U.S. COAST GUARD
INCIDENT MANAGEMENT HANDBOOK

U.S. COAST GUARD
COMDTPUB P3120.17

USCG COMMAND CENTERS BY DISTRICT OR AREA

FIRST DISTRICT	617-223-8555
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EIGHTH DISTRICT	504-589-6225
NINTH DISTRICT	216-902-6117
PACIFIC AREA / ELEVENTH DISTRICT	510-437-3701
THIRTEENTH DISTRICT	206-220-7001
FOURTEENTH DISTRICT	808-541-2500
SEVENTEENTH DISTRICT	907-463-2000

U.S. Department of Transportation
United States Coast Guard

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Subj: U. S. COAST GUARD INCIDENT MANAGEMENT HANDBOOK

Ref: (a) Incident Command System, COMDTINST 3120.14
(b) Coast Guard Incident Command System Implementation Plan, COMDTINST M3120.15

1. PURPOSE. The Coast Guard Incident Management Handbook (IMH) is designed to assist Coast Guard personnel in the use of the National Interagency Incident Management System (NIIMS) Incident Command System (ICS) during multi-contingency response operations and planned events. The Incident Management Handbook is an easy reference job aid for responders. It is not a policy document, but rather guidance for response personnel.

2. ACTION. Area, district, maintenance and logistics commanders, commanding officers of headquarters units, assistant commandants for directorates, and commanding officers of all Coast Guard units should disseminate this as widely as possible to all Coast Guard personnel involved in response operations.

3. BACKGROUND. NIIMS ICS is an on-site incident management system whose principles can be applied to all types of incidents. The first use of NIIMS ICS within the Coast Guard was predominately for oil spill response operations. To assist spill response personnel in using the Incident Command System, an oil spill specific Field Operations Guide (FOG) was developed in 1995. With the 1998 adoption of ICS as the response management system for all Coast Guard response operations per reference (a) and publication of the ICS Implementation Plan in reference (b), a more comprehensive job aid was needed to reflect the multi-contingency missions of the Coast Guard. This new job aid replaces the Oil Spill FOG currently in use. The IMH was developed with the knowledge that eighty-percent of all response operations share common principles, procedures and processes regardless of the type of incident. The remaining twenty-percent of response operations are unique to the type of incident such as a search and rescue case or an oil spill. The IMH is organized so that the generic information applicable to all responses is at the front of the document. For example, the duties and responsibilities of a Planning Section Chief are found in the generic planning section chapter since a Planning Section Chief's job description under ICS does not change from one type of incident to another. The remainder of the IMH

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is divided into supplements tailored to seven types of incidents the Coast Guard is likely to respond: Search and Rescue; Law Enforcement; Oil Spills; Hazardous Substance Releases; Terrorism; Marine Fire; and, Multi-Casualty.

4. FORMS AVAILABILITY. NIIMS ICS standard forms included in the Handbook are listed in Enclosure (1) and can be found on the Internet at http://www.uscg.mil/hq/nsfcc/nsfweb/NSF/onlinedoc.html and on Jet Form Filler. ICS forms tailored to oil spill response are listed in Enclosure (2) and can be found on the Internet at the National Oceanic and Atmospheric Administration (NOAA) web-site http://response.restoration.noaa.gov/oilaids/ICS/ICS.html. Coast Guard training courses will be based on the NIIMS ICS standard forms since they can be used for the full range of contingencies.

R. C. NORTH
ASSISTANT COMMANDANT FOR MARINE
SAFETY AND ENVIRONMENTAL
PROTECTION

Terry M. Cross
Assistant Commandant for Operations

Encl: (1) NIIMS Standard ICS Forms List
(2) ICS Oil Spill Specific Forms List

NIIMS STANDARD ICS FORMS LIST

ICS FORMS	FORM TITLE	EDITION DATE
ICS-201	Incident Briefing	October 1994
ICS-202	Incident Objectives	October 1994
ICS-203	Organization Assignment List	October 1994
ICS-204	Assignment List	October 1994
ICS-205	Incident Radio Communications Plan	October 1994
ICS-206	Medical Plan	October 1994
ICS-207	Incident Organization Chart	October 1994
ICS-209	Incident Status Summary	October 1994
ICS-210	Status change Card	October 1994
ICS-211	Check-In List	October 1994
ICS-213	General Message	October 1994
ICS-214	Unit Log	October 1994
ICS-215	Operational Planning Worksheet	October 1994
ICS-216	Radio Requirements Worksheet	October 1994
ICS-217	Radio Frequency Assignment Worksheet	October 1994
ICS-218	Support Vehicle Inventory	October 1994
ICS-219	Resource Status Card	October 1994
ICS-220	Air Operations Summary Worksheet	October 1994
ICS-221	Demobilization Checkout	October 1994

OIL SPILL SPECIFC ICS FORMS

ICS FORMS	FORM TITLE	EDITION DATE
ICS-201-OS	Incident Briefing	January 2000
ICS-202-OS	Incident Objectives	January 2000
ICS-203-OS	Organization Assignment List	January 2000
ICS-204-OS	Assignment List	January 2000
ICS-204a-OS	Assignment List Attachment	January 2000
ICS-205-OS	Incident Radio Communications Plan	January 2000
ICS-205a-OS	Communications List	January 2000
ICS-206-OS	Medical Plan	January 2000
ICS-207-OS	Incident Organization Chart	January 2000
ICS-209-OS	Incident Status Summary	January 2000
ICS-210-OS	Status change Card	January 2000
ICS-211-OS	Check-In List	January 2000
ICS-211e-OS	Check-In List (Equipment)	January 2000
ICS-211p-OS	Check-In List (Personnel)	January 2000
ICS-213-OS	General Message	January 2000
ICS-214-OS	Unit Log	January 2000
ICS-214a-OS	Individual Log	January 2000
ICS-215-OS	Operational Planning Worksheet	January 2000
ICS-216	Radio Requirements Worksheet	January 2000
ICS-217	Radio Frequency Assignment Worksheet	January 2000

U.S. COAST GUARD
INCIDENT MANAGEMENT HANDBOOK

INCIDENT COMMAND SYSTEM
(ICS)

PREPARED BY U.S. COAST GUARD
WASHINGTON, D.C. 20593

2001 EDITION

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CHAPTER 1

INTRODUCTION

The U.S. Coast Guard Incident Management Handbook (IMH) is designed to assist Coast Guard personnel in the use of the Incident Command System (ICS) during response operations. The IMH is intended to be used as an easy reference job aid for responders. It is not a policy document, but rather guidance for response personnel. During development of the IMH, it was recognized that eighty-percent of all response operations share common principles, procedures and processes. The other twenty-percent of response operations are unique to the type of incident, such as a search and rescue case or an oil spill. The handbook is laid out so that the generic information applicable to all responses is presented up-front. For example, the duties and responsibilities of the Planning Section Chief (PSC) are found in the generic section since a PSC's job description under ICS does not change from one type of incident to another. The remainder of the IMH is divided into seven types of incidents the Coast Guard is most likely to respond to. They are:

Search and Rescue
Law Enforcement
Oil Spills
Hazardous Substance Releases
Terrorism
Marine Fire
Multi-Casualty

With the exception of the chapter on Terrorism (further development pending) each of the chapters that deal with a specific type of incident provides a scenario from which to illustrate how an incident starts off with only initial responders and then escalates to a large multi-agency response organization. The organization charts in each of the chapters are only **examples** of how an ICS organization may be developed to respond to that type of incident. Also, in each chapter are incident-specific job descriptions that have proven valuable in past response operations. An example of an incident-specific position would be the Vessel Disposition Group Supervisor located in the Law Enforcement chapter.

Coast Guard response personnel can come from any component of the Coast Guard (Active Duty, Reserve, Auxiliary, or Civilian Employees). Responders should have a basic understanding of ICS to ensure they can effectively operate within the ICS organization and properly use and understand this IMH.

CHAPTER 2

COMMON RESPONSIBILITIES

COMMON RESPONSIBILITIES

The following is a checklist applicable to all personnel in an ICS organization:

a. Receive assignment from your agency, including:
   - Job assignment (e.g., Strike Team designation, position, etc.).
   - Resource order number and request number.
   - Reporting location.
   - Reporting time.
   - Travel instructions.
   - Any special communications instructions (e.g., travel, radio frequency).

b. Upon arrival at the incident, check-in at the designated check-in location. Check-in may be found at any of the following locations:
   - Incident Command Post (ICP)
   - Base or Camps
   - Staging Areas
   - Helibases

   Note: If you are instructed to report directly to a line assignment, check-in with the Division/Group Supervisor.

c. Receive briefing from immediate supervisor.

d. Agency Representatives from assisting or cooperating agencies report to the Liaison Officer (LO) at the ICP after check-in.

e. Acquire work materials.

f. Supervisors shall maintain accountability for their assigned personnel with regard as to exact location(s) and personal safety and welfare at all times, especially when working in or around incident operations.
g. Organize and brief subordinates.
h. Know your assigned radio frequency(s) for your area of responsibility and ensure that communication equipment is operating properly.
i. Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications" (e.g., "TWA 800 Communications").
j. Complete forms and reports required of the assigned position and send through the supervisor to the Documentation Unit.
k. Respond to demobilization orders and brief subordinates regarding demobilization.

UNIT LEADER RESPONSIBILITIES

In ICS, a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent chapters.

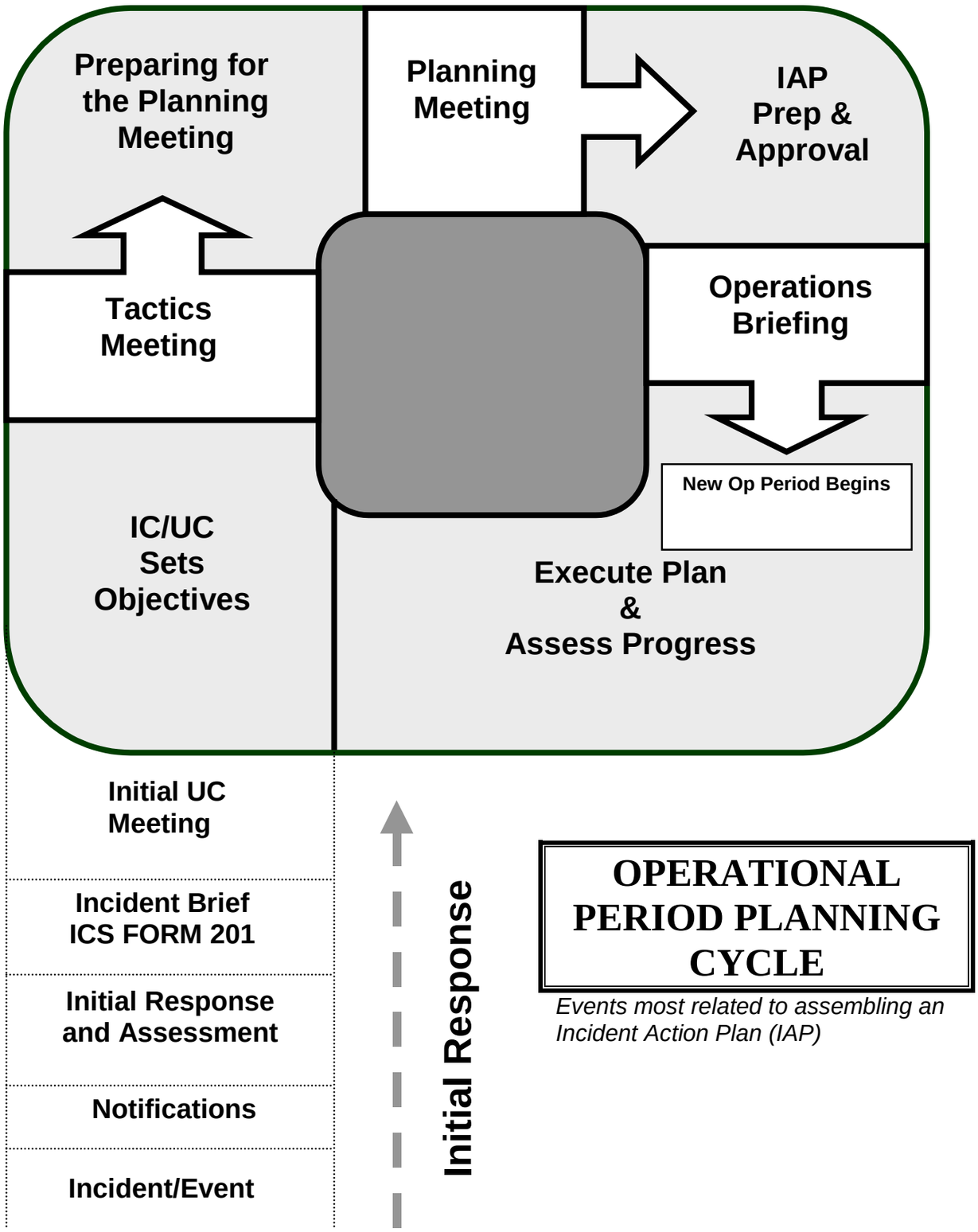
a. Review Common Responsibilities (Page 2-1).
b. Upon check-in, receive briefing from Incident Commander, Section Leader, or Branch Director as appropriate.
c. Participate in incident planning meetings, as required.
d. Determine current status of unit activities.
e. Order additional unit staff, as appropriate.

f. Determine resource needs.
g. Confirm dispatch and estimated time of arrival of staff and supplies.
h. Assign specific duties to staff; supervise staff.
i. Develop and implement accountability, safety and security measures for personnel and resources.
j. Supervise demobilization of unit, including storage of supplies.
k. Provide Supply Unit Leader with a list of supplies to be replenished.
l. Maintain unit records, including Unit/Activity Log (ICS Form 214).

 COMMON RESPONSIBILITIES

CHAPTER 3

PLANNING CYCLE, MEETINGS, BRIEFINGS, AND THE PLANNING CHART



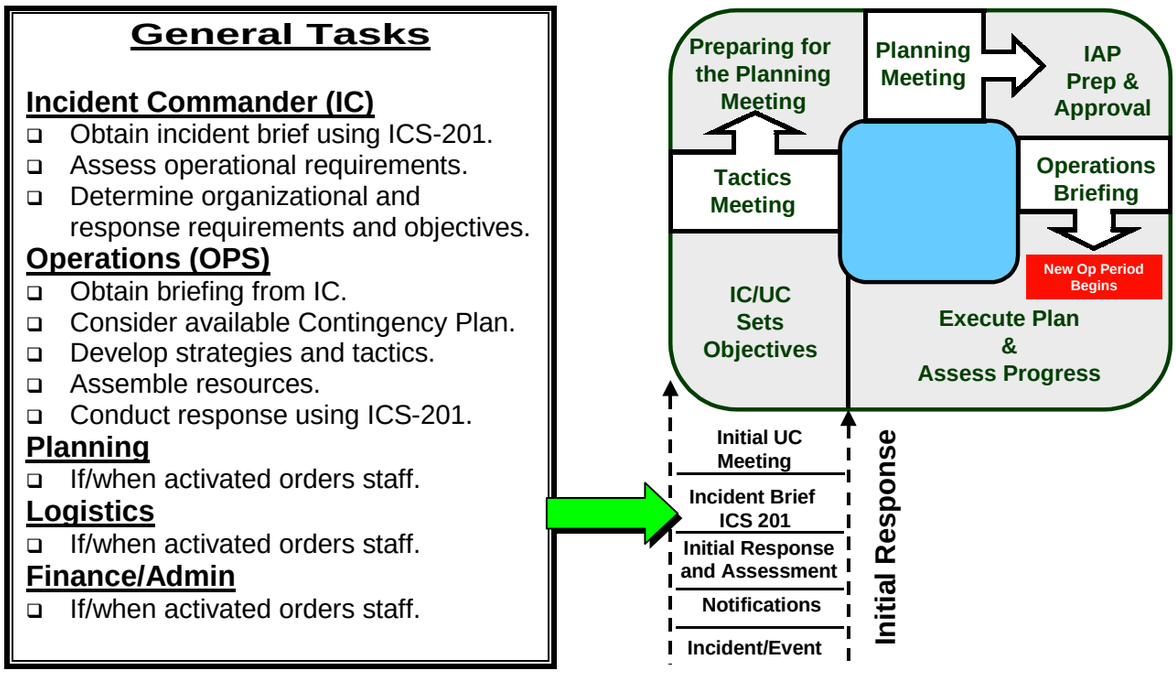
INITIAL RESPONSE AND ASSESSMENT

The period of **Initial Response and Assessment** occurs in all incidents. Short-term responses, which are small in scope and/or duration (e.g., a few resources working one operational period) can often be coordinated using only ICS Form 201 (Incident Briefing Form).

INCIDENT BRIEFING (ICS Form 201) - During the transfer-of-command process, an ICS Form 201-formatted briefing provides the incoming Incident Commander (IC)/Unified Commander (UC) with basic information regarding the incident situation and the resources allotted to the incident. Most importantly it functions as the Incident Action Plan (IAP) for the initial response and remains in force and continues to develop until the response ends or the Planning Section generates the incident's first IAP. It is also suitable for briefing individuals newly assigned to the Command and General Staff as well as needed assessment briefings for the staff.

ICS Form 201 facilitates documentation of response objectives, situational awareness, resource employment and deployment, and significant actions taken. This form is essential for future planning and the effective management of initial response activities.

When:	New IC/UC; staff briefing as required
Facilitator:	Current IC/UC
Attendees:	Prospective IC/UC; Command and General Staff, as required



Agenda:

Using ICS Form 201 as an outline, include:

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

INITIAL UNIFIED COMMAND MEETING - Provides UC officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The meeting should be brief and important points documented. Prior to the meeting, parties should have an opportunity to review and prepare to address the agenda items. Planning meeting participants will use the results of this meeting to guide the operational

efforts prior to the first tactics meeting.

When: The UC is formed prior to the first meeting
Facilitator: UC member
Attendees: Only ICs that will comprise the UC

General Tasks

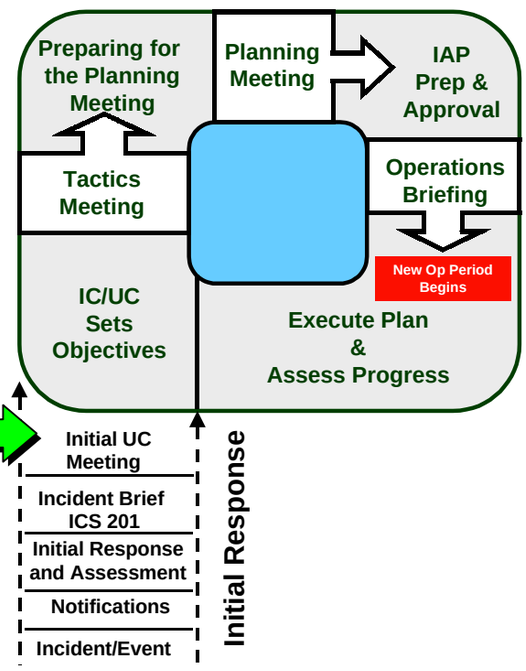
Incident Commander (IC)
- Determine need for UC.
- Negotiate/facilitate UC participation.
- Clarify UC roles & responsibilities.
- Negotiate and agree on response organization, facilities, and support.
- Determine Op Period length/start time.

Operations (OPS)
- Brief UC members on current operations.

Planning
- If activated, contact UC members as directed by IC.

Logistics
- May not be activated at this time.

Finance/Admin
- May not be activated at this time.



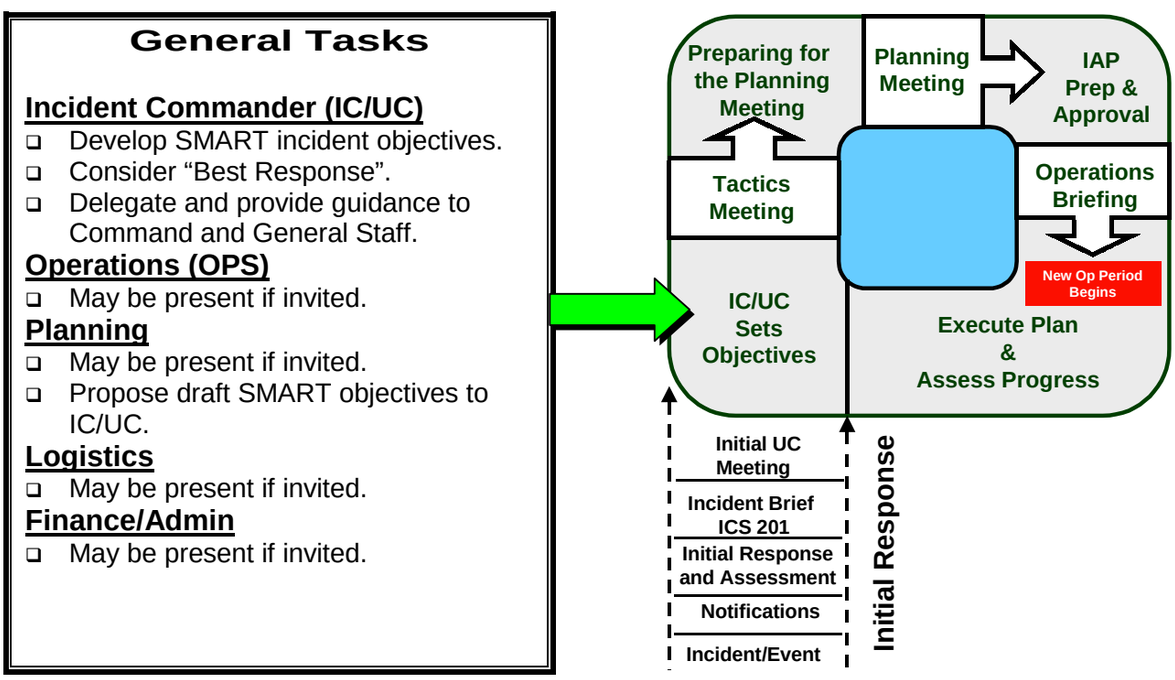
Agenda:

1. Identify UC, based on Chapter 6 criteria.
2. Identify jurisdictional priorities and objectives.
3. Present jurisdictional limitations, concerns and restrictions.
4. Develop a collective set of incident objectives.
5. Establish and agree on acceptable priorities.
6. Agree on basic organization structure.
7. Designate the best-qualified and acceptable Operations Section Chief (OPS).
8. Agree on General Staff personnel designations and planning, logistical, and financial agreements and procedures.
9. Agree on resource ordering procedures to follow.

