the small team should prepare a forecast or size-up of the situation to the end of the current operational period and identify the factors that will influence the IMT's and tactical responders' ability to respond during the NOP.

The forecasts should provide the information needed by the small team to develop draft objectives for the NOP. Once the objectives are formulated and recorded on an ICS 202 Incident Objectives form (see Appendix D), they should be presented to (unified) command for review and approval either at the end of the next scheduled Assessment Meeting (note that detailed information on, and a recommended agenda for, an Assessment/Tactical Objectives Meeting are provided in Appendix C) or in a special meeting held with (unified) command to go over the objectives and nothing else.

Objectives for the NOP should provide the direction needed for the small team to analyze ongoing tactical response operations and to determine what changes are needed, if any, in ongoing field assignments to fully address the objectives. To assist the small team, an ICS 215 Operational Planning Worksheet (see Appendix D) should be prepared that lists all tasks currently underway and the major resources assigned to each task. Using the ICS 215, the small team can first identify which tasks should continue into, which will end before, or which will be discontinued during the NOP to address the objectives. The small team also must decide whether (a) new tasks should be initiated during the NOP to address the objectives. If so, the new tasks should be added to the ICS 215.

The objectives for the NOP should also provide the small team guidance on whether a task to be continued into the NOP will continue "as is" in terms of level of intensity (i.e., as measured by resource allocations) or whether the level of intensity will increase or decrease. Once again, the ICS 215 Operational Planning Worksheet helps facilitate this process by allowing the small team to quickly and efficiently record resource allocation decisions.

After decisions are made on tasks and resource allocations for the NOP, the small team should prepare an ICS 204 Field Assignment form (see Appendix D) or, for a previously prepared field assignment, an ICS 204C Field Assignment Change sheet (see Appendix D) for each task. The ICS 204 and ICS 204C provide a Task Leader the specific information needed for the implementation of the assignment during the NOP.
When draft ICS 204 Field Assignment form and/or ICS 204C Field Assignment Change sheet for the NOP are completed, they should be presented to (unified) command for

review and approval either at the end of the next scheduled Assessment Meeting (note that detailed information on, and a recommended agenda for Assessment/Tactical Operations Planning Meetings, are presented in Appendix C) or in a special meeting held with (unified) command to go over the assignments and nothing else.

When the field assignments are approved, the small team should determine whether the assignments need further analysis by the Logistics Section, Safety Officer, and/or Environmental Unit Leader. If the small team determines that no further analysis is required, then the ICS 204 Field Assignment form and/or ICS 204C Field Assignment Change sheet for the NOP can be finalized and incorporated into the IAP. If further analysis is required, the IMS allocates several hours for the work. During the allocated time, the Logistics Section should:

- Process all IAP-related ICS 222 Resource Order forms (see Appendix D) and determine whether requested personnel, equipment, materials, and/or supplies can be delivered by the NOP.
- Process all ICS 216 Resource Transfer/Release forms (see Appendix D) and determine whether requested transfers or releases of assigned personnel, equipment, materials, and supplies can be carried out by the NOP.
- Ascertain whether required support services (e.g., food, water, sanitation, fuel, etc.) needed to keep personnel and equipment fully operational can be sustained/lined up by the NOP.

At the same time, the Safety Officer should review each ICS 204 Field Assignment form and/or ICS 204C Field Assignment Change sheet to determine whether there are any chemical and/or physical hazards associated with the assignment that have not been adequately addressed by the incident-specific Site Safety Plan. If so, the Safety Officer should prepare an ICS 204S Field Assignment Safety Message (see Appendix D) that details the hazards and the measures that should be taken to avoid or mitigate the hazards.

While the Logistics Section and the Safety Officer are performing their analyses, the Environmental Unit Leader should review each draft ICS 204 Field Assignment form and/or ICS 204C Field Assignment Change sheet to determine whether the anticipated work has the potential to cause any unacceptable secondary environmental impacts that can be avoided or mitigated. If it does, the Environmental Unit Leader should prepare an ICS 204E Field Assignment Environmental Message (see Appendix D) that details the environmental concerns and avoidance or mitigation measures.

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

TABLE 4-1
INFORMATION ON INCIDENT ACTION PLAN FORMS

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

To ensure that analyses of draft ICS 204 Field Assignment form and/or ICS 204C Field Assignment Change sheet and work on other IAP documents are concluded in a timely fashion, a deadline should be imposed for the completion of this work.

When an IAP is fully compiled by the small team, it should be presented to (unified) command for review and approval, either at the end of the next scheduled Assessment Meeting (note that detailed information on and a recommended agenda for Assessment/Planning Meetings are provided in Appendix C) or in a special meeting held with (unified) command to go over the IAP and nothing else. When the IAP has been reviewed and approved by the (unified) command, it should be signed by the Responsible Party, SOSC, FOSC and the LOSC (if it is considered appropriate); see Appendix D.

4.4.3 Incident Action Plan Implementation

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

4.5 PREPARING THE GENERAL PLAN

4.5.1 Nature and Content of General Plan

Incidents that require emergency response operations for more than a couple of days tend to be complex, resource-intensive, and costly in nature. Under the IMS, a lengthy response effort is viewed as a project requiring the preparation of a rough order of magnitude project plan called a General Plan. Like an IAP, a General Plan should be prepared to address objectives approved by (unified) command. These objectives are often expressed as milestones [i.e., (a) time frames for the completion of all and/or (a) portions of incident response operations]. A General Plan should identify the major tasks that are being, or will need to be, carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified durations.

Planning Section must facilitate preparation of a General Plan concurrently with its efforts to sustain ongoing emergency response operations and to prepare an Incident Action Plans. For this reason, the IMS calls for the establishment of a small team usually composed of one or more representatives from Safety, Community Affairs, and the Operations, Planning, and Logistics Sections. Members of the team should be relieved of all other responsibilities while they work on the General Plan.

4.5.2 General Plan Development Process

This aids the team because it allows it to use the ongoing response effort as the basis of the plan by helping the team scope the tasks and major resources to be covered by the plan. This information can be gathered by the team by reviewing the Situation Map and status boards posted in the Information Center, and the contents of Incident Action Plans.

Similar to an IAP, a General Plan should be based on a forecast of the situation -- a forecast that extends to the completion of emergency response operations rather than the end of the NOP. This forecast should be prepared by the team in conjunction with the Planning Section (i.e., the Situation Unit Leader and, if necessary, Technical Specialists).

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

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

When the driver tasks are fully defined, the team may elect to meet with (unified) command to brief them on the team's progress and to obtain concurrence on the nature, duration, and resource requirements of the driver tasks. Detailed information on, and a recommended agenda for, a General Plan Development Meeting are provided in Appendix C.

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

When all the tasks are fully defined, the information should be compiled by the team into a single, comprehensive version of the General Plan and presented to (unified)

command for review and approval. Detailed information on and a recommended agenda for a General Plan Approval Meeting are provided in Appendix C.

4.5.3 General Plan Implementation

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

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

5.0 INCIDENT MANAGEMENT SYSTEM: CMT

5.1 NOTIFICATION OF CMT

All incidents that require a TRT response must be reported to the Anchorage Security Desk in the Headquarters Building. The report should be made as soon as possible, but no later than two hours after incident detection. The initial report should be done verbally followed by a written report that should be directed to the Anchorage Crisis Center. The TRT/IMT ability to provide a written report in a timely fashion is facilitated by the fact that page 2 of the ICS Form 201 Initial Briefing Document (see Appendix D), which is routinely filled out by or on behalf of the TRT On-Scene Commander and/or the IMT Incident Commander, contains the information needed by the CMT.

5.2 NOTIFICATION OF CMT DUTY OFFICER

When the Anchorage Security Desk receives a phone call about an incident, it must rapidly notify and provide the Duty Officer with the name and telephone number of the TRT/IMT contact person. The Duty Officer should call the contact person as quickly as possible, receive a briefing, and use the information provided by the contact person to quickly assess the situation, and decide on the most appropriate course of action. Because the Security Desk must be notified every time a TRT responds to an incident, the incident in question may be minor in nature, requires no assistance from the CMT, and poses little, if any, threat to escalate to crises. In such an instance, the Duty Officer can elect to simply monitor the situation.

5.3 NOTIFICATION OF PRESIDENT, ASSET MANAGER, AND CMT

Whenever the Duty Officer determines that an actual or potential crisis situation exists, he/she should contact the President, or a designee, and the appropriate Asset Manager, or a designee, to brief on actions taken and to discuss the designation of a Crisis Manager.

If a decision is made to activate all or a portion of the CMT, the Duty Officer should contact and provide the Security Desk instructions on notifications to be made in accordance with the CMT Incident Notification Procedure. In the instructions, the Duty Officer must make it clear where the incident is and whether any contacts should be made with individuals beyond those covered by the procedure.

As the CMT assembles in the Anchorage Crisis Center, the Duty Officer should either assume the role of Crisis Manager or initiate crisis response actions, and upon arrival of the Crisis Manager conduct an Initial CMT Briefing.

5.4 INITIAL CMT BRIEFING

If there is an incoming Crisis Manager, the Initial CMT Briefing should be conducted as soon as possible after his/her arrival in the Anchorage Crisis Center. The objective of the meeting should be to ensure the rapid and full involvement of all activated CMT members in addressing the needs of TRT/IMT response personnel, and in analyzing and addressing the crisis implications of the incident and/or incident response operations.

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

- The nature, location, and status of the incident.
- The nature and status of incident response operations.
- The Duty Officer's assessment of the severity of the situation and its crisis potential.
- The status of contacts with the President, the appropriate Asset Manager, the members of the CMT, and the Manager of Crisis Management.
- Any requests for help received from the IMT, and the status of efforts to provide the help.
- Whether the appropriate government agencies have been notified, and the nature and status of their involvement in incident response operations.
- Whether the media has been contacted, and the nature and status of media inquiries.
- The nature and status of any other actions taken.

Upon completion of the briefing, the Duty Officer transfers command of the CMT to the Crisis Manager. At this point, the role of the Duty Officer is complete, and he/she returns to "on-call" status.

5.5 IMT/CMT COMMUNICATIONS PROTOCOL

Once the Crisis Manager is sure that all CMT members are fully engaged, the Crisis Manager should contact the IMT Incident Commander to report the Crisis Manager's assumption of command, the status of CMT activities, and to establish an IMT/CMT communications protocol. At a minimum, the protocol should cover the following topics:

- The names and telephone numbers of IMT and CMT contact people.
- CMT participation, via teleconference, in IMT Incident Management System meetings (see Appendix C).
- IMT participation, via teleconference, in Issue Identification Meetings.
- The timing of the transmission of appropriate IMT Information Center Status Boards (see Appendix E) to the CMT.
- The timing of the transmission of appropriate CMT Information Center Status Boards (see below) to the IMT.

- The timing of the transmission of Situation Status Reports (ICS 209) (see Appendix D).

The purpose of the protocol should be twofold. First, it should be designed to ensure that appropriate communications occur in a timely and intelligible fashion. Second, it should reinforce the chain-of-command within both the CMT and IMT by providing clear guidance on who should speak to whom, about what, when, and how.

5.6 ANCHORAGE CRISIS CENTER INFORMATION CENTER

As information is gathered from the IMT and generated in the Anchorage Crisis Center (ACC), it should be prominently displayed for use by all CMT members at the Information Center. The Information Center should be viewed as the one place in the ACC where anyone can go, at any time, to learn about the nature and status of an incident and incident response operations, and the nature and status of the CMT's response efforts.

One of the primary purposes of the ACC Information Center is to assist the CMT in its efforts to establish and maintain command and control. With this in mind, the ACC Information Center can be viewed as having three sections. The first two sections should contain a Situation Map and Status Boards generated by the IMT (see Appendix E) that present information on the incident and factors, such as weather, that may impact upon the safety, efficiency, or effectiveness of TRT/IMT response operations, and depict information on the nature and status of tactical response operations.

The third section should contain Status Boards that pertain specifically to the work of the CMT. Specifically, the ACC Information Center Status Boards should include:

- Incident Facts
- CMT Sign-In Status Board
- Nature and Effects of Incident Status Board
- CMT Issues/Impacts Status Board
- Help Requested by Affected Asset Status Board
- CMT Tasks/Priorities Status Board
- CMT Action Plan Status Board
- Schedule of CMT Meetings Status Board
- Action Items from CMT Meetings

Examples of these Status Boards are provided in Appendix E.

The ACC Information Center should be established and maintained by the CMT Information Officer. It should be situated on the west wall of the ACC behind the Crisis Manager. Although the Information Center is established and maintained by the Information Officer, it belongs to all CMT personnel. It is the obligation of all CMT

members to ensure that information pertaining to their respective activities is accurately posted and up-to-date.

5.7 ISSUE IDENTIFICATION MEETINGS

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

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

5.8 CMT ACTION PLAN

The product of the CMT's work and deliberations should be a written CMT Action Plan. This document should list the issues and concerns raised by CMT members, the agreed-upon actions to be taken to address the issues and concerns, and the name(s) of the CMT member(s) responsible for ensuring that the actions are carried out in a timely fashion. The plan itself should be a stand-alone document that is constantly updated as new issues/actions are identified, and work progresses on the actions. In addition, the Anchorage Crisis Center Information Center contains a Status Board (see Appendix E) that can be used to summarize the Action Plan.

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

6.0 IMT TRAINING

ACS provides IMT training for its own personnel and for the North Slope Incident Management Team(s). This training includes introduction to ICS, ICS-position-specific training, and tabletop exercises and deployment drills. As new training needs are identified, they are developed and incorporated into the IMT training program.

For each of the participating areas, ACS maintains a North Slope IMT Response Pool roster that identifies qualified IMT members that have met a minimum curriculum standard set forth by the core members of the Integrated North Slope IMT group.

6.1 NORTH SLOPE IMT CURRICULUM

The North Slope IMT program curriculum consists of IMS training courses, to include drills and exercises, and both practical or simulated IMS experience. The program includes IMS basics, position-specific training, and IMS process flow, and includes exercises and drills. The program is designed to be provided in a progressive manner that eventually completes the full circle of the IMS.

Each of the IMT training modules will have an instructor guide, a student reference manual, visuals, exercises (as necessary), and evaluation tools. The following is a description of the IMT training available:

- **Introduction to North Slope IMS:** This is a basic introductory course that is a prerequisite to all other IMS training. The goal is to provide the student with the basic understanding of the North Slope IMS, common terminology associated with the IMS, overall organization, and common responsibilities of ICS. The course is designed to reinforce the North Slope IMS principles and organization as they relate to situations that could be expected in the event of a spill or source control incident.
- **Position-Specific Training:** The position-specific training covers each of the areas within the IMS, focusing on specific responsibilities relating to information-flow, IMS processes, ICS forms, and where the student fits into the IMS. Each course is a stand-alone module that integrates the IMS processes and aids the student in understanding the association of the IMS pieces.
- **Tabletop Exercises:** Tabletop exercises are designed to link IMS basic training into an incident response scenario. The tabletop exercise allows an individual to walk through the necessary IMS steps during a simulated response.
- **Deployment Exercises:** Deployment exercises provide the opportunity to test an individual's knowledge and competencies in fulfilling their responsibilities in the IMS during a practical exercise scenario. Real-time information produced

from the response field activities is communicated back to the IMT located in the Emergency Operation Center (EmOC).

6.2 IMT TRAINING COURSES

ACS provides a variety of oil-spill-related training focusing on IMT. The training is provided to ACS member companies on an as requested basis. Table 6-1 contains a summary list of the type of training.

TABLE 6-1
IMT TRAINING COURSE OUTLINE

COURSE #	SUBJECT	DURATION (hours)
IMS 01	Introduction to North Slope IMS	1-2
IMS 00-00	Position Specific	1-2
IMS 00	Table Top Exercise	4-6
IMS 00	Deployment Drills	4-6

6.3 IMT EXPERIENCE

Participation in an actual incident response or work experience related to IMT is considered part of the IMT curriculum. Documented practical experience is valued and recognized as a premium resource for the North Slope IMTs.

Following are the minimum requirements for an individual to be part of the Integrated North Slope IMT Response Pool:

- **Training:** The training courses listed above must have been completed satisfactorily for each specific assignment.
- **Exercises/Drills:** Participation in either an annual exercise or drill for a minimum of six hours.
- **Experience:** Participation in actual response incidents for a cumulative total of at least 6 hours, or work experience in the IMS for a minimum of one year. The ICS position assignment for either actual incident response or within the work experience will determine the ICS position the individual will be qualified to fulfill.

It will be the responsibility of the individual to provide the proper documentation pertaining to the curriculum in order to maintain their North Slope IMT Response Pool status. The information will be forwarded to the IMT coordinator at ACS.

APPENDIX A

OVERVIEW OF THE ORGANIZATIONAL AND MANAGEMENT PRINCIPLES OF THE INCIDENT COMMAND SYSTEM

A.1 ORGANIZATIONAL PRINCIPLES

North Slope Operators have selected to adopt the Incident Command System (ICS) because:

- It is the most widely used management system in Alaska.
- It provides a common organizational structure, terminology, and procedures that facilitate team building and communications within their Incident Response Organization (IROs) and between their IROs and federal and state government agency response organizations.
- It can be used to respond to all risks and all hazards.

Consistent with the organizational principles of ICS, Tactical Response Teams (TRTs) and Incident Management Teams (IMTs) are functional, modular, and hierarchical in nature. Each of these principles is elaborated upon in the following discussion. In addition, North Slope Operators have adopted the ICS principle of Unified Command to ensure that its response efforts are closely coordinated with those of responding government agencies. The principles of Unified Command also is discussed below.

A.1.1 Functional in Nature

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

On-Scene Commander/Incident Commander

The OC exercises authority over every aspect of on-scene tactical response operations, and must ensure they are carried out in a safe, effective, and efficient fashion. The IC is responsible for organizing and managing overall emergency response operations, and serves as the primary contact person for all outside parties with a legitimate interest in the nature and status of an incident and tactical response operations.

The OC and IC can delegate responsibilities to subordinate personnel. Both may have one deputy or more and may assign responsibilities to a Command and/or General Staff. Both may transfer command to an equally or more qualified person. All transfers of command at the TRT and IMT levels should be accompanied by formal, preferably face-to-face briefings.

Deputy On-Scene Commander/Incident Commander

Response operations that are complex in nature, occur over a wide area, and/or include the active involvement of outside parties (i.e., a Crisis Management Team in Anchorage, Federal and State On-Scene Coordinators, other high level government officials, and the media) often create span-of-control problems for an OC/IC. When this occurs, the OC/IC may appoint a Deputy to assume primary responsibility for one aspect or more of tactical response operations (i.e., a Deputy to an OC), the management of the IMT General staff, or to serve as the primary contact person for involved outside parties.

Command Staff

The Command Staff of the IMT consists of personnel organized into the following subfunctions: Information, Liaison, Legal, and Safety. Personnel filling these positions are called Officers. There is only one Command Staff position for each of these functions. The Command Staff does not have deputies; however, each of these positions may have one or more assistants, if necessary. On large incidents, it is not uncommon to see several assistants working under Command Staff Officers.

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

- **Information Officer:** Responsible for serving as the point of contact for the media or other outside, non-governmental organizations seeking information about the nature and status of an incident and response operations. The Information Officer may work with Information Officers from other directly involved response organizations to form a Joint Information Center (JIC). When this occurs, one of the Information Officers becomes the Incident Information Officer, and the others become assistants.

- **Liaison Officer:** Responsible for serving as the point of contact for, and providing information on the nature and status of an incident and response operations to, governmental agencies and community organizations not directly involved in response operations. The Liaison Officer may work alone or in conjunction with Liaison Officers from other directly involved organizations.
- **Legal Officer:** Responsible for providing legal advice to the IC and other members of the IMT and TRT, and for coordinating Incident Investigations. The Legal Officer may be directly involved in the review of media releases, environmental permits, contracts, and documentation, and in the conduct of natural resource damage assessment negotiations.
- **Safety Officer:** Responsible for monitoring safety conditions providing the IC with advice on all safety matters, and for supporting the activities of safety personnel involved in tactical response organizations.
- **Source Control Officer:** This position is activated in the event of a source control incident, and is responsible for providing advice to the Incident Commander regarding source control objectives and priorities. This position is part of the Command Staff.

General Staff

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

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

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

- **Operations Section Chief:** Responsible for supervising the work of Section personnel, supporting tactical and source control response operations, and for participating in the development of Incident Action Plans and a General Plan, as appropriate.
- **Planning Section Chief:** Responsible for supervising the work of Section personnel, and for organizing and managing: the collection, evaluation, and display of information about an incident, and the status of equipment and personnel resources assigned to tactical response operations; the preparation of Incident Action Plans for each operational period, the preparation of a General Plan, if appropriate; the preparation of incident-specific plans; the

provision of a wide range of environmental services; the check-in and assignment of Technical Specialists; the documentation of response operations; and the organization and management of demobilization operations.

- **Logistics Section Chief:** Responsible for supervising the work of Section personnel, and for organizing and managing: the acquisition of the equipment, personnel, materials and supplies needed to carry out response operations, and the provision of services necessary to support response resources.
- **Finance Section Chief:** Responsible for supervising the work of Section personnel, and for organizing and managing: the imposition of strict financial control procedures the provision of accounting services; the receipt and processing of claims; and the provision of legal services.