10. Agree on cost-sharing procedures.
11. Agree on informational matters.
12. Designate a Unified Command Information Officer.

UNIFIED COMMAND OBJECTIVES MEETING - The IC/UC will identify/review and prioritize objectives for the next operational period on the ICS Form 202. Objectives from the previous operational period are reviewed and any new objectives are identified.

When: Prior to tactics meeting.
Facilitator: UC Member
Attendees: UC Members; Command and General Staff as appropriate



Agenda:

1. Review/identify objectives for the next operational period (Clearly stated and attainable with the resources available, yet flexible enough to allow members to choose tactics).
2. Review any open agenda items from initial/previous meetings.

TACTICS MEETING - This 30-minute meeting creates the blueprint for tactical deployment during the next operational period. In preparation for the Tactics Meeting, the Planning Section Chief (PSC), and OPS review the first stage of response operations or the current IAP situation status information as provided by the Situation Unit to assess work progress against IAP objectives. The OPS/PSC will jointly develop primary and alternate strategies to meet objectives for consideration at the next Planning Meeting.

When: Prior to Planning Meeting.
Facilitator: PSC
Attendees: PSC, OPS, Logistics Section Chief (LSC) , and Resources Unit Leader (RUL)

General Tasks

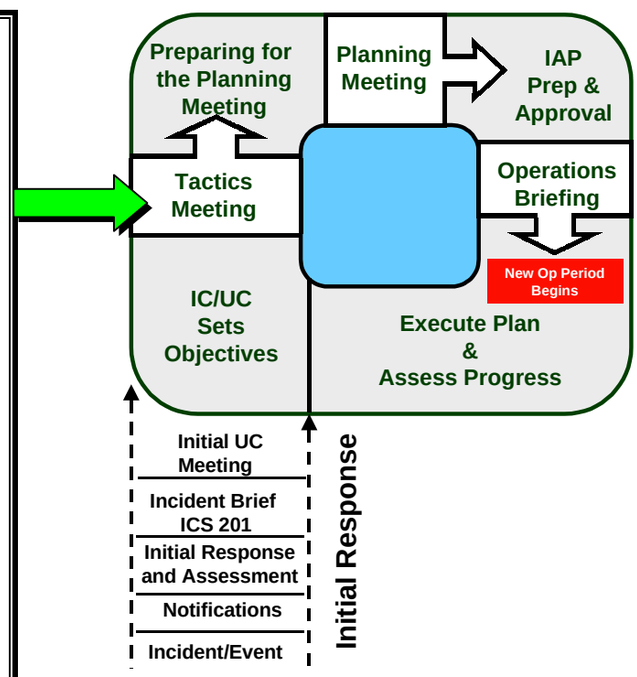
Incident Commander (IC/UC)
- Provide guidance/clarification.

Operations:
- Be prepared!
- Brief current operations.
- Develop strategies, tactics, and resource needs using ICS-215.

Planning
- Facilitate meeting.
- Determine support requirements for ICS-215.
- Consider alternative strategies.

Logistics
- Participate/contribute logistics information as necessary.
- Verify support requirements.

Finance/Admin
- Not normally present.



Agenda:

1. Review the objectives for the next operational period and develop strategies (primary and alternatives).
2. Prepare a draft of ICS Form 215 (used in planning meeting) to identify resources that should be ordered through Logistics.

PREPARE FOR THE PLANNING MEETING - During this phase of the Planning Cycle, the Section Chiefs and their associated staff members begin the work of preparing for the upcoming Planning Meeting. Each Section Chief is responsible for ensuring that his/her planning Meeting responsibilities are met. The PSC should facilitate this to the greatest extent possible to ensure that the material, information, resources, etc., to be used or discussed in the Planning Meeting is organized and prepared. There are to be no surprises in the Planning Meeting.

When: After the Tactics Meetings
Facilitator: PSC

General Tasks

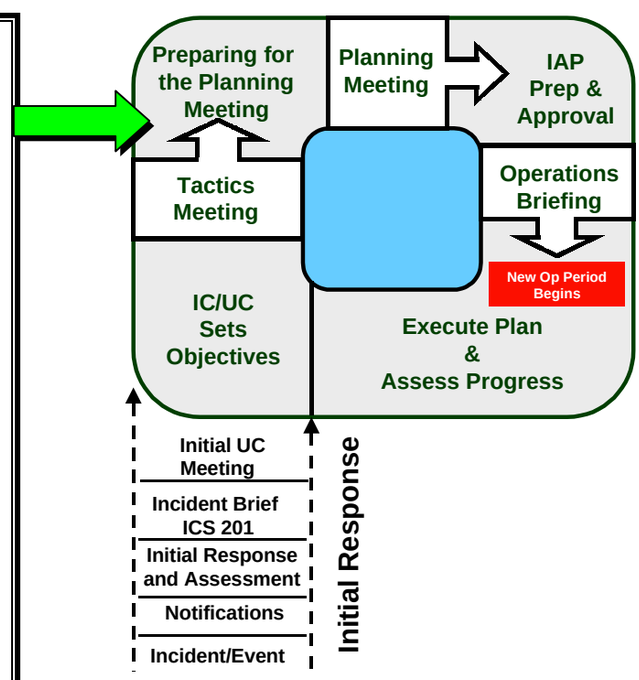
Incident Commander (IC/UC)
- Provide guidance/clarification.
- Monitor on-going operations.

Operations(OPS)
- Continue Operations.
- Prepare for Planning Meeting

Planning
- Facilitate General Staff and attendees' preparations for Planning Meeting.
- Publish/distribute meeting schedule and ensure attendees know roles.
- Allow no surprises.

Logistics
- Prepare for Planning Meeting.
- Verify support requirements.

Finance/Admin
- Prepare for Planning Meeting.
- Verify financial and administrative requirements.



PLANNING MEETING - This meeting defines incident

objectives, strategies, and tactics and identifies resource needs for the next operational period. Depending on incident complexity, this meeting should last no longer than 45 minutes. This meeting fine tunes objectives and priorities, identifies and solves problems, and defines work assignments and responsibilities on a completed ICS Form 215 (Operations Planning Worksheet). Displays in the meeting room should include Objectives ICS Form 202 for the next period, large sketch maps or charts clearly dated and timed, a poster-sized ICS Form 215, a current resource inventory prepared by the Resource Unit, and current situation status displays prepared by the Situation Unit.

After the meeting, ICS Form 215 is used by the LSC to prepare the off-incident tactical and logistical resource orders, and used by the PSC to develop IAP assignment lists.

When:	After the UC and Tactics Meetings
Facilitator:	PSC
Attendees:	Determined by IC/UC, generally IC/UC, Command Staff, General Staff, Air Operations Branch Director (Air Ops), the RUL, Safety Officer (SO), and Technical Specialists, as required.

General Tasks

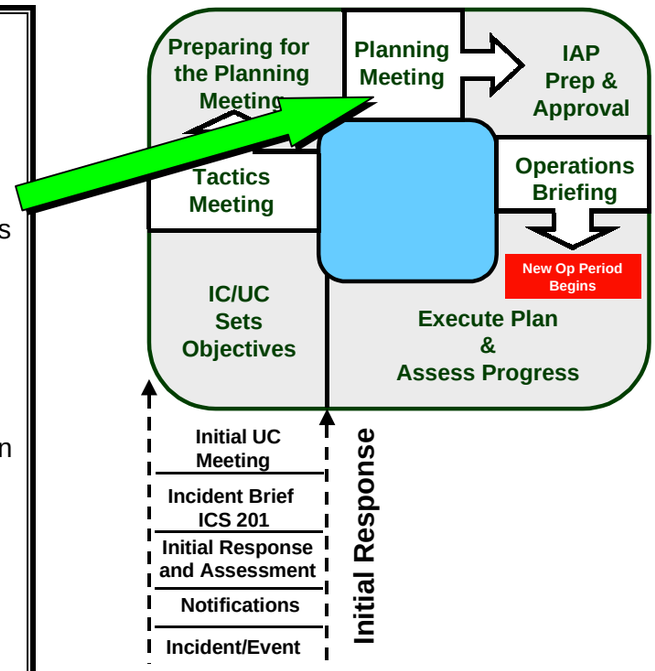
Incident Commander (IC/UC)
- Provide appropriate leadership.
- Brief incident objectives.

Operations (OPS)
- Brief operational strategies, and tactics using ICS-215, maps, charts, etc.
- Brief Branch/Division/Group functions and boundaries

Planning
- Facilitate Planning Meeting agenda.
- Brief present situation.
- Address/resolve response coordination issues as needed, gain consensus.

Logistics
- Brief logistical support and resource ordering status.

Finance/Admin
- Brief administrative and financial status/projections, etc.



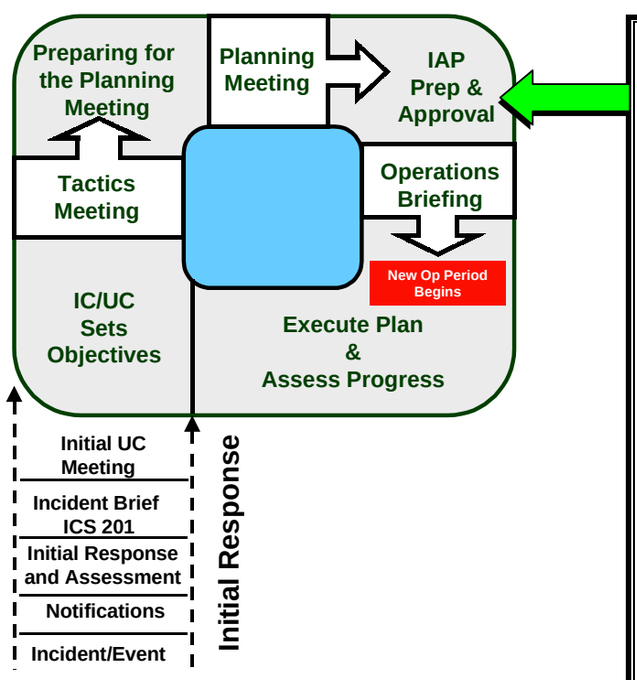
Agenda:	**Primary Responsibility**
1. State incident objectives and Policy issues.	IC/UC
2. Briefing of situation, critical and sensitive areas, weather/sea forecast, and resource status/availability.	SUL
3. State primary and alternative strategies to meet objectives.	OPS
4. Designate Branch, Division, and Group boundaries and functions as appropriate, use maps and ICS form 215.	OPS
5. Specify tactics for each Division, note limitations.	OPS
6 Specify resources needed by Divisions/Groups.	OPS
7. Specify operations facilities and reporting locations and plot on map.	OPS/LSC
8. Develop resources, support, and overhead order (orders).	LSC

9. Consider support: communications, traffic, safety, medical, etc. — LSC
10. Contributing organization/agency considerations regarding work plan. — LO
11 Safety considerations regarding work plan. — SO
12 Media considerations regarding work plan. — IO
13. Report on expenditures and claims. — F/ASC
14. Finalize and approve work plan for the next operational period. — IC/UC

INCIDENT ACTION PLAN (IAP) PREPARATION - Attendees immediately prepare their assignments for the IAP to meet the PSC deadline for assembling the IAP components. The deadline will be early enough to permit timely IC/UC approval and duplication of sufficient copies for the Operations Briefing and for overhead.

When: Immediately following the Planning Meeting, the PSC assigns the deadline

Facilitator: PSC



General Tasks

Incident Commander (IC/UC)
- Review, approve and sign IAP

Operations (OPS)
- Provide required information for inclusion into IAP.
- Communicate incident status changes.

Planning
- Facilitate General Staff's IAP input.
- Ensure assignments and expectations are clear.
- Provide completed IAP to IC/UC for review/approval.
- Distribute completed IAP.

Logistics
- Provide logistics information for IAP.
- Verify resources ordered.

Finance/Admin
- Verify financial and administrative requirements for IAP.

Common Components	**Primary Responsibility**
1. Incident Objectives (ICS form 202).	Resources Unit
2. Organization List/Chart (ICS FORMS 203/207).	Resources Unit
3. Assignment List (ICS form 204).	Resources Unit
4. Communication Plan (ICS form 205).	Communications Unit
5. Medical Plan (ICS form 206).	Medical Unit
6. Incident Map.	Situation Unit
7. Safety Plan.	Safety Officer
8. Decontamination Plan.	Technical Specialist
9. Waste Management or Disposal Plan.	Technical Specialist

Optional Components (use as pertinent):

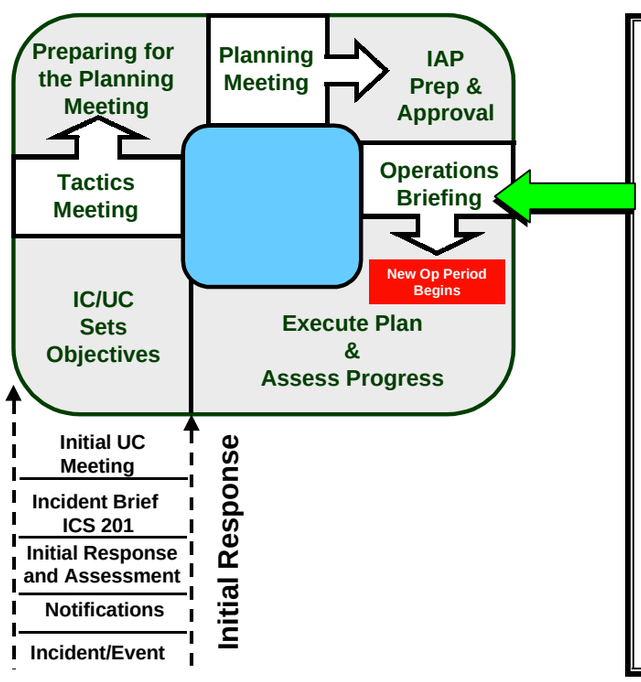
1. Air Operations Summary (ICS form 220).	Air Operations Branch Director
2. Traffic Plan.	Ground Support Unit
3. Demobilization Plan.	Demobilization Unit

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

When: About an hour prior to each shift change

Facilitator: PSC

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



General Tasks

Incident Commander (IC/UC)
- Provide guidance/clarification.
- Provide leadership presence.

Operations (OPS)
- Provide Operations Briefing for next operational period.
  - Ensure ICS-204 tasking is clear.

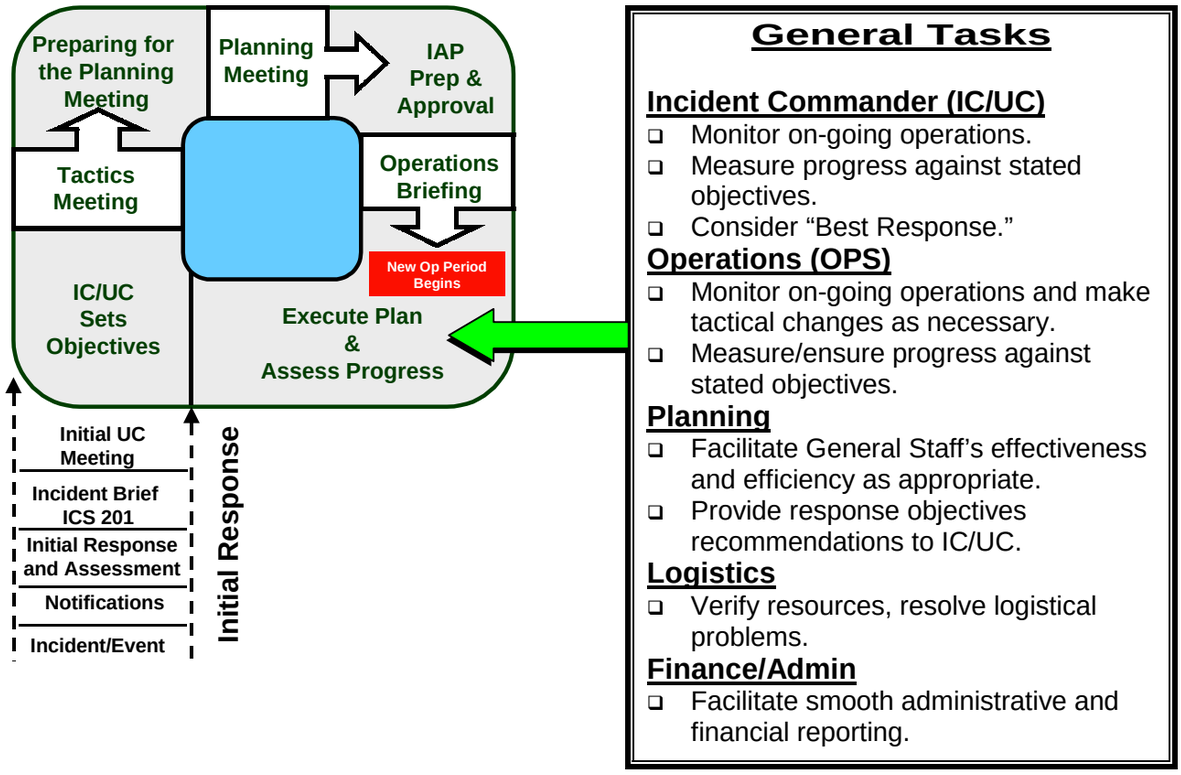
Planning
- Facilitate General Staff and attendees briefing responsibilities.
- Resolve questions.

Logistics
- Brief transportation, communication, and supply issues.

Finance/Admin
- Brief administrative issues and provide financial report.

Agenda:	**Primary Responsible**
1. Review IC/UC objectives and changes to IAP.	PSC
2. Discuss current response actions and last shift's accomplishments.	OPS
3. Review weather and sea conditions forecast.	SUL
4. Division/Group and Air Operations assignment.	OPS
5. Trajectory analysis.	SUL
6. Transport, communications, and supply updates.	LSC
7. Safety message.	SO
8. Incident Action Plan (IAP) approval and motivational remarks.	IC/UC

ASSESS PROGRESS - Following the operation brief, all Section Chiefs will review the incident response progress and make recommendations to the IC/UC in preparation for the next UC Objective Meeting for the next operational period. This feedback/information is gathered from various sources, including Field Observers, responder debriefs, stakeholders, etc.



SPECIAL PURPOSE MEETINGS

The **Special Purpose** meetings are most applicable to larger incidents requiring an **Operational Period Planning Cycle**, but may be useful during **Initial Response and Assessment**.

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

COMMAND & GENERAL STAFF MEETING - An opportunity for the Command & General staffs to gather under informal conditions (breakfast/dinner) to discuss developing issues.

BUSINESS MANAGEMENT MEETING - This under-

30-minute meeting develops and updates the operating plan for finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees include: F/ASC, Cost Unit Leader (CUL), LSC, SUL, DUL.

AGENCY REPRESENTATIVE MEETING - This meeting is held to update Agency Representatives and ensure that they can support the IAP. It is conducted by the LO, and attended by Agency Representatives. It is most appropriately held after the Planning Meeting in order to announce plans for the next operational period. It allows for changes should the plan not meet the expectations of the Agency Representatives.

NEWS BRIEFING - This meeting briefs media and the public on the most current and accurate facts. It is set up by the IO, moderated by a UC spokesperson, and features selected spokespersons. This brief must be held away from the ICP. Spokespersons should be prepared by the IO to address anticipated issues. The briefing should be well-planned, organized, and scheduled to meet the media's needs.

CHAPTER 4

REGIONAL AND NATIONAL INCIDENT COMMANDS

In situations where there is a need for senior executive-level response coordination, command and control of an incident may include the use of a Regional or National Incident Command (RIC/NIC). The purpose of a RIC/NIC organization is to oversee the overall management of the incident(s), focusing primarily on strategic assistance and direction and resolving competition for scarce response resources. This organization does not supplant the IC(s), but supports and provides strategic direction. Execution of tactical operations and coordination remains the responsibility of the IC(s)/UC(s).

Regional Incident Command - A RIC is an organization activated by the District Commander to ensure coordination for Command, Planning, and Logistical matters. The need for a RIC may arise when there are multiple on-scene ICs, multiple Coast Guard ICs and/or when there is heavy demand for Coast Guard resources from other agencies such as the Federal Emergency Management Agency (FEMA). The RIC will determine which critical resources are sent to which incident and determine priorities for their assignment.

National Incident Command - A NIC is an organization that is functionally similar to the RIC and is used if the incident requires the direct involvement of the most senior Coast Guard Operational Commander(s).

DETERMINATION TO ACTIVATE A REGIONAL OR NATIONAL INCIDENT COMMAND

A District Commander, Area Commander, or the Commandant can determine when an incident(s) is of such magnitude, complexity, or operational intensity that it would benefit from the activation of a RIC/NIC. Factors to consider when deciding to activate a RIC or NIC include, but are not limited to;

- Complex incident overwhelming local and regional Coast Guard assets;
- Overlapping Coast Guard districts;
- An incident that crosses international borders;
- The existence of, or the potential for, a high level of national political and media interest; or,
- Significant threat or impact to the public health and welfare, natural environment, property, or economy over a broad geographic area.

When the decision is made to activate a RIC/NIC, the following actions should occur:

- The District Commander will activate a RIC or, the Area Commander or the Commandant may designate a NIC.
- A deputy RIC/NIC will be designated with clear succession of command authority.
- If an incident(s) is multi-jurisdictional, the RIC/NIC shall establish a Regional or National UC. Regional or National UC representatives will typically consist of executives possessing the highest level of response authority as possible. For efficiency of decision- making within the UC, the RIC/NIC shall determine the proper make-up and number of representatives.

Note: There may be incidents where it is beneficial to activate a RIC or NIC, but the Coast Guard is not the lead response agency. In these cases, the RIC/NIC will coordinate with the lead agency's response organization and, if agreed upon, form a UC.

RESPONSIBILITIES OF THE RIC/NIC

When the Coast Guard is the lead federal agency with primary response authority, the RIC/NIC will have responsibility for overall strategic management of the incident and will:

- Set the overall incident objectives;
- Establish overall incident priorities;
- Allocate critical resources based on overall incident priorities;
- Ensure that the incident is properly managed;
- Ensure that the on-scene incident objectives are met and shall provide support to minimize conflict with supporting agency's priorities;
- Communicate, at the commensurate level, with affected parties, stakeholders, and the public; and
- Coordinate acquisition of off-incident, unassigned resources. This could include federal, state, local, and international resources as appropriate. This coordination may involve other federal agencies and the Governor(s) of the affected state(s).

When the Coast Guard is an assisting agency operating under the Federal Response Plan (FRP), the RIC/NIC will have the responsibility for overall strategic

management of Coast Guard assets in support of the Federal Coordinating Officer (FCO). In this case, the RIC/NIC will:

- Balance and allocate critical resources based on FEMA set priorities;
- Ensure that the Coast Guard's participation and support is properly managed;
- Ensure that FCO objectives are met with minimal disruption to Coast Guard statutory responsibilities;
- In concert with the FCO and the Regional Emergency Transportation Coordinator (RETCO), communicate with affected parties, stakeholders, and the public; and
- Facilitate the coordination and support of local and state resources, as appropriate.

The RIC/NIC organization should always be kept as small as possible. The minimum organization will consist of the Regional/National Incident Commander and a deputy. As necessary, these other positions should be staffed:

- Assistant RIC/NIC, Logistics
- Assistant RIC/NIC, Planning
- Assistant RIC/NIC, Finance/Administration
- RIC/NIC Critical Resources Unit Leader (RUL)
- RIC/NIC Situation Unit Leader (SUL)
- RIC/NIC Information Officer (IO)
- RIC/NIC Liaison Officer (LO)
- RIC/NIC Law Specialist

The Regional/National Incident Command does not, in any way, replace the on-scene incident ICS organizations or functions. The above positions, if established, are strictly related to the RIC/NIC. Tactical operations continue to be directed at the on-scene IC/UC level.

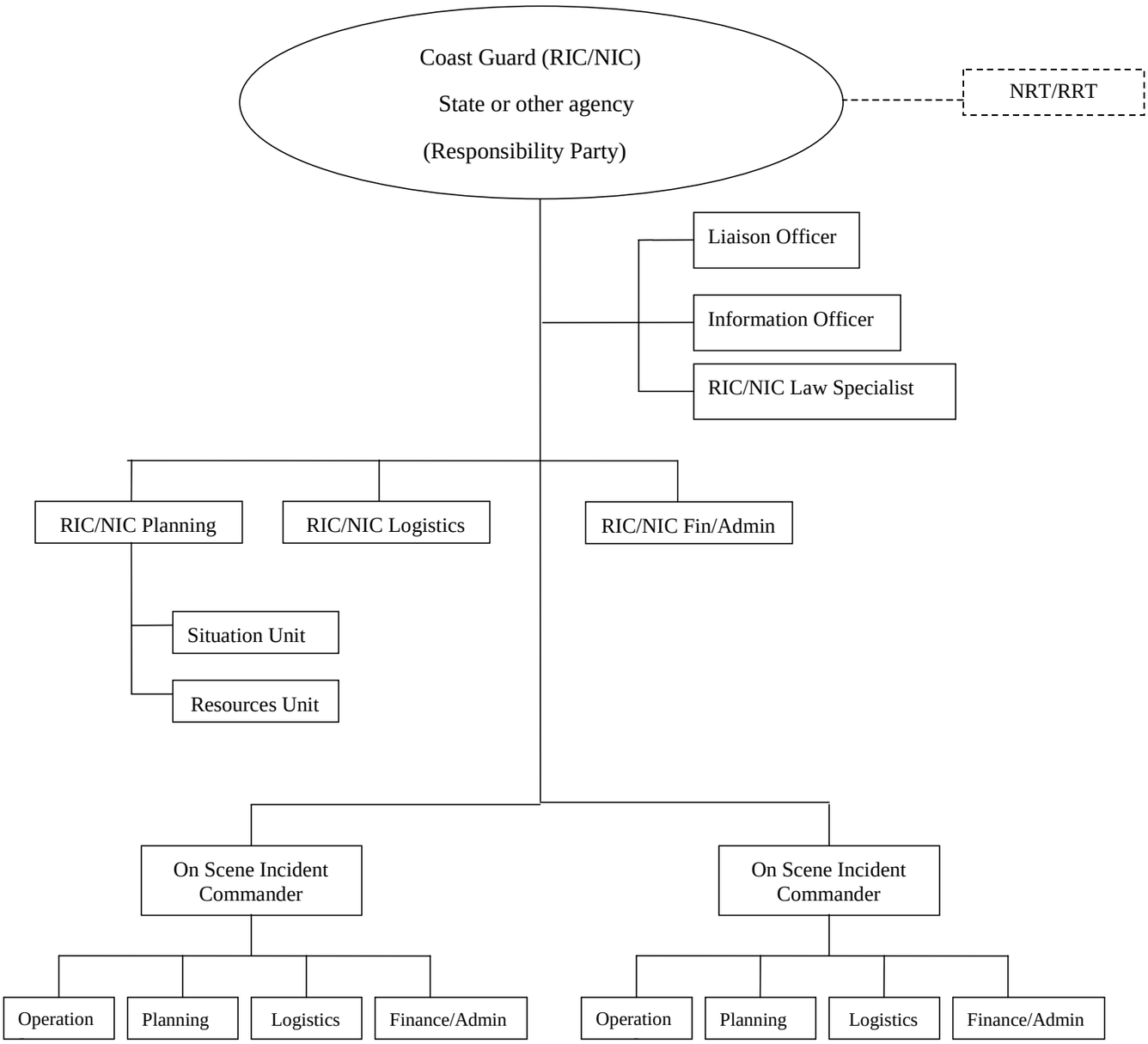
RIC/NIC REPORTING RELATIONSHIPS

It is envisioned that the role of Regional Incident Commander or National Incident Commander will be filled by a Flag Officer (or their designee) with the ability to set priorities and objectives on behalf of the entire Coast Guard. When established, the RIC reports through the District and Area Commanders to the Commandant. When a National Incident Command is established, the designated NIC will normally be the Area Commander. When the NIC is not the Area Commander, the NIC will report directly to the Area Commander in whose Area Of Responsibility (AOR) the incident occurred. Maintence and Logistics Command (MLC) Commanders shall support the RIC/NIC organization as directed by the Area Commander.

In the rare instance where the Commandant designates a National Incident Commander at Headquarters to manage an event that impacts the entire Coast Guard (for example: Y2K or a nationwide electronics systems failure), the NIC reports directly to the Commandant while maintaining close liaison with the Area Commanders.

REGIONAL INCIDENT COMMAND/NATIONAL INCIDENT COMMAND ORGANIZATION

An organization chart showing the basic RIC/NIC is:



Note: NIIMS Area Command includes an Aviation Coordinator position. This position was intentionally left out. The RIC/NIC can add the position anytime they determine a need for special aviation coordination.

REGIONAL AND NATIONAL INCIDENT COMMAND POSITION CHECKLISTS

REGIONAL/NATIONAL COMMANDER (Single – Unified RIC/NIC Command)

The RIC/NIC Commander is responsible for providing the overall direction to the on-scene IC(s). This responsibility includes ensuring that conflicts are resolved, incident objectives are established and strategies are selected for the use of critical resources.

The RIC/NIC has the responsibility of coordinating with the Regional and National UC, as follows:

1. Provide briefings to the Commandant (and Area Commander if applicable), and obtain feedback regarding Coast Guard expectations, concerns, and constraints.
2. If operating within a UC, develop a working agreement with all participants to employ the National Interagency Incident Management System (NIIMS) ICS as the response management system (If possible, this should be worked out well in advance).
3. Assess the incident potential and ensure the RIC/NIC infrastructure is capable of meeting response objectives.
4. Set the stage for accomplishment of best response, by providing clear understanding of Coast Guard expectations, intentions, and constraints.

5. Provide overall direction and strategic and overarching logistical management of the incident(s), including setting of overall objectives.
6. Ensure that the response addresses the priorities and direction set by the RIC/NIC.
7. Establish priorities for assignment and demobilization of critical resources.
8. Assign and approve demobilization of critical resources.
9. Establish/approve policy for release of information to the media, the public, etc.
10. Serve as public spokesperson for the overall crisis response.
11. Manage staff to ensure the ICs are supported.

DEPUTY REGIONAL/NATIONAL COMMANDER

1. Assist the RIC/NIC in executing his/her responsibilities.
2. Provide incident-specific subject matter expertise to the RIC/NIC.
3. Oversee and facilitate the overall operation of the RIC/NIC staff on behalf of the RIC/NIC.

RIC/NIC LIAISON OFFICER (LO)

1. Establish liaison, as needed, with representatives of assisting and cooperating agencies. This will often be with the same agencies represented at the IC level, but will typically be a link to a more senior organizational level than that represented on-scene.

2. Establish liaison, as needed, with stakeholders: environmental, economic, and political. There may be some stakeholders that, because of their wide area influence, organization, and interest, will desire representation at both the IC level and at the RIC/NIC level. It is expected, however, that the majority of stakeholder service and support will be handled at the IC level.
3. Monitor and support as requested, the IC's LO(s) efforts to establish strong ties to assisting/cooperating agencies and stakeholders.
4. Oil and HAZMAT spills: as necessary, work with the National Response Team (NRT)/Regional Response Team (RRT) to identify and resolve issues and concerns. Keep the NRT/RRT informed of incident status and seek their support.
5. Monitor and measure stakeholders' and assisting and cooperating agencies' perception of the effectiveness of the response and keep the RIC/NIC and staff advised.
6. Liaise with all investigating agencies, supporting their activities so as to provide for best possible progress without interference with the incident response. Coordinate site visits with the IC(s). As much as possible, the RIC/NIC will deal with all investigating agencies in an effort to reduce/minimize impact on the ICs.

RIC/NIC INFORMATION OFFICER (IO)

1. Provide rapid and accurate information on the incident to the media and other interested parties. Normally, detailed information regarding response specifics will be referred to and

handled by the appropriate IC's IO. The RIC/NIC IO will generally provide information on overall progress and status of the response from a regional or national perspective.

2. Identify and communicate to RIC/NIC staff the RIC/NIC policy and procedures for release of information.
3. If appropriate, establish the RIC/NIC Joint Information Center (JIC), as directed by the RIC/NIC.
4. Coordinate with the IC's IO(s) to obtain information and to ensure consistency.
5. Observe and support as requested, the IC's IO(s) efforts to establish strong and effective public information services.
6. Monitor and measure public and media perception of response effectiveness and keep the RIC/NIC and staff advised.
7. Schedule and keep the RIC/NIC and staff informed of news releases, press conferences, town meetings, etc., to be conducted at the RIC/NIC level.
8. Prepare material and coordinate the conduct of press conferences, town meetings, etc. Provide speaker preparation and coaching to members of the RIC/NIC staff.
9. Carry out the protocol function for visiting dignitaries, including coordination and conduct of briefs and site visits. As much as possible, the RIC/NIC will deal with all VIPs in an effort to reduce staff load at the IC(s) level.

RIC/NIC LAW SPECIALIST

1. Advise the RIC/NIC on legal issues.
2. Establish links with the Responsible Party (RP), state, and other applicable legal representatives.

This is primarily a responsibility during Spills of National Significance (SONS).

ASSISTANT RIC/NIC, PLANNING

The Assistant RIC/NIC, Planning is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies, and the priority of critical resources, as follows:

1. Under the direction of the RIC/NIC, facilitate/conduct RIC/NIC staff meetings. Be the process facilitator
2. Review for consistency, the IC(s) Incident Action Plans (IAP). Ensure that the IC(s) are adequately and appropriately anticipating and preparing for future response needs as well as the next operational period. Brief IAP(s) to RIC/NIC and staff.
3. In consultation with the Assistant RIC/NIC for Logistics, the Resources Unit Leader (RUL) (if assigned), and the Situation Unit Leader (SUL), recommend to RIC/NIC the incident priorities.
4. In consultation with the Logistics, Resources Unit (if assigned) and Situation Unit Leaders, recommend to the RIC/NIC the assignment and demobilization of critical resources.
5. Prepare and distribute the RIC/NIC policies, procedures and decisions to the RIC/NIC staff and the on-scene ICs. Maintain a record of all these documents.
6. Develop/assemble the National/Regional Incident Command Operating Guide (RIC/NIC OG). The RIC/NIC OG should include the following:
   a. RIC/NIC Overall Incident Objectives.

b. Critical Resources (Critical Resources are any piece of equipment or personnel with technical or subject matter expertise, or other capabilities requested by the IC(s) that are in high demand or short supply and essential for the proper execution of tactical actions at the incident as applicable).
c. Incident Priorities (as applicable to critical resources).
d. RIC/NIC Staff Organization Chart, showing names and assigned positions of all participants.
e. RIC/NIC Staff Meeting and Briefing Schedule; including the schedule for phone calls and the meeting of the RIC/NIC with the IC(s).
f. RIC/NIC Communication Plan should identify how the RIC/NIC staff is able to communicate with the IC(s) and others.
g. RIC/NIC Information Plan
h. Unusual situation and emergency procedure reporting
i. 24-hour watch procedures
j. As needed, RIC/NIC policy, procedures and decisions

7. Develop briefing paper(s) on incident specific issues and concerns. Issues and concerns are matters raised in the course of the response that the RIC/NIC desires to have researched or discussed as an aid to fully understanding the issue. Issues will be summarized in a briefing paper (ideally less than one page; no more than two pages) and included in the RIC/NIC OG for the information of RIC/NIC Staff and IC(s).

RIC/NIC SITUATION UNIT LEADER (SUL)

1. Develop and implement procedures for establishing and maintaining current, the "common operational picture" for the RIC/NIC and staff. This includes proactive intelligence gathering from all RIC/NIC staff elements and the IC(s) SULs.
2. Maintain current situation status displays.
3. Prepare incident situation information for support of, and use in, briefing documents and presentations.
4. Support/assist the Assistant RIC/NIC, Planning, with developing recommendations for establishing priorities and assigning/demobilizing critical resources.
5. As required by RIC/NIC, provide frequent/timely incident status updates to Coast Guard Headquarters, the parent Coast Guard District, and other agencies and entities.

RIC/NIC RESOURCES UNIT LEADER (RUL)

1. Maintain resource status for all critical resources. This will require regular contact with on-scene RULs to ensure that resource status is current. Also, track RIC/NIC Staff and resources that directly support the staff.
2. Support/assist the Assistant RIC/NIC, Planning in developing recommendations for establishing priorities and for assigning and demobilizing critical resources.
3. Working with the ICs, submit critical resource needs to the Assistant RIC/NIC, Logistics.
4. Coordinate with the Assistant RIC/NIC, Finance/Administration, to track overhead/costs for RIC/NIC and provide to the Assistant RIC/NIC, Finance/Administration.

ASSISTANT RIC/NIC, LOGISTICS

The Assistant RIC/NIC, Logistics, is responsible for providing facilities, services, and materials at the RIC/NIC Command level and for ensuring effective use of critical resources and supplies among the incident management teams, as follows:

1. Provide facilities, services, communications capabilities and administrative supplies for the RIC/NIC organization.
2. Obtain specialists and RIC/NIC staff support, as requested.
3. Establish liaison with IC(s) Logistics Section(s) so as to identify critical resources.
4. Support/assist the Assistant RIC/NIC, Planning, in developing recommendations for establishing priorities to govern the assignment of critical resources and to develop recommended assignment/demobilization of critical resources.
5. As necessary, provide for identification and acquisition of national level response resources needed by the IC(s). Track critical resources from time ordered to check-in.
6. When directed by the RIC/NIC, take charge of expanded supply network to support the IC(s).
7. Develop the RIC/NIC Communication Plan (should identify how the RIC/NIC staff is able to communicate with the IC(s) and others).
8. Track national/international resources until they arrive at the scene and are turned over to the cognizant incident RUL.
9. Coordinate directly with the Assistant RIC/NIC, Finance/Administration, for procurement and accounting purposes.

ASSISTANT RIC/NIC, FINANCE/ADMINISTRATION

1. Track and document total response costs.
2. Ensure that response costs are managed within the established financial ceilings and guidelines. Coordinate ceiling adjustments.
3. For oil and hazardous materials incidents: keep the RIC/NIC advised as to the impact on the Oil Spill Liability Trust Fund (OSLTF) or CERCLA Fund and potential/projected time for reaching liability limits of the RP.
4. For oil spills only: Establish a Pollution Removal Funding Authorization (PRFA) or other interagency agreements and ensure compliance with all cost documentation requirements of interagency fiscal agreements.
5. For oil spills: Coordinate the overall processing of claims with the RP and IC(s).

CHAPTER 5

NATIONAL INCIDENT COMMAND AND A SPILL OF NATIONAL SIGNIFICANCE (40 CFR 300.323)

If a discharge occurs in the coastal zone and is classified as a substantial threat to the public health or welfare of the United States (40 CFR 300.320 (a)(2)), or the necessary response effort is so complex that it requires extraordinary coordination of Federal, State, Local, and RP resources to contain and clean up the discharge, the Commandant may classify the incident as a Spill of National Significance (SONS) under the National Oil and Hazardous Substance Contingency Plan (NCP) (40 CFR 300.5).

The NCP describes, in part, the Federal government's responsibility for strategic coordination and support of Federal On-Scene Coordinators (FOSC) when responding to a SONS. To meet these responsibilities, the Coast Guard may establish a NIC based on the "Area Command" organizational model used for major/multiple incident management within NIIMS. Other agencies or the RP may use different organizational structures (not based on the NIIMS Area Command model) to carry out similar strategic coordination to support the IC or UC. In such instances, the Coast Guard will work with the affected State(s), RP, and other appropriate agencies to agree on an organizational structure that best ensures effective strategic coordination and support to the incident management team(s).

When the Commandant classifies a discharge as a SONS, the Commandant may name a NIC. The NIC will establish a National Incident Command organization as described in Chapter 4. Pursuant to 40 CFR 300.323, the NIC will assume the role of the FOSC in:

- Communicating with affected parties and the public, and
- Providing strategic coordination of Federal, State, Local, and International resources at the national level.
- This strategic coordination will involve, as appropriate, the NRT, the RRT, the Governor(s) of the affected state(s), and the mayor(s) or other chief executive(s) of local government(s). In addition, the NIC will coordinate with the senior corporate management of the RP(s).

To ensure a clear line of succession, a Deputy NIC will be designated by the Commandant or appointed NIC.

The National Incident Command does not replace the on-scene ICS organization(s) or functions. Tactical operations continue to be directed at the on-scene IC level. The NIC will be established to include representatives of the RP and affected Federal, State, Local and International interests. Representatives to the NIC should typically be at the highest executive levels of the RP and responding government agencies.

MULTI-AREA CONTINGENCY PLAN (ACP) AREA RESPONSES

There shall be only one FOSC at anytime during the course of a response operation regardless of whether the spill covers multiple areas and ACPs. The primary consideration in determining which Captain of the Port (COTP) is to be the FOSC is in whose area is the greatest vulnerability or greatest threat.

- If a discharge or release moves from the area covered by one ACP into another area, the authority for response actions should likewise shift.
- Should a discharge affect two or more areas with different lead agencies having response authority (for example EPA and Coast Guard) the agency whose area is vulnerable to the greatest threat should provide the FOSC. If the agencies can not agree, the applicable Regional Response Team (RRT) or Teams will designate the FOSC.
- The National Response Team (NRT) will designate the FOSC if two or more RRTs are unable to agree on an FOSC designation within two or more adjacent RRT areas.

The NIC structure is intended to enhance the local response organization and will rely on the applicable ACP(s) as the basis for strategic direction of response actions.

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CHAPTER 6

UNIFIED COMMAND

While a single IC normally handles the command function, an ICS organization may be expanded into a UC. As a component of an ICS, the UC is a structure that brings together the “Incident Commanders” of all major organizations involved in the incident to coordinate an effective response while at the same time carry out their own jurisdictional responsibilities. The UC links the organizations responding to the incident and provides a forum for these agencies to make consensus decisions. Under the UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the organization to create an integrated response team.

The UC may be used whenever multiple jurisdictions are involved in a response effort. These jurisdictions could be represented by:

- Geographic boundaries (e.g., two States, Indian Tribal Land);
- Governmental levels (e.g., Federal, State, Local,);
- Functional responsibilities (e.g., fire, oil spill, EMS);
- Statutory responsibilities (e.g., Federal Land Managers, RP OPA90 or CERCLA); or
- Some combination of the above.