A.1.2 Modular in Nature

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

A.1.3 Hierarchical in Nature

Incident Response Organizations are hierarchical in nature. There is a clear chain-of-command to facilitate communications and the decision-making process.

A.1.4 Other Organizational Principles

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

A.1.5 Principles of Unified Command

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

The North Slope Operators view Unified Command as a structure that is created at the time of an incident to bring together the "Incident Commanders" of each major organization involved in response operations. In Alaska, the members of Unified Command are usually the Federal On-Scene Coordinator, the State On-Scene Coordinator, and the IMT's Incident Commander.

The primary responsibilities of the Unified Commanders are to:

- Establish objectives and priorities.
- Review and approve tactical plans developed to address objectives and priorities.
- Ensure the full integration of response resources.
- Resolve conflicts.

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

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

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

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

To date, four roles have been identified for agency personnel working within the IMT. They can serve as monitors, integrated resources, advisors, or managers. These roles can be defined as follows:

- **Monitors:** Personnel assigned to observe the actions undertaken by the IMT to ensure it is acting in a manner consistent with the directives of the Unified Command. A Monitor serves as the eyes and ears of agency On-Scene Coordinators to assist them in the exercise of their "direct mode" authority.

- **Integrated Resources:** Personnel assigned by an agency On-Scene Coordinator to serve as a member of the IMT. An Integrated Resource is managed by a superior on the IMT.
- **Advisors:** Personnel assigned to provide advice to one or more members of the Unified Command and/or personnel on the IMT.
- **Managers:** Personnel assigned to assume a position on the IMT and manage the actions of subordinate personnel (i.e., when the Responsible Party is judged to be doing an inadequate job in one or more functional areas).

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

A.2 MANAGEMENT PRINCIPLES OF ICS

North Slope Operators have adopted the following ICS management principles:

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

Each of these principles is explained below.

A.2.1 Common Terminology

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

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

A.2.2 Manageable Span-of-Control

Manageable span-of-control is the most fundamentally important management principle of ICS. It applies to the management of individual responsibilities and response

resources. The objective is to limit the number of responsibilities being handled by, and the number of resources reporting directly to, an individual. Based on experience, the number is thought to range from three to seven, with five being considered an optimum number.

When span-of-control problems arise around an individual's ability to address responsibilities, they can be addressed by expanding the organization in a modular fashion. This can be accomplished in a variety of ways. An Incident Commander can delegate responsibilities to a Deputy and/or activate members of the Command and/or General Staff. Members of the Command Staff can delegate responsibilities to Assistants, and members of the General Staff can appoint Deputies, Branch Directors, Unit Leaders, and Division and Group Supervisors.

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

A.2.3 Objective-Driven Response

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

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

A.2.4 Incident Action Plans

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

Field assignments, in turn, serve as the nucleus of a document referred to as an Incident Action Plan (IAP). An IAP generally is prepared for a prospective period of time referred to as the next operational period (NOP). Besides field assignments, an IAP also may contain:

- Objectives for the NOP
- An organizational assignment list for the NOP
- Communications plan for the NOP
- Emergency medical plan for the NOP
- Air operations plan for the NOP
- Other documents

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

A.2.5 Comprehensive Resource Management

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

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

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

A.2.6 Predesignated Incident Facilities

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

- **Incident Command Post (ICP):** The ICP is the location from which all tactical response operations are directed. There should be only one ICP for an incident. The On-Scene Commander operates from the ICP.
- **Emergency Operations Center (EmOC):** The EmOC is the location where the IMT operates during response operations. The Incident Commander operates from the EmOC. If a Unified Command is created (see Part A.1.5), it also should operate from the EmOC.
- **Staging Area:** A location at or near an incident scene where available tactical response resources are stored while they await assignment. Resources in staging area are under the control of the On-Scene Commander. Several staging areas may be created during emergency response operations.
- **Logistics Base:** A location where primary logistics support and services activities are based and performed.
- **Camps:** Locations, often temporary, that are equipped and staffed to provide sleeping, food, water, sanitation, and other services to response personnel that are too far away to use base facilities.
- **Helibase:** A place for parking, fueling, maintaining, and loading helicopters used during response operations.
- **Heliport:** A location where helicopters can safely land and take off.

Each facility has unique location, space, equipment, materials, and supplies requirements that are often difficult to address, particularly at the outset of response operations. For this reason, North Slope Operators have pre-designated and pre-planned the layout of these facilities, whenever possible.

A.2.7 Integrated Communications

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

"Hard" communications refers to communications equipment and how it is organized and used during response operations. The North Slope Operators rely heavily on the Incident Management System (IMS) to facilitate "soft" communications.

To ensure the most effective and efficient use of communications equipment, the ICS stresses the importance of preparing and maintaining a comprehensive, integrated communications plan. Under such a plan, all "hard" communications resources are organized into networks. These networks can include:

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

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

APPENDIX B

TRT AND IMT ROLES AND RESPONSIBILITIES CHECKLISTS

INCIDENT MANAGEMENT SYSTEM: ON-SCENE COMMANDER

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Incident Size-Up	• During the response, gather all information possible from Communications and/or the person reporting the emergency. • Request weather information (wind direction, wind speed, temperature, chill factor). • Upon arrival, assume command / transfer command from Supervisor, as appropriate. • On-Scene Commander identified by command vest. • Establish an Incident Command Post (ICP) located near, but a safe distance from, the incident scene; ensure that the location of the ICP is communicated to all personnel. • Size up the situation and determine what tasks must be undertaken to ensure the safety of response personnel, stabilize and/or control the source, and protect people, the environment, and property. • Verify that a head count has been taken and that all facility/personnel have been accounted for.
	Site Management and Control	• Establish an isolation perimeter and deny entry. • Establish a Staging Area(s). • Ensure that resource check-in procedures are established; receive regular status reports (i.e., ICS 219) from the Staging Area Manager on checked-in resources. • Ensure that the status of all checked-in resources (i.e., assigned, available, and out-of-service) is maintained throughout response operations. • Ensure safe approach and positioning of all emergency response units on the incident scene. Ensure there is an escape route out of the area should the situation deteriorate. • Ensure that a TRT accountability system is established on the emergency scene. • Establish Hazard Control Zones (hot, warm, cold) and communicate their location to all on-scene personnel. • Address resource-related span-of-control problems by creating task forces and/or strike teams, and by assigning single resources, task forces, and /or strike teams to divisions, groups, and/or branches. • Initiate personnel protective actions (evacuate / shelter-in-place, as necessary).
	Identify the Problem	• Identify, confirm and verify the nature of the problem. • Determine the materials involved, type of container, nature of release and quantities released. • Determine the type and nature of exposures. • Initiate defensive reconnaissance operations, as necessary.

INCIDENT MANAGEMENT SYSTEM: ON-SCENE COMMANDER (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Hazard and Risk Evaluation	• Assess the overall incident problem and situation. • Evaluate the hazards created by the incident - health, flammability, reactivity, physical hazards. • Evaluate risk factors, including: ⇒ Determine the overall condition of the containment system (i.e., well, tank, piping, etc.). ⇒ Evaluate the structural stability and potential failure of the unit involved (5, 10, 15 minute rule) if fire is involved. ⇒ Evaluate the environmental conditions, including runoff and drainage control. ⇒ Are exposures protected? ⇒ Have fixed protection / shutdown systems been activated? ⇒ Is the level of resources adequate for the problem? ⇒ What is the incident potential? ⇒ What will occur if responders do nothing? • Develop the Incident Action Plan (strategic goals, tactical objectives and response task assignments).
	Select Personnel Protective Clothing and Equipment	• Ensure that all responders are using PPE equal to the hazards present. • Do not place personnel in an unsafe emergency situation.
	Information Management and Resource Coordination	• Ensure that Source Control and TRT operations are fully coordinated. • Coordinate with Division / Group Supervisors on assignments and responsibilities. • Ensure that page 2 of the *ICS 201 Incident Briefing Document* is completed and transmitted to the Company Crisis Center within two hours of the dispatch of a TRT to an incident scene. • Determine whether there is a need to activate Incident Management Team (IMT) resources to support initial response operations. • Dispatch an appropriate representative to participate in the IMT Initial Incident Briefing Meeting. Options include Deputy On-Scene Commander, Operations Section Chief, etc. • Ensure that the *ICS 201 Incident Briefing Document* is filled out for use during the IMT Initial Incident Briefing Meeting. • Once activated, provide regular and timely status reports to the Incident Commander and the Incident Management Team. Updates should include: ⇒ Current field conditions. ⇒ Tactical response objectives (what are you doing). ⇒ Performance (how are you doing).

INCIDENT MANAGEMENT SYSTEM: ON-SCENE COMMANDER (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Information Management and Resource Coordination (CONT'D)	⇒ Location of TRT units. ⇒ Resource requirements. • Provide the IMT the information needed to support the preparation of Incident Action Plans and a General Plan.
	Implement Response Objectives	• Initiate offensive reconnaissance operations, if necessary. • Establish and effectively communicate tactical objectives and response priorities. • Implement tactical response objectives (offensive, defensive, non-intervention). Assign tactical response personnel to carry out all tasks in a manner consistent with the tactical objectives and response priorities. • Coordinate with the Safety Officer to ensure that all site safety issues are being addressed. ⇒ Decon is set up before entry operations are initiated, at HAZMAT, and other incidents. ⇒ Buddy system is employed. ⇒ Properly trained and equipped back-up personnel are in place. • Make sure there is progress in solving the emergency in a timely manner. Do not delay in calling for either additional personnel or equipment if conditions appear to be deteriorating. • Provide regular briefings and updates on operations to both the IMT and all field command personnel.
	Decontamination and Clean-Up Operations	• Review decon procedures and decon plan for the decontamination of emergency responders. • Ensure decon of emergency responders before they leave the scene. • Ensure that the emergency scene is stabilized before clean-up operations are initiated. • Establish a plan to clean up or dispose of contaminated supplies and equipment.
	Terminate Emergency Response Operations	• Account for all personnel before leaving the scene of an emergency. • Conduct an incident debriefing session for all emergency response personnel. • Maintain and submit all documentation, records and logs to the Documentation Unit after the incident has been terminated. • Conduct an incident critique in accordance with Company policies.

INCIDENT MANAGEMENT SYSTEM: SITE SAFETY OFFICER

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Incident Size-Up	• Safety Officer identified by command vest. • Obtain a briefing from the On-Scene Commander (OC). • Assess the situation and identify any existing and/or potential hazardous situations associated with the incident. • Ensure area is secured. • Verify with the OC weather information (wind direction, wind speed, temperature, chill factor). • Incident priorities will always be life safety, incident stabilization, and property / environmental protection. • Continuously survey the scene for dangerous situations and exercise emergency authority to stop or prevent unsafe actions, as appropriate.
	Site Management and Control	• Ensure that an isolation perimeter has been established (i.e., separate people from the problem). • Ensure safe approach and positioning of all emergency response units. Ensure there is an escape route out of the area should the situation deteriorate. • Establish a personnel accountability system on the emergency scene. • Verify that all facility / operations personnel are accounted for. • Ensure establishment of Hazard Control Zones (hot, warm, cold). • Verify that initial selection of PPE will be adequate for the hazard(s) present.
	Identify the Problem	• Identify, confirm and verify the nature of the problem. • Verify the materials involved, type of container, nature of the release and quantities released.
	Hazard and Risk Evaluation	• Assess the overall incident problem and situation. • Evaluate the hazards created by the incident - health, flammability, reactivity, physical hazards. • Evaluate risk factors, including: ⇒ Determine the overall condition of the containment system (i.e., well, tank, piping, etc.). ⇒ Evaluate the structural stability and potential failure of the unit involved (5, 10, 15 minute rule) if fire is involved. ⇒ Evaluate the environmental conditions, including runoff and drainage control. ⇒ Are exposures protected? ⇒ Have fixed protection / shutdown systems been activated? ⇒ Is the level of resources adequate for the problem? ⇒ What is the incident potential? ⇒ What will occur if responders do nothing? • Develop the Site Safety Plan.

INCIDENT MANAGEMENT SYSTEM: SITE SAFETY OFFICER (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Select Personnel Protective Clothing and Equipment	• Ensure that all responders are using PPE equal to the hazards present. • Do not place personnel in an unsafe emergency situation.
	Information Management and Resource Coordination	• Provide regular and timely updates to the OC, as necessary. Issues / concerns should include: ⇒ Potentially hazardous and unsafe incident conditions. ⇒ Emergency procedures. ⇒ Monitoring of the incident scene. ⇒ PPE requirements. ⇒ Safe working procedures. ⇒ Extent of entry operations within the hot zone. • Coordinate with Division / Group Supervisors on safety issues and concerns. • Maintain a log of safety activities.
	Implement Response Objectives	• Monitor tactical response operations (offensive, defensive, non-intervention). • Ensure that decon is set up before entry operations are initiated at HAZMAT and other incidents, as necessary. • Ensure that all personnel working in controlled access areas employ the "buddy system". • Ensure that properly equipped and trained back-up personnel wearing the appropriate level of PPE are available to assist the entry team in the event of problems within the hot zone. • Monitor all entry operations within controlled access areas for unsafe acts and conditions, as well as maximum working times. • Ensure that a Medical Unit is established, personnel rotated, and medical monitoring performed, as necessary.
	Decontamination and Clean-Up Operations	• Review decon procedures and determine the extent of decon required so as to ensure that contaminants are not spread. • Ensure decon of emergency responders before they leave the scene. • Ensure that the emergency scene is stabilized before clean-up operations are initiated. • Ensure that a plan is established to clean up or dispose of contaminated supplies and equipment.
	Terminate Emergency Response Operations	• Account for all personnel before leaving the scene of an emergency. • Advise TRT personnel of any appropriate safety concerns during the debriefing session. • Maintain and submit all documentation, records and logs to the Documentation Unit after incident has been terminated. • Participate in an incident critique in accordance with Company policies.

INCIDENT MANAGEMENT SYSTEM: STAGING AREA MANAGER

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Establish Staging Area(s)	• Work with On-Scene Commander to identify the optimum location for a Staging Area. • Work with On-Scene Commander to determine the need for, and optimum location(s) of, Staging Area(s).
	Manage Staging Area(s)	• Identify Manager(s) for Staging Area(s). • Supervise the establishment of (a) Staging Area Office(s). • Establish a direct line of communications with the On-Scene Commander. • Establish a direct line of communications with Staging Area Manager(s). • Identify staffing and resource needs to effectively and efficiently operate (a) Staging Area(s) for the duration of tactical response operations. • Develop a traffic plan for the movement of resources into and out of Staging Area(s). • Institute resource check-in procedures. • Organize the Staging Area(s) to segregate resources by kind and type. • Keep the On-Scene Commander informed about the kind and type of checked-in resources “available” for tactical response operations.
	Process Resource Orders	• Work with Communications Unit to establish the Supply or Support Network. • Receive and process resource orders generated by tactical response personnel. • Prepare ICS 222-S Resource Order Forms for resource orders that cannot be addressed with staged resources; forward ICS 222-S Resource Order Forms to the IMT Supply Unit via the Supply or Support Network. • Receive and forward, as appropriate, follow-up reports from the IMT Supply Unit on the status of resource orders.
	Supply Information on Resource Status	• Work with (an) Aide(s) to the On-Scene Commander and Staging Area Manager Assistant(s) to compile information on the status of resources. • Prepare and update the ICS 219 Field Resource Status Form for equipment, materials, and personnel concerning the status of checked-in resources and forward the information to the IMT Supply Unit via the Supply or Support Network.
	Process Resource Transfers	• Receive and process resource transfer requests generated by tactical response personnel. • Prepare ICS 216 Resource Transfer forms for resource transfers that cannot be handled with staged resources; forward ICS 216 Resource Transfer forms to the IMT Supply Unit via the Supply or Support Network.

INCIDENT MANAGEMENT SYSTEM: INCIDENT COMMANDER

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Receive briefing from the On-Scene Commander	• Obtain information on the nature and status of the incident. • Obtain information on the nature and status of tactical response operations. • Determine the areas where the Tactical Response Teams (TRTs) need assistance from the Incident Management Team (IMT). • Define the mechanisms that will be used to establish and maintain a clear line of communications between the Incident Command Post (ICP) and Emergency Operations Center (EmOC). • Determine whether a transfer of command is appropriate and, if so, when and how the transfer will be effected.
	Activate appropriate IMT personnel	• Determine what IMT Command and General Staff functions need to be activated to address the incident and provide the assistance requested by the TRTs. • Determine if activation of the Emergency Operations Center (EmOC) is necessary, if so, indicate a time for IMT personnel to assemble in the EmOC for the Initial Incident Briefing. • Mobilize appropriate IMT Command and General Staff personnel. • Provide mobilized IMT Command and General Staff personnel with an initial briefing on the nature and status of the incident and tactical response operations. • Provide activated IMT Command and General Staff personnel with initial instructions.
	Ensure that appropriate actions are being taken to protect the health and safety of response personnel	• Activate the IMT Safety Officer. • Work with appropriate On-Scene safety personnel to determine that the following activities are taking place: ⇒ Appropriate site characterizations are being conducted, and chemical and physical hazards have been/are being identified. ⇒ Appropriate hazard control zones are being identified and secured. ⇒ Only properly trained and equipped personnel are being allowed to enter secured hazard control zones. ⇒ Personnel are being properly briefed and, if appropriate, medically screened before entering hazard control zones. ⇒ Personnel and equipment decontamination facilities are in place and are being properly utilized by response personnel. ⇒ First aid facilities are in place and the TRTs are capable of handling medical emergencies. • Ensure that an incident-specific Site Safety Plan is prepared and maintained, and that its contents are made known to all appropriate response personnel.

INCIDENT MANAGEMENT SYSTEM: INCIDENT COMMANDER (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Ensure that appropriate actions are being taken to protect the health and safety of response personnel (CONT'D)	• Empower safety personnel to exercise emergency authority to prevent or stop unsafe acts. • Ensure that accidents and near misses are investigated and that appropriate Safety Bulletins are issued to prevent their recurrence.
	Ensure that required notifications are made in a timely fashion	• Check on status of contacts with appropriate federal, state, and local government officials.
	Establish contact with Crisis Management Team (CMT) in Anchorage	• Ensure that the Planning Section forwards the ICS 201 Initial Incident Briefing Document to the CMT within two hours of an incident. • Establish a direct line of communications with the Crisis Manager. • Determine CMT information needs and establish a schedule for the provision of ICS 209 Situation Status Summary Reports to the CMT. • If necessary, designate a liaison person to maintain contact with the CMT. • Receive and respond to information requests and directives from the CMT, and ensure that appropriate IMT members act them upon.
	Establish and maintain Unified Command	• Contact federal and state On-Scene Coordinators, brief them on the situation, provide them information on the location of the EmOC, and emphasize commitment to Unified Command. • Establish Unified Command structure. • Work with members of Unified Command to: ⇒ Establish objectives and priorities. ⇒ Review and approve plans prepared to address objectives and priorities. ⇒ Integrate agency response personnel into the IMT, as appropriate. ⇒ Coordinate resources. ⇒ Resolve conflicts. • Schedule periodic Unified Command meetings.
	Serve as primary spokesperson with the media	• Activate the IMT Information Officer. • Establish guidelines for releasing information to the media. • Review and approve media releases. • Participate in media briefing/press conferences. • Analyze news stories to identify and develop a strategy to address inaccuracies and/or perceived weaknesses in response operations. • Ensure that IMT media relations activities are coordinated with those of directly involved government agencies. • Ensure that a Joint Information Center is established and maintained at a suitable location away from the EmOC.

INCIDENT MANAGEMENT SYSTEM: INCIDENT COMMANDER (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Keep government agency officials and community leaders not directly involved in response operations informed about the nature and status of the incident and response operations	• Activate the IMT Liaison Officer • Establish guidelines for the release of information to government agency personnel and community leaders not directly involved in response operations. • Review and approve information to be released to government agency officials and community leaders not directly involved in response operations. • Participate in meetings with government agency officials and community leaders not directly involved in response operations. • Analyze feedback from government agency officials and community leaders not directly involved in response operations to identify and develop a strategy to address their issues and concerns.
	Conduct/attend IMT meetings	• Develop a schedule for IMS meetings and ensure that the schedule is posted in the Information Center. • Ensure that meeting agendas are known and followed by meeting attendees. • Assign work to be performed on Action Items identified during meetings. • Ensure that all meetings are documented.
	Review and approve Incident Action Plans (IAPs)	• Coordinate the preparation of IAPs with the other members of the Unified Command. • Ensure that field assignments address objectives and priorities. • Ensure that field assignments have been thoroughly reviewed by appropriate Logistics, Safety, and Environmental personnel on the IMT. • Ensure that IAPs contain all other appropriate support information. • Ensure that approved field assignments and other appropriate IAP documentation are forwarded to the ICP for implementation by the TRTs.
	Review and approve General Plan	• Coordinate the preparation of the General Plan with the other members of the Unified Command. • Authorize the establishment of a General Plan Development Team. • Establish objectives and milestones to be addressed by the General Plan. • Ensure that the General Plan addresses the objectives and milestones. • Ensure that the approved General Plan is updated on a daily basis, is implemented through the IAPs, and is consistent with the Plan's contents.

INCIDENT MANAGEMENT SYSTEM: INCIDENT COMMANDER (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Ensure that appropriate financial controls are instituted and followed by IMT and TRT personnel	• Authorize the activation, deactivation, and demobilization of all response resources (i.e., either directly or through the approval of IAPs). • Ensure that equipment and personnel check-in/check-out procedures are in place and being followed. • Ensure that the Planning and Finance Sections are tracking resource status. • Ensure that all expenditures are substantiated and supported by necessary documentation. • Ensure that appropriate contracts are in place for all contracted response resources.

INCIDENT MANAGEMENT SYSTEM: OPERATIONS SECTION CHIEF

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Receive Briefing from the Incident Commander	• Obtain information on the nature and status of the incident. • Obtain information on the nature and status of tactical response operations. • Obtain a summary of resources dispatched to incident scene. • Obtain initial instructions for Section personnel.
	Activate Appropriate Operations Section Personnel	• Notify Branch Directors and/or Unit Leaders. • Provide Operations Section personnel with background information on the nature and status of the incident and tactical response operations. • Provide Operations Section personnel with initial instructions and assignments.
	Ensure the Health and Safety of all Operations Section Personnel	• Receive a briefing on the results of site characterizations. • Know the chemical and physical hazards associated with the incident and response operations. • Know the appropriate level of personal protective equipment to be worn by response personnel. • Ensure that secure perimeters have been established around hazard control zones. • Institute check-in/check-out procedures to ensure that only properly trained and equipped personnel have access to hazard control zones. • Ensure that tactical response personnel are properly briefed before they initiate response operations.
	Organize and Support Tactical Response Operations	• Assess the situation and determine that all appropriate tactical response actions are being done to protect people, property, and the environment. • Assist in the establishment of strategic objectives. • Assist in obtaining the personnel and equipment necessary to carry out tasks. • Address span-of-control through the expansion of the Operations Section organization. • Provide field Supervisors with weather forecasts and information on sensitive areas generated by the Planning Section.
	Monitor Tactical Response Operations	• Receive regular situation status reports from the On-Scene Commander: ⇒ Nature and location of field assignments. ⇒ Resource utilization, status and organization. ⇒ Progress being made. ⇒ Problems being encountered. ⇒ Support required. • Ensure that requests for support are forwarded to appropriate IMT members, and that requested support is provided in a timely fashion.

INCIDENT MANAGEMENT SYSTEM: OPERATIONS SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Monitor Tactical Response Operations (CONT'D)	• If necessary, work with the On-Scene Commander to make adjustments in field assignments to improve the safety, effectiveness, or efficiency of tactical response operations. • Provide Incident Commander with report on activities, events and actions. • Identify resources not needed for operations so they can be demobilized.
	Provide Planning Section with Information for the Information Center	• Assist in the preparation and maintenance of a Situation Map that depicts the location of: ⇒ The source of the incident. ⇒ Spilled and/or emitted materials. ⇒ Incident facilities under the control of the Operations Section. ⇒ Branches, Divisions and Groups, and teams and task forces. • Assist in the preparation and maintenance of status boards that are descriptive of tactical response operations. • Assist in the maintenance of a "T-Card" or equivalent system to track the status of response equipment.
	Prepare Field Assignments for Tactical Response Operations for the NOP	• Coordinate the preparation of field assignments for the NOP with the On-Scene Commander. ⇒ Provide the On-Scene Commander with forecast of situation for the NOP. ⇒ Provide the On-Scene Commander with strategic objectives and response priorities for the NOP. ⇒ Work with the On-Scene Commander to identify continuing, modified, and new field assignments for the NOP, including resource requirements. • Assist in the preparation of draft field assignments using ICS 204 form. • Attend IAP meetings held to review and finalize field assignments. • Answer questions raised by Logistics, Planning, Safety, and Environmental IMT members during their review of field assignments.
	Assist in the preparation and Implementation of IAPs	• Assist the Incident Commander in the identification of Strategic Objectives and response priorities for the NOP. • Provide the Planning Section with Operations Section organizational assignments for NOP. • Assist the Logistics Section in the preparation of Communications, Emergency Medical, and Air Operations Plans for NOP, as appropriate. • Brief Section personnel and other IMT members on field assignments for NOP. • Forward field assignments to the On-Scene Commander.

INCIDENT MANAGEMENT SYSTEM: OPERATIONS SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Assist in the Preparation and implementation of the General Plan	• Assign a representative of the Operations Section to assist in the preparation of the General Plan. • Provide the small team working on the General Plan with information and answer the team's questions on ongoing and planned tactical response operations. • Attend IMS meetings held to review and approve the General Plan. • Brief Section personnel on the contents of the General Plan. • Assist the Planning Section in the preparation for General Plan updates. • Use the General Plan as a guide in the preparation of field assignments.

INCIDENT MANAGEMENT SYSTEM:
SOURCE CONTROL – DEPUTY OPERATIONS SECTION CHIEF

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Initial Incident Site Visit	• Go directly to scene. Provide assistance to Source Control Branch Director as required. • Determine if additional on-scene resources are needed. Assist in obtaining resources. • One situation is stable, return to EmOC and assume role in IMT as Source Control Deputy Operations Section Chief.
	Briefing with the Operations Section Chief	• Provide Operations Section Chief with the status of Source Control resources and response activities. • Provide Operations Section chief with background information on Source Control response operations. • Provide Operations Section Chief with initial instructions and assignments of Source Control Branch.
	Assist, Organize, and Support Source Control Operations	• Provide guidance and directives to Source Control Branch Director on-scene. Ensure any decisions regarding Source Control are communicated from Source Control Branch Director to On-Scene Commander. • Assess the situation and determine that all appropriate source control response actions are being done to protect people, property, and the environment. • Assist in the establishment of strategic objectives for source control. • Assist in obtaining the personnel and equipment necessary to carry out tasks.
	Monitor Source Control Response Operations	• Receive regular situation status reports from the On-Scene Commander: ⇒ Nature and location of source control field assignments. ⇒ Resource utilization, status and organization. ⇒ Progress being made. ⇒ Problems being encountered. ⇒ Support required. • Ensure that requests for support are forwarded to appropriate IMT members (Operations, Planning and Logistics), and that requested support is provided in a timely fashion. • If necessary, work with the On-Scene Commander to make adjustments in field assignments to improve the safety, effectiveness, or efficiency of Source Control response operations. • As requested, provide Operations Section Chief with report on Source Control activities, events and actions. • Identify resources not needed for Source Control operations so they can be demobilized.

INCIDENT MANAGEMENT SYSTEM:
SOURCE CONTROL – DEPUTY OPERATIONS SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Provide Planning Section with Information for the Information Center	• Ensure Operations Section Chief is aware of resources ordered for Source Control Response activities for status board updates.
	Assist in Preparation of Field Assignments for Source Control Response Operations for the NOP	• Work with Operation Section Chief to coordinate the preparation of field assignments for the NOP. • Assist in the preparation of draft field assignments using ICS 204 form. • Answer questions raised by Logistics, Planning, Safety, and Environmental IMT members during their review of Source Control field assignments.
	Assist in the preparation and Implementation of IAPs	• Assist the Operations Section Chief in the identification of Strategic Objectives and Source Control response priorities for the NOP. • Provide the Operations Section Chief with Source Control organizational assignments, resources, and information required for NOP.
	Assist in the Preparation and implementation of the General Plan	• Inform Operations Section Chief of long term needs of Source Control personnel and resources for the General Plan.

INCIDENT MANAGEMENT SYSTEM: PLANNING SECTION CHIEF

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Receive Briefing from the Incident Commander	• Obtain information on the nature and status of the incident. • Obtain information on the nature and status of tactical response operations. • Obtain a summary of resources checked in at the incident scene. • Obtain initial instructions for Section personnel.
	Activate Appropriate Planning Section Personnel	• Notify Branch Directors and/or Unit Leaders. • Provide Planning Section personnel with background information on the nature and status of the incident and tactical response operations. • Provide Planning Section personnel with initial instructions. • Ensure safety of Planning Section personnel assigned to EmOC and working in the field.
	Prepare Documents Descriptive of Incident and Response Operations	• ICS 201 Initial Incident Briefing Document. • ICS 209 Situation Status Summary Report.
	Establish Information Center	• Establish contact with Incident Command Post (if applicable). • Gather information on the nature and status of the incident and response operations. • Post status boards and Situation Maps. • Fill in/maintain status boards and Situation Maps.
	Provide Information on Sensitive Areas and Resources	• Prepare projections of situation for 6, 12, and 24-hour time increments. • Use contingency plans and other sources of information to identify sensitive areas and resources impacted or threatened by incident. • Assist Incident Commander in prioritization of areas to be protected, if necessary. • Provide guidance on response technique to protect and/or clean up sensitive areas.
	Ensure Compliance With/Obtain Environmental Permits	• Provide Operations Section Chief guidance on existing environmental permit requirements. • Modify existing/obtain new environmental permits to accommodate tactical response operations. • Monitor tactical response operations to ensure compliance with permit requirements.
	Establish Resource Tracking Capability	• Establish contact with Incident Command Post (if applicable). • Establish contact with the Staging Area(s). • Set up and maintain "T-Card" and/or equivalent system. • Provide Logistics and Finance Sections with information on the status of equipment.

INCIDENT MANAGEMENT SYSTEM: PLANNING SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Establish Planning Cycle to Support Preparation of Incident Action Plan (IAP)	• Define next operational period (NOP). • Project situation through to end of NOP. • Coordinate preparation of objectives and priorities for NOP. • Assist in the preparation of field assignments for NOP. • Ensure that Logistics, Safety, and Environmental review field assignments. • Coordinate preparation of necessary documentation. • Assemble IAP. • Obtain Command approval of IAP. • Ensure that appropriate portions of IAP are distributed to the Field Command Post(s).
	Prepare General Plan	• Scope the General Plan in terms of activities and resources to be covered by plan. • Perform a detailed incident assessment. • Prepare activity time-lines and resource projections. • Compile General Plan. • Present General Plan to Command for review and approval. • Oversee implementation of General Plan through the preparation of IAPs. • Update General Plan on a daily basis.
	Ensure that Issues and Problems are Addressed by Appropriate IMT Personnel	• Receive and distribute orders issued by Incident Commander. • Follow up on the status of work on Action Items identified at IMS meetings. • Establish a procedure for the circulation of General Messages between IMT personnel.
	Document Response Operations	• Establish/institute Documentation Guidelines. • Ensure that IMT personnel are complying with Documentation Guidelines. • Establish a secure filing system for all documentation. • Ensure that all IMS meetings are documented. • Obtain and file copies of all documents, including Information Center status boards, produced during response operations. • Restrict access to documentation files to authorized personnel.
	Organize and Manage Waste Management Operations	• Identify waste streams. • Identify waste segregation procedures. • Establish waste minimization/recycling guidelines. • Identify waste storage procedures and resources. • Identify waste transport procedures and resources. • Identify waste disposal procedures and resources.

INCIDENT MANAGEMENT SYSTEM: PLANNING SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Organize and Manage Wildlife Management Operations	• Identify species at risk. • Identify wildlife hazing procedures and resources. • Identify wildlife capture procedures and resources. • Establish triage procedures. • Identify wildlife rehabilitation procedures and resources. • Establish wildlife release protocols.
	Organize and Manage Cleanup Assessment Operations	• Assemble Assessment Team (note: cleanup assessment operations are usually carried out by a team comprised of personnel from the RP, the USCG or EPA, ADEC, federal and state trustee agencies, and, where appropriate, affected property owners). • Carry out surveys; collect samples. • Identify most effective, environmentally sound cleanup strategies and tactics. • Prepare recommendations for review and approval by Command, and implementation by Operations. • Monitor cleanup operations for consistency with recommendations.
	Organize and Manage Natural Resource Damage Assessment (NRDA) Operations	• Establish survey and sampling protocols. • Identify NRDA survey procedures and resources. • Coordinate survey and sampling operations with federal and state trustee agencies. • Provide Operations Section Chief with recommendations on response strategies and tactics that will minimize natural resource impacts.
	Organize and Manage Demobilization Operations	• Prepare Demobilization Plan. • Identify demobilization procedures and resources. • Coordinate demobilization operations with Logistics Section.

INCIDENT MANAGEMENT SYSTEM: LOGISTICS SECTION CHIEF

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Receive Briefing from the Incident Commander	• Obtain information on the nature and status of the incident. • Obtain information on the nature and status of tactical response operations. • Obtain (initial) instructions for Section personnel.
	Activate Appropriate Logistics Section Personnel	• Notify Branch Directors and/or Unit Leaders. • Provide Logistics Section personnel with background information on the nature and status of the incident and tactical response operations. • Alert major service contractors and activate as necessary to support TRT and IMT needs; coordinate with Finance Section. • Ensure that Logistics Section personnel have the equipment, materials, and supplies necessary to carry out their roles and responsibilities. • Provide Logistics Section personnel with (initial) instructions. • Assign work locations and preliminary work tasks for section personnel. • Hold periodic Section meetings. • Ensure the safety of Logistics Section personnel.
	Utilize Information Posted in the Information Center at Account for Resources Activated by Tactical Response Teams	• Review Situation Map to determine the nature and location of tactical response operations and incident facilities. • Review the "T-Card" or equivalent system to determine the kind, type, and status of assigned, available, and out-of-service resources.
	Provide Planning Section with Information for the Information Center	• Identify service and support requirements for ongoing planned operations. • Prepare and maintain an organization chart that depicts the current status of Logistics Section personnel working on response operations. • Provide information on the nature and location of incident facilities for incorporation into the Situation Map. • Provide information on the status of resources for use in the "T-Card" or equivalent system. • Provide a diagram that is descriptive of the Crisis, Command, Operations or Tactical, and Support or Supply Communications Networks. • Attend Assessment Meetings to discuss the status of response operations depicted in the Information Center.
	Address Resource Requirements Identified by Members of the IMT	• Institute a resource ordering system. • Receive and process ICS 222-L and 222-S Resource Order Forms. • Ensure cost-effective operations. • Arrange for the transport of personnel and equipment resources that are in inventory to an appropriate destination point.

INCIDENT MANAGEMENT SYSTEM: LOGISTICS SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Address Resource Requirements Identified by Members of the IMT (CONT'D)	• Order personnel and equipment resources not available in inventory. • Ensure that ordered personnel and equipment resources are properly received and are accompanied by appropriate documentation. • Keep appropriate IMT members appraised of the disposition of requested personnel and equipment resources. • Arrange for the transport of ordered personnel and equipment resources from their reception point to an appropriate destination point. • Forward documentation (i.e., purchase orders, receiving documents, and invoices) to the Finance Section.
	Provide and Maintain Communication Equipment	• Determine and address the communications equipment needs (i.e., telephone, fax, computers, radio, etc.) of all incident facilities. • Determine and address the communications equipment needs of response personnel. • Organize communications equipment into Crisis, Command, Operations/Tactical, and Supply/Support Networks. • Institute a system for documenting the distribution of communications equipment. • Provide necessary instructions on the use of communications equipment. • Maintain communications equipment. • Establish (a) Communications Center(s) at appropriate incident facilities. • Periodically monitor radio communications to ensure that response personnel are following proper procedures.
	Provide Services Necessary to Maintain the Operability of Response Personnel	• Consult with Food, Facilities and Supply Unit Leaders. • Arrange for the preparation and delivery of nutritious meals and potable water. • Arrange for the provision and maintenance of sanitary facilities. • Work with the IMT and/or Site Safety Officer to establish and maintain personnel decontamination facilities. • Maintain an inventory of personal protective equipment (PPE).
	Provide Emergency Medical Facilities	• Work with the IMT and/or Site Safety Officer to establish and maintain first aid stations. • Place ground and air ambulance services and medical personnel and facilities on standby so they are prepared to respond immediately to medical emergencies.

INCIDENT MANAGEMENT SYSTEM: LOGISTICS SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Establish and Maintain Incident Facilities	• Activate/fabricate required incident facilities: ⇒ Emergency Operations Center (EmOC) ⇒ Incident Command Post (ICP) ⇒ Staging Areas(s) ⇒ Incident or Logistics Base ⇒ Camps ⇒ Other (s) • Ensure that incident facilities are properly equipped and maintained. • Provide security for incident facilities. • Demobilize incident facilities.
	Maintain Response Resources	• Inspect ordered resources upon arrival at reception point(s). • Determine location(s) where maintenance will occur; ensure that location(s) have necessary support equipment. • Establish an inspection and maintenance schedule for response resources. • Maintain an inventory of spare parts. • Receive and act upon reports of significant events such as serious injury, loss of supplies or equipment breakdowns.
	Participate in Planning Cycle to Support Preparation of Incident Action Plans (IAPs)	• Determine the duration of the next operational period (NOP). • Review the projection of the situation for the NOP prepared by the Planning Section. • Estimate future service and support requirements for the NOP in conjunction with the Incident Commander, Planning and Operations Section Chiefs. • Attend and represent the Logistics Section at meetings. • Review field assignments to determine personnel, equipment, materials, and supply requirements for the NOP. • Work with the Planning Section to assign available resources. • Arrange for the reassignment of resources, as necessary. • Order resources not in inventory and determine whether they can be delivered within the NOP.
	Prepare Documents for Inclusion in IAPs	• Provide Planning Section with information on Logistics Section organizational assignments for the NOP. • Prepare/update Communications System Plan. • Prepare/update Medical Emergency Plan.

INCIDENT MANAGEMENT SYSTEM: LOGISTICS SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Participate in the Preparation of the General Plan	• As requested, assign a representative of the Logistics Section to serve on the small team preparing the General Plan. • Provide the small team preparing the General Plan with information and answer the team's questions on the availability of resources required to support ongoing and planned tactical response operations. • Attend IMS meetings held to review and approve the General Plan. • Brief Logistics Section personnel on the contents of the General Plan. • Use the General Plan to project and address equipment and personnel response resource requirements. • Assist the Planning Section in the preparation of General Plan updates.

INCIDENT MANAGEMENT SYSTEM: FINANCE SECTION CHIEF

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Receive Briefing from the Incident Commander	• Obtain information on the nature and status of the incident. • Obtain information on the nature and status of tactical response operations. • Obtain (initial) instructions for Section personnel.
	Activate Appropriate Finance Section Personnel	• Notify Unit Leaders. • Provide Finance Section personnel with background information on the nature and status of the incident and tactical response operations. • Ensure that Finance Section personnel have the equipment, materials, and supplies necessary for them to carry out their roles and responsibilities. • Provide Finance Section personnel with (initial) instructions. • Hold periodic Section meetings. • Ensure the safety of Finance Section personnel.
	Utilize Information Posted in the Information Center to Initiate Cost Monitoring Operations	• Meet with Command and General Staff personnel to obtain overall strategy. • Review the "T-Card" or equivalent system to compile information on resources committed to tactical response operations. • Work with the Logistics Section to determine the source of personnel, equipment, materials, and supplies listed in "T-Card" or equivalent system. • Review contracts with/contact suppliers to confirm/negotiate terms and conditions for their resources.
	Implement Applicable Financial Guidelines and Policies	• Develop operating plan for Finance function of response. • Prepare and circulate a Procurement Plan. • Establish (an) account code(s) for response-related charges. • Ensure that requisition are being used to order response resources. • Obtain copies of requisitions, purchase orders, receiving documents, and invoices. • Reconcile purchase orders and invoices.
	Provide Accounting Functions	• Handle all bank transactions, including: deposits, withdrawals, and balancing of accounts. • Track income and expenses. • Reconcile and process invoices for accounts payable. • Prepare invoices for accounts receivable. • Prepare and distribute payrolls. • Pay payroll taxes and maintain documentation.

INCIDENT MANAGEMENT SYSTEM: FINANCE SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Provide Accounting Functions (CONT'D)	• Breakdown hours and rates for: ⇒ Response personnel ⇒ Subcontractor personnel ⇒ Consultants ⇒ Equipment rentals ◊ Aircraft ◊ Boat ◊ Other ◊ Transportation • Develop and administer a cash account.
	Execute/Negotiate Contracts	• Maintain a contract file. • Review existing contracts to determine the terms and conditions for contracted services, and verify that contracts initiated during the response are properly prepared. • Negotiate/re-negotiate contracts to obtain terms and conditions that are acceptable to the RP and its insurers. • Coordinate contract negotiations. • Audit response operations to ensure compliance with the terms and conditions of contracts.
	Compile Documentation Required under Applicable Insurance Policies	• Determine the applicability of insurance policies. • Review insurance policies to determine the type of documentation that must be compiled to substantiate requests for reimbursement. • Ensure that appropriate documentation is being compiled. • Coordinate activities with or scene representatives of insurers.
	Receive and Process Third Party Claims	• Institute claims processing procedures. • Publish a phone number for the receipt of third party claims. • Determine the need for and, if necessary, establish claims reception centers at locations convenient to claimants. • Negotiate settlements with claimants. • Coordinate claims processing operations with the Legal Unit Leader. • Keep the Incident Commander informed about the nature and volume of claims received, and the status of negotiations with claimants.
	Provide Financial Advice	• Ensure that response operations are being carried out in a manner consistent with all financial requirements. • Advise the Incident Commander on all legal matters associated with response operations. • Upon request, review press releases, documentation, contracts, and other matters that may have legal implications to the Company.