Actual UC make-up for a specific incident will be determined on a case-by-case basis taking into account: (1) the specifics of the incident; (2) determinations outlined in existing response plans; or

(3) decisions reached during the initial meeting of the UC. The makeup of the UC may change as an incident progresses, in order to account for changes in the situation.

The UC is a team effort, but to be effective the number of personnel should be kept as small as possible. A well-defined process requires the UC to set clear objectives to guide the on-scene response resources.

The UC is responsible for overall management of the incident. The UC directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. The UC is not a “decision by committee”. The principals are there to command the response to an incident. Time is of the essence. The UC should develop synergy based on the significant capabilities that are brought by the various representatives. There should be personal acknowledgement of each representative’s unique capabilities, a shared understanding of the situation, and agreement on the common objectives. With the different perspectives on the UC comes the risk of disagreements, most of which can be resolved through the understanding of the underlying issues. Contentious issues may arise, but the UC framework provides a forum and a process to resolve problems and find solutions.

A cooperative attitude and a thorough understanding are essential. So does a thorough understanding of the ICS IAP Cycle. Nevertheless, situations may arise where consensus agreement may not be reachable. In such instances, the UC member representing the agency with primary jurisdiction over the issue would normally be deferred to for the final decision.

The bottom line is that UC has certain responsibilities as noted above. Failure to provide clear objectives for the next operational period means that the Command function has failed. While the UC structure is an excellent vehicle (and the only nationally recognized vehicle) for coordination, cooperation, and communication, the duly authorized representatives must make the system work successfully. A strong Command--a single IC or UC--is essential to an effective response.

Each UC member may assign Deputy Incident Commander(s) to assist in carrying out IC responsibilities. UC members may also be assigned individual legal and administrative support from their own organizations.

To be considered for inclusion as a UC representative, your organization must:

1. Have jurisdictional authority or functional responsibility under a law or ordinance for the incident; and,
2. The incident or response operations must have impact on your organization's AOR; and,
3. Your organization must be specifically charged with commanding, coordinating or managing a major aspect of the response; and,
4. Your organization must have the resources to support participation in the response organization.

UC representatives must be able to:

- Agree on common incident objectives and priorities;

- Have the capability to sustain a 24-hour-7-day-a-week commitment to the incident;
- Have the authority to commit agency or company resources to the incident;
- Have the authority to spend agency or company funds;
- Agree on an incident response organization;
- Agree on the appropriate Command and General Staff position assignments to ensure clear direction for on-scene tactical resources;
- Commit to speak with “one voice” through the IO or JIC, if established;
- Agree on logistical support procedures; and
- Agree on cost-sharing procedures, as appropriate.

It is important to note that participation in a UC occurs without any agency abdicating authority, responsibility, or accountability.

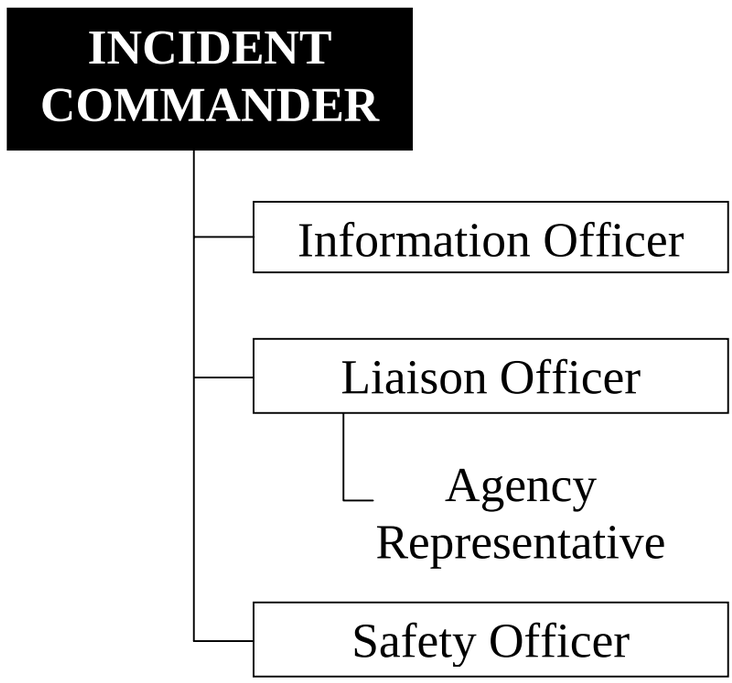
What if your agency is not a part of the Unified Command? Here is how to ensure your organization’s concerns or issues are addressed:

- Serve as an agency or company representative.
- Provide input to your agency or company representative, who has direct contact with the LO.
- Provide stakeholder input to the LO (for environmental, economic, or political issues).
- Serve as a Technical Specialist in the Planning Section (reassigned, as appropriate).
- Provide input to a UC member.

CHAPTER 7

COMMAND STAFF

ORGANIZATION CHART



POSITION CHECKLISTS

INCIDENT COMMANDER - The IC(s) responsibility is the overall management of the incident. On most incidents, the command activity is carried out by a single IC. The IC is selected by qualifications and experience.

The IC may have a deputy, who may be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. The major responsibilities of the IC are:

a. Review Common Responsibilities (Page 2-1).
b. Assess the situation and/or obtain a briefing from the prior IC.
c. Determine Incident Objectives and strategy.
d. Establish the immediate priorities.
e. Establish an ICP.
f. Brief Command Staff and Section Chiefs
g. Review meetings and briefings (Page 3-1).
h. Establish an appropriate organization.
i. Ensure planning meetings are scheduled as required.
j. Approve and authorize the implementation of an IAP.
k. Ensure that adequate safety measures are in place.
l. Coordinate activity for all Command and General Staff.
m. Coordinate with key people and officials.
n. Approve requests for additional resources or for the release of resources.
o. Keep agency administrator informed of incident status.
p. Approve the use of trainees, volunteers, and auxiliary personnel.
q. Authorize release of information to the news media.
r. Ensure incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
s. Order the demobilization of the incident when appropriate.

INFORMATION OFFICER - The Information Officer (IO) is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one IO will be assigned for each incident, including incidents operating under UC and multi-jurisdiction incidents. The IO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Joint Information Center (JIC) Manual should be reviewed regarding the organization and duties of the IO.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the IO, which would generally apply on any incident. The major responsibilities of the IO are:

a. Review Common Responsibilities (Page 2-1).
b. Determine from the IC if there are any limits on information release.
c. Develop material for use in media briefings.
d. Obtain IC approval of media releases.
e. Inform media and conduct media briefings.
f. Arrange for tours and other interviews or briefings that may be required.
g. Obtain media information that may be useful to incident planning.
h. Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
i. Maintain Unit/Activity Log (ICS Form 214).

LIAISON OFFICER - Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the LO position on the Command Staff.

Only one LO will be assigned for each incident, including incidents operating under UC and multi-jurisdiction incidents. The LO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The LO Manual should be reviewed regarding the organization and duties of the LO.

The LO is assigned to the incident to be the contact for assisting and/or cooperating Agency Representatives.

a. Review Common Responsibilities (Page 2-1).
b. Be a contact point for Agency Representatives.
c. Maintain a list of assisting and cooperating agencies and Agency Representatives. Monitor check-in sheets daily to ensure that all Agency Representatives are identified.
d. Assist in establishing and coordinating interagency contacts.
e. Keep agencies supporting the incident aware of incident status.
f. Monitor incident operations to identify current or potential inter-organizational problems.
g. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
h. Coordinate response resource needs for Natural Resourse Damage Assessment and Restoration (NRDAR) activities with the OPS during oil and HAZMAT responses.

i. Coordinate response resource needs for incident investigation activities with the OPS.
j. Ensure that all required agency forms, reports and documents are completed prior to demobilization.
k. Have debriefing session with the IC prior to departure.
l. Maintain Unit/Activity Log (ICS Form 214).
m. Coordinate activities of visiting dignitaries

AGENCY REPRESENTATIVE - In many multi-jurisdiction incidents, an agency or jurisdiction may send a representative who is not on direct tactical assignment, but is there to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the LO, or to the IC in the absence of a LO. The major responsibilities of the Agency Representatives are:

a. Review Common Responsibilities (Page 2-1).
b. Ensure that all agency resources are properly checked-in at the incident.
c. Obtain briefing from the LO or IC.
d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
e. Attend briefings and planning meetings as required.

f. Provide input on the use of agency resources unless resource Technical Specialists are assigned from the agency.
g. Cooperate fully with the IC and the General Staff on agency involvement at the incident.
h. Ensure the well-being of agency personnel assigned to the incident.
i. Advise the LO of any special agency needs or requirements.
j. Report to home agency dispatch or headquarters on a pre-arranged schedule.
k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
l. Ensure that all required agency forms, reports and documents are completed prior to demobilization.
m. Have a debriefing session with the LO or IC before demobilization.
n. Maintain Unit/Activity Log (ICS Form 214).

SAFETY OFFICER - The Safety Officer's (SO) function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Only one SO will be assigned for each incident.

The SO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities, such as air operations, hazardous materials, etc. The major responsibilities of the Safety Officer are:

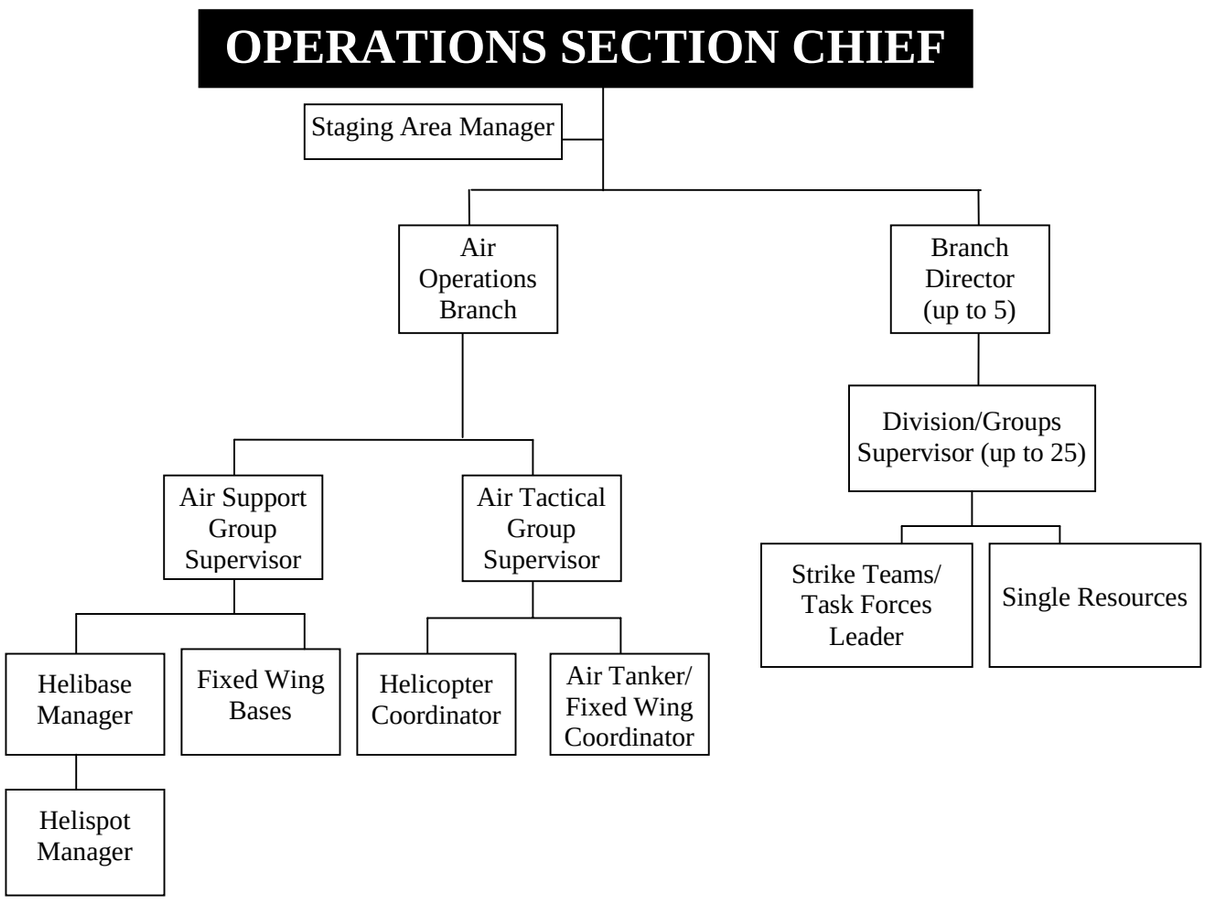
a. Review Common Responsibilities (Page 2-1).

b. Participate in planning meetings.
c. Identify hazardous situations associated with the incident.
d. Review the IAP for safety implications.
e. Exercise emergency authority to stop and prevent unsafe acts.
f. Investigate accidents that have occurred within the incident area.
g. Assign assistants, as needed.
h. Review and approve the medical plan.
i. Develop the Site Safety Plan and publish Site Safety Plan summary (ICS Form 208) as required.
j. Maintain Unit/Activity Log (ICS Form 214).

CHAPTER 8

OPERATIONS SECTION

ORGANIZATION CHART



OPERATIONS SECTION CHIEF - The Operations Section Chief (OPS), a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission.

The OPS activates and supervises organization elements in accordance with the IAP and directs its execution. The OPS also directs the preparation of Unit operational plans, requests or releases resources, makes expedient changes to the IAP, as necessary; and reports such to the IC. The major responsibilities of the Operations Section Chief are:

a. Review Common Responsibilities (Page 2-1).
b. Develop operations portion of IAP.
c. Brief and assign Operations Section personnel in accordance with the IAP.
d. Supervise Operations Section.
e. Determine need and request additional resources.
f. Review suggested list of resources to be released and initiate recommendation for release of resources.
g. Assemble and disassemble strike teams assigned to the Operations Section.
h. Report information about special activities, events, and occurrences to the IC.
i. Respond to resource requests in support of NRDAR activities.
j. Maintain Unit/Activity Log (ICS Form 214).

BRANCH DIRECTOR - The Branch Directors when activated, are under the direction of the OPS, and are responsible for the implementation of the portion of the IAP appropriate to the Branches. The major

responsibilities of the Branch Director are:

a. Review Common Responsibilities (Page 2-1).
b. Develop with subordinates alternatives for Branch control operations.
c. Attend planning meetings at the request of the OPS.
d. Review Division/Group Assignment Lists (ICS Form 204) for Divisions/Groups the within the Branch. Modify lists based on effectiveness of current operations.
e. Assign specific work tasks to Division/Group Supervisors.
f. Supervise Branch operations.
g. Resolve logistic problems reported by subordinates.
h. Report to OPS when: the IAP is to be modified; additional resources are needed; surplus resources are available; or hazardous situations or significant events occur.
i. Approve accident and medical reports (home agency forms) originating within the Branch.
j. Maintain Unit/Activity Log (ICS Form 214).

DIVISION/GROUP SUPERVISOR - The Division/Group Supervisor reports to the OPS (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the IAP, assignment of resources within the Division/Group, and reporting on the progress of control operations and status of resources within the Division/Group. The major responsibilities of the Division/Group Supervisor are:

a. Review Common Responsibilities (Page 2-1).
b. Implement IAP for Division/Group.
c. Provide the IAP to Strike Team Leaders, when available.

d. Identify increments assigned to the Division/Group.
e. Review Division/Group assignments and incident activities with subordinates and assign tasks.
f. Ensure that the IC and/or Resources Unit is advised of all changes in the status of resources assigned to the Division/Group.
g. Coordinate activities with adjacent Division/Group.
h. Determine need for assistance on assigned tasks.
i. Submit situation and resources status information to the Branch Director or the OPS.
j. Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness, discovery of unanticipated sensitive resources) to the immediate supervisor.
k. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
l. Resolve logistics problems within the Division/Group.
m. Participate in the development of Branch plans for the next operational period.
n. Maintain Unit/Activity Log (ICS Form 214).

STRIKE TEAM/TASK FORCE LEADER - The Strike Team/Task Force Leader reports to a Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress, resources status, and other important information to a Division/Group Supervisor, and maintains work records on assigned personnel. The major responsibilities of the Strike Team/Task Force Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Common Unit Leader Responsibilities (Page 2-2).
c. Review assignments with subordinates and

assign tasks.

d. Monitor work progress and make changes when necessary.
e. Coordinate activities with adjacent Strike Teams, Task Forces and single resources.
f. Travel to and from active assignment area with assigned resources.
g. Retain control of assigned resources while in available or out-of-service status.
h. Submit situation and resource status information to Division/Group Supervisor.
i. Maintain Unit/Activity Log (ICS Form 214).

SINGLE RESOURCE - The person is in charge of a single tactical resource. The major responsibilities of the Single Resource Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review assignments.
c. Obtain necessary equipment and supplies.
d. Review weather/environmental conditions for assignment area.
e. Brief subordinates on safety measures.
f. Monitor work progress.
g. Ensure adequate communications with supervisor and subordinates.
h. Keep supervisor informed of progress and any changes.
i. Inform supervisor of problems with assigned resources.
j. Brief relief personnel, and advise them of any change in conditions.
k. Return equipment and supplies to appropriate unit.
l. Complete and turn in all time and use records on personnel and equipment.
m. Maintain Unit/Activity Log (ICS Form 214).

STAGING AREA MANAGER - The Staging Area Manager is responsible for managing all activities within a Staging Area. The major responsibilities of the Staging Area Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Proceed to Staging Area.
c. Establish Staging Area layout.
d. Determine any support needs for equipment, feeding, sanitation and security.
e. Establish check-in function as appropriate.
f. Post areas for identification and traffic control.
g. Request maintenance service for equipment at Staging Area as appropriate.
h. Respond to request for resource assignments. (Note: This may be direct from the OPS or via the Incident Communications Center.)
i. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
j. Determine required resource levels from the OPS.
k. Advise the OPS when reserve levels reach minimums.
l. Maintain and provide status to Resource Unit of all resources in Staging Area.
m. Maintain Staging Area in orderly condition.
n. Demobilize Staging Area in accordance with the Incident Demobilization Plan.
o. Maintain Unit/Activity Log (ICS Form 214).

AIR OPERATIONS BRANCH DIRECTOR - The Air Operations Branch Director (AIROPS), who is ground-based, is primarily responsible for preparing the air operations portion of the IAP. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g.,

night flying, hours per pilot). After the plan is approved, the AIROPS is responsible for implementing its strategic aspects, which are those that relate to the overall incident strategy as opposed to those that pertain to tactical operations (specific target selection). Additionally, the AIROPS is responsible for providing logistical support to helicopters operating on the incident. The Air Tactical Group Supervisor, working in conjunction with ground and air resources, normally performs specific tactical activities, such as target selection and suggested modifications to specific tactical actions in the IAP. The major responsibilities of the AIROPS are:

a. Review Common Responsibilities (Page 2-1).
b. Organize preliminary air operations.
c. Request declaration (or cancellation) of restricted air space area, (Federal Aviation Administration Regulation 91.137).
d. Participate in preparation of the IAP through the OPS. Insure that the air operations portion of the IAP takes into consideration the Air Traffic Control requirements of assigned aircraft.
e. Perform operational planning for air operations.
f. Prepare and provide Air Operations Summary Worksheet (ICS Form 220) to the Air Support Group and Fixed-Wing Bases.
g. Determine coordination procedures for use by air organization with ground Branches, Divisions, or Groups.
h. Coordinate with appropriate Operations Section personnel.
i. Supervise all air operations activities associated with the incident.
j. Evaluate helibase locations.
k. Establish procedures for emergency reassignment of aircraft.

l. Schedule approved flights of non-incident aircraft in the restricted air space area.
m. Coordinate with the Operations Coordination Center (OCC) through normal channels on incident air operations activities.
n. Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
o. Consider requests for non-tactical use of incident aircraft.
p. Resolve conflicts concerning non-incident aircraft.
q. Coordinate with FAA.
r. Update air operations plans.
s. Report to the OPS on air operations activities.
t. Report special incidents/accidents.
u. Arrange for an accident investigation team when warranted.
v. Maintain Unit/Activity Log (ICS Form 214).

AIR TACTICAL GROUP SUPERVISOR - The Air Tactical Group Supervisor is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. These coordination activities are performed by the Air Tactical Group Supervisor while airborne. The Air Tactical Group Supervisor reports to the AIROPS. The major responsibilities of the Air Tactical Group Supervisor are:

a. Review Common Responsibilities (Page 2-1)
b. Determine what aircraft (air tankers and helicopters) are operating within the area of assignment.
c. Manage air tactical activities based upon the IAP.
d. Establish and maintain communications and Air Traffic Control, with pilots, Air Operations, Helicopter Coordinator, Air Tanker/Fixed Wing

Coordinator, Air Support Group (usually Helibase Manager), and fixed-wing Support Bases.

e. Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.
f. Obtain information about air traffic external to the incident.
g. Receive reports of non-incident aircraft violating restricted air space area (OPS, Branch Director, or Division/Group Supervisor).
h. Make tactical recommendations to approved ground contact
i. Inform AIROPS of tactical recommendations affecting the air operations portion of the IAP.
j. Report on air operations activities to the AIROPS. Advise air operations immediately if aircraft mission assignments are causing conflicts in the Air Traffic Control System.
k. Report on incidents/accidents.
l. Maintain Unit/Activity Log (ICS Form 214).

HELICOPTER COORDINATOR - The Helicopter Coordinator is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The Helicopter Coordinator can be airborne or on the ground operating from a high vantage point. The Helicopter Coordinator reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the complexity of the incident and the number of helicopters assigned. There may be more than one Helicopter Coordinator assigned to an incident. The major responsibilities of the Helicopter Coordinator are:

a. Review Common Responsibilities (Page 2-1).
b. Determine what aircraft (air tankers and helicopters) are operating within the incident

area of assignment.

c. Survey the assigned incident area to determine situation, aircraft hazards and other potential problems.
d. Coordinate Air Traffic Control with pilots, the AIROPS, Air Tactical Group Supervisor, the Air Tanker/Fixed-Wing Coordinator and the Air Support Group (usually Helibase Manager) as the situation dictates.
e. Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with the Air Tactical Group Supervisor, Communications Unit, or local agency dispatch center.
f. Ensure that all assigned helicopters know appropriate operating frequencies.
g. Coordinate geographical areas for helicopter operations with the Air Tactical Group Supervisor and make assignments.
h. Determine and implement air safety requirements and procedures.
i. Ensure that approved night-flying procedures are in operation.
j. Receive assignments, brief pilots, assign missions, and supervise helicopter activities.
k. Coordinate activities with the Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator, Air Support Group and ground personnel.
l. Maintain continuous observation of the assigned helicopter operating area and inform Air Tactical Group Supervisor of incident conditions including any aircraft malfunction or maintenance difficulties and anything that may affect the incident.
m. Inform the Air Tactical Group Supervisor when mission is completed and reassign helicopter as

directed.

n. Request assistance or equipment as required.
o. Report incidents or accidents to the AIROPS and the Air Tactical Group Supervisor immediately.
p. Maintain records of activities.
q. Maintain Unit/Activity Log (ICS Form 214)

AIR TANKER/FIXED-WING COORDINATOR - The Air Tanker/Fixed-Wing Coordinator is primarily responsible for coordinating assigned air tanker operations at the incident. The Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the need or upon the complexity of the incident. The major responsibilities of the Air Tanker/Fixed-Wing Coordinator are:

a. Review Common Responsibilities (Page 2-1).
b. Determine all aircraft including air tankers and helicopters operating within the incident area of assignment.
c. Survey the incident area to determine the situation, aircraft hazards and other potential problems.
d. Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with the Air Tactical Group Supervisor, Communications Unit or local dispatch center and establish air tanker air to air radio frequencies.
e. Ensure air tankers know appropriate operating frequencies.
f. Determine incident air tanker capabilities and limitations for specific assignments.
g. Coordinate Air Traffic Control with pilots, the AIROPS, the Air Tactical Group Supervisor, the

Helicopter Coordinator, and the Air Support Group (usually Helibase Manager) as the situation dictates.

h. Determine and implement air safety requirement procedures.
i. Receive assignments, brief pilots, assign missions, and supervise fixed-wing activities.
j. Coordinate activities with the Air Tactical Group Supervisor, Helicopter Coordinator, and ground operations personnel.
k. Maintain continuous observation of air tanker operating areas.
l. Provide information to ground resources, if necessary.
m. Inform the Air Tactical Group Supervisor of overall incident conditions including aircraft malfunction or maintenance difficulties.
n. Inform the Air Tactical Group Supervisor when the mission is completed and reassign air tankers as directed.
o. Request assistance or equipment as necessary.
p. Report incidents or accidents to the AIROPS immediately.
q. Maintain records of activities.
r. Maintain Unit/Activity Log (ICS Form 214)

AIR SUPPORT GROUP SUPERVISOR - The Air Support Group Supervisor is primarily responsible for supporting and managing helibase and helispot operations and maintaining liaison with fixed-wing air bases. This includes providing: 1) fuel and other supplies; 2) maintenance and repair of helicopters; 3) retardant mixing and loading; 4) keeping records of helicopter activity, and 5) providing enforcement of safety regulations.

These major functions are performed at helibases and helispots. Helicopters during landing and take-off and while on the ground are under the control of the Air Support Groups Helibase or Helispot Managers. The Air Support Group Supervisor reports to the AIROPS. The major responsibilities of the Air Support Group Supervisor are:

a. Review Common Responsibilities (Page 2-1).
b. Obtain a copy of the IAP from the AIROPS including Air Operations Summary Worksheet (ICS Form 220).
c. Participate in AIROPS planning activities.
d. Inform AIROPS of group activities.
e. Identify resources/supplies dispatched for the Air Support Group.
f. Request special air support items from appropriate sources through Logistics Section.
g. Identify helibase and helispot locations (from IAP) or from AIROPS.
h. Determine need for assignment of personnel and equipment at each helibase and helispot.
i. Coordinate special requests for air logistics.
j. Maintain coordination with airbases supporting the incident.
k. Coordinate activities with AIROPS.
l. Obtain assigned ground-to-air frequency for helibase operations from the Communications Unit Leader (CUL) or Incident Radio Communications Plan (ICS Form 205).
m. Inform AIROPS of capability to provide night flying service.
n. Ensure compliance with each agency's operations checklist for day and night operations.
o. Ensure dust abatement procedures are implemented at helibases and helispots.

p. Provide crash-rescue service for helibases and helispots.
q. Ensure that Air Traffic Control procedures are established between helibases and helispots and the Air Tactical Group Supervisor, the Helicopter Coordinator or the Air Tanker/Fixed-Wing Coordinator.
r. Maintain Unit/Activity Log (ICS Form 214).

HELIBASE MANAGER

a. Review Common Responsibilities (Page 2-1).
b. Obtain the IAP including Air Operations Summary Worksheet (ICS Form 220).
c. Participate in Air Support Group planning activities.
d. Inform the Air Support Supervisor of helibase activities.
e. Report to assigned helibase. Brief pilots and assigned personnel.
f. Manage resources/supplies dispatched to helibase.
g. Ensure helibase is posted and cordoned.
h. Coordinate helibase Air Traffic Control with pilots, the Air Support Group Supervisor, the Air Tactical Group Supervisor, the Helicopter Coordinator, and the Takeoff and Landing Controller.
i. Manage retardant mixing and loading operations.
j. Ensure helicopter fueling, maintenance and repair services are provided.
k. Supervise manifesting and loading of personnel and cargo.
l. Ensure dust abatement techniques are provided and used at helibases and helispots.
m. Ensure security is provided at each helibase

and helispot.

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

HELISPOT MANAGER

a. Review Common Responsibilities (Page 2-1),
b. Obtain the IAP including Air Operations Summary Worksheet (ICS Form 220).
c. Report to assigned helispot.
d. Coordinate activities with Helibase Manager.
e. Inform Helibase Manager of helispot activities.
f. Manage resources/supplies dispatched to helispot.
g. Request special air support items from Helibase Manager.
h. Coordinate Air Traffic Control and Communications with pilots, the Helibase Manager, the Helicopter Coordinator, the Air Tanker/Fixed-Wing Coordinator and the Air

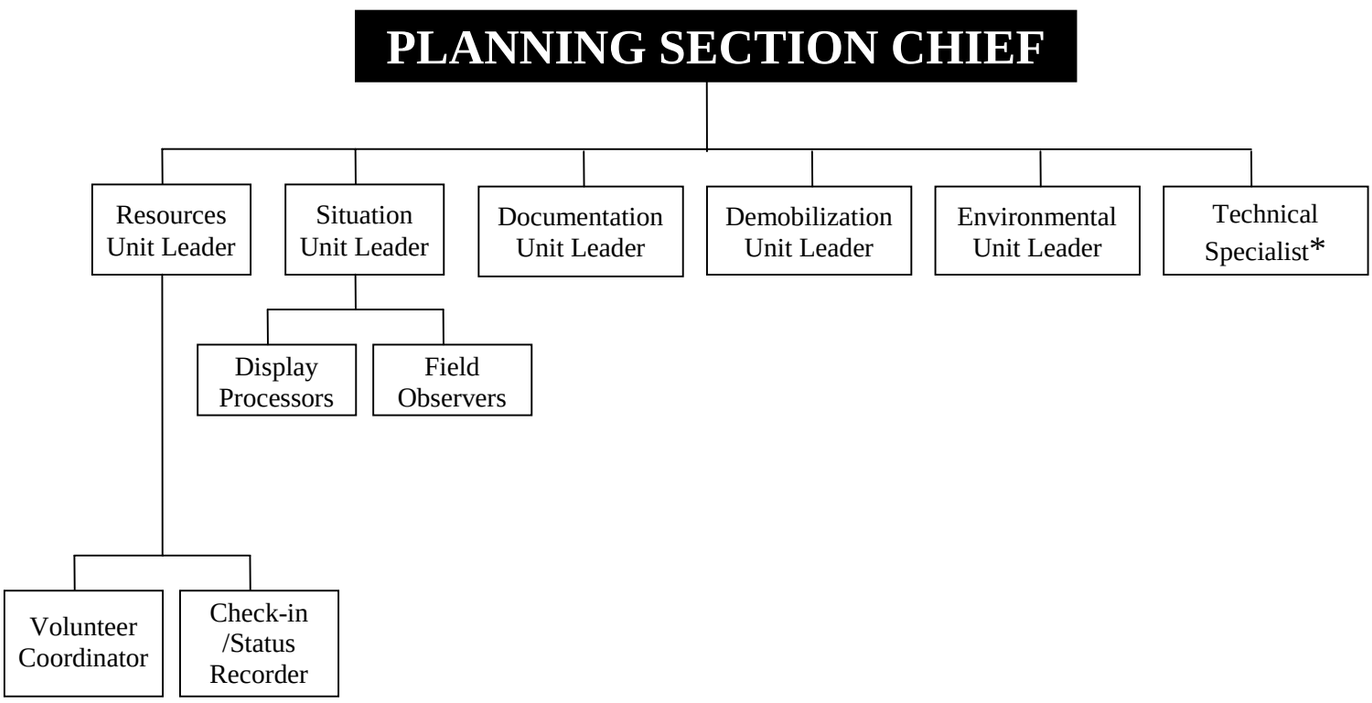
Tactical Group Supervisor when appropriate.

i. Ensure crash-rescue services are available.
j. Ensure that dust control is adequate, debris cannot blow into rotor system, touchdown zone slope is not excessive, and rotor clearance is sufficient.
k. Perform manifesting and loading of personnel and cargo.
i. Coordinate with pilots for proper loading and unloading and safety problems.
m. Maintain agency records and reports of helicopter activities.
n. Maintain Unit/Activity Log (ICS Form 214).

CHAPTER 9

PLANNING SECTION

ORGANIZATION CHART



*** May be assigned wherever their services are required.**

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

a. Review Common Responsibilities (Page 2-1).
b. Collect and process situation information about the incident.
c. Supervise preparation of the IAP.
d. Provide input to the IC and the OPS in preparing the IAP.
e. Chair planning meetings and participate in other meetings as required.
f. Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
g. Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation Units).
h. Determine the need for any specialized resources in support of the incident.
i. If requested, assemble and disassemble Strike Teams and Task Forces not assigned to Operations.
j. Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
k. Assemble information on alternative strategies.

l. Provide periodic predictions on incident potential.
m. Report any significant changes in incident status.
n. Compile and display incident status information.
o. Oversee preparation and implementation of the Incident Demobilization Plan.
p. Incorporate plans (e.g., Traffic, Medical, Communications, Site Safety) into the IAP.
q. Maintain Unit/Activity Log (ICS Form 214).

RESOURCES UNIT LEADER - The Resource Unit Leader (RUL) is responsible for maintaining the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the check-in/out of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources (e.g., key supervisory personnel, primary and support resources, etc.). The major responsibilities of the Resources Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Establish the check-in function at incident locations.
d. Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
e. Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
f. Prepare and maintain the ICP display (to include organization chart and resource allocation and deployment).
g. Maintain and post the current status and location of all resources.

h. Maintain master roster of all resources checked in at the incident.
i. A Check-in/Status Recorder reports to the RUL and assists with the accounting of all resources assigned to the incident.
j. Maintain Unit/Activity Log (ICS Form 214).

CHECK-IN/STATUS RECORDER - Check-in/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for. The major responsibilities of the Check-in/Status Recorder are:

a. Review Common Responsibilities (Page 2-1).
b. Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS Form 219), and status display boards.
c. Establish communications with the Communication Center and Ground Support Unit.
d. Post signs so that arriving resources can easily find incident check-in location(s).
e. Record check-in information on Check-in Lists (ICS Form 211).
f. Transmit check-in information to the Resources Unit on a regular pre-arranged schedule or as needed.
g. Forward completed Check-in Lists (ICS Form 211) and Status Change Cards (ICS Form 210) to the Resources Unit.
h. Receive, record, and maintain resource status information on Resource Status Cards (ICS Form 219) for incident-assigned single resources, Strike Teams, Task Forces, and overhead personnel.
i. Maintain files of Check-in Lists (ICS Form 211).

j. Maintain Unit/Activity Log (ICS Form 214),

VOLUNTEER COORDINATOR - The Volunteer Coordinator is responsible for managing and overseeing all aspects of volunteer participation, including recruitment, induction, and deployment. The Volunteer Coordinator is part of the Planning Section and reports to the RUL. The major responsibilities of the Volunteer Coordinator are:

a. Review Common Responsibilities (Page 2-1).
b. Coordinate with the Resource Unit to determine where volunteers are needed.
c. Identify any necessary skills and training needs.
d. Verify minimum training needed, as necessary, with Health and SO or units requesting volunteers (if special skill is required).
e. Activate, as necessary, stand-by contractors for various training needs (as applicable).
f. Coordinate nearby or on-site training as part of the deployment process.
g. Identify and secure other equipment, materials and supplies, as needed.
h. Induct convergent (on the scene) volunteers.
i. Activate other volunteers (individuals who have applied prior to an incident and are on file with the Volunteer Coordinator or other participating volunteer organizations).
j. Recruit additional volunteers through media appeals (if needed).
k. Assess, train, and assign volunteers.
l. Coordinate with Logistics for volunteer housing and meal accommodations.
m. Assist volunteers with other special needs.
n. Maintain Unit/Activity Log (ICS Form 214).

SITUATION UNIT LEADER - The collection, processing and organizing of all incident information takes place within the Situation Unit. The Situation Unit Leader (SUL) may prepare future projections of incident growth, maps and intelligence information. The major responsibilities of the Situation Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Begin collection and analysis of incident data as soon as possible.
d. Prepare, post, or disseminate resource and situation status information as required, including special requests.
e. Prepare periodic predictions or as requested by the PSC.
f. Prepare the Incident Status Summary Form (ICS Form 209).
g. Provide photographic services and maps if required.

DISPLAY PROCESSOR - The Display Processor is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerial and other photographs, and infrared data. The major responsibilities of the Display Processor are:

a. Review Common Responsibilities (Page 2-1).
b. Determine:
   - Location of work assignment.
   - Numbers, types and locations of displays required.
   - Priorities
   - Map requirements for the IAP.
   - Time limits for completion.
   - Field Observer assignments and communications means.
c. Obtain necessary equipment and supplies.

d. Obtain a copy of the IAP for each operational period.
e. Assist SUL in analyzing and evaluating field reports.
f. Develop required displays in accordance with time limits for completion.

FIELD OBSERVER - The Field Observer is responsible for collecting situation information from personal observations at the incident and provides this information to the SUL. The major responsibilities of the Field Observer are:

a. Review Common Responsibilities (Page 2-1).
b. Determine:
   - Location of assignment.
   - Type of information required.
   - Priorities.
   - Time limits for completion.
   - Method of communication.
   - Method of transportation.
c. Obtain a copy of the IAP for the Operational Period.
d. Obtain necessary equipment and supplies.
e. Perform Field Observer responsibilities to include but not limited to the following:
   - Perimeters of incident.
   - Locations of hot spots.
   - Unburned islands.
   - Rates of spread.
   - Weather conditions.
   - Hazards including escape routes and safe areas.
   - Progress of operations resources.
f. Be prepared to identify all facility locations (e.g., Helispots, Division and Branch boundaries).

g. Report information to the SUL by established procedure.
h. Report immediately any condition observed that may cause danger and a safety hazard to personnel.
i. Gather intelligence that will lead to accurate predictions.
j. Maintain Unit/Activity Log (ICS Form 214).

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

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Set up work area; begin organization of incident files.
d. Establish duplication service; respond to requests.
e. File all official forms and reports.
f. Review records for accuracy and completeness; inform appropriate units of errors or omissions.
g. Provide incident documentation as requested.
h. Store files for post-incident use.
i. Maintain Unit/Activity Log (ICS Form 214)

DEMOBILIZATION UNIT LEADER - The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions. The major responsibilities of the Demobilization Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Participate in planning meetings as required.
d. Review incident resource records to determine the likely size and extent of demobilization effort.
e. Based on the above analysis, add additional personnel, work space, and supplies as needed.
f. Coordinate demobilization with Agency Representatives.
g. Monitor the on-going Operations Section resource needs.
h. Identify surplus resources and probable release time.
i. Develop incident check-out function for all units.
j. Evaluate logistics and transportation capabilities to support demobilization.
k. Establish communications with off-incident facilities, as necessary.
l. Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
m. Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
n. Distribute demobilization plan (on and off-site).

o. Provide status reports to appropriate requestors.
p. Ensure that all Sections/Units understand their specific demobilization responsibilities.
q. Supervise execution of the Incident Demobilization Plan.
r. Brief the PSC on demobilization progress.
s. Maintain Unit/Activity Log (ICS Form 214).

ENVIRONMENTAL UNIT LEADER - The Environmental Unit Leader is responsible for environmental matters associated with the response, including strategic assessment, modeling, surveillance, and environmental monitoring and permitting. The Environmental Unit Leader prepares environmental data for the situation unit. Technical Specialists frequently assigned to the Environmental Unit may include the Scientific Support Coordinator and the Sampling, Response Technologies, Trajectory Analysis, Weather Forecast, Resources at Risk, Shoreline Cleanup Assessment, Historical/Cultural Resources, and Disposal Technical Specialists. The Environmental Unit Leader's tasks are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Obtain a briefing and special instructions from the PSC.
d. Participate in Planning Section meetings.
e. Identify sensitive areas and recommend response priorities.
f. Following consultation with natural resource trustees, provide input on wildlife protection strategies (e.g., removing oiled carcasses, pre-emptive capture, hazing, and/or capture and treatment).
g. Determine the extent, fate, and effects of

contamination.

h. Acquire, distribute, and provide analysis of weather forecasts.
i. Monitor the environmental consequences of cleanup actions.
j. Develop shoreline cleanup and assessment plans. Identify the need for, and prepare any special advisories or orders.
k. Identify the need for, and obtain, permits, consultations, and other authorizations including Endangered Species Act (ESA) provisions.
l. Following consultation with the FOSC's Historical/Cultural Resources Technical Specialist identify and develop plans for protection of affected historical/cultural resources.
m. Evaluate the opportunities to use various response technologies.
n. Develop disposal plans
o. Develop a plan for collecting, transporting, and analyzing samples.
p. Maintain Unit/Activity Log (ICS Form 214).

TECHNICAL SPECIALISTS - Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

The following are examples of Technical Specialists:

WEATHER OBSERVER - The Weather Observer is responsible for collecting current incident weather information and providing the information to an

assigned meteorologist, Fire Behavior Specialists or SUL. The major responsibilities of the Weather Observer are:

a. Review Common Responsibilities (Page 2-1).
b. Determine:
   - Nature and location of work assignments
   - Weather data collection methods to be used.
   - Priorities for collection.
   - Specific types of information required.
   - Frequency of reports.
   - Method of reporting.
   - Source of equipment.
c. Obtain weather data collection equipment.
d. Obtain appropriate transportation to collection site(s).
e. Record and report weather observations at assigned locations on schedule.
f. Turn in equipment at completion of assignment.
g. Demobilize according to Incident Demobilization Plan.
h. Support special requirements for development of incident maps.
i. Maintain Unit/Activity Log (ICS Form 214).

ENVIRONMENTAL SPECIALIST

a. Review Common Responsibilities (Page 2-1).
b. Participate in the development of the IAP and review the general control objectives, including alternative strategies.
c. Collect and validate environmental information within the incident area by reviewing pre-attack land use and management plans.
d. Determine environmental restrictions within the incident area.
e. Develop suggested priorities for preservation of the environment.

f. Provide environmental analysis information, as requested.
g. Collect and transmit required records and logs to the Documentation Unit at the end of each operational period.
h. Maintain Unit/Activity Log (ICS Form 214).

TRAINING SPECIALIST

a. Review Common Responsibilities (Page 2-1).
b. Inform the PSC of planned use of trainees.
c. Review trainee assignments and modify if appropriate.
d. Coordinate the assignments of trainees to incident positions with the Resources Unit.
e. Brief trainees and trainers on training assignments and objectives.
f. Coordinate use of unassigned trainees.
g. Make follow-up contacts on-the-job to provide assistance and advice for trainees to meet training objectives, as appropriate, and with approval of Unit Leaders.
h. Ensure trainees receive performance evaluation.
i. Monitor operational procedures and evaluate training needs.
j. Respond to requests for information concerning training activities.
k. Give the Training Specialist the records and logs the to Documentation Unit at the end of each operational period.
l. Maintain Unit/Activity Log (ICS Form 214).