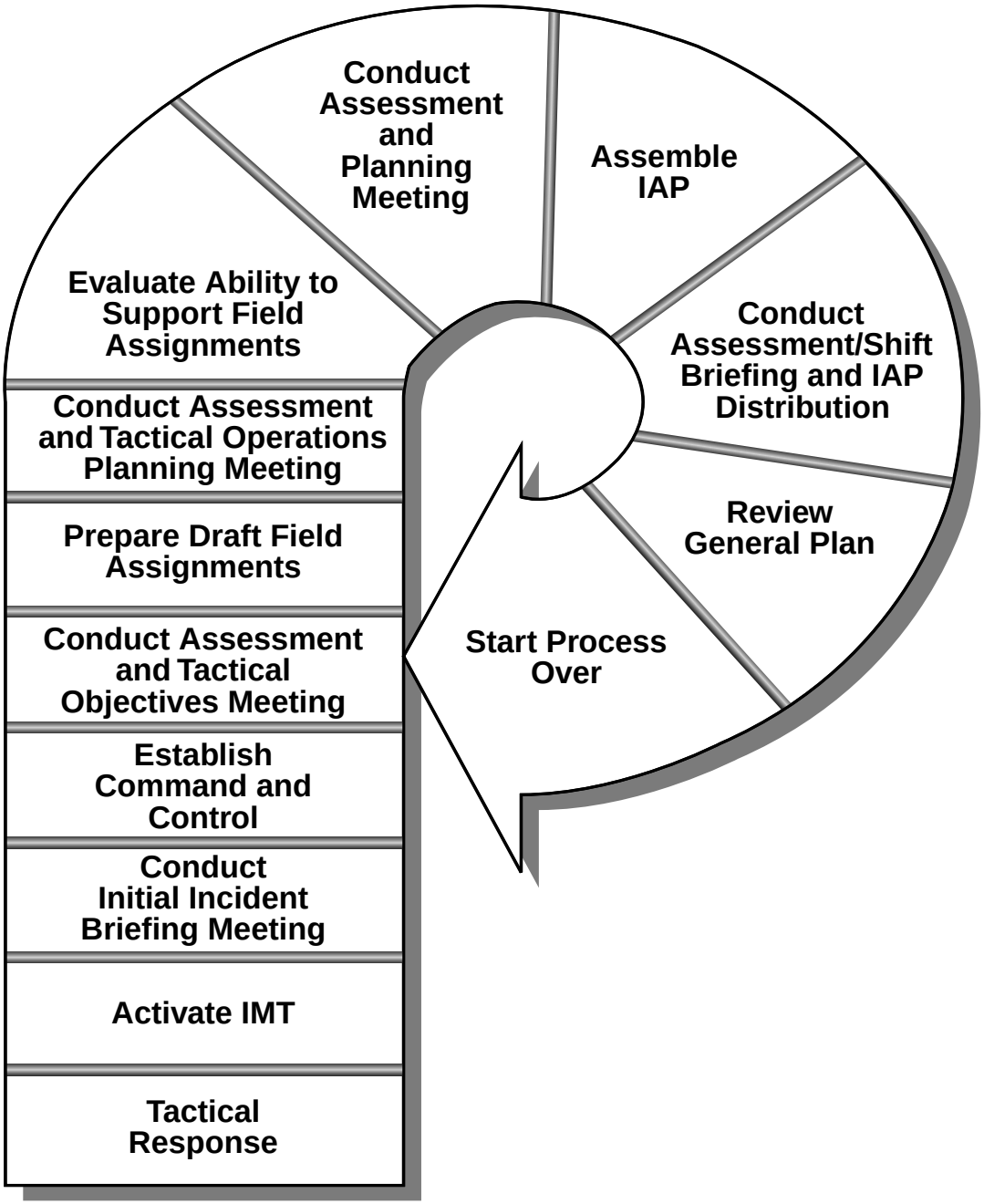
INCIDENT MANAGEMENT SYSTEM: FINANCE SECTION CHIEF (CONT'D)

TIME	ACTIVITY/DESCRIPTION	CHECKLIST/COMMENTS
	Provide Financial Advice (CONT'D)	• Participate in incident investigations and the assessment of damages.
	Participate in Planning Cycle to Support Preparation of Incident Action Plans (IAPs)	• Determine the duration of the next operational period (NOP). • Review the projection of the situation for the NOP prepared by the Planning Section. • Provide input in all planning sessions on Finance matters. • Review field assignments to obtain information on personnel, equipment, materials and supply requirements for the NOP. • Provide cost analysis data on control operations as required. • Provide financial summary on labor, materials, and services.
	Prepare Documents for Inclusion in IAPs	• Provide Planning Section with information on Finance Section for incorporation of organizational assignments for the NOP.
	Participate in the Preparation of the General Plan	• Attend IMT meetings held to review and approve the General Plan. • Brief Finance Section personnel on the contents of the General Plan. • Use the General Plan to project long-term costs.

APPENDIX C

CONDUCTING ICS IMT MEETINGS

Incident Management System
Schedule of Events



MEETING AGENDAS

1. Initial Incident Briefing Meeting
2. Assessment Meeting
3. Assessment / Tactical Objectives Meeting
4. Assessment / Tactical Operations Planning Meeting
5. Assessment / Planning Meeting
6. Assessment/Shift Briefing Meeting
7. General Plan Development Meeting
8. General Plan Approval Meeting

INITIAL INCIDENT BRIEFING MEETING

OBJECTIVE OF MEETING:

Brief the IMT on:

- The incident
- Nature and status of source control operations
- Nature and status of emergency response operations
- Identify Strategic Objectives and response priorities
- Provide IMT Command and General Staff directions on initial actions

WHEN SHOULD MEETING BE HELD:

When the ICS 201 Initial Incident Briefing document is completed by the OC and the IMT has assembled in the EmOC

WHO SHOULD CHAIR MEETING:

Incident Commander or designee

WHO SHOULD ATTEND MEETING:

Representative of the On-Scene Commander
Incident Commander
Deputy Incident Commander
Safety Officer
Information Officer
Liaison Officer
Source Control Officer
Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance Section Chief
Environmental Unit Leader
Documentation Unit Leader
Unified Command (if available)

TOPICS TO BE DISCUSSED DURING MEETING:

Status of people
Nature and status of source
Location and status of discharged materials
Safety considerations
Nature and status of tactical response operations
Incident potential
Help needed by tactical response personnel
Strategic Objectives
Response priorities

DURATION OF MEETING:

15 to 30 minutes

OUTPUTS OF MEETING:

Completed **ICS 201 Initial Incident Briefing Document**.
Completed **Objectives Form (ICS 202)**

AGENDA: INITIAL INCIDENT BRIEFING MEETING

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Presentation: • Status of people impacted (injuries, fatalities, unaccounted for) and those responding • Nature and status of source • Location and status of discharged materials • Incident potential • Results of site characterization *(i.e., hazards, PPE)* • Strategy and tactics being implemented by responders • Threat to sensitive resources • Help needed • TRT incident-specific organizational structure	Representative of On-Scene Commander
Review of incident potential[1]	Incident Command and General Staff
Review of Strategic Objectives[2]	Incident Command and General Staff
Identification of initial IMT response priorities	Incident Commander
Time of next assessment meeting	Incident Commander

8/99 Rev

[1] If incident potential has been discussed prior to the meeting. If not, the Incident Commander should indicate who will meet, when, and where to discuss incident potential.

[2] If Strategic Objectives have been established prior to the meeting. If not, the Incident Commander should indicate who will meet, when, and where to develop Strategic Objectives.

ASSESSMENT MEETINGS

OBJECTIVE OF MEETING:	To facilitate the establishment and maintenance of command and control over incident response operations
WHEN SHOULD MEETING BE HELD:	Determined by Incident Commander or designee (based on need to receive and share information on the nature and status of the incident and response operations)
WHO SHOULD CHAIR MEETING:	Incident Commander or designee
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Information Officer Liaison Officer Source Control Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance Section Chief Environmental Unit Leader Documentation Unit Leader Unified Command or their representatives (if available)
TOPICS TO BE DISCUSSED DURING MEETING:	Progress being made on work underway to address Strategic Objectives Problems being encountered that are restraining progress Action Items to be addressed prior to next meeting
DURATION OF MEETING:	15 to 30 minutes
OUTPUTS OF MEETING:	Action Items for Section personnel

AGENDA: ASSESSMENT MEETINGS

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Review of Action Items from previous meeting	Deputy Incident Commander
Review of Strategic Objectives	Incident Commander
Operations Section status report • Status of source • Location of spilled/emitted materials • Progress on addressing objectives • Problems	Operations Section Chief
Safety status report	IMT Safety Officer
Planning Section status report • Progress on addressing objectives • Problems	Planning Section Chief
Environmental Status Report • Progress on addressing objectives • Problems	Environmental Unit Leader
Logistics Section status report • Progress on addressing objectives • Problems	Logistics Section Chief
Finance Section status report • Progress on addressing objectives • Problems	Finance Section Chief
Media Status Report	Information Officer
Unified Command issues/concerns	Federal On-scene Coordinator, State On-scene Coordinator, Local On-scene Coordinator
Summary of Priorities	Deputy Incident Commander
Time of next meeting	Deputy Incident Commander

ASSESSMENT / TACTICAL OBJECTIVES MEETING

OBJECTIVE OF MEETING:	Conduct Assessment Meeting to review progress being made on the ongoing response; review and obtain (Unified) Command approval of objectives for next operational period
WHEN SHOULD MEETING BE HELD:	After the small team preparing the Incident Action Plan has prepared draft objectives for the next operational period and written them down on an ICS 202 Objectives form
WHO SHOULD CHAIR MEETING:	Incident Commander or designee
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Information Officer Liaison Officer Source Control Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance Section Chief Environmental Unit Leader Documentation Unit Leader Other members of Unified Command or their representatives
TOPICS TO BE DISCUSSED DURING MEETING:	Status of current emergency response operations Duration of next operational period Projection analysis for next operational period Objectives for next operational period
DURATION OF MEETING:	15 to 30 minutes
OUTPUTS OF MEETING:	Completed **ICS 202 Objectives Form**

AGENDA: ASSESSMENT / TACTICAL OBJECTIVES MEETING*

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Follow Agenda for Assessment Meetings; when Assessment Meeting agenda is completed, continue with the items listed below.	
Duration of next operational period	Spokesperson for the small team preparing the IAP
Projection analysis for next operational period	Spokesperson for the small team preparing the IAP
Presentation of draft objectives for next operational period	Spokesperson for the small team preparing the IAP
Approval of Objectives for next operational period	Incident Commander Other members of Unified Command
Time of next meeting	Incident Commander

* *When Objectives for the next operational period are presented at the end of an Assessment Meeting*

ASSESSMENT / TACTICAL OPERATIONS PLANNING MEETING

OBJECTIVE OF MEETING:	Conduct an Assessment Meeting to review progress being made on ongoing response; review and obtain (Unified) Command approval of draft Field Assignments for next operational period
WHEN SHOULD MEETING BE HELD:	After the small team preparing the Incident Action Plan has prepared draft field assignments for the next operational period and written them down on ICS 204 Field Assignment or ICS 204C Field Assignment Change forms
WHO SHOULD CHAIR MEETING:	Incident Commander or designee
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Information Officer Liaison Officer Source Control Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance Section Chief Environmental Unit Leader Documentation Unit Leader Other members of Unified Command or their representatives
TOPICS TO BE DISCUSSED DURING MEETING:	Status of emergency response operations Draft field assignments for next operational period
DURATION OF MEETING:	15 to 30 minutes
OUTPUTS OF MEETING:	Draft ICS 204 Field Assignment or ICS 204C Field Assignment Change forms for next operational period

AGENDA: ASSESSMENT / TACTICAL OPERATIONS PLANNING MEETING*

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Follow Agenda for Assessment Meetings; when Assessment Meeting agenda is completed, continue with the items listed below.	
Presentation of draft field assignments for next operational period	Spokesperson for the small team preparing the IAP
Approval of draft field assignments for next operational period	Incident Commander Other members of Unified Command
Time for next meeting	Incident Commander

* *When field assignments for the next operational period are presented at the end of an Assessment Meeting*

ASSESSMENT / PLANNING MEETING

OBJECTIVE OF MEETING:	Conduct an Assessment Meeting to review progress being made on ongoing response; finalize Field Assignments for next operational period
WHEN SHOULD MEETING BE HELD:	After draft Field Assignments have been circulated to and analyzed by the Logistics Section, the Safety Officer, and the Environmental Unit Leader
WHO SHOULD CHAIR MEETING:	Incident Commander
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Information Officer Liaison Officer Source Control Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance Section Chief Environmental Unit Leader Documentation Unit Leader Other members of Unified Command or their representatives
TOPICS TO BE DISCUSSED DURING MEETING:	Status of current emergency response operations Feedback on ability to support field assignments Modifications to field assignments, if necessary
DURATION OF MEETING:	15 to 30 minutes
OUTPUTS OF MEETING:	Completed **ICS 204 Field Assignment or ICS 204C Field Assignment Change forms**

AGENDA: ASSESSMENT / PLANNING MEETING*

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Follow Agenda for Assessment Meetings; when Assessment Meeting agenda is completed, continue with the items listed below.	
Logistics Section Chief feedback	Logistics Section Chief
Safety Officer feedback	Safety Officer
Environmental Unit Leader feedback	Environmental Unit Leader
Finalize field assignments for next operational period	Meeting Attendees
Time for next meeting	Incident Commander

* *When field assignments for the next operational period are finalized at the end of an Assessment Meeting*

ASSESSMENT/SHIFT BRIEFING MEETING

OBJECTIVE OF MEETING:	Review the current status of incident response operations; review Incident Action Plan for next operational period
WHEN SHOULD MEETING BE HELD:	When Incident Action Plan is approved and ready for distribution At day/night shift change
WHO SHOULD CHAIR MEETING:	Incident Commander
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Source Control Officer Operations Section Chief Planning Section Chief Environmental Unit Leader Documentation Unit Leader All other members of the team needing direction/information on field assignments for next operational period Other members of Unified Command or their representatives
TOPICS TO BE DISCUSSED DURING MEETING:	Current status of source control and emergency response operations Objectives for next operational period Weather forecast for next operational period Field assignments for next operational period Health and safety considerations for next operational period Environmental considerations for next operational period
DURATION OF MEETING:	15 to 30 minutes
OUTPUTS OF MEETING:	Completed **Incident Action Plan** Clear understanding of field assignments for next operational period

AGENDA: ASSESSMENT/SHIFT BRIEFING MEETING

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Follow Agenda for Assessment Meetings; when Assessment Meeting agenda is completed, continue with the items listed below.	
Objectives for next operational period	Planning Section Chief
Weather forecast for next operational period	Planning Section Chief
Field Assignments for next operational period	Operations Section Chief
Health and safety considerations for next operational period	Safety Officer
Environmental considerations for next operational period	Environmental Unit Leader

GENERAL PLAN DEVELOPMENT MEETING

OBJECTIVE OF MEETING:	To gain agreement on the nature and direction of, and major response resources for, "driver" tasks identified by the small team preparing the General Plan
WHEN SHOULD MEETING BE HELD:	When small team has identified and prepared a scope for the "driver" tasks
WHO SHOULD CHAIR MEETING:	Incident Commander
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Information Officer Liaison Officer Source Control Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance Section Chief Environmental Unit Leader Members of General Plan Development Team Documentation Unit Leader Unified Command or their representatives (if available)
TOPICS TO BE DISCUSSED DURING MEETING:	Results of detailed incident assessment Information compiled on "driver" tasks
DURATION OF MEETING:	15 minutes
OUTPUTS OF MEETING:	Agreement on the nature and duration of, and major response resources for, "driver" tasks

AGENDA: GENERAL PLAN DEVELOPMENT MEETING

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Results of Detailed Incident Assessment	Spokesperson for Small Team Preparing the General Plan
Identification of “driver” tasks	Spokesperson for Small Team Preparing the General Plan

GENERAL PLAN APPROVAL MEETING

OBJECTIVE OF MEETING:	To review and approve General Plan
WHEN SHOULD MEETING BE HELD:	When General Plan is complete in a schedule format
WHO SHOULD CHAIR MEETING:	Incident Commander or designee
WHO SHOULD ATTEND MEETING:	Incident Commander Deputy Incident Commander Safety Officer Information Officer Liaison Officer Source Control Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance Section Chief Environmental Unit Leader Members of General Plan Development Team Documentation Unit Leader Unified Command or their representatives (if available)
TOPICS TO BE DISCUSSED DURING MEETING:	Contents of General Plan
DURATION OF MEETING:	15 to 30 minutes
OUTPUTS OF MEETING:	Approved General Plan

AGENDA: GENERAL PLAN APPROVAL MEETING

CHAIRED BY: _____

DATE: _____ **TIME:** _____

LOCATION: _____

AGENDA ITEMS	RESPONSIBLE PERSONS
Review of General Plan	Planning Section Chief
Approval of General Plan	Meeting Attendees

APPENDIX D

ICS FORMS

On-Scene Commander

Tactical Command Worksheet

Incident Information

Incident Name _____ **Incident Time** _____

Location _____

Incident Nature ☐ Fire ☐ Gas Leak ☐ Explosion ☐ Spill ☐ Medical ☐ Hazmat ☐ Other

TRT Response ☐ Fire ☐ Hazmat ☐ Medical ☐ Rescue ☐ Spill

Elapsed Time (Time on Scene) 5 10 15 20 25 30 45 60 75

Weather Conditions

Time				**Sunrise**	
Temperature				**Sunset**	
Wind Chill				**High Tide**	
Wind Direction				**Low Tide**	
Wind Speed					
Precipitation					

Product Identification

Information	Hazards	Protective Actions
Material Involved _____ _____ Quantity Emitted _____ Operating Temperature _____ Operating Pressure _____	☐ Health _____ ☐ Flammability _____ ☐ Reactivity _____ ☐ Physical _____	☐ Site Isolation ☐ Evacuation ☐ Sheltering-in-Place _____ _____ _____ _____

Incident Potential

☐ Incident Under Control

☐ Incident currently not under control, but can be handled with available resources.
☐ Incident will require additional resources (e.g. contractors, mutual aid).
☐ Incident will likely generate significant public affairs/community relations issues.

Response Objectives

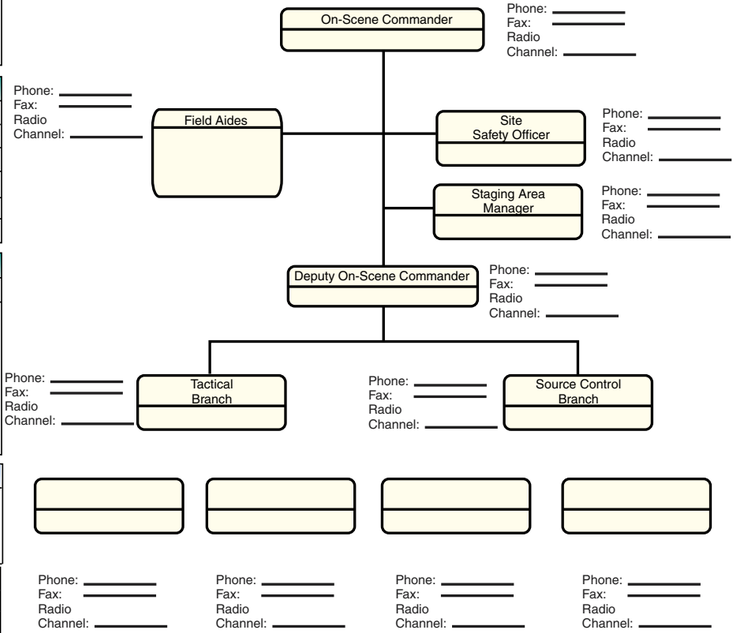
Strategy	Tactics

Resource Status

Resources	Activated (✓)	Status (✓) Enroute (ETA)	Staging/ Available	Assigned	Out-of-Service	Location / Assignment

Communications

Assignment	Radio Channel	Name	Phone Number



Tactical Diagram

(Wear full protective clothing and stay upwind)

Incident Area
SA Staging Area
CS Containment Sites
ST Strike Teams
Incident Command Post
TF Task Forces
D/G Division/Groups
DC Decontamination
Water (lakes, oceans)
Rivers
Roads
Above-ground Pipeline
Below-ground Pipeline
Control Zones
B Boom
Heliport

Tactical Priorities

1. **Rescue / Life Safety / Responder Safety**
2. **Incident Stabilization**
3. **Property & Environmental Conservation**

Tactical Incident Management Benchmarks

☐ ***Incident Size-Up***
- ___ Assume / transfer Command
- ___ *Establish the ICP*
- ___ Size-up the situation
- ___ Personnel accountability
- ___ *Designate Site Safety Officer*

☐ ***Site Management & Control***
- ___ *Isolate the area*
- ___ *Establish Staging Area*
- ___ *Establish Hazard Control Zones*
- ___ Initiate protective actions

☐ ***Identify the Problem***
- ___ Identify, confirm & verify
- ___ Defensive recon (if necessary)

☐ ***Hazard & Risk Evaluation***
- ___ Evaluate hazards
- ___ Evaluate risks
- ___ Develop Action Plan

☐ ***Select PPE & Equipment***
- ___ *PPE equal to hazards present*

☐ ***Information Management & Resource Coordination***
- ___ Should IMT be activated?
- ___ TRT/Source Control coordinated
- ___ IMT status reports (201 Form)

☐ ***Implement Response Strategies***
- ___ Offensive recon (if necessary)
- ___ Communicate Strategies
- ___ Implement Tactics
- ___ Evaluate progress

☐ ***Decon & Clean-Up Operations***
- ___ Decon plan & procedures
- ___ Clean-up operations initiated