CHAPLAIN EMERGENCY RESPONSE TECHNICAL (CERT) SPECIALIST - The CERT Specialist is responsible for identifying and securing the services of sufficient Chaplains necessary to carry out pastoral

care duties to provide for the spiritual and emotional needs of all Coast Guard personnel involved in a major disaster. The CERT Specialist is responsible for making an immediate assessment of how many Chaplains are required to provide adequate pastoral care and make the necessary notifications to ensure their immediate response and presence. The CERT Specialist is the Point Of Contact (POC) for all requests from operational units for Chaplains and their services and is responsible for the appropriate assignments and duties of all Chaplains involved in Coast Guard operations. The CERT Specialist reports directly to the IC. The major responsibilities of the Chaplain Emergency Response Technical (CERT) Specialist are:

a. Review Common Responsibilities (Page 2-1).
b. Establish and maintain Chaplains Emergency Response Center with at least one dedicated phone line within the Multi-Agency Command Center.
c. Ensure proper listing with the Command Center of all Chaplains and their necessary contact phone numbers while they are stationed in the area.
d. Maintain at least two other Chaplains allowing for the visitation to ships and units and other necessary functions during operations.
e. Ensure an adequate number of Chaplains present at all times to allow for rest, exercise, and proper turnover after not more than 10 days on-site.
f. Provide for Chaplain access aboard ships at sea, if necessary, and for visitation of all ships while in port.
g. Determine the spiritual and emotional climate of personnel involved in recovery operations and assess the need and level of possible Critical

Incident Stress Management (CISM) intervention, in conjunction with the CISM Specialist.

h. Attend all staff briefings and planning meetings as required.
i. Communicate on a daily basis with the Chaplain of the Coast Guard.
j. Establish communication and working relationship with all other agencies involved, especially the Red Cross, National Transportation Safety Broad (NTSB) and Federal Bureau of Investigation (FBI) support personnel.
k. Maintain liaison with other service personnel to determine appropriate time for turnover of pastoral responsibilities.
l. Maintain a Unit/Activity Log (ICS Form 214)

CRITICAL INCIDENT STRESS MANAGEMENT (CISM) SPECIALIST - The CISM Specialist is responsible for identifying and securing the immediate response and services of sufficient CISM team members necessary to carry out CISM duties to provide for the psychological and emotional needs of all Coast Guard personnel involved in a major incident. The CISM Specialist is the POC for all requests from operational units for CISM services and is responsible for the appropriate assignments and duties of all CISM team members involved in the evolution. Due to the importance of the mental well-being of all response personnel and the highly specialized nature of the program, the CISM Specialist would be assigned to the command level of the organization and would report directly to the IC or UC. The CISM Specialist's specific tasks are:

a. Review Common Responsibilities (Page 2-1).

b. Ensure there is at least one dedicated phone for CISM within the ICP.
c. Determine the psychological and emotional state of the personnel involved in recovery operations and assess the need and level of CISM interventions.
d. Ensure all operational and support units involved in the response have timely access to CISM team interventions.
e. Ensure proper listing with the Command Center of all CISM team members and their necessary contact phone numbers while stationed in the area.
f. Coordinate CISM team access aboard all ships at sea, if necessary, and for visitation of all ships while in port in a timely manner.
g. Establish and maintain working relationship with the Chaplain response team to cross-reference needs of responders and their families.
h. Provide for CISM team access to Coast Guard family members (spouses, children, and significant others) to assess the need and level of CISM interventions.
i. Attend all staff briefings and planning meetings as required.
j. Ensure adequate number of CISM team members present at all times to allow for rest, exercise and proper rotation of CISM personnel after not more than 10 days on-site.
k. Ensure CISM team members are adequately debriefed following their involvement with CISM response.
l. Maintain an accurate daily log of all activities, including dates, times, and places where CISM activities occurred. Use the Maintain

Unit/Activity Log (ICS Form 214)

m. Establish communication and working relationships with all other responding agencies providing mental health assistance, especially the Red Cross, Salvation Army, NTSB, and FBI support personnel.
n. Maintain liaison with the other local response agencies to effectively refer appropriate non-Coast Guard personnel for health assistance.

FAMILY ASSISTANCE COORDINATOR – The Family Assistance Coordinator provides services to the victims' family members; coordinates activities, lodging, food, spiritual and emotional needs, and transportation to special events (press conferences, memorial services to the scene of the incident when authorized, etc.); and, addresses any special needs that arise during the incident that may assist the victims' family members. The major responsibilities of the Family Assistance Coordinator are:

NOTE: The National Transportation Safety Board (NTSB) provides this assistance for aircraft disasters.

a. Review Common Responsibilities (Page 2-1).
b. Coordinate with local and state authorities, to include the medical examiner, local law enforcement, emergency management, hospitals, and other emergency support personnel.
c. Conduct daily coordination meetings with the local and Federal government representatives to review daily activities, resolve problem areas, and synchronize future family support operations and activities.
d. Coordinate and provide briefings to families at

the site and those who decide not to be at the site.

e. Ensure adequate number of Family Assistance Team members present at all times to allow for rest, exercise and proper rotation.
f. Establish and maintain working relationship with the CERT and CISM teams to cross-reference needs of the victims' families.
g. Attend all staff briefings and planning meetings as required.
h. Request necessary equipment and supplies through LSC.
i. Ensure adequate lodging and/or sleeping arrangements.
j. Ensure that security needs for the victims' family members are addressed.
k. Ensure that language needs of victims' family members are met. An AT&T language line or CG Auxilary are some potential sources for translation services, if needed.
l. Ensure that all communications are centrally coordinated.
m. Ensure that all transportation scheduling is centrally coordinated.
n. The following agencies provide similar assistance during emergencies and may be of assistance:
   (1) American Red Cross (ARC)
   (2) Department of Health and Human Services (DHHS)
   (3) Federal Emergency Management Agency (FEMA)
   (4) NTSB
n. Maintain Unit/Activity Log (ICS Form 214).

HUMAN RESOURCES SPECIALIST - The Human Resources Specialist is responsible for providing direct human resources services to the response organization, including ensuring compliance with all labor-related laws and regulations. If it is necessary to form a Human Resources Unit, it is sometimes placed in the Finance/Administration Section. The major responsibilities of the Human Resources Specialist are :

a. Review Common Responsibilities (Page 2-1).
b. Provide a Point Of Contact (POC) for incident personnel to discuss human resource issues.
c. Participate in daily briefings and planning meetings to provide appropriate human resource information.
d. Post human resource information, as appropriate.
e. Receive and address reports of inappropriate behavior, acts, or conditions through appropriate lines of authority.
f. Maintain Unit/Activity Log (ICS Form 214).

SALVAGE & ENGINEERING TECHNICAL (SET) SPECIALIST - The SET Specialist is responsible for providing technical assistance on vessel salvage and engineering issues, including: assessment and analysis of intact and damage stability, hull stress & strength, grounding & freeing forces; prediction of oil/hazardous substance outflow; and expertise on passenger vessel construction, fire protection, and safety. The SET Specialist will normally work with the Operations Section and Salvage and Source Control Group, but can be assigned to the Planning Section to assist in writing plans as well. For Coast Guard operations, the SET Specialist will normally be provided by the USCG Marine Safety Center, which also provides a Salvage

and Engineering Response Team (SERT). Salvage and Engineering Technical Specialist tasks are:

a. Review Common Responsibilities (Page 2-1)
b. Obtain and review a copy of the IAP for the current operational period.
c. Determine resource needs.
d. Report to the OPS/Salvage Division/Group Supervisor or Planning Section Chief/Technical Unit Leader, as may be assigned.
e. Gather, compile, and maintain data/information that will lead to accurate modeling, analyses, and predictions.
f. Assist in the development of the Salvage Plan.
g. Monitor implementation of the Salvage Plan and report immediately any conditions that may cause danger and/or safety hazards to personnel or the environment.
h. Provide a briefing/status report on analyses to proper personnel.
i. Advise the UC on technical issues as requested
j. Maintain a Unit/Activity Log (ICS Form 214)

GEOGRAPHIC INFORMATION SYSTEM (GIS) SPECIALIST - The GIS Specialist is responsible for gathering and compiling updated spill information and providing various map products to the incident. The GIS team will work with the Situation Unit and the Information Management Officer to ensure accurate and rapid dissemination of oil spill information to the ICS. The major responsibilities of the GIS Specialist are:

a. Review Common Responsibilities (Page 2-1).
b. Determine resource needs.
c. Participate in planning meetings as required.
d. Gather and compile data from the different

incident sections.

e. Provide maps for various components of the incident.
f. Provide status reports to appropriate requesters.
g. Maintain Unit/Activity Log (ICS 214}.

PUBLIC HEALTH TECHNICAL SPECIALIST - Public Health Technical Specialists may be needed to provide public health/worker health and safety technical knowledge and expertise in events involving oil, hazardous substance/materials, radiation, or health and medical issues. Public Health Technical Specialists from the Department of Health and Human Services' Centers for Disease Control and Prevention can provide technological assistance in the following areas:

- Human health threat assessment
- Environmental health threat assessment
- Exposure prevention
- Worker health and safety
- Toxicology and health physics
- Epidemiology
- Public health communications

LEGAL SPECIALIST - The Legal Specialist will act in an advisory capacity.

a. Review Common Responsibilities (Page 2-1).
b. Participate in planning meetings, if requested.
c. Advise on legal issues relating to in-situ burning, use of dispersants, and other alternative response technologies.
d. Advise on legal issues relating to differences between Natural Resource Damage Assessment Restoration (NRADR) and Response activities.
e. Advise on legal issues relating to

investigations.

f. Advise on legal issues relating to finance and claims.
g. Advise on legal issues relating to response.
h. Maintain Unit/Activity Log (ICS Form 214).

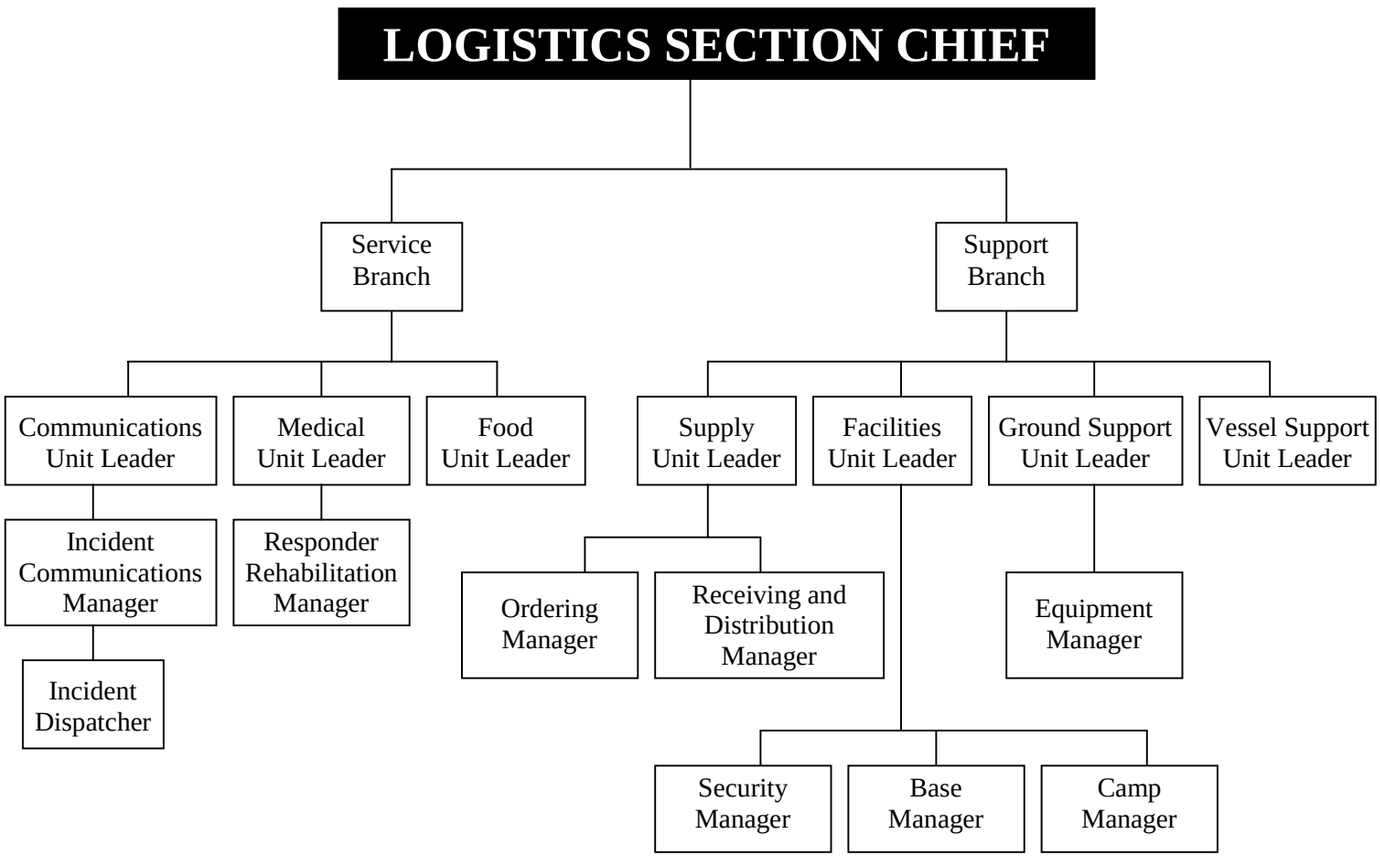
DOCUMENTATION SPECIALIST - The Documentation Specialist will act in an advisory capacity to the IC/UC. This position can be established when the normal incident/event documentation requirements exceed the capability of the Documentation Unit Leader and/or the complexity of the incident/event dictates the need for more experienced oversight of the documentation process. The Documentation Specialist should perform the following functions:

a. Review Common Responsibilities (Page 2-1)
b. Conduct an overall incident assessment to determine if documentation efforts will be satisfactory to meet incident/event requirements.
c. Advise the Incident Commander on the adequacy of the incident/event documentation efforts and suggest improvements.
d. Advise the Documentation Unit Leader on the development of a single, central, comprehensive incident/event archive.
e. Coordinate an effective documentation system to support demobilization efforts and ensure all lingering documentation is captured by the system.

CHAPTER 10

LOGISTICS SECTION

ORGANIZATION CHART



LOGISTICS SECTION CHIEF (LSC) - The Logistics Section Chief (LSC), a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The LSC participates in the development and implementation of the IAP and activates and supervises the Branches and Units within the Logistics Section. The major responsibilities of the Logistics Section Chief are:

a. Review Common Responsibilities (Page 2-1).
b. Plan the organization of the Logistics Section.
c. Assign work locations and preliminary work tasks to Section personnel.
d. Notify the Resources Unit of the Logistics Section units activated including names and locations of assigned personnel.
e. Assemble and brief Branch Directors and Unit Leaders.
f. Participate in preparation of the IAP.
g. Identify service and support requirements for planned and expected operations.
h. Provide input to and review the Communications Plan, Medical Plan and Traffic Plan.
i. Coordinate and process requests for additional resources.
j. Review the IAP and estimate Section needs for the next operational period.
k. Advise on current service and support capabilities.
l. Prepare service and support elements of the IAP.
m. Estimate future service and support requirements.
n. Receive Incident Demobilization Plan from Planning Section.

o. Recommend release of Unit resources in conformity with Incident Demobilization Plan.
p. Ensure the general welfare and safety of Logistics Section personnel.
q. Maintain Unit Activity Log (ICS Form 214).

SERVICE BRANCH DIRECTOR - The Service Branch Director, when activated, is under the supervision of the LSC, and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the Communications, Medical and Food Units. The major responsibilities of the Service Branch Director are:

a. Review Common Responsibilities (Page 2-1).
b. Obtain working materials.
c. Determine the level of service required to support operations.
d. Confirm dispatch of Branch personnel.
e. Participate in planning meetings of Logistics Section personnel.
f. Review the IAP.
g. Organize and prepare assignments for Service Branch personnel.
h. Coordinate activities of Branch Units.
i. Inform the LSC of Branch activities.
j. Resolve Service Branch problems.
k. Maintain Unit/Activity Log (ICS Form 214),

COMMUNICATIONS UNIT LEADER - The Communications Unit Leader is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and

the maintenance and repair of communications equipment. The major responsibilities of the Communications Unit Leader are:

a. Review Unit Leader Responsibilities (Page 2-2).
b. Determine Unit personnel needs.
c. Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
d. Ensure the Incident Communications Center and the Message Center is established.
e. Establish appropriate communications distribution/maintenance locations within the Base/Camp(s).
f. Ensure communications systems are installed and tested.
g. Ensure an equipment accountability system is established.
h. Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
i. Provide technical information as required on:
   - Adequacy of communications systems currently in operation.
   - Geographic limitation on communications systems.
   - Equipment capabilities/limitations.
   - Amount and types of equipment available.
   - Anticipated problems in the use of communications equipment.
j. Supervise Communications Unit activities.
k. Maintain records on all communications equipment as appropriate.
l. Ensure equipment is tested and repaired.
m. Recover equipment from Units being demobilized.
n. Maintain Unit/Activity Log (ICS Form 214)

INCIDENT DISPATCHER - The Incident Dispatcher (including Incident Communications Manager) is responsible for receiving and transmitting radio and telephone messages among and between personnel and to provide dispatch services at the incident. The major responsibilities of the Incident Dispatcher are:

a. Review Common Responsibilities (Page 2-1).
b. Ensure adequate staffing (Incident Communications Manager).
c. Obtain and review the IAP to determine the incident organization and Incident Radio Communications Plan.
d. Set up Incident Radio Communications Center; check-out equipment.
e. Request service on any inoperable or marginal equipment.
f. Set-up Message Center location, as required.
g. Receive and transmit messages within and external to the incident.
h. Maintain files of Status Change Cards (ICS Form 210) and
i. General Messages (ICS Form 213).
j. Maintain a record of unusual incident occurrences.
k. Provide a briefing to relief personnel on:
   - Current activities.
   - Equipment status.
   - Any unusual communications situations.
l. Turn in appropriate documents to the Incident Communications Manager or Communications Unit Leader.
m. Demobilize the Communications Center in accordance with the Incident Demobilization Plan.
n. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL UNIT LEADER - The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. The major responsibilities of the Medical Unit Leader are:

a. Review Unit Leader Responsibilities (Page 2-2).
b. Participate in Logistics Section/Service Branch planning activities.
c. Establish the Medical Unit.
d. Prepare the Medical Plan (ICS Form 206).
e. Prepare procedures for major medical emergency.
f. Declare major medical emergency as appropriate.
g. Respond to requests for medical aid, medical transportation, and medical supplies.
h. Prepare and submit necessary documentation.
i. Maintain Unit/Activity Log (ICS Form 214).

RESPONDER REHABILITATION MANAGER - The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions. The major responsibilities of the Responder Rehabilitation Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Designate the responder rehabilitation location and have the location announced on the radio with radio designation "Rehab".
c. Request necessary medical personnel to

evaluate the medical condition of personnel being rehabilitated.

d. Request necessary resources for rehabilitation of personnel, (e.g., water, juice, personnel).
e. Request food through the Food Unit or LSC, as necessary, for personnel being rehabilitated.
f. Release rehabilitated personnel to Planning Section for reassignment.
g. Maintain appropriate records and documentation.
h. Maintain Unit/Activity Log (ICS Form 214).

FOOD UNIT LEADER - The Food Unit Leader is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments. The major responsibilities of the Food Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Determine food and water requirements.
d. Determine the method of feeding to best fit each facility or situation.
e. Obtain necessary equipment and supplies and establish cooking facilities.
f. Ensure that well-balanced menus are provided.
g. Order sufficient food and potable water from the Supply Unit.
h. Maintain an inventory of food and water.
i. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
j. Supervise caterers, cooks, and other Food Unit personnel as appropriate.
k. Maintain Unit/Activity Log (ICS Form 214).

SUPPORT BRANCH DIRECTOR - The Support

Branch Director, when activated, is under the direction of the LSC, and is responsible for the development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the Supply, Facilities and Ground Support Units. The major responsibilities of the Support Branch Director are:

a. Review Common Responsibilities (Page 2-1)
b. Obtain work materials.
c. Identify Support Branch personnel dispatched to the incident.
d. Determine initial support operations in coordination with the LSC and Service Branch Director.
e. Prepare initial organization and assignments for support operations.
f. Assemble and brief Support Branch personnel.
g. Determine if assigned Branch resources are sufficient.
h. Maintain surveillance of assigned units work progress and inform the LSC of their activities.
i. Resolve problems associated with requests from the Operations Section.
j. Maintain Unit/Activity Log (ICS Form 214).

SUPPLY UNIT LEADER - The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment. The major responsibilities of the Supply Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Participate in Logistics Section/Support Branch planning activities.

d. Determine the type and amount of supplies enroute.
e. Review the IAP for information on operations of the Supply Unit.
f. Develop and implement safety and security requirements.
g. Order, receive, distribute, and store supplies and equipment.
h. Receive and respond to requests for personnel, supplies and equipment.
i. Maintain an inventory of supplies and equipment.
j. Service reusable equipment.
k. Submit reports to the Support Branch Director.
l. Maintain Unit/Activity Log (ICS Form 214).

ORDERING MANAGER - The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the SUL. The major responsibilities of the Ordering Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Obtain necessary agency(s) order forms.
c. Establish ordering procedures.
d. Establish name and telephone numbers of agency(s) personnel receiving orders.
e. Set up filing system.
f. Get names of incident personnel who have ordering authority.
g. Check on what has already been ordered.
h. Ensure order forms are filled out correctly.
i. Place orders in a timely manner.
j. Consolidate orders, when possible.
k. Identify times and locations for delivery of supplies and equipment.
l. Keep Receiving and Distribution Manager informed of orders placed.

m. Submit all ordering documents to the Documentation Control Unit through the Supply Unit Leader before demobilization.
n. Maintain Unit/Activity Log (ICS Form 214).