☐ ***Terminate Emergency Operations***
- ___ Incident debriefing
- ___ Provide logs to Documentation Unit

Safety Benchmarks

☐ ***Status of Personnel***
- ___ *All Personnel Accounted For*
- *Injured* ___ *Fatalities* ___
- *Missing* ___

☐ ***Site Safety Considerations***
- ___ *Isolation Perimeter Established*
- ___ *TRT Positioning / Escape Route*
- ___ *Air Monitoring*
- ___ *Hazard Control Zones*
- ___ *PPE Requirements & Levels: Respiratory* ___
- *Skin* ___ *A* ___ *B* ___ *C* ___ *D* ___
- ___ *EMS / Medical Station(s) Set-up*
- ___ *Medical Monitoring Conducted*
- ___ *Decon Area(s) Set-up*

☐ ***Entry Operations***
- ___ *"Two In, Two Out"*
- ___ Entry / Back-up Designated
- ___ Entry / Back-up w/Proper PPE
- ___ Entry / Back-up Briefed
- ___ Communications reviewed
- ___ *Emergency routes / procedures*
- ___ *Decon set-up and in-place*

☐ ***HAZWOPER Training Requirements Met***

☐ ***Site Safety Plan***
- ___ In Preparation
- ___ Completed

Tactical Considerations
- Specific Response Scenarios -

Process Fire

☐ Equipment Involved
_____

☐ Initial Fire Attack Plan
☐ Exposures Protected
☐ Fixed Fire Protection Activated (halon, foam, sprinkler)
☐ Source Control
- ___ Source Isolation
- ___ Spill Confinement

☐ Asbestos Hazard
☐ Structural Stability
☐ Power Isolated
☐ Drainage Control
☐ Hydrocarbons Floating on Water
☐ Runoff Hazardous to Personnel
☐ Fire Pump Status / Pressure

Structure Fire

Tactical Benchmarks

☐ Initial Fire Attack Plan
☐ Search and Rescue
- ___ Primary Search Completed
- ___ Secondary Search Completed

☐ Exposure Protection
☐ Rapid Intervention Team
☐ Fire Control
☐ Fire Extinguishment
☐ Ventilation
☐ Salvage
☐ Overhaul

Functional Benchmarks

☐ Water / Foam Supply
☐ Utility Control

Vapor Release

☐ TRT and Source Control Personnel Located Upwind
☐ Vehicle Traffic Isolated
☐ Downwind Exposures Identified / Notified
☐ Downwind Exposures Protected (i.e. evacuate, Shelter-in-place)
☐ *Potential Ignition Sources Identified & Controlled*
☐ Mitigation Options (source control, water spray, plug / patch)
☐ Downwind Air Monitoring
☐ % of LEL (LEL Readings)

Oil / Chemical Spill

☐ Type of Spill _____
_____
_____

☐ Initial Tactical Plan
☐ Volume Estimation _____
☐ Source Control
☐ Spill Confinement
☐ Fire Protection Required?
☐ Downwind Air Monitoring

Medical / Rescue

☐ Number of Casualties _____
☐ Extrication from Hazard
- ___ Rescuer / Medical PPE
- ___ Back-up Personnel
- ___ Monitor Unsafe Conditions

☐ Triage
☐ Treatment
☐ Transportation
- ___ Ambulance
- ___ Medivac

Well Control

☐ Surface Blowout
- ___ Broached Casing

☐ Underground Blowout
☐ Underground & Broached Blowout
☐ Uncontrolled Shallow Gas
☐ Impacts to Pad Identified
- ___ Other Wells Affected
- ___ Facilities Affected

☐ Well Call Personnel On-Scene

INITIAL INCIDENT BRIEFING - FORMS INDEX

ICS FORM No.	DESCRIPTION	PREPARED BY	DISTRIBUTION
201-1	Incident Map	Field Aides	EmOC to Resources Unit, Situation Unit, IC, & Documentation
201-2	Summary of Incident & Current Actions	Field Aides	EmOC to ACC within 2 hrs, & Doc.
201-3	Tactical Response Team (TRT) Organization	Field Aides	EmOC, Documentation
201-4	Resource Summary	Staging Area Manager	EmOC, Supply Unit, Resources Unit & Documentation
201-5	Site Safety & Controls	IMT Site Safety Officer	EmOC, Documentation
The completed 201 Briefing Package should be distributed to all IMT members.			

EmOC - Emergency Operations Center

ACC - Anchorage Crisis Center

INITIAL INCIDENT BRIEFING - ICS 201-1 (page 1 of 5)
INCIDENT MAP

Incident Name:	Date Prepared:
Incident Location:	Time Prepared:

REQUIRED FORMS ATTACHED:

- ☐ Incident Map (ICS 201-1)
- ☐ Summary of Incident and Current Actions (ICS 201-2)
- ☐ TRT Organization (ICS 201-3)
- ☐ Resource Summary (ICS-201-4)
- ☐ Site Safety and Controls (ICS 201-5)

INCIDENT MAP:

0 1
SCALE

WEATHER: _____

_____

Temperature: _____ Wind Chill: _____

Wind Speed: _____ Wind Direction: _____

Precipitation (rain, snow, etc.): _____

_____

Sunrise: _____ Sunset: _____

High Tide: _____ Low Tide: _____

LEGEND:

	Incident Command Post		
	Heliport	CS	Containment Sites
	Incident Area		Water (lakes, oceans)
D	Division		Rivers
G	Group		Roads
TF	Task Force		Above-ground Pipeline
ST(T)	Strike Team (Team)		Below-ground Pipeline
SA	Staging Area	X	Control Zones
DC	Decontamination	B	Boom

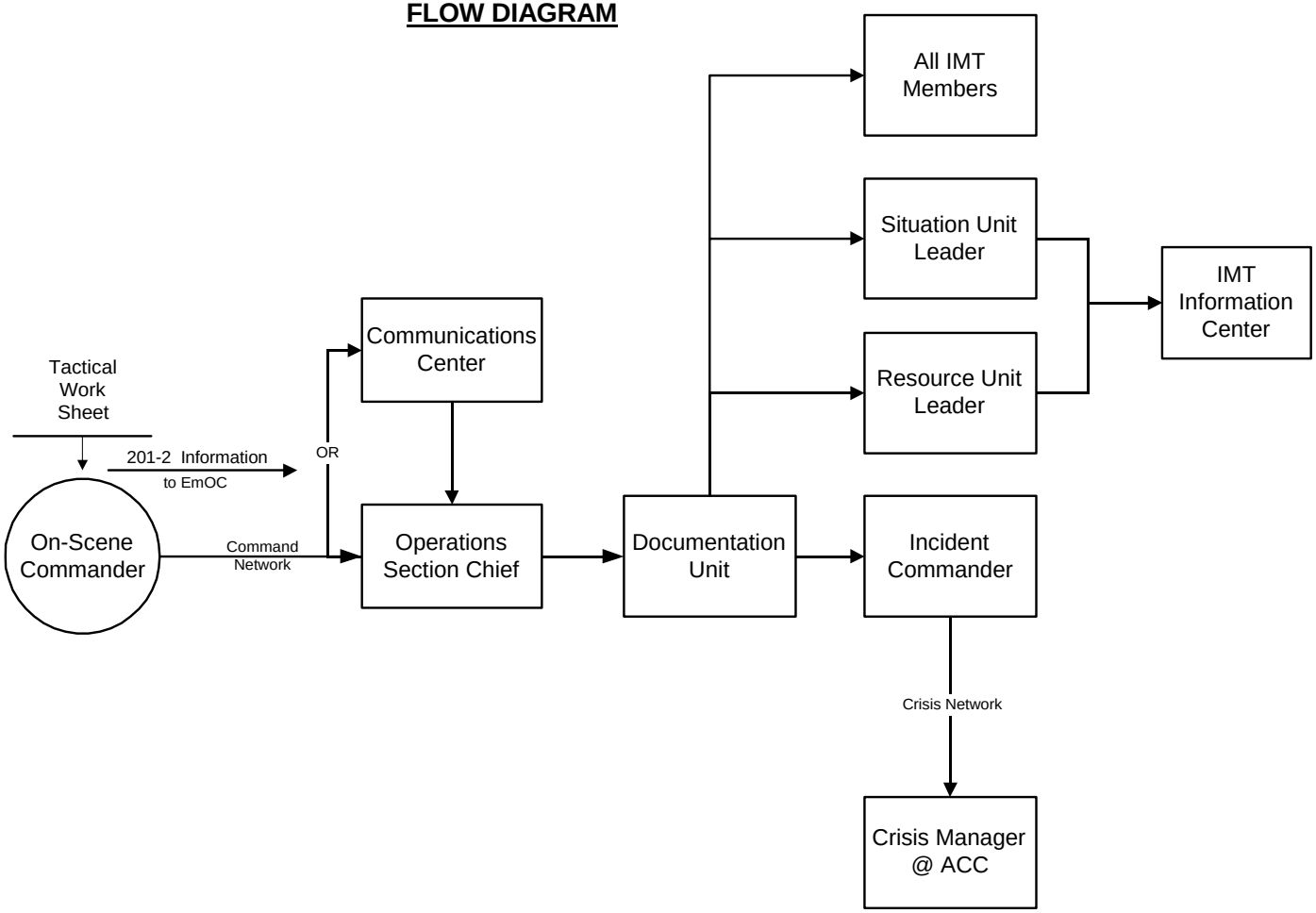
Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 201-1
10/31/98

(SEE FLOW CHART ON BACK OF FORM)

Page ____ of ____

ICS 201 INITIAL INCIDENT BRIEFING FLOW DIAGRAM



ICS 201- Flow Diagram
Date: 10/31/98

INITIAL INCIDENT BRIEFING - ICS 201-2 (page 2 of 5)
SUMMARY OF INCIDENT AND CURRENT ACTIONS

Incident Name:	Date Prepared:	
Incident Location:	Time Prepared	

DESCRIPTION OF INCIDENT:

Cause if Known: _____

_____

What Happened: ☐ Fire ☐ Gas leak ☐ Explosion ☐ Spill ☐ Medical ☐ HAZMAT

Extent of Involvement:

Source: _____ Name/Type: _____

DESCRIPTION OF SPILLED/EMITTED MATERIAL:

Type: _____ Quantity: _____

INCIDENT POTENTIAL:

☐ **Incident Under Control**
☐ Incident Currently Not Under Control, But Can Be Handled With Available Resources.
☐ Incident Will Require Additional Resources (e.g., contractors, mutual aid).
☐ Incident Will Likely Generate Significant Public Affairs/Community Relations Issues.

SAFETY CONSIDERATIONS:

Injuries: _____ Fatalities: _____ Unaccounted: _____
Chemical Hazards: _____
Physical Hazards: _____
Level of PPE: _____

RESPONSE OBJECTIVES:

IMPACTS:

☐ Land ☐ People ☐ Property ☐ Environment ☐ Operations ☐ Community ☐ Water

Sensitive Areas Impacted or Threatened: Yes ☐ No ☐

Location of Areas: _____

NOTIFICATIONS MADE (EmOC):

☐ OSRO ☐ NRC ☐ USCG ☐ EPA ☐ DOT ☐ COE ☐ BLM
☐ OSHA ☐ NSB ☐ ADEC ☐ ADF&G ☐ DNR ☐ AOGCC ☐ IMT
☐ OTHER:

HELP REQUESTED (EmOC):

Technical: _____ Human Resources: _____
Legal: _____ Environmental: _____
Safety: _____ Medical: _____
Information Officer: _____ Other: _____

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 201-2
8/99 Rev.

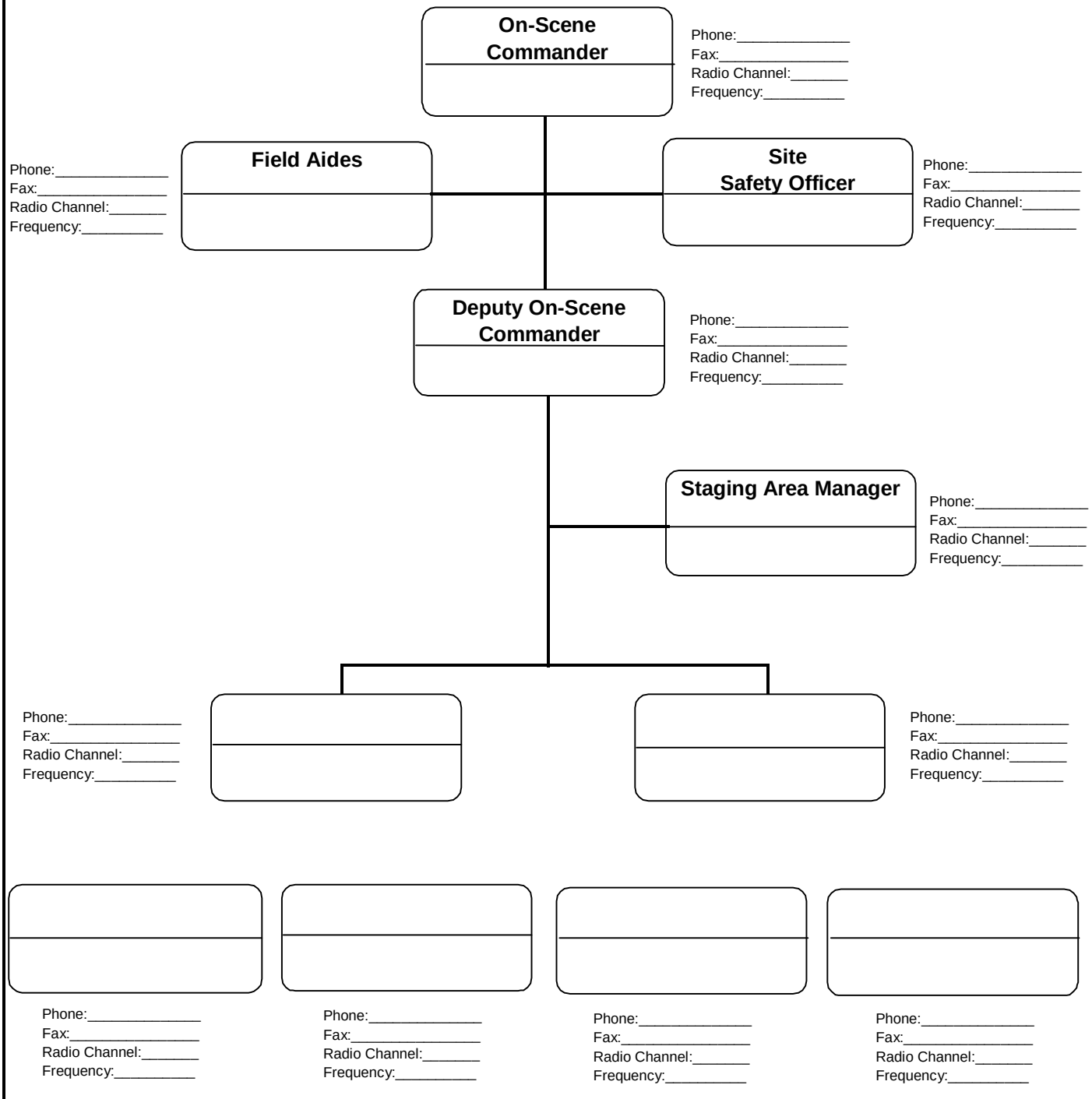
COMPLETE AND FORWARD TO THE ACC WITHIN 2 HOURS

Page____ of ____

INITIAL INCIDENT BRIEFING - ICS 201-3 (page 3 of 5)
TRT ORGANIZATION

Incident Name: _____	Date Prepared:	
Incident Location: _____	Time Prepared:	

LOCATED AT THE INCIDENT COMMAND POST (ICP)



Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 201-3 Page____of ____
3/5/98

INITIAL INCIDENT BRIEFING - ICS 201- 4 (page 4 of 5)
RESOURCE SUMMARY

Incident Name: _____	Date Prepared:
Incident Location: _____	Time Prepared:

Qty	Description of Resources	ETA Date/Time	On Scene (x)	Location/Assignment (Branch, Division, Task Force, Staging Area, etc.)

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 201-4
5/12/98

Page ____ of ____

INITIAL INCIDENT BRIEFING - ICS 201- 5 (page 5 of 5)
SITE SAFETY AND CONTROLS

Incident Name: _____	Time Work Started:	
Incident Location: _____	_____ AM	_____ PM

SITE CONTROL:		
Has an Site Safety Officer Been Designated?	Yes ☐	No ☐
Has an Incident Command Post Been Established?	Yes ☐	No ☐
Have all Personnel Been Accounted for? Injuries:_____Fatalities:_____Unaccounted:_____	Yes ☐	No ☐
Are People Injured or Trapped? (Attach Company Injury/Incident Report, as appropriate)	Yes ☐	No ☐
Are Untrained/Unorganized People On-Scene or Involved in Rescue Operations?	Yes ☐	No ☐
Has an Isolation Perimeter Been Established?	Yes ☐	No ☐
Has a Staging Area Been Established?	Yes ☐	No ☐
Has Site Access Control Been Established?	Yes ☐	No ☐
HAZARDS:		
Have You Determined the Need For:		
Air Monitoring	Yes ☐	No ☐
On-Site Characterization	Yes ☐	No ☐
Off-Site Characterization	Yes ☐	No ☐
Are There Immediate Signs of Potential Hazards:		
Markings, Colors, Placards, or Labels Indicating Hazards?	Yes ☐	No ☐
Unidentified Liquid or Solid Products Visible?	Yes ☐	No ☐
Vapors Visible? Color _____	Yes ☐	No ☐
Orders or Smells?	Yes ☐	No ☐
Spill Area Conditions? _____ Dry ☐	Wet ☐	Icy ☐
Electrical Lines Down?	Yes ☐	No ☐
Ignition Sources Nearby (Sparks, Flames, Vehicles)?	Yes ☐	No ☐
Physical Hazards (Holes, Caverns, Deep Ditches, Fast Moving Water) Nearby?	Yes ☐	No ☐
Is Local Traffic a Potential Problem?	Yes ☐	No ☐
As You Approach the Scene From the Upwind Side, Are There Changes in Status of Any of the Above?	Yes ☐	No ☐
HAZARDS MITIGATION:		
Are TRT Units Safely Positioned? Emergency Escape Route Provided (see below)?	Yes ☐	No ☐
Have You Established and Communicated the Location of Hazardous Control Zones?	Yes ☐	No ☐
Have You Identified PPE Requirements and Levels? A_____B_____C_____D_____	Yes ☐	No ☐
Have Your Identified Other Safety Equipment and Procedures (see below)?	Yes ☐	No ☐
Are All Entry Operations Following the "Two in/Two Out" Guidelines?	Yes ☐	No ☐
Have You Established EMS/Medical Stations?	Yes ☐	No ☐
Have You Defined Decontamination Requirements (see below)?	Yes ☐	No ☐
Have You Addressed Personnel Fatigue? Hours since starting work _____	Yes ☐	No ☐
Have You Established Decontamination Facilities?	Yes ☐	No ☐

REMARKS: (List Emergency Escape Routes, Decon Requirements, Equipment, etc., as appropriate):

_____ _____	Approved By: _____
Prepared By: Site Safety Officer Date/Time	On-Scene Commander

ICS 201-5
3/5/98

Page ___ of ___

INCIDENT ACTION PLAN - FORMS INDEX

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

INCIDENT ACTION PLAN (IAP) COVER PAGE - ICS 200

Incident Name: _____	Date Prepared: _____	Operational Period: Date	Time
Incident Location: _____	Start:		
	End:		

WEATHER FORECAST FOR OPERATIONAL PERIOD:

Wind Speed:		Wind Direction:	
Air Temperature:		Precipitation:	Rain ☐ Snow ☐
Ceiling:		Visibility:	
Wave Height:		Wave Direction:	
Current Speed:		Current Direction:	
Water Temperature:		River Stage:	

TIDES:

_____	(am/pm) High Tide(s)	_____	(am/pm) Sunrise
_____	(am/pm) Low Tide(s)	_____	(am/pm) Sunset

GENERAL SAFETY MESSAGE:

ATTACHMENTS TO IAP

- ☐ IAP Cover Page (ICS 200)
- ☐ Incident Objectives (ICS 202)
- ☐ IMT Organization & Contact Chart (ICS 203)
- ☐ Field Assignment (ICS 204)
- ☐ Field Assignment Change Sheet (ICS 204C)
- ☐ Field Assignment Environmental Message (ICS 204E)
- ☐ Field Assignment Safety Message (ICS 204S)
- ☐ Incident Communications Plan (ICS 205)
- ☐ Medical Plan (ICS 206)
- ☐ Air Operations Summary (ICS 220)
- ☐ Location Maps
- ☐ Other

INCIDENT ACTION PLAN APPROVED BY:

Incident Commander (IC):		Company Name:	
Federal On-Scene Coordinator		Agency Name:	
State On-Scene Coordinator (SOSC):		Agency Name:	
Local On-Scene Coordinator (LOSC):		Represented By:	

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 200
3/6/98

Page ___ of ___

INCIDENT OBJECTIVES (IAP) - ICS 202

Incident Name: _____

Incident Location: _____

Date Prepared:	Operational Period:	
_____	Date	Time
Start:		
End:		

Incident Commander for the Next Operational Period: _____

OBJECTIVES FOR THE NEXT OPERATIONAL PERIOD

Objective No.	Strategic Objectives	Tactical Objectives to Directed to Meet Strategic Objectives

SUMMARY OF MAJOR CHANGES FOR THE NEXT OPERATIONAL PERIOD:

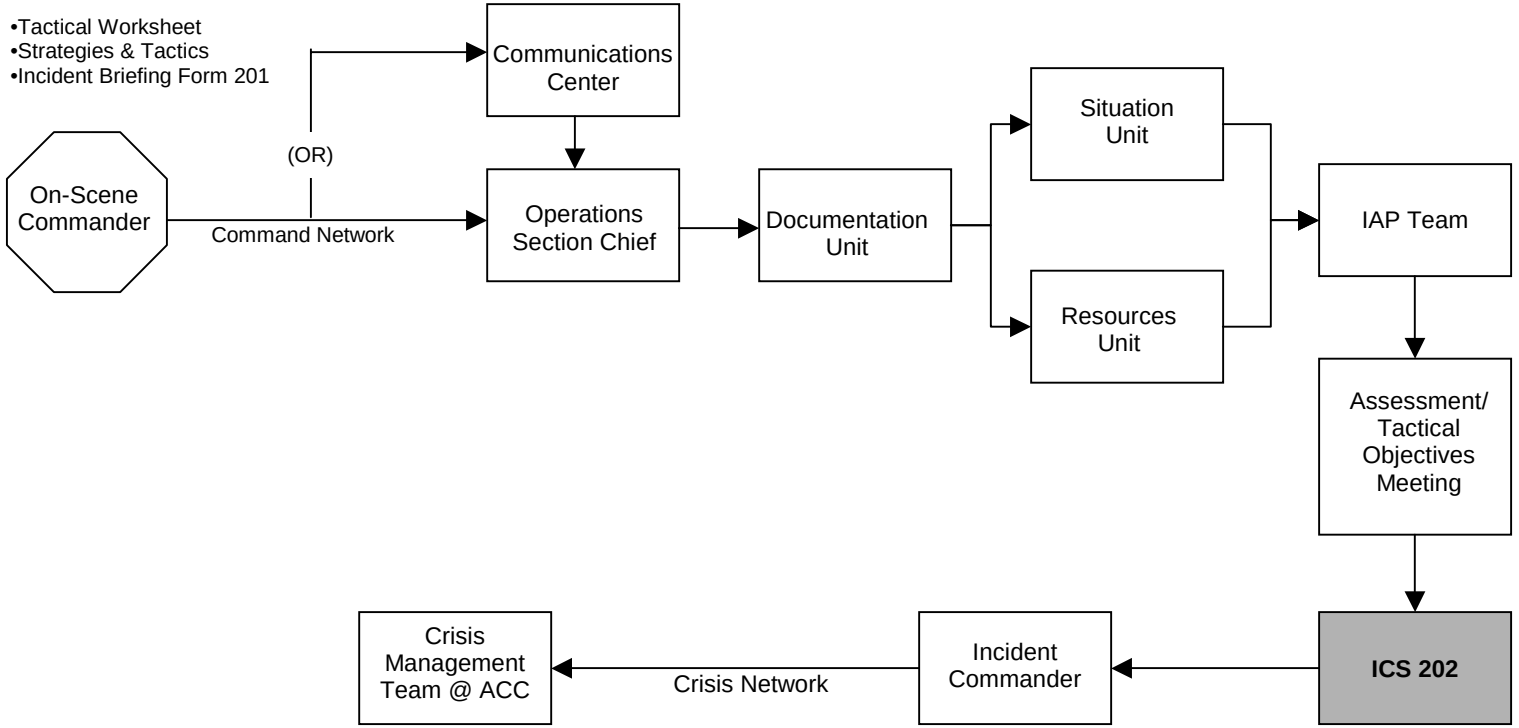
Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 202
8/99 Rev.

Page: ___ of: ___

(SEE FLOW CHART ON BACK OF FORM)

ICS 202 IAP OBJECTIVES FLOW DIAGRAM



ICS 202 - FLOW
(1/1/00 rev.)

ORGANIZATION AND CONTACT CHART - ICS 203

INCIDENT NAME: _____ **LOCATION:** _____ **DATE:** _____

OPERATIONAL PERIOD

	DATE	TIME
Start:		
End:		

Prepared By: _____
ICS Position: _____
Phone: _____

IO — Name: _____ Phone: _____
LO — Name: _____ Phone: _____
LGL — Name: _____ Phone: _____
SO — Name: _____ Phone: _____
SCO — Name: _____ Phone: _____

Command Staff

IC — Name: _____ Phone: _____

FOSC — Name: _____ Phone: _____

SOSC — Name: _____ Phone: _____

DIC — Name: _____ Phone: _____

General Staff

EMERGENCY OPERATIONS CENTER (EmOC)

SC DOSC — Name: _____ Phone: _____

OSC — Name: _____ Phone: _____ Radio: _____

DOSC — Name: _____ Phone: _____ Radio: _____

INCIDENT COMMAND POST (ICP)

OC — Name: _____ Phone: _____ Radio: _____

SSO — Name: _____ Phone: _____ Radio: _____

AIDES — Name: _____ Phone: _____ Radio: _____

AOPS — Name: _____ Phone: _____ Radio: _____

SAM — Name: _____ Phone: _____ Radio: _____

SOURCE CONTROL — Name: _____ Radio:: _____

TACTICAL RESPONSE — Name: _____ Radio:: _____

TEAM Name: Radio:
TEAM Name: Radio:
TEAM Name: Radio:
TEAM Name: Radio:
TEAM Name: Radio:
TEAM Name: Radio:

PSC — Name: _____ Phone: _____

Resource UL — Name: _____ Phone: _____
Situation UL — Name: _____ Phone: _____
Environment. UL — Name: _____ Phone: _____
Demob. UL — Name: _____ Phone: _____
Document. UL — Name: _____ Phone: _____
Technical Specialist — Name: _____ Phone: _____

LSC — Name: _____ Phone: _____

Support Branch Dir. — Name: _____ Phone: _____
Supply UL — Name: _____ Phone: _____
Facilities UL — Name: _____ Phone: _____
Ground Support UL — Name: _____ Phone: _____

Service Branch Dir. — Name: _____ Phone: _____
Medical UL — Name: _____ Phone: _____
Food UL — Name: _____ Phone: _____
Comm. UL — Name: _____ Phone: _____

FSC — Name: _____ Phone: _____

Time/Cost UL — Name: _____ Phone: _____
Insurance/ Claims UL — Name: _____ Phone: _____
Procurement UL — Name: _____ Phone: _____

NOTE: Shaded area denotes a Source Control (SC) Response

SEE GLOSSARY FOR ACRONYMS - APPENDIX F - IMS MANUAL

ICS 203
10/31/98

Page: ____ of ____

FIELD ASSIGNMENT (IAP) - ICS 204

Incident Name: _____	Date Prepared:	Operational Period: Date	Time
	Start:		
Incident Location: _____	End:		

(1) ORGANIZATIONAL LEVEL:

☐ On-Scene Commander: _____

☐ Operations Section Chief: _____

☐ Branch: _____

☐ Division/Group: _____

☐ Task Force/Strike Team: _____

(2) FIELD ASSIGNMENT:

OBJECTIVE NO:

FIELD ASSIGNMENT:

STATUS OF ASSIGNMENT:

☐ Draft ☐ Final

(3) SPECIAL SAFETY AND ENVIRONMENTAL CONSIDERATIONS:

(4) WORK LOCATION AND DESCRIPTION:

RESOURCES ASSIGNED THIS PERIOD:

(5) Organization/Equipment/Personnel	(6) Leader	(7) Comments

(8) ATTACHMENTS:

☐ Change Sheet (ICS Form 204C)
☐ Safety Message (ICS Form 204S)
☐ Environmental Message (ICS Form 204E)
☐ Location Map
☐ Diagram
☐ Other

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

(SEE BACK OF FORM FOR INSTRUCTIONS)

ICS 204
8/99 Rev.

Page ____ of ____

DIRECTIONS ON FILLING OUT THE ICS FORM 204

Fill out the top part of the form with the Incident Name, Location and the date and operational period under which the form is being prepared.

IMPORTANT! USE A SEPARATE FORM FOR EACH GROUP and/or DIVISION AND EACH TASK FORCE and/or STRIKE TEAM

1. **ORGANIZATIONAL LEVEL**: This category is for the operational level at which this field assignment is being utilized, i.e., under the On-Scene Commander is the Operations Section Chief, fill in the names of the both individuals in these positions. If there is a Branch, check the box and fill in the name of the Branch and the Directors name. If the organization goes directly to the Division or Group level, fill in the applicable Division/Group name and the name of the Supervisor and so on forth for all Task Forces or Strike Teams.

2. **FIELD ASSIGNMENT**: OBJECTIVE NUMBER: What Objective is being met with this Tactical Assignment? FIELD ASSIGNMENT: Branch, Division, Group, Task Force or Strike Team/Team number assigned to each objective (there may be multiple tactical activities associated with one objective). STATUS OF ASSIGNMENT: This category is to give the exact status of the ICS 204, i.e., if the assignments are still in a "draft" form during the planning and resource selection preparation, Unified Command review, etc., or if it is in the "final" assignment process and ready for field deployment.

3. **SAFETY/ENVIRONMENTAL CONSIDERATIONS**: List any special safety or environmental issues here such as safety zones, safety equipment requirements, PPE, sensitive areas, archeological sites, bird nesting, etc.

4. **LOCATION AND DESCRIPTION OF WORK:** Describe the major function or activity of the Group, Division, Task Force or Strike Team for this Field Assignment and a descriptive location of where these activities will take place.

5. **ORGANIZATION/EQUIPMENT/PERSONNEL**: If the Field Assignment Form is being utilized for a Division or Group Assignment, list the Task Forces and or Strike Teams assigned to this Division or Group and all the appropriate equipment, resources and personnel.

6. **LEADER:** Name the leader of the Organizational Level (Division/Group/Task Force or Strike Team).

7. **COMMENTS**: The purpose of this category is to define any special instruction or issues relating to the Organizational Level, personnel or equipment resources defined within this field assignment, such as transportation requirements for pick-up or drop needs and locations, estimated arrival /departure times and locations, and special communications channels and frequencies used or needed.

8. **ATTACHMENTS:** Change Sheet (ICS Form 204C) is to be attached if there are any changes during the life of this each individual Field Assignment. Environmental Message (ICS Form 204E) is to be attached if there are special instructions or issues relating to the environment. Safety Message (ICS Form 204S) is to be attached if there are special safety considerations such as hot/warm zones, special PPE requirements, detailed on-site safety concerns. Any other special diagrams for strategy planning or location issues or other attachments that will assist the personnel assigned to the field in the implementation of their work assignment.

FIELD ASSIGNMENT CHANGE SHEET (IAP) - ICS 204C

Incident Name: _____	Date Prepared:	Operational Period:	
		Date	Time
Incident Location: _____	Start:		
	End:		

ORGANIZATIONAL LEVEL:

- ☐ On-Scene Commander: _____
- ☐ Operations Section Chief: _____
- ☐ Branch: _____
- ☐ Division/Group: _____
- ☐ Task Force/Strike Team: _____

FIELD ASSIGNMENT: _____

OBJECTIVE NO.: _____

- ☐ Task Force
- ☐ Strike Team

PORTIONS OF ASSIGNMENT CHANGED

- ☐ (1) Organizational Level
- ☐ (2) Status of Assignment
- ☐ (3) Safety Considerations
- ☐ (4) Environmental Considerations
- ☐ (5) Description of Work
- ☐ (6) Organizational/Equipment/Personnel
- ☐ (7) Leader
- ☐ (8) Comments

Other:

- ☐ Radio/Frequency
- ☐ Demobilization

DESCRIPTION OF CHANGE:

Prepared By:_____ **ICS Position:**_____ **Phone:**_____

ICS 204C
8/99 Rev.

Page____of ____

FIELD ASSIGNMENT ENVIRONMENTAL MESSAGE (IAP) - ICS 204E

Incident Name: _____	Date Prepared:	Operational Period: Date	Time
Incident Location: _____	Start:		
	End:		

ORGANIZATIONAL LEVEL:

- ☐ On-Scene Commander: _____
- ☐ Operations Section Chief: _____
- ☐ Branch: _____
- ☐ Division/Group: _____
- ☐ Task Force/Strike Team: _____

FIELD ASSIGNMENT: ____

OBJECTIVE NO.: _____

- ☐ Task Force
- ☐ Strike Team

SPECIFIC ENVIRONMENTAL CONCERNS AND AVOIDANCE/MITIGATION MEASURES

Environmental Concerns	Avoidance/Mitigation Measures

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 204E
8/99 Rev.

Page ____ of ____

FIELD ASSIGNMENT SAFETY MESSAGE (IAP) - ICS 204S

Incident Name: _____	Date Prepared:	Operational Period:	
		Date	Time
Incident Location: _____	Start:		
	End:		

ORGANIZATIONAL LEVEL:

- ☐ On-Scene Commander: _____
- ☐ Operations Section Chief: _____
- ☐ Branch: _____
- ☐ Division/Group: _____
- ☐ Task Force/Strike Team: _____

FIELD ASSIGNMENT: _____

OBJECTIVE NO.: _____

- ☐ Task Force
- ☐ Strike Team

SPECIFIC CHEMICAL HAZARDS AND AVOIDANCE/MITIGATION MEASURES

Chemical Hazards	Avoidance/Mitigation Measures

SPECIFIC PHYSICAL HAZARDS AND AVOIDANCE/MITIGATION MEASURES

Physical Hazards	Avoidance/Mitigation Measures

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS-204S
8/99 Rev.

Page ____ of ____

INCIDENT COMMUNICATION PLAN - ICS 205 (Page 1 of 2)

Incident Name: _____	Date Prepared:	Operational Period:	
		Date	Time
Incident Location: _____	Start:		
	End:		

COMMAND NETWORK:

Assignment	System	Channel	Function	Frequency (MHZ)	Remarks
EmOC	NS VHF Oilspill	OS-	Relay C2 Traffic	Tx- Rx-	Repeater @
		OS-	Relay C2 Traffic	Tx- Rx-	Repeater @
		659- -Fax	Transmit Only		
Note: Radio Call Sign is: **"EmOC"**		659- -Fax 659- -Voice	Receive Only		Note: Central Point for ANY "RadioTraffic" into or out of the EmOC
On-Scene Commander	NS VHF Oilspill	OS-	Tactical Command	Tx- Rx-	Repeater @
		OS-	Tactical Command	Tx- Rx-	Repeater @
		659- -Fax	Transmit Only		
		659- -Fax 659- -Voice	Receive Only		
Incident Command Post Note: Radio Call Sign is: Radio Call Sign is: **"ICP"**	NS VHF Oilspill	OS- 659- -Voice 659- -Fax		Tx- Rx-	Repeater @
Fire Chief	NS VHF Oilspill	OS- 659- -Voice		Tx- Rx-	Repeater @
Site Safety Officer	NS VHF Oilspill	OS- 659- -Voice		Tx- Rx-	Repeater @
Air Operations Officer	NS VHF	G/A- 659- -Voice		Tx/Rx	

OPERATIONS/TACTICAL NETWORK:

Branch Director Tactical/Source Control	NS VHF Oilspill	OS- 659- -Voice 659- -Fax	Tactical Command	Tx- Rx-	Repeater @
Division/Group Supervisor	NS VHF Oilspill	OS- 659- -Voice 659- -Fax	Tactical Command	Tx- Rx-	Repeater @
Wildlife Hazing/Recovery Group	NS VHF Oilspill	OS- 659- -Voice	Tactical Command	Tx- Rx-	Repeater @
Task Force # ____ Leader	NS VHF Oilspill	OS- 659- -Voice	Tactical Command	Tx- Rx-	Repeater @

INCIDENT COMMUNICATIONS PLAN - ICS 205 (Page 2 of 2)

Assignment	System	Channel	Function	Frequency (MHZ)	Remarks
OPERATIONS/TACTICAL NETWORK (Continued):					
Task Force # ____ Leader	NS VHF Oilspill	OS- 659- -Voice	Tactical Command	Tx- Rx-	Repeater @
Task Force # ____ Leader	NS VHF Oilspill	OS- 659- -Voice	Tactical Command	Tx- Rx-	Repeater @
Team # _____ Leader	NS VHF Oilspill	OS- 659- -Voice	Tactical Command	Tx- Rx-	Repeater @
SUPPORT/SUPPLY NETWORK:					
Staging Area Manager	NS VHF Oilspill	OS- 659- -Voice 659- -Fax	Tactical Command	Tx- Rx- Tactical-	Repeater @
Staging Area Dispatch Note: Call Sign is **"Staging Dispatch"**	NS VHF Oilspill	OS- 659- -Voice 659- -Fax	Tactical Command	Tx- Rx- Tactical-	Repeater @
Medical	NS VHF Oilspill	OS- 659- -Voice 659- -Fax	Tactical Command	Tx- Rx- Tactical-	Repeater @
Beach Master	NS VHF Oilspill	OS- 659- -Voice 659- -Fax	Tactical Command	Tx- Rx- Tactical-	Repeater @
Heliport Manager	NAT UHF Oilspill G/A	 659- -Voice 659- -Fax	Tactical Command	Tx-459.000 Rx-454.000 G/A- 122.85	Repeater @
CRISIS NETWORK:					
		659- -Voice			
		659- -Fax			
OTHER NETWORKS:					
USCG/ADEC	NS VHF Oilspill	OS- 659- -Voice	Regulatory	Tx- Rx-	Repeater @
Controllers	NS VHF Oilspill	OS- 659- -Voice	Tactical Command	Tx- Rx-	Repeater @
Onshore Emergencies	NS VHF Oilspill	OS-	Emergencies	Tx- Rx-	Repeater @
Offshore Emergencies	NS VHF Oilspill	OS- 73 Marine CH 16	Emergencies	Tx/Rx 156.800	

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 205 Page ____of _____

3/6/98

MEDICAL PLAN (IAP) - ICS 206

Incident Name: _____	Date Prepared:	Operational Period:	
		Date	Time
Incident Location: _____	Start:		
	End:		

FIRST AID STATIONS

Medical Aid Station	Location	Telephone/Radio	EMT/ETT

TRANSPORTATION (Assigned/Standby Ambulance Services)

Name (Ground/Air)	Location	Telephone/Radio	Doctor/Nurse	EMT/ETT

HOSPITALS

Name	Address	Telephone/Radio	Travel Time (ground/air)	Helipad (yes/no)	Burn Center (yes/no)

MEDICAL EMERGENCY PROCEDURES

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 206
3/6/98

Page___ of ___

AIR OPERATIONS PLAN (IAP) - ICS 220

Incident Name: _____	Date Prepared:	Operational Period:	
		Date	Time
	Start:		
Incident Location: _____	End:		

Base/Function	Assignment	Fixed Wing or Helicopter (No. & Type)	Takeoff Time	Return Time	Remarks

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 220
3/6/98

Page ____ of ____

ENVIRONMENTAL UNIT SUMMARY - ICS 224

Incident Name: _____	Date Prepared:	Operational Period	
		Date	Time
Incident Location: _____	Start:		
	End:		

AREA ENVIRONMENTAL DATA:

PRIORITIES FOR MITIGATING ENVIRONMENTAL AND CULTURAL IMPACTS:

WILDLIFE ASSESSMENTS AND REHABILITATION:

PERMITS (Dispersants, Burning, and/or other):

WASTE MANAGEMENT:

OTHER ENVIRONMENTAL CONCERNS:

LOGISTICAL SUPPORT NEEDS:

Prepared By: _____ **ICS Position:** _____ **Date:** _____

ICS 224
3/6/98

MISCELLANEOUS FORMS INDEX

ICS FORM No.	DESCRIPTION	PREPARED BY	DISTRIBUTION
209	Situation Status Summary	Situation Unit Leader	Resources UL, & Doc.
213	General Message	As Required	As Required & Doc.
214	Unit Log	All ICS Positions	Documentation
214-1	Unit Log (Continuation Sheet)	All ICS Positions	Documentation
215	Operational Planning Worksheet	Resource Unit Leader	IC, Operations, Situation UL, Logistics & Doc.
216	Resource Transfer	Staging Area Manager	Resources UL, Ground Support & Doc.
219	Field Resource Status	Staging Area Manager	Supply UL, Situation UL, & Doc.
222-L	Resource Order Form (Logistics)	Supply Unit Leader	Staging Area Manager, Resources UL, Ground Support UL, ACS/Others, & Doc.
222-S	Resource Order Form (SAM)	Staging Area Manager	Supply UL, ACS/Others, & Doc.

SITUATION STATUS SUMMARY (IAP) - ICS 209

Incident Name:	Date Prepared:	Operational Period:	
		Date	Time
Incident Location:	Start:		
	End:		

(1) STATUS OF SOURCE CONTROL OPERATIONS:

(2) STATUS OF RESPONSE OPERATIONS:

(3) MAJOR SAFETY CONSIDERATIONS:

(4) MAJOR ENVIRONMENTAL CONSIDERATIONS:

(5) MAJOR PUBLIC INFORMATION/COMMUNITY CONSIDERATIONS:

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 209 - 1

8/99 Rev.

(SEE FLOW DIAGRAM AND INSTRUCTIONS ON BACK OF FORM)

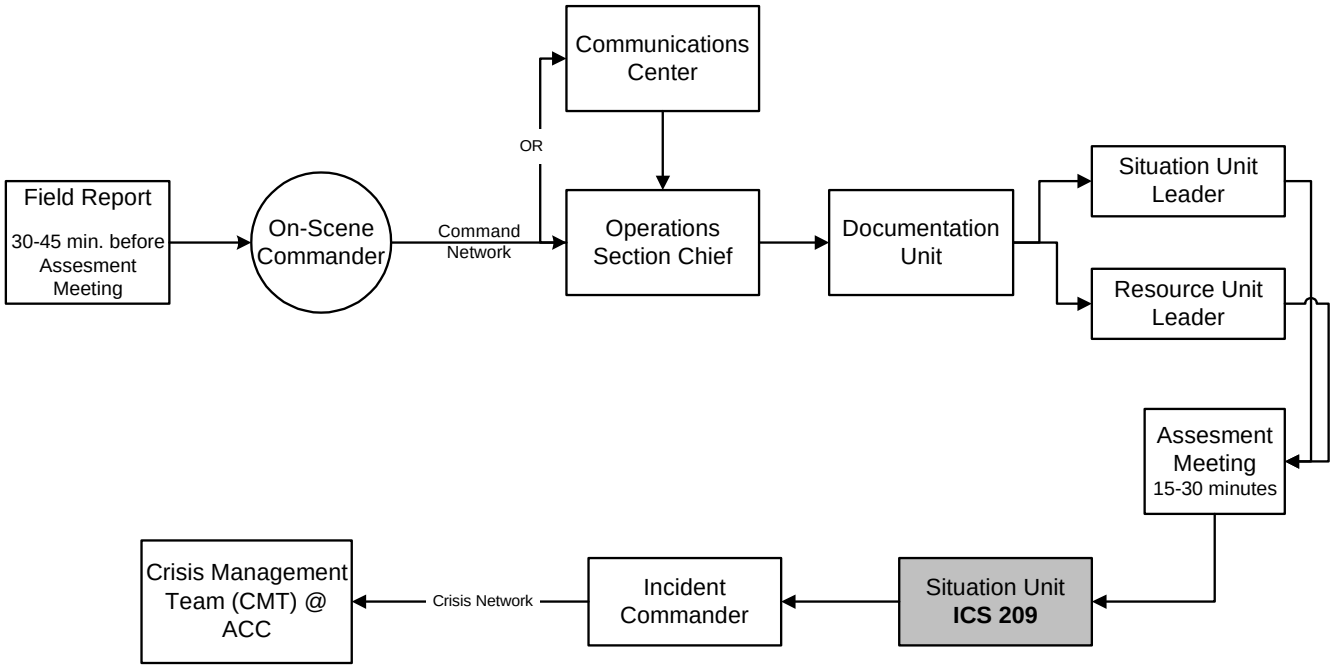
Page____of ____

SITUATION STATUS SUMMARY - ICS 209
INSTRUCTIONS

Fill out the top part of the form with the Incident Name, Location and the date and time under which the form is being prepared

1. **Status of Source Control Operations**: This is a brief description of source status. Typical information involves current rate of release, amount released in past 24 hours, percent change in release, numbers and types of personnel and equipment involved in course control and key source control benchmarks. For any number use as few significant figures as possible, use ”more than” or “less than” as appropriate and state what is estimated.
2. **Status of Response Operations**: This is a brief description of response status. Typical information includes number of response personnel, numbers of vessels, length of boom, amounts of recovered materials, amounts of stored or disposed material, disposal location, companies involved, and percent of either response operation complete, or release containment. For any number, use as few significant figures as possible, use “more than” or “less than” as appropriate, and state what is estimated.
3. **Major Safety Considerations**: This is a brief description of major safety considerations. Typical information includes responder safety issues such as TLV, LEL, hot zones, wind chill, sea state, visibility, and appropriate PPE. Also include injury, fatality, missing, and evacuated personnel status. Follow the same guidelines on number use as stated above.
4. **Major Environmental Considerations**: This is a brief description of environmental issues. Typical information includes identifying key sensitive environmental resources, status of shoreline impacted, status of wildlife impacts, hazing and wildlife management. Do not repeat information on weather or waste management information included above. Follow the same guidelines on number use as stated above.
5. **Major Public Information/Community Considerations**: This is a brief description of key public information. Typical information includes press on site, communities alerted or involved, recent public articles or news releases, etc.

ICS 209 SITUATION STATUS SUMMARY
FLOW DIAGRAM



209BackRev899

THIS PAGE DELIBERATELY LEFT BLANK

GENERAL MESSAGE - ICS 213

Incident Name: _____	Date Prepared: _____
Incident Location: _____	Time Prepared: _____

To: _____	ICS Position: _____	Phone: _____
From: _____	ICS Position: _____	Phone: _____
Subject: _____		

MESSAGE:

Name: _____	Phone: _____	Date: _____
Position: _____		Time: _____

REPLY:

Name: _____	Phone: _____	Date: _____
Position: _____		Time: _____

ICS 213
3/6/98

Page____ of ____

UNIT LOG - ICS 214

Incident Name: _____ Date Prepared: _____

Incident Location: _____ Time Prepared: _____

PERSONNEL ASSIGNED TO UNIT:

Name	ICS Position	Location

ACTIVITY:

Time	Major Events

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 214
3/6/98

Note: Use One Unit Log per Shift (with continuation sheet 214-1) for each ICS Unit Leader

Page ___ of ___

UNIT LOG (Continuation Sheet) - ICS 214-1

Incident Name: _____ Date Prepared: _____

Incident Location: _____ Time Prepared: _____

ACTIVITY LOG (Continued)

Time	Major Events

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

ICS 214-1

3/6/98

Page ____ of ____

OPERATIONAL PLANNING SUMMARY (IAP) - ICS 215

Incident Name	**Date Prepared:**		**Operational Period:**	
			Date	**Time**
Incident Location:	**Time Prepared:**	**Start:**		
		End:		

Division/ Group or Other Location	**Tasks**		**Equipment/Personnel**											**Status: Reporting Location**	**Status: Estimated Arrival Time**
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
		Req.													
		Have													
		Need													
Total Resources Required:														Approved By Logistics Chief:	
Total Resources On Hand:															
Total Resources Needed:															

Notes:

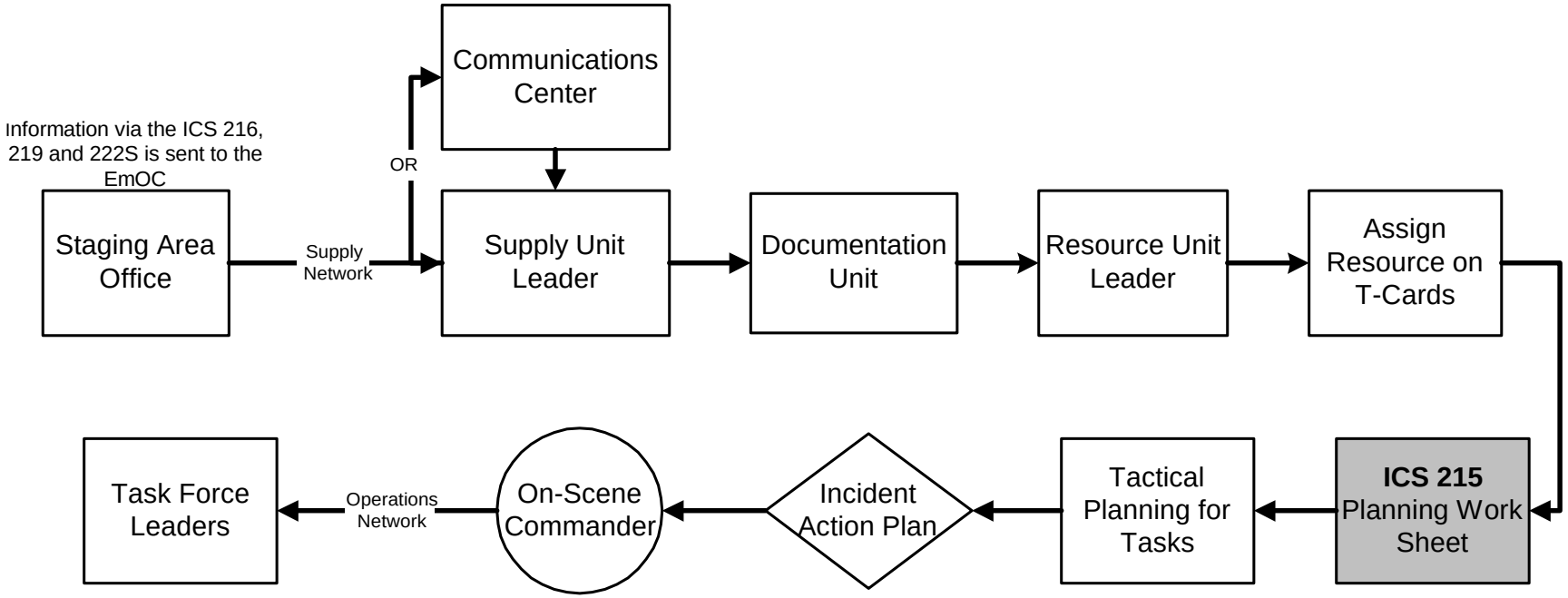
Prepared By:	**ICS Position:**	**Phone:**

ICS 215
5/23/99

(See Flow Diagram on Back of Form)

Page — of —

ICS 215 PLANNING WORKSHEET
FLOW DIAGRAM



ICS 215 Flow Diagram
Date: 10/31/98

RESOURCE TRANSFER - ICS 216

Incident Name: _____ Date: _____ Time: _____

Incident Location: _____

Requested by: _____ Position: _____

Requester Contact No's. _____

TRANSFER ORDER:

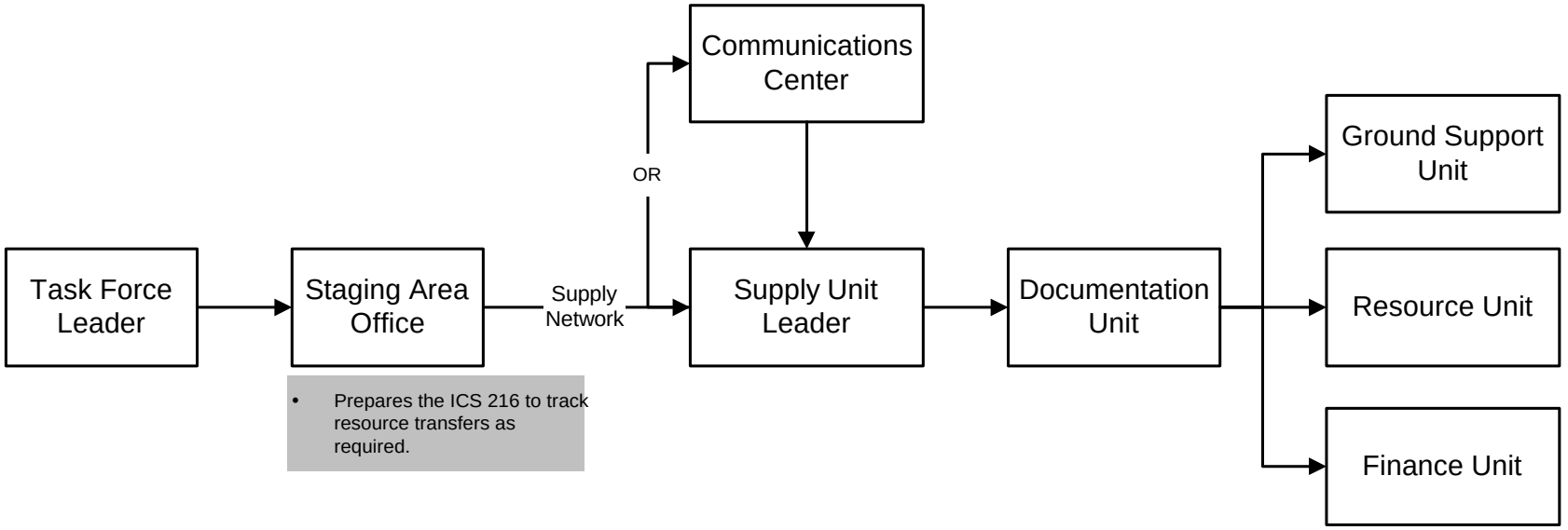
Resource	From	To

Prepared By: _____ Position: _____ Time/Date: _____

ICS 216
3/6/98

Page ___ of ___

ICS 216 RESOURCE TRANSFER FLOW DIAGRAM



ICS 216 - Flow Diagram
Date:10/31/98

FIELD RESOURCE STATUS - ICS 219 (Check-In/Out)

Incident Name: _____
Incident Location: _____

Staging Area Location: _____
☐ New ☐ Information Update

Date: _____
Time: _____

Resource No.	Resource Order No.	Quantity Ordered	Description of Resource	Check-In/Out		Activated	Status (✓)				Location / Assignments
				Time In	Time Out	(✓)	Enroute (ETA)	Staged/ Avail.	Assign-ed	Out-of-Service	

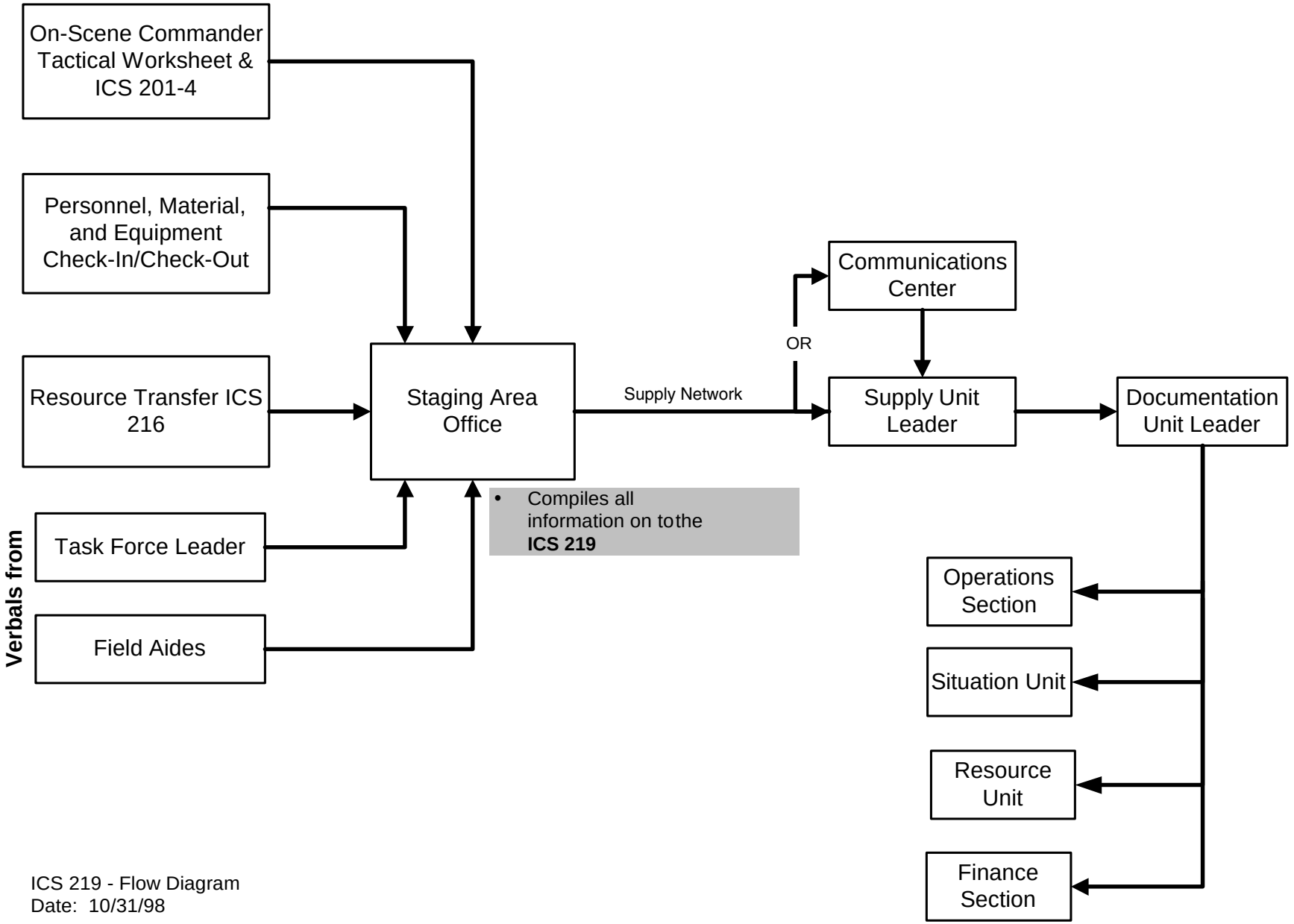
Prepared By: _____ ICS Position: _____ Phone: _____

ICS 219R
4/26/98

(SEE FLOW DIAGRAM ON BACK OF FORM)

Page _____ of ____

ICS 219 FIELD RESOURCE STATUS - CHECK-IN/OUT FLOW DIAGRAM



ICS 219 - Flow Diagram
Date: 10/31/98

RESOURCE ORDER FORM ICS-222-L (Logistics - Supply Unit Leader)

(1) Incident Name: _____ (2) Date/Time: _____/_____ (3) Resource Order # **L-** _____

(4) Requested By: _____ (5) Position: _____ (7) Order Taken By: _____ (8) ☐ Personnel ☐ Equipment ☐ Materials

(6) Requester Contact No's. _____ or

PERSONNEL, EQUIP. & MATERIALS MUST BE ORDERED ON SEPARATE FORMS

(10) Item#	(11) Action By: SAM	(11) Action By: IMT	(12) QTY.	(13) Resource Requested	Estimated Cost	(14) Delivery Point	(15) Date/Time Needed	(16) ETA	(17) Received	(18) Comments/Source/Other
1										
2										
3										
4										
5										
6										

(19) Additional Comments:

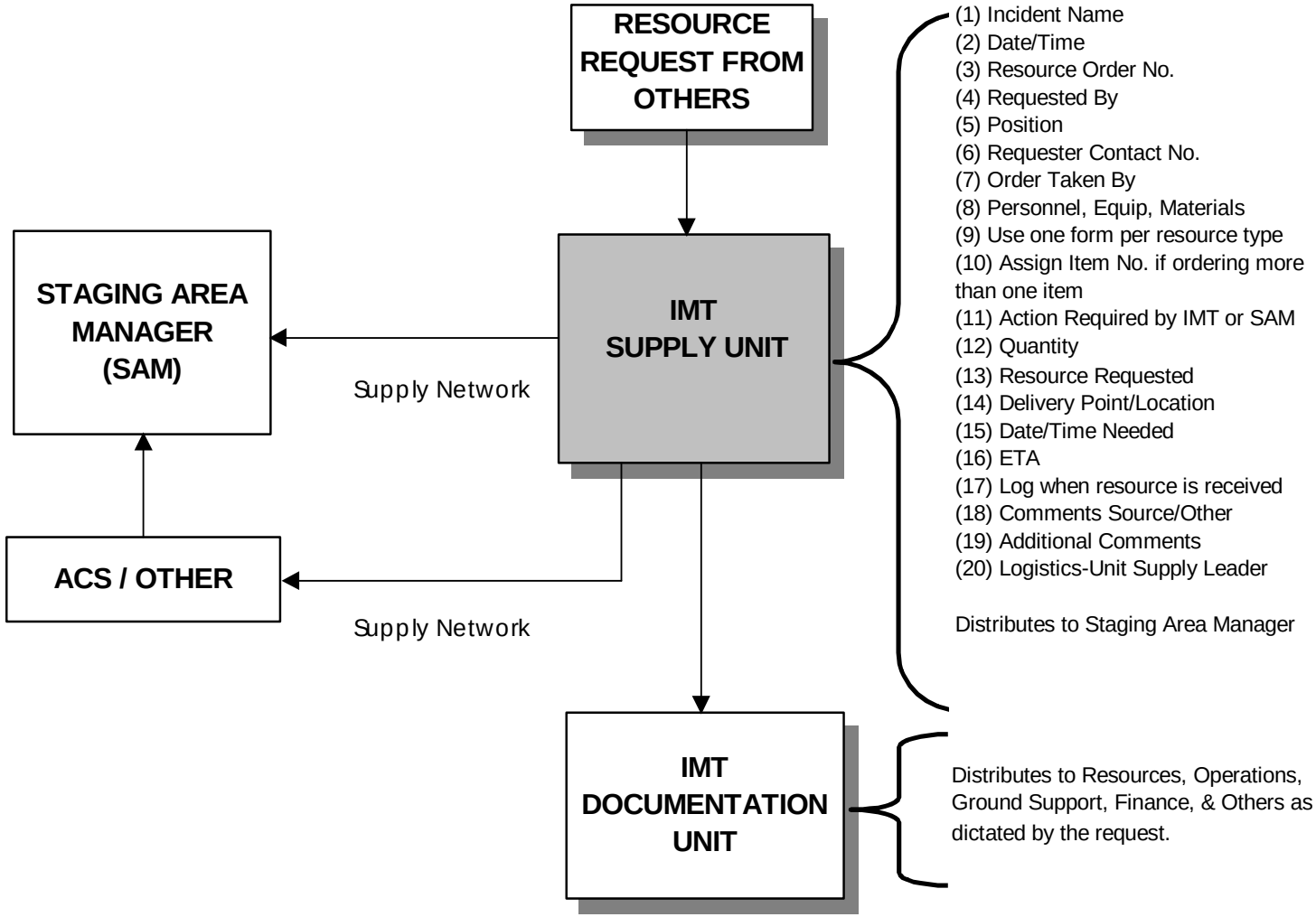
(20) Logistics - Supply Unit Leader: _____ Phone: _____ Date Prepared: _____

ICS-222-L-R
4/26/98

(SEE FLOW DIAGRAM ON BACK OF FORM)

Page___ of ___

RESOURCE ORDER FORM - ICS 222-L (Logistics - Supply Unit Leader)
FLOW DIAGRAM



(9) NOTE: USE ONE RESOURCE ORDER FORM NUMBER FOR EACH RESOURCE REQUESTED

(All materials requested per individual call from the field. Order food, equipment, materials, & personnel on separate forms)

RESOURCE ORDER FORM ICS-222-S (Staging Area Manager)

(1) Incident Name: _____ (2) Date/Time: ____/____ (3) Resource Order # **S-** _____

(4) Requested By: _____ (5) Position: _____ (7) Order Taken By: _____ (8) ☐ Personnel ☐ Equipment ☐ Materials

(6) Requester Contact No's. _____ or

PERSONNEL, EQUIP. & MATERIALS MUST BE ORDERED ON SEPARATE FORMS

(10) Item#	(11) Action By: SAM	(11) Action By: IMT	(12) QTY.	(13) Resource Requested	Estimated Cost	(14) Delivery Point	(15) Date/Time Needed	(16) ETA	(17) Received	(18) Comments/Source/Other
1										
2										
3										
4										
5										
6										

(19) Additional Comments:

(20) Staging Area Manager (SAM): _____ Phone: _____ Date Prepared: _____

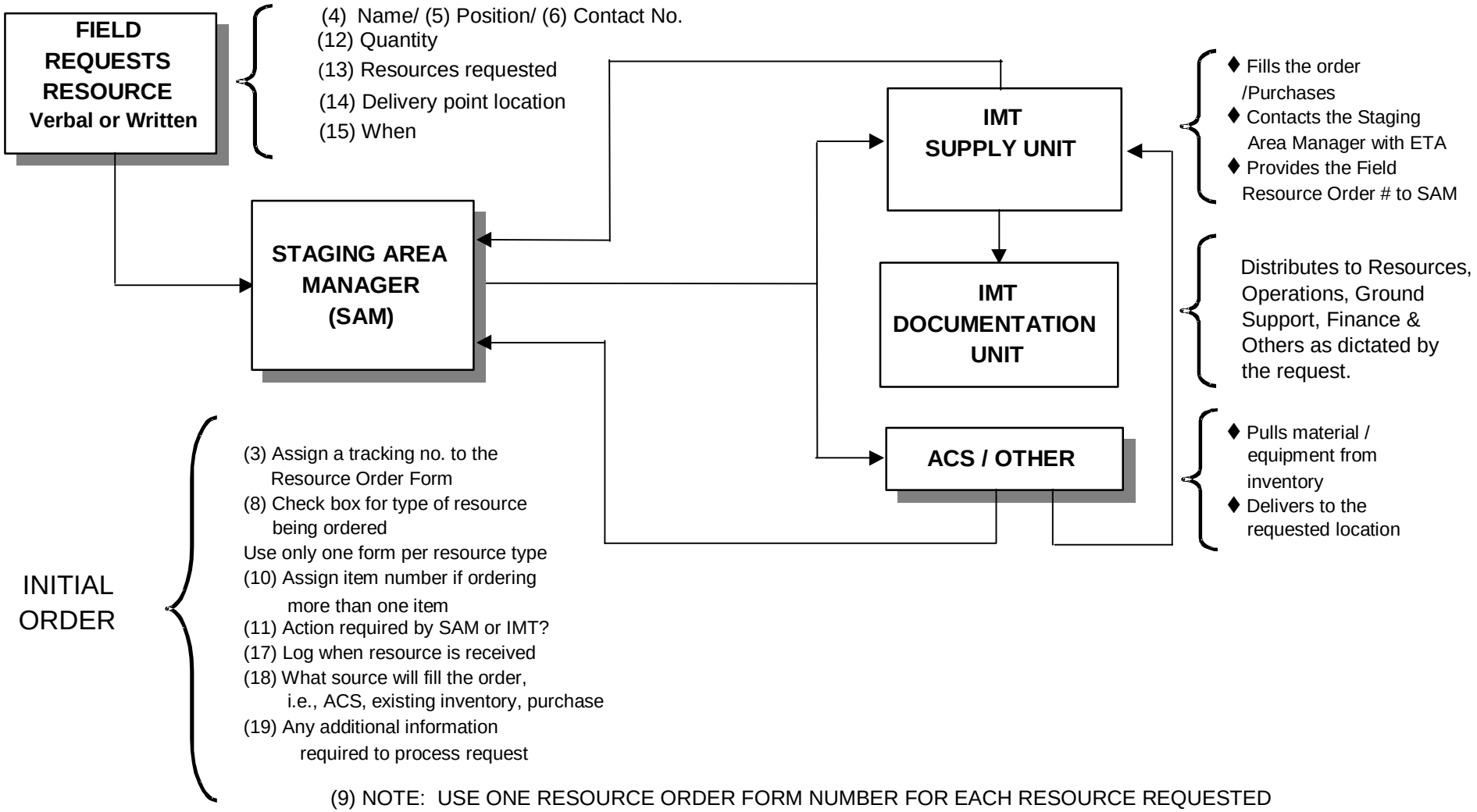
ICS-222-S-R
4/26/98

(SEE FLOW DIAGRAM ON BACK OF FORM)

Page ___ of ___

RESOURCE ORDER FORM - ICS 222-S (Staging Area Manager)

FLOW DIAGRAM



(9) NOTE: USE ONE RESOURCE ORDER FORM NUMBER FOR EACH RESOURCE REQUESTED

(All materials requested per individual call from the field. Order food, equipment, materials & personnel on separate forms)

ICS-222-S Flow Diagram
March 6, 1998

NPREP EXERCISE DOCUMENTATION FORM

Incident Name: _____ Date Prepared: _____

Incident Location: _____ Time Prepared: _____

TYPE OF EXERCISE:

1.
- ☐ Notification Exercise (Internal)
- ☐ Emergency Procedures Exercise (internal)
- ☐ Spill Management Team Tabletop Exercise (Internal)
- ☐ Equipment Deployment Exercise (Internal)
- ☐ Governmental Initiated (External)
- ☐ Area Exercise (External)
- ☐ Announced
- ☐ Unannounced

2. Date and Time Performed: Start: _____am/pm End: _____ am/pm

3. Exercise or Actual Event? ☐ Exercise ☐ Actual Event

4. Unified Command implemented? ☐ Yes ☐ No

RESPONSE CATEGORY:

5.
- ☐ Average Most Probable Discharge
- ☐ Maximum Most Probable Discharge
- ☐ Worst Case Discharge

Actual Size: ☐ Simulated ☐ Real _____ bbls.

NOTIFICATION EXERCISE:

6.
- **A.** Name of Qualified Individual: _____ Title: _____
- **B.** Is Individual Identified in ODPCP (Contingency Plan) as Incident Commander? Yes ☐ No ☐
- **C.** Notification Method: Telephone ☐ Pager ☐ Radio ☐ In Person ☐ Other ☐
- **D.** Did notification Procedure Follow ODPCP? Yes ☐ No ☐

SPILL MANAGEMENT TEAM TABLETOP EXERCISE:

7.
- **A.** Describe Objectives and How They Were Exercised: _____
- **B.** Descriptions of Lessons Learned: _____

EQUIPMENT DEPLOYMENT EXERCISE:

8.
- **A.** Equipment Ownership: Facility ☐ OSRO ☐ Both ☐
- **B.** Provide Attachment Listing Equipment and Personnel (ICS, 201, 203, 204, 215 and/or 219).
- **C.** Was Equipment Deployed in its Intended Operating Environment? Yes ☐ No ☐
- **D.** Describe Objectives and How They Were Exercised: _____
- **E.** Description of Lessons Learned: _____
- **F.** Is Spill Response Equipment in a Preventative Maintenance Program? Yes ☐ No ☐

NPREP
March 6, 1998

Page ___ of ___

NPREP EXERCISE DOCUMENTATION FORM (Cont.)

EMERGENCY PROCEDURES EXERCISE:

9. **A.** Describe Objectives and How They Were Exercised: _____

_____

_____

_____

_____

B. Descriptions of Lessons Learned: _____

_____

_____

_____

_____

CORE REQUIREMENTS:

10.

- ☐ Notifications
- ☐ Staff Mobilizations
- ☐ Operations of Response Management System:
  - ☐ Unified Command
  - ☐ IMT Operation
- ☐ Discharge Control
- ☐ Assessment
- ☐ Containment
- ☐ Recovery
- ☐ Protection of Sensitive Areas
- ☐ Disposal
- ☐ Communications
- ☐ Transportation
- ☐ Personnel Support
- ☐ Equipment Maintenance and Support
- ☐ Procurement
- ☐ Documentation

LIST OF ATTACHMENTS:

11.

- ☐ Incident or Scenario and Objective of Exercise/Incident.
- ☐ ICS 201 Initial Incident Briefing.
- ☐ Incident Action Plan.
- ☐ List of Equipment Operational Problems.
- ☐ Lessons Learned.

CERTIFICATION:

_____	_____	_____
Signature of Organizational Representative	Company	Date
_____	_____	_____
Signature of OSRO Representative (if present)	Company	Date
_____	_____	_____
Signature of Federal Agency Representative, FOSC (if present)	Company	Date
_____	_____	_____
Signature of State Agency Representative, SOSC (if present)	Company	Date

Prepared By: _____ **ICS Position:** _____ **Phone:** _____

NPREP
March 6, 1998

Page ____ of ____

APPENDIX E

EMERGENCY CENTER STATUS BOARDS

INCIDENT NAME
STATUS BOARD

INCIDENT NAME:

CLAIMS PHONE NUMBER
STATUS BOARD

CLAIMS PHONE NUMBER:

INCIDENT FACTS
STATUS BOARD

DATE OF INCIDENT: _____ **TIME OF INCIDENT:** _____

LOCATION: **Latitude:** _____° _____' _____" **(N)**

Longitude: _____° _____' _____" **(N)**

Geographic: _____

NAME OF INVOLVED VESSEL(S)/FACILITY(IES): _____

_____

_____

DESCRIPTION OF INCIDENT: _____

_____

_____

_____

TYPE OF MATERIAL SPILLED/EMITTED: **Crude Oil** _____ **Product** _____ **Chemical** _____

Other: _____

AMOUNT OF MATERIAL SPILLED/EMITTED: _____

AMOUNT OF MATERIAL AT RISK: _____

STATUS OF SOURCE: **Controlled:** ____ **Continuing:** ____ **Other:** _____

STATUS OF PERSONNEL: **Casualties:** ____ **Injuries:** ____ **Other:** _____

_____

OTHER INFORMATION: _____

_____

_____

_____

_____

_____

_____

WEATHER, TIDE AND SUNRISE/SUNSET STATUS BOARD

Date: _____ Time: _____

CURRENT WEATHER

Wind Speed:	_____ MPH	**Wind Direction:**	_____ MPH
Air Temperature:	_____ DEG. F	**Precipitation:**	_____ DEG. F
Ceiling:	_____ FT	**Water Temperature:**	_____ FT
Wave Height:	_____ FT	**Wave Direction:**	_____ FT
Current Speed:	_____ MPH	**Current Direction:**	_____ MPH

Comments:

WEATHER FORECAST

Wind Speed:	_____ MPH	**Wind Direction:**	_____ MPH
Air Temperature:	_____ DEG. F	**Precipitation:**	_____ DEG. F
Ceiling:	_____ FT	**Water Temperature:**	_____ FT
Wave Height:	_____ FT	**Wave Direction:**	_____ FT
Current Speed:	_____ MPH	**Current Direction:**	_____ MPH

Comments:

TIDES AND SUNRISE/SUNSET TODAY

Location: _____

	Time		Level		Time		Level	
High Tide:	_____	AM/PM	_____	FT	**Low Tide:**	_____	AM/PM	_____	FT

Sunrise: _____ AM **Sunset:** _____ PM

TIDES AND SUNRISE/SUNSET TOMORROW

Location: _____

	Time		Level		Time		Level	
High Tide:	_____	AM/PM	_____	FT	**Low Tide:**	_____	AM/PM	_____	FT

Sunrise: _____ AM **Sunset:** _____ PM

INCIDENT FACTS UPDATE
STATUS BOARD

TIME	EVENT

SAFETY AND HEALTH STATUS BOARD

SAFETY OFFICER ON-SCENE? _____ YES _____ NO

NAME OF SAFETY OFFICER: _____

SUMMARY OF RESULTS OF SITE CHARACTERIZATION(S)

CHEMICAL	PHYSICAL

Area Isolated? _____ Yes _____ No

Hazard Control Zones Established? _____ Yes _____ No

Hazard Control Zones Secured? _____ Yes _____ No

Medical Screening Established? _____ Yes _____ No

Personnel Training Levels Verified? _____ Yes _____ No

Decontamination Area(s) Established? _____ Yes _____ No

First Aid Areas Established? _____ Yes _____ No

LEVEL OF PPE REQUIRED: _____

INCIDENT-SPECIFIC SITE SAFETY PLAN:

_____ In Preparation **Estimated Time of Completion: _____**

_____ Completed and Approved

MASS BALANCE
STATUS BOARD

FACTOR	LAST 24 HOURS		TO DATE	
AMOUNT SPILLED/EMITTED	_____	_____	_____	_____
CHEMICALLY DISPERSED	_____	_____	_____	_____
BURNED	_____	_____	_____	_____
AMOUNT RECOVERED	_____	_____	_____	_____
EVAPORATION FACTOR	_____	percent	_____	percent
NATURAL DISPERSION FACTOR	_____	percent	_____	percent
EMULSIFICATION FACTOR	_____	percent	_____	percent
AMOUNT REMAINING:				
ON WATER	_____	_____	_____	_____
ON LAND	_____	_____	_____	_____

EN ROUTE RESOURCES STATUS BOARD

DESTINATIONS

1. _____	ETA	2. _____	ETA	3. _____	ETA	4. _____	ETA

ASSIGNED RESOURCES
STATUS BOARD

BRANCH: _____

_____: _____	_____: _____	_____: _____	_____: _____	_____: _____
ASSIGNMENT:	**ASSIGNMENT:**	**ASSIGNMENT:**	**ASSIGNMENT:**	**ASSIGNMENT:**
RESOURCES:	**RESOURCES:**	**RESOURCES:**	**RESOURCES:**	**RESOURCES:**

AVAILABLE RESOURCES
STATUS BOARD

LOCATION:	LOCATION:	LOCATION:	LOCATION:
RESOURCES	RESOURCES	RESOURCES	RESOURCES

OUT-OF-SERVICE RESOURCES STATUS BOARD

LOCATION:	LOCATION:	LOCATION:	LOCATION:
RESOURCES	RESOURCES	RESOURCES	RESOURCES

OBJECTIVES
STATUS BOARD

INCIDENT NAME: _____

MOST RECENT UPDATE: (DATE) _____ **(TIME)** _____

OPERATIONAL PERIOD: _____

OBJECTIVES FOR CURRENT OPERATIONAL PERIOD

OBJECTIVES FOR NEXT OPERATIONAL PERIOD

ORGANIZATION ASSIGNMENT STATUS BOARD

Date: **Time:**

COMMAND SECTION
Incident Commander: _____
Unified Commanders: _____
_____
Deputy: _____
Safety Officer: _____
Information Officer: _____
Legal Officer: _____
Liaison Officer: _____

PLANNING SECTION
Chief: _____
Deputy: _____
Resources Unit: _____
Situation Unit: _____
Environmental Unit: _____
Documentation Unit: _____
Demobilization Unit: _____
Technical Specialists: _____

LOGISTICS SECTION
Chief: _____
Deputy: _____

Support Branch
Director: _____
Supply Unit: _____
Facilities Unit: _____
Ground Support Unit: _____

Service Branch
Director: _____
Communications Unit: _____
Medical Unit: _____
Food Unit: _____

FINANCE SECTION
Chief: _____
Deputy: _____
Time Unit: _____
Procurement Unit: _____
Compensation./Claims Unit: _____
Cost Unit: _____

8/99 Rev.

OPERATIONS SECTION
Chief _____
Deputy _____

ON-SCENE COMMAND
On-Scene Commander: _____
Deputy On-Scene Commander: _____
Field Aide: _____
Site Safety Officer : _____
Staging Area Manager : _____

TACTICAL BRANCH
Director : _____

ERT GROUP
Supervisor: _____

SPILL GROUP
Supervisor: _____

Task Force #
Leader: _____
Assistant: _____

Task Force #
Leader: _____
Assistant: _____

Task Force #
Leader: _____
Assistant: _____

Task Force #
Leader: _____
Assistant: _____

Task Force #
Leader: _____
Assistant: _____

Task Force #
Leader: _____
Assistant: _____

SOURCE CONTROL BRANCH
Director: _____

Facility Group
Supervisor: _____

Rig Group
Supervisor: _____

AIR OPERTIONS BRANCH
Director: _____
Air Tactical Group Supervisor: _____
Air Support Group Supervisor: _____
Helicopter Coordinator: _____
Fixed Wing Coordinator: _____

OPERATIONAL PERIOD / SCHEDULE OF MEETINGS STATUS BOARD

CURRENT OPERATIONAL PERIOD

STARTING DATE: _____ **STARTING TIME:** _____

ENDING DATE: _____ **ENDING TIME:** _____

MEETINGS FOR CURRENT OPERATIONAL PERIOD

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

NEXT OPERATIONAL PERIOD

STARTING DATE: _____ **STARTING TIME:** _____

ENDING DATE: _____ **ENDING TIME:** _____

MEETINGS FOR NEXT OPERATIONAL PERIOD

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

GENERAL PLAN OBJECTIVES
STATUS BOARD

OBJECTIVES

GENERAL PLAN
STATUS BOARD

TASKS	DURATIONS																
	Day							Week			Month						
	1	2	3	4	5	6	7	2	3	4	2	3	4	5	6	7	8	9

GENERAL PLAN
STATUS BOARD

EQUIPMENT RESOURCES	Day							Week			Month							
	1	2	3	4	5	6	7	2	3	4	2	3	4	5	6	7	8	9
PERSONNEL RESOURCES																		

INCIDENT-SPECIFIC PLANS
STATUS BOARD

NAME OF PLAN	RESPONSIBLE SECTION/PERSON	STATUS

REQUESTS FOR ASSISTANCE
STATUS BOARD

DATE/TIME OF REQUEST	REQUEST	RESPONSIBLE SECTION/PERSON	STATUS

SENSITIVE AREA STATUS BOARD

MAP DESIGNATION	NAME/LOCATION OF AREA	NATURE OF SENSITIVITY

8/99 Rev.

APPENDIX F

GLOSSARY OF IMS ACRONYMS

AAI	ARCO Alaska, Inc.
ACC	Anchorage Crisis Center
ACS	Alaska Clean Seas
ADEC	Alaska Department of Environmental Conservation
ADF&G	Alaska Department of Fish and Game
AOPS	Air Operations
AOGCC	Alaska Oil and Gas Conservation Commission
APSC	Alyeska Pipeline Service Company
BLM	Bureau of Land Management
BPXA	British Petroleum Exploration (Alaska), Inc.
CM	Crisis Manager
CMT	Crisis Management Team
COE	Corps of Engineers
COP	Current Operational Period
DIC	Deputy Incident Commander
DOC	Deputy On-Scene Commander
DOSC	Deputy Operations Section Chief
DOT	Department of Transportation
DNR	Department of Natural Resources
EmOC	Emergency Operations Center
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERT	Emergency Response Team
FOSC	Federal On-Scene Coordinator
FSC	Finance Section Chief
HAZCOM	Hazard Communications
HAZMAT	Hazardous Materials
HAZWOPER	Hazardous Waste Operations and Emergency Response (OSHA 1910.120)
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDLH	Immediately Dangerous to Life and Health
IMS	Incident Management System
IMT	Incident Management Team
IO	Information Officer
IRO	Incident Response Organization
JIC	Joint Information Center

LGL	Legal Officer
LO	Liaison Officer
LOSC	Local On-Scene Coordinator
LSC	Logistics Section Chief
MCC	Mobile Command Center
MERT	Medical Emergency Response Team
MMS	Minerals Management Service
NFPA	National Fire Protection Association
NOP	Next Operational Period
NPREP	National Preparedness for Response Exercise Program
NRC	National Response Center
NRDA	Natural Resource Damage Assessment
NSB	North Slope Borough
NSSRT	North Slope Spill Response Team
OC	On-Scene Commander
OPA 90	Oil Pollution Act of 1990
OSC	Operations Section Chief
OSHA	Occupational Safety and Health Administration
OSRO	Oil Spill Removal Organization
PPE	Personal Protective Equipment
PSC	Planning Section Chief
SAM	Staging Area Manager
SC	Source Control
SO	Safety Officer (IMT)
SOSC	State On-Scene Coordinator
SRT	Spill Response Team
SSO	Site Safety Officer (TRT)
ST	Strike Team
TF	Task Force
TRT	Tactical Response Team
UC	Unified Command
UL	Unit Leader
USCG	United States Coast Guard