RECEIVING AND DISTRIBUTION MANAGER - The Receiving and Distribution Manager is responsible for receiving and distributing of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader. The major responsibilities of the Receiving and Distribution Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Order required personnel to operate supply area.
c. Organize the physical layout of the supply area.
d. Establish procedures for operating the supply area.
e. Set up a filing system for receiving and distributing supplies and equipment.
f. Maintain inventory of supplies and equipment.
g. Develop security requirement for supply area.
h. Establish procedures for receiving supplies and equipment.
i. Submit necessary reports to the Supply Unit Leader.
j. Notify Ordering Manager of supplies and equipment received.
k. Provide necessary supply records to Supply Unit Leader.
l. Maintain Unit/Activity Log (ICS Form 214).

FACILITIES UNIT LEADER - The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities, (e.g., Base, Camp(s), and ICP). The Facilities Unit Leader provides sleeping and sanitation

facilities for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service and general maintenance. The Facility Unit Leader reports to the Support Branch Director. The major responsibilities of the Facilities Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Obtain a briefing from the Support Branch Director or the LSC.
d. Receive and review a copy of the IAP.
e. Participate in Logistics Section/Support Branch planning activities.
f. Determine requirements for each facility, including the ICP.
g. Prepare layouts of incident facilities.
h. Notify unit leaders of facility layout.
i. Activate incident facilities.
j. Provide Base and Camp Managers and personnel to operate facilities.
a. Provide sleeping facilities.
b. Provide security services.
c. Provide facility maintenance services (e.g., sanitation, lighting, clean up).
d. Demobilize Base and Camp facilities.
e. Maintain facility records
f. Maintain Unit/Activity Log (ICS Form 214).

FACILITY MAINTENANCE SPECIALIST - The Facility Maintenance Specialist is responsible for ensuring that proper sleeping and sanitation facilities are maintained; for providing shower facilities; for providing and

maintaining lights and other electrical equipment; and to maintain the Base, Camp, and ICP facilities in a clean and orderly manner. The major responsibilities of the Facility Maintenance Specialist are:

a. Review Common Responsibilities (Page 2-1).
b. Request required maintenance support personnel and assign duties.
c. Obtain supplies, tools, and equipment.
d. Supervise/perform assigned work activities.
e. Ensure that all facilities are maintained in a safe condition.
f. Disassemble temporary facilities when they are no longer required.
g. Restore the area to its pre-incident condition.
h. Maintain Unit/Activity Log (ICS Form 214).

SECURITY MANAGER - The Security Manager is responsible for providing safeguards needed to protect personnel and property from loss or damage. The major responsibilities of the Security Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Establish contacts with local law enforcement agencies, as required.
c. Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements that may affect operations.
d. Request required personnel support to accomplish work assignments.
e. Ensure that support personnel are qualified to manage security problems.
f. Develop Security Plan for incident facilities.
g. Adjust Security Plan for personnel and equipment changes and releases.
h. Coordinate security activities with appropriate incident personnel.

i. Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
j. Prevent theft of all government and personal property.
k. Document all complaints and suspicious occurrences.
l. Maintain Unit/Activity Log (ICS Form 214).

BASE MANAGER - The Base Manager is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the Base. The Base Manager duties include:

a. Review Common Responsibilities (Page 2-1).
b. Determine personnel support requirements.
c. Obtain necessary equipment and supplies.
d. Ensure that all facilities and equipment are set up and properly functioning.
e. Supervise the establishment of:
   - Sanitation facilities (including showers), and.
   - Sleeping facilities.
f. Make sleeping area assignments.
g. Ensure that strict compliance is made with all applicable safety regulations.
h. Ensure that all facility maintenance services are provided.
i. Maintain Unit/Activity Log (ICS Form 214).

CAMP MANAGER - On large incidents, one or more camps may be established by the General Staff to provide better support to operations. Camps may be in-place several days or may be moved depending upon the nature of the incident. Functional Unit activities performed at the ICS Base may be performed at the Camp(s). These could include: Supply, Medical, Ground Support, Food, Communications, and

Finance/Administration, as well as the Facilities Unit functions of facility maintenance and security. Camp Managers are responsible for providing non-technical coordination for all units operating within the Camp. The ICS General Staff will determine the units assigned to the Camps. The personnel requirements for units at the Camps will be determined by the parent unit based on the kind and size of incident and expected duration of Camp operations. The major responsibilities of the Camp Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Determine personnel support requirements.
c. Obtain necessary equipment and supplies.
d. Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning.
e. Make sleeping arrangements.
f. Provide direct supervision for all facility maintenance and security services at Camp.
g. Ensure that strict compliance is made with all applicable safety regulations.
h. Ensure that all Camp-to-Base communications are centrally coordinated.
i. Ensure that all Camp-to-Base transportation scheduling is centrally coordinated.
j. Provide overall coordination of all Camp activities to ensure that all assigned Units operate effectively and cooperatively in meeting incident objectives.
k. Maintain Unit/Activity Log (ICS Form 214).

GROUND SUPPORT UNIT LEADER - The Ground Support Unit Leader is primarily responsible for: 1) support out-of-service resources; 2) transportation of personnel, supplies, food, and equipment 3) fueling, service, maintenance, and repair of vehicles and other ground support equipment; and 4) implementing the

Traffic Plan for the incident. The major responsibilities of the Ground Support Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Participate in Support Branch/Logistics Section planning activities.
d. Develop and implement the Traffic Plan.
e. Support out-of-service resources.
f. Notify the Resources Unit of all status changes on support and transportation vehicles.
g. Arrange for and activate fueling, maintenance, and repair of ground resources.
h. Maintain Support Vehicle Inventory and transportation vehicles (ICS Form 218).
i. Provide transportation services, IAW requests from the LSC or Support Branch Director.
j. Collect use information on rented equipment.
k. Requisition maintenance and repair supplies (e.g., fuel, spare parts).
l. Maintain incident roads.
m. Submit reports to Support Branch Director as directed.
n. Maintain Unit/Activity Log (ICS Form 214).

EQUIPMENT MANAGER - The Equipment Manager provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided. The major responsibilities of the Equipment Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Obtain the IAP to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
c. Obtain necessary equipment and supplies.

d. Provide maintenance and fueling according to schedule.
e. Prepare schedules to maximize use of available transportation.
f. Provide transportation and support vehicles for incident use.
g. Coordinate with Agency Representatives on service and repair policies, as required.
h. Inspect equipment condition and ensure coverage by equipment agreement.
i. Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in an efficient operating condition), and place orders with the Supply Unit.
j. Maintain Support Vehicle Inventory (ICS Form 218)
k. Maintain equipment rental records.
l. Maintain equipment service and use records.
m. Check all service repair areas to ensure that all appropriate safety measures are being taken.
n. Maintain Unit/Activity Log (ICS Form 214).

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

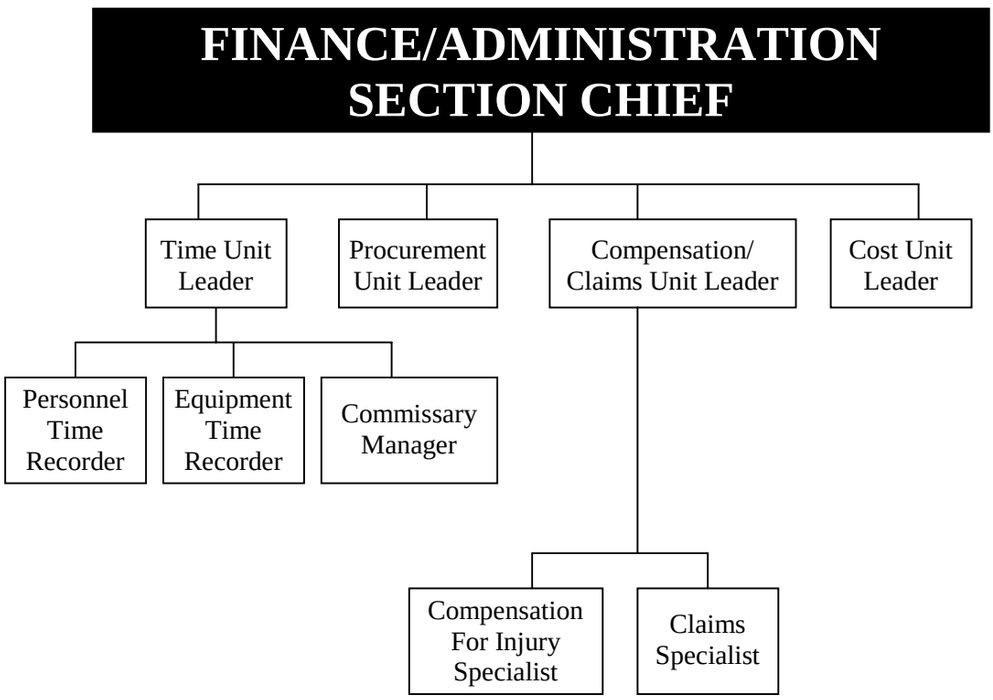
a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Obtain a briefing from the Support Branch Director or the LSC.

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

CHAPTER 11

FINANCE/ADMINISTRATION SECTION

ORGANIZATION CHART



FINANCE/ADMINISTRATION SECTION CHIEF - The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section. The major responsibilities of the Finance/Administration Section Chief are:

a. Review Common Responsibilities (Page 2-1).
b. Attend planning meetings as required.
c. Manage all financial aspects of an incident.
d. Provide financial and cost analysis information as requested.
e. Gather pertinent information from briefings with responsible agencies.
f. Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
g. Determine the need to set up and operate an incident commissary.
h. Meet with Assisting and Cooperating Agency Representatives, as needed.
i. Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
j. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
k. Provide financial input to demobilization planning.
l. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
m. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
n. Maintain Unit/Activity Log (ICS Form 214).

TIME UNIT LEADER - The Time Unit Leader is responsible for equipment and personnel time recording and for managing the commissary operations. The major responsibilities of the Time Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Determine incident requirements for time recording function.
d. Determine resource needs.
e. Contact appropriate agency personnel/representatives.
f. Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
g. Establish time unit objectives.
h. Maintain separate logs for overtime hours.
i. Establish commissary operation on larger or long-term incidents as needed.
j. Submit cost estimate data forms to the Cost Unit, as required.
k. Maintain records security.
l. Ensure that all records are current and complete prior to demobilization.
m. Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
n. Brief the Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
o. Maintain Unit/Activity Log (ICS Form 214).

EQUIPMENT TIME RECORDER - Under supervision of the Time Unit Leader, the Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident. The major responsibilities of the Equipment Time Recorder are:

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

PERSONNEL TIME RECORDER - Under supervision of the Time Unit Leader, the Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident. The major responsibilities of the Personnel Time Recorder are:

a. Review Common Responsibilities (Page 2-1).
b. Establish and maintain a file for employee time reports within the first operational period.
c. Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.

d. Ensure that all employee identification information is verified to be correct on the time report.
e. Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
f. Post all commissary issues to personnel time documents.
g. Ensure that time reports are signed.
h. Close-out time documents prior to personnel leaving the incident.
i. Distribute all time documents according to agency policy.
j. Maintain a log of excessive hours worked and give to the Time Unit Leader daily.

COMMISSARY MANAGER - Under the supervision of the Time Unit Leader, the Commissary Manager is responsible for commissary operations and security. The major responsibilities of the Commissary Manager are:

a. Review Common Responsibilities (Page 2-1).
b. Set up and provide commissary operations to meet incident needs.
c. Establish and maintain adequate security for commissary.
d. Request commissary stock through the Supply Unit Leader.
e. Maintain a complete record of commissary stock including invoices for material received, issuance records, transfer records, and closing inventories.
f. Maintain the commissary issue record by crews and submit records to the Time Recorder during or at the end of each operational period.
g. Use proper agency forms for all record keeping.

Complete forms according to agency specification.

h. Ensure that all records are closed out and commissary stock is inventoried and returned to the Supply Unit prior to demobilization.
i. Maintain Unit/Activity Log (ICS Form 214)

PROCUREMENT UNIT LEADER - The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. The major responsibilities of the Procurement Unit are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Review incident needs and any special procedures with Unit Leaders, as needed.
d. Coordinate with local jurisdiction on plans and supply sources.
e. Obtain the Incident Procurement Plan.
f. Prepare and authorize contracts and land-use agreements.
g. Draft memoranda of understanding as necessary.
h. Establish contracts and agreements with supply vendors.
i. Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
j. Ensure that a system is in place that meets agency property management requirements. Ensure proper accounting for all new property.
k. Interpret contracts and agreements; resolve disputes within delegated authority.
l. Coordinate with the Compensation/Claims Unit for processing claims.

m. Coordinate use of impress funds, as required.
n. Complete final processing of contracts and send documents for payment.
o. Coordinate cost data in contracts with the Cost Unit Leader.
p. Brief the Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
q. Maintain Unit/Activity Log (ICS Form 214).

COMPENSATION/CLAIMS UNIT LEADER - The Compensation/Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities (other than injury) for an incident. The major responsibilities of the Compensation/Claims Unit Leader are:

a. Review Common Responsibilities (Page 2-1).
b. Review Unit Leader Responsibilities (Page 2-2).
c. Obtain a briefing from the Finance/Administration Section Chief.
d. Establish contact with the incident SO and LO (or Agency Representatives if no LO is assigned).
e. Determine the need for Compensation for Injury and Claims Specialists and order personnel as needed.
f. Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
g. Review Incident Medical Plan. (ICS Form 206)
h. Ensure that Compensation/Claims Specialists have adequate workspace and supplies.
i. Review and coordinate procedures for handling claims with the Procurement Unit.
j. Brief the Compensation/Claims Specialists on incident activity.
k. Periodically review logs and forms produced by

the Compensation/Claims Specialists to ensure that they are complete, entries are timely and accurate and that they are in compliance with agency requirements and policies.

l. Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
m. Keep the Finance/Administration Section Chief briefed on Unit status and activity.
n. Demobilize unit in accordance with the Incident Demobilization Plan.
o. Maintain Unit/Activity Log (ICS Form 214).

COMPENSATION FOR INJURY SPECIALIST - Under the supervision of the Compensation/Claims Unit Leader, the Compensation for Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit. The major responsibilities of the Compensation for Injury Specialist are:

a. Review Common Responsibilities (Page 2-1).
b. Collocate Compensation for Injury operations with the Medical Unit when possible.
c. Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
d. Obtain a copy of Incident Medical Plan (ICS Form 206).
e. Provide written authority for persons requiring medical treatment.
f. Ensure that correct agency forms are being used.
g. Provide correct billing forms for transmittal to doctor and/or hospital.
h. Keep informed and report on status of

hospitalized personnel.

i. Obtain all witness statements from SO and/or Medical Unit and review for completeness.
j. Maintain a log of all injuries occurring at the incident.
k. Coordinate/handle all administrative paperwork on serious injuries or fatalities.
l. Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals after demobilization.
m. Maintain Unit/Activity Log (ICS Form 214).

CLAIMS SPECIALIST - Under the supervision of the Compensation/Claims Unit Leader, the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident. The major responsibilities of the Claims Specialist are:

a. Review Common Responsibilities (Page 2-1).
b. Develop and maintain a log of potential claims.
c. Coordinate a claims prevention plan with applicable incident functions.
d. Initiate an investigation on all claims other than personnel injury.
e. Ensure that site and property involved in an investigation are protected.
f. Coordinate with the investigation team as necessary.
g. Obtain witness statements pertaining to claims other than personnel injury.
h. Document any incomplete investigations.
i. Document follow-up action needs by the local agency.
j. Keep the Compensation/Claims Unit Leader advised on the nature and status of all existing and potential claims.
k. Ensure the use of correct agency forms.

l. Maintain Unit/Activity Log (ICS Form 214).

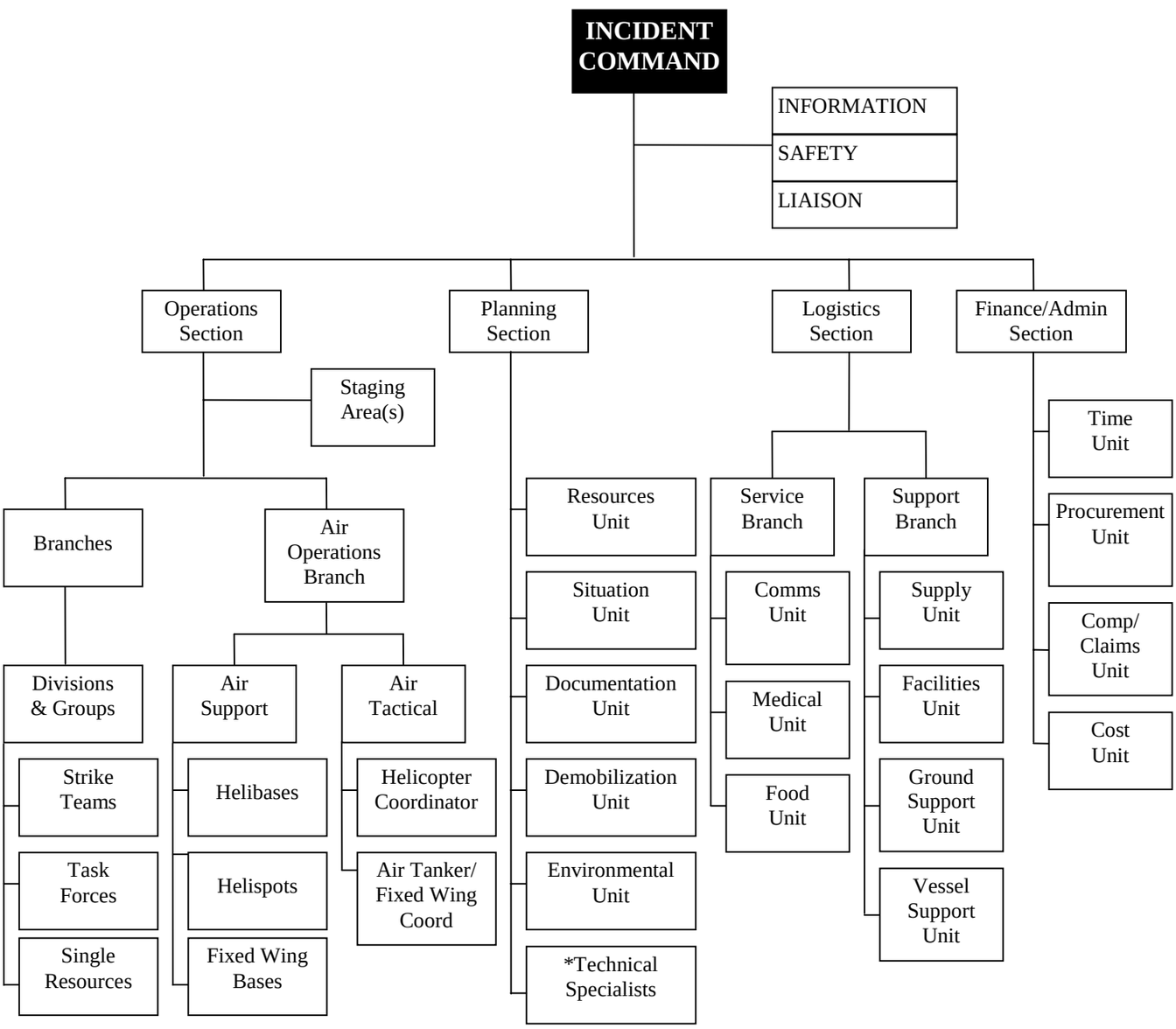
COST UNIT LEADER - The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost saving recommendations for the incident. The major responsibilities of the Cost Unit Leader are:

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

CHAPTER 12

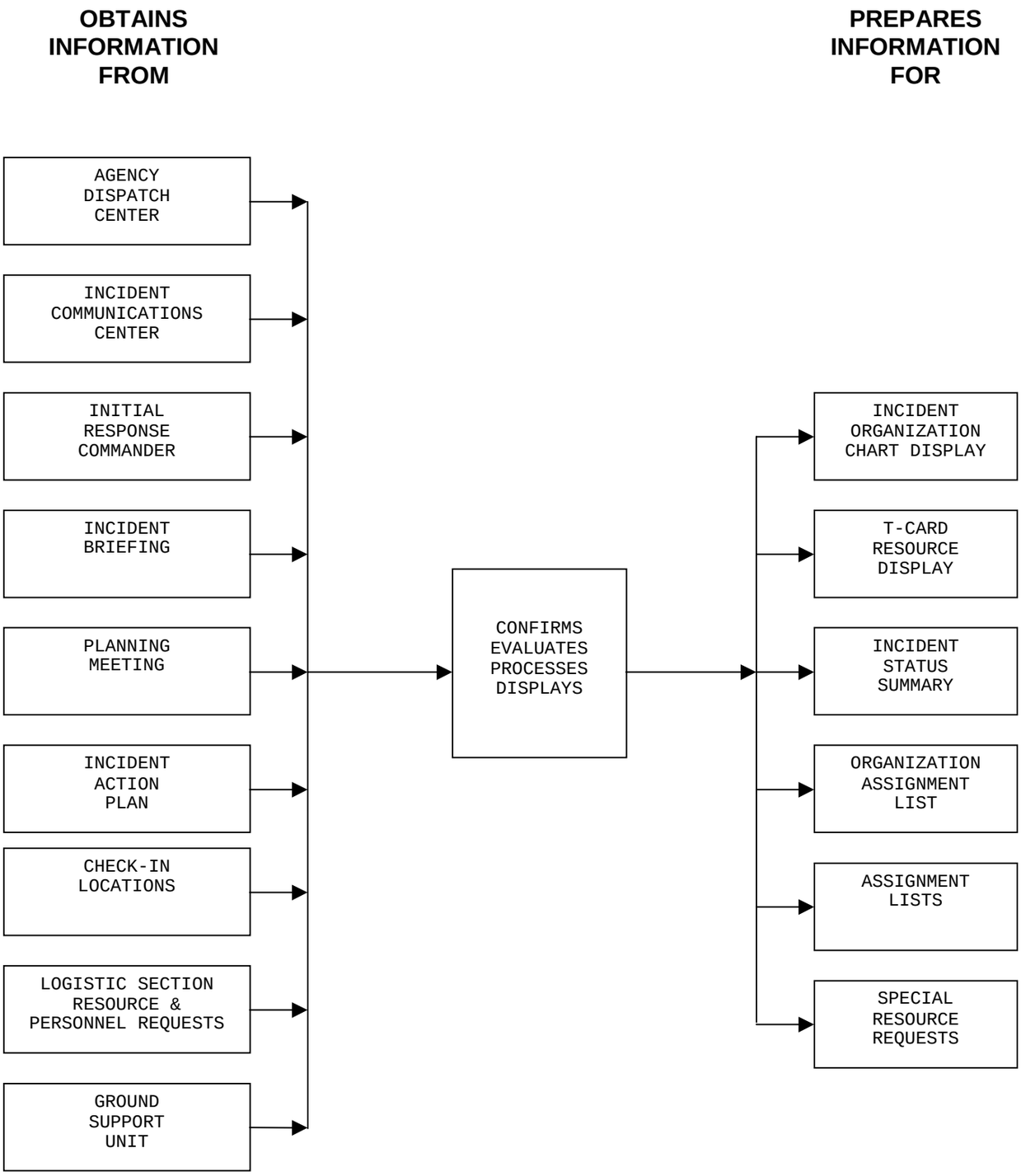
ORGANIZATIONAL GUIDES

INCIDENT COMMAND SYSTEM ORGANIZATION CHART

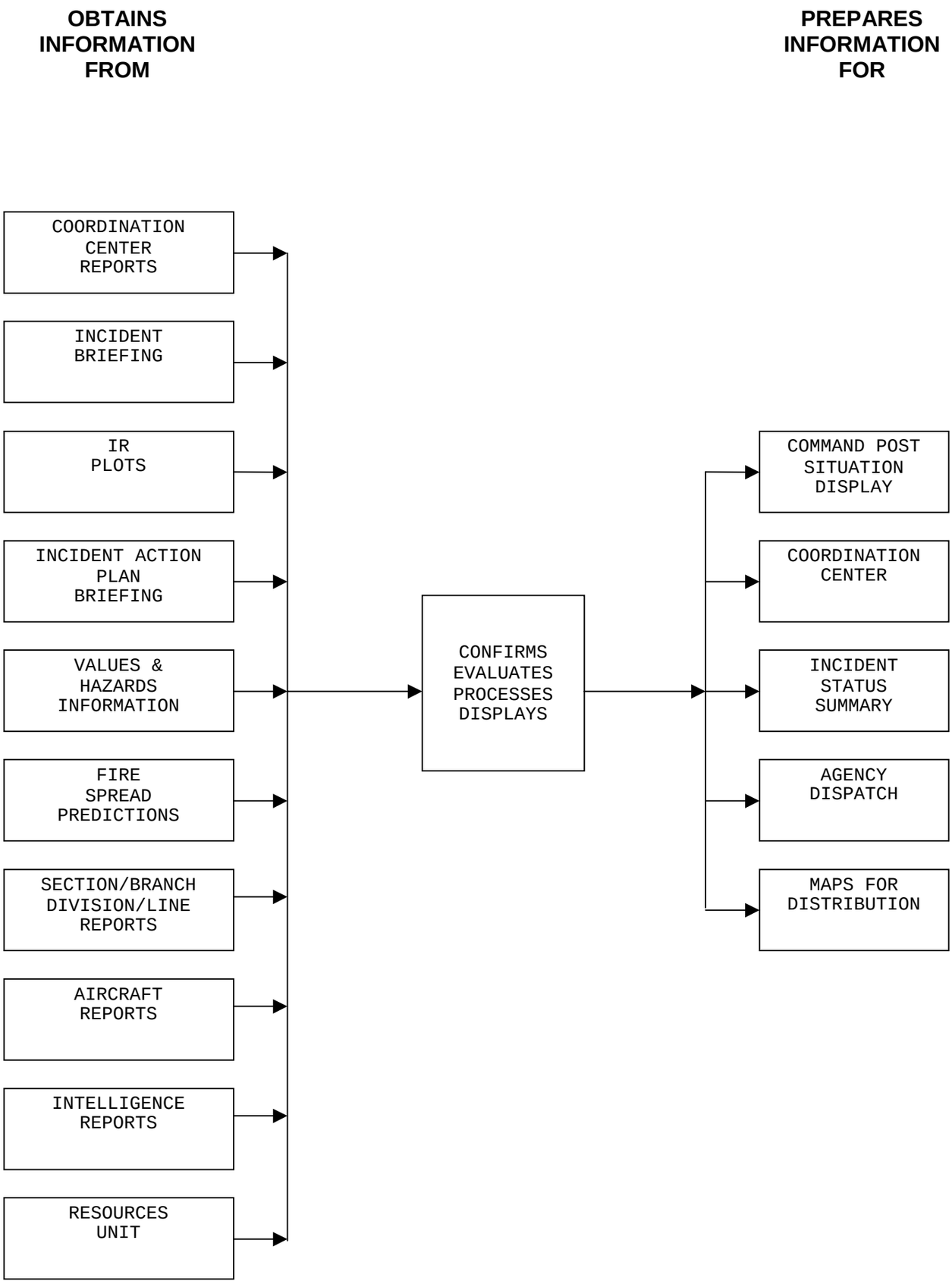


* May be assigned wherever their services are required.

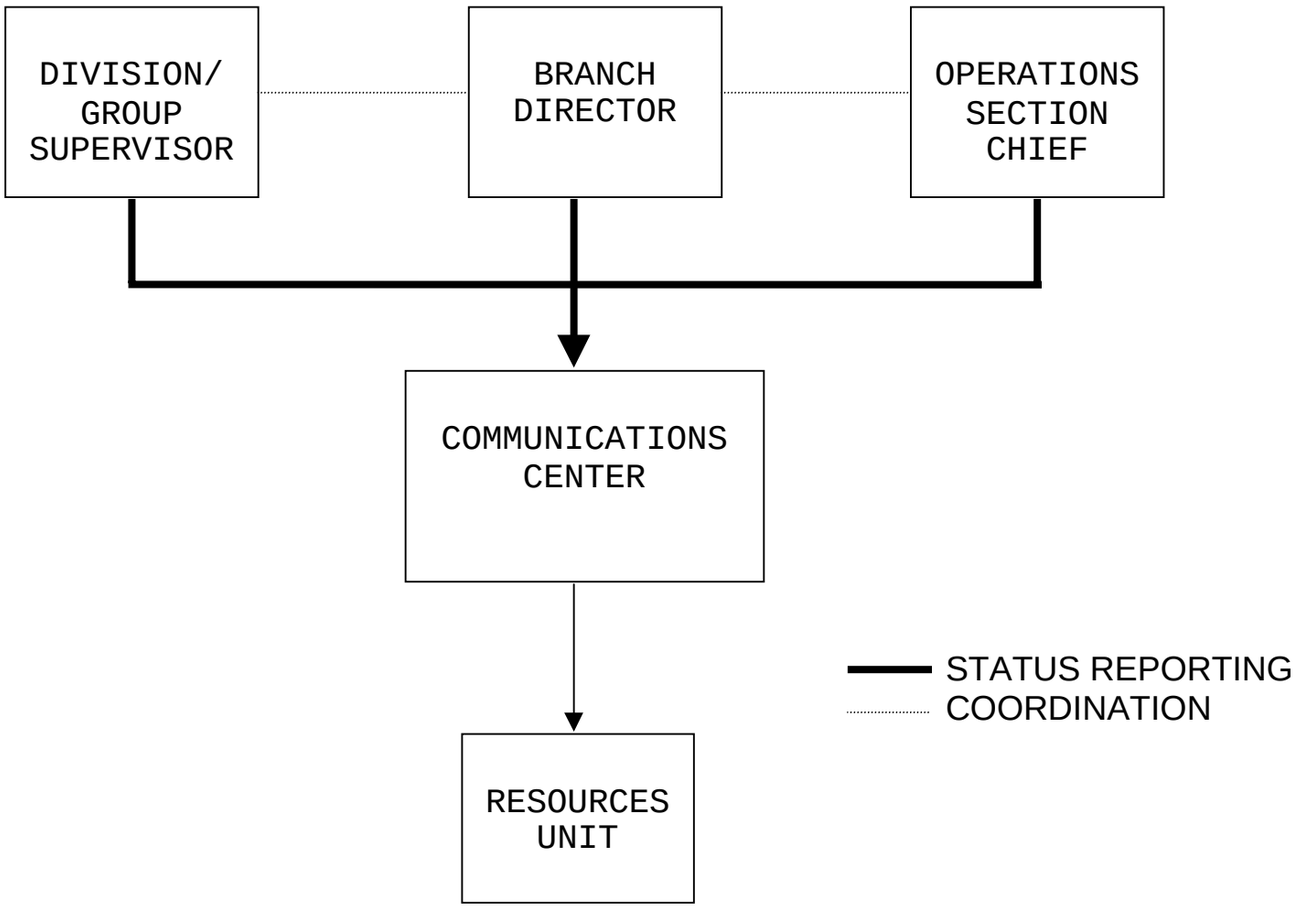
RESOURCES UNIT FUNCTIONS & INTERACTIONS



SITUATION UNIT FUNCTIONS & INTERACTIONS



RESOURCES STATUS CHANGE REPORTING



1.REPORT:

A) RESOURCES CHANGING STATUS (ASSIGNED, AVAILABLE, OUT OF SERVICE)

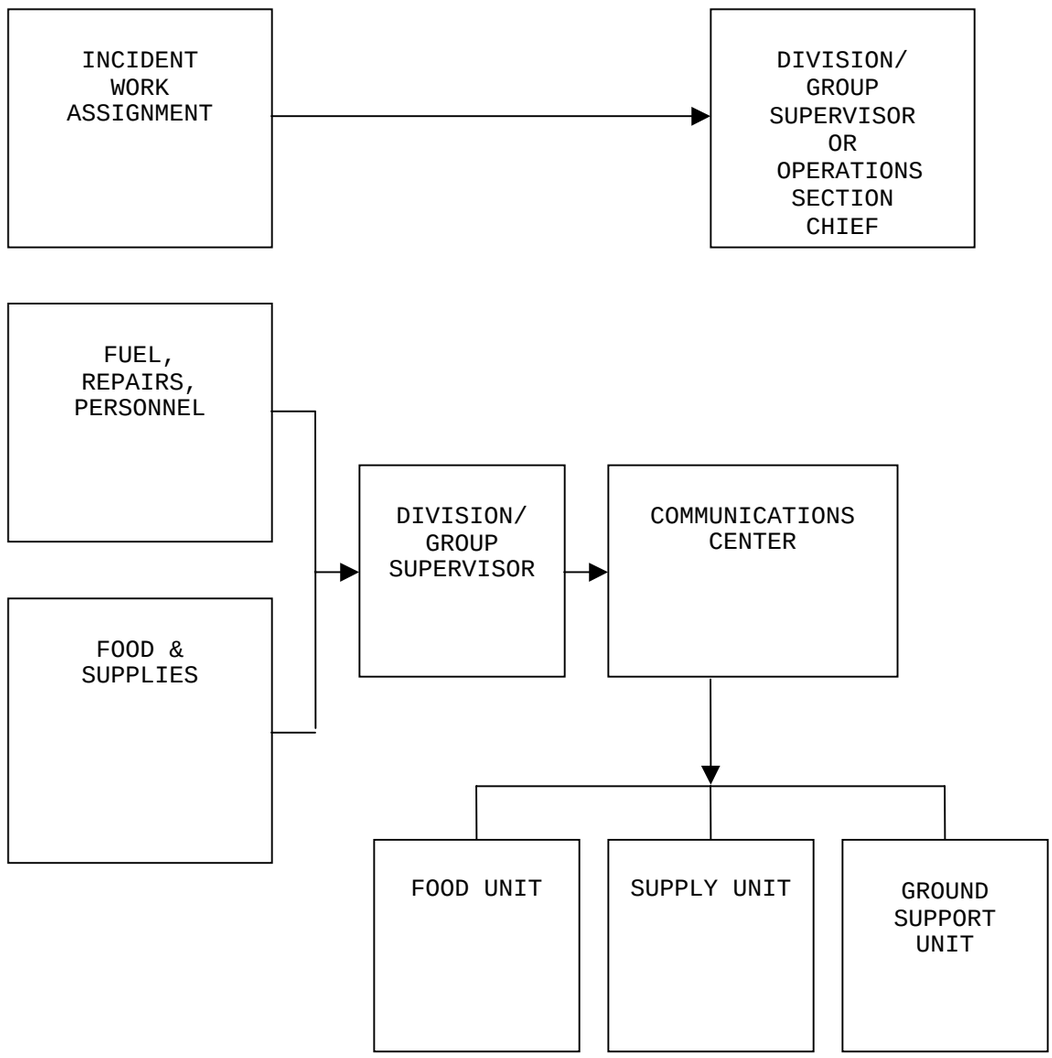
B) RESOURCES MOVING BETWEEN DIVISIONS

2.NOTE:

AUTHORITY WHO APPROVES THE STATUS CHANGE IS RESPONSIBLE FOR REPORTING IT TO RESOURCES UNIT.

STRIKE TEAM LEADER INTERACTIONS

OBTAINS **FROM**



NOTE: OUT OF SERVICE RESOURCES INTERACT DIRECTLY WITH APPROPRIATE UNITS FOR SERVICE AND SUPPORT

ICS ORGANIZATION GUIDE

COMMAND

1. Incident Commander - one per incident. Unless incident is multi-jurisdictional.
2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying individual to represent agency in Unified Command Structure.
3. Incident Commander may have Deputy.
4. Command Staff Officer - one per function per incident.
5. Command Staff may have assistants as needed.
6. Agency Representatives report to Liaison Officer on Command Staff.

INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS
(PER TWELVE (12) HOUR OPERATIONAL PERIOD)

(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
OPERATIONS	Operations Section Chief	One Per Operational Period				
	Branch Director		2	3	4	6
	Division/Group Supervisor	2	5	10	15	25
	Strike Team Leaders	As Needed				
	Task Force Leaders	As Needed				
	Air Operations Director		1	1	1	1
	Air Tactical Group Supervisor	1	1	1	1	1
	Air Tanker/Fixed Wing Coordinator	As Needed				
	Helicopter Coordinator	As Needed				
	Air Support Group Supervisor	1	1	1	1	1
	Helibase Manager	One Per Helibase				
	Helispot Manager	One Per Helispot				
	Fixed Wing Support Leader	One Per Airport				
	Staging Area Manager	One Per Staging Area				
PLANNING	Planning Section Chief	One Per Incident				
	Resources Unit Leader	1	1	1	1	1
	Status Recorders	1	2	3	3	3
	Check-In Recorders	As Needed				
	Volunteer Coordinator	As Needed				
	Technical Specialists	As Needed				
	Situation Unit Leader	1	1	1	1	1
	Field Observer		1	2	2	3
	Weather Observer	As Needed				
	Aerial/Ortho Photo Analyst	As Needed				
	Display/Report Processor		1	1	1	2
	IR Equipment Operators	Two (If Needed)				
	Computer Terminal Operator		1	1	1	1
	Photographer			1	1	1
	Environmental Unit Leader	1	1	1	1	
	Documentation Unit Leader		1	1	1	1
	Demobilization Unit Leader			1	1	1
	Demob Recorders from Resources	As Needed				

ICS Organization Guide continued

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
LOGISTICS	Logistics Section Chief	One Per Incident				
	Service Branch Director	As Needed				
	Communications Unit Leader	1	1	1	1	1
	Incident Communications Manager	1	1	1	1	1
	Incident Dispatcher	1	2	3	3	4
	Message Center Operator		1	1	2	2
	Messenger		1	2	2	2
	Communications Technician		1	2	4	4
	Medical Unit Leader	1	1	1	1	1
	Medical Unit Leader Assistant	As Needed				
	Responder Rehabilitation Manager	As Needed				
	Food Unit Leader		1	1	1	1
	Food Unit Assistant (each camp)	As Needed				
	Cook		1	1	2	2
	Assistant Cook		2	2	6	12
	Helper		8	8	16	24
	Support Branch Director	As Needed				
	Supply Unit Leader		1	1	1	1
	Camp Supply Assistant (each camp)	As Needed				
	Ordering Manager			1	1	1
	Receiving/Distribution Manager		1	1	1	1
	Tool/Equipment Specialist			1	1	1
	Recorders		1	1	2	2
	Helpers		2	2	2	2
	Facility Unit Leader		1	1	1	1
	Base Manager		1	1	1	1
	Camp Manager (each camp)	As Needed				
	Facility Maintenance Specialist		1	1	1	1
	Security Manager		1	1	1	1
	Helpers		6	6	12	12
	Ground Support Unit Leader	1	1	1	1	1
	Equipment Manager		1	1	1	1
	Assistants	As Needed				
	Equipment Timekeeper		1	1	1	1
	Mechanics	1	1	3	5	7
	Drivers	As Needed				
	Operators	As Needed				
	Vessel Support Unit Leader	As Needed				
FIN-ADMIN	Finance/Administration Section Chief	One Per Incident				
	Time Unit Leader		1	1	1	1
	Time Recorder, Personnel		1	3	3	5
	Time Recorder, Equipment		1	2	2	3
	Procurement Unit Leader		1	1	1	1
	Compensation/Claims Unit Leader		1	1	1	1
	Compensation Specialist	As Needed				
	Claims Specialist	As Needed				
	Cost Unit Leader		1	1	1	1
	Cost Analyst			1	1	1

N-STAFF/ICS ORGANIZATION CORRELATION CHART

Coast Guard personnel may find themselves working in an N-Staffing organization in support of DOD operations, or DOD personnel may find themselves working in an ICS organization. The following table is provided to enable those trained in an ICS position to identify where their ICS skills best fit in an N-Staffing Organization. Conversely, if N-Staff qualified individuals find themselves working in an ICS organization in support of a response they can use the table to find where their N-Staff training and experience will best fit in the ICS organization.

For example, if an individual is trained as a Resources Unit Leader in ICS and they report to an N-Staff organization their skills in ICS would best fit under N-1 (Manpower and Personnel).

N Staff	N Staff Responsibilities	Proposed ICS Position Equivalents
N-1: Manpower & Personnel	♦ All matters concerning human resources and, ♦ Unit Personnel strength and readiness status ♦ Monitors and assesses elements of personnel administration & management ♦ Receives information for coordinating, advising, and planning to assist the CG Commander in accomplishing the mission	**Safety Officer**: Develops & recommends measures for assuring personnel safety. *(Command Staff)* **Liaison Officer**: Where incidents are multi-jurisdictional, or have several agencies, individual is contact for personnel assigned to incident by these agencies. *(Command Staff)* **Resources Unit**: Maintains status of all assigned resources at an incident (key supervisory personnel, primary & support resources, etc.). *(Planning Section)* **Documentation Unit**: Maintains accurate, up-to-date incident files. *(Planning Section)* **Time Unit**: Accurate recording of daily personnel time, compliance with time recording policies, and managing commissary operations. *(Finance/Administration Section)* **Finance Section Chief**: Manage all financial aspects of incident, provide financial & cost analysis information, develop operating plan for Finance/Administration, meet with assisting and cooperating agency reps., help with financial input for demobilization planning. *(Finance Section)*
N-2: Intelligence	♦ All matters concerning military and contingency intelligence. ♦ Acquires various intelligence information and data. ♦ Analyzes and evaluates intelligence and data. ♦ Provides analyzed information and data to CG Commander with recommendations.	**Situation Unit**: Collects, processes, and organizes all of the incident information. *(Planning Section)*

N Staff	N Staff Responsibilities	Proposed ICS Position Equivalents
N-3: Operations	♦ All matters concerning contingency operations, tactical plans, tactical response organization and training ♦ Maintains current operations estimate of situation in coordination with other staff elements ♦ Coordinates & develops the operations & tactical plans, and OPORDERS ♦ Responsible for all tactical activities ♦ All personnel and unit training within Command organization	**Operations Section Chief**: Manages tactical operations, requests resources as needed, supervises execution of the Incident Action Plan for Operations, approves release of resources from assigned status. *(0perations Section)* **Other Branches, Task Forces, Single Resources, Staging Area Manager, Air Operations, Air Tactical Group, etc**. Assigned duties, as directed under the standard ICS organization. *(Operations Section)*
N-4: Logistics	♦ All matters concerning the response organization supplies, maintenance, transportation, and services ♦ Determines supply requirements and coordinates/processes supply requests. Ensures supply security. ♦ Supervises collection, staging, distribution and transportation of supplies	**Logistics Section Chief**: All incident support (exception being aviation support). *Logistics Section)* **Demobilization Unit**: Develops Incident demobilization plan. *(Planning Section)* **Medical Unit**: Procedures for managing major medical emergencies, provide medical aid, and assist with processing injury-related claims (determine level of emergency medical activities prior to activation, acquire and manage medical support, establish procedures for handling serious injuries). *(Logistics Section)*

N Staff	N Staff Responsibilities	Proposed ICS Position Equivalents
N-4: Logistics	*(repeated from previous page)* ♦ All matters concerning the response organization supplies, maintenance, transportation, and services ♦ Determines supply requirements and coordinates/processes supply requests. Ensures supply security. Supervises collection, staging, distribution and transportation of supplies	**Food Unit**: Supplies food needs for the entire incident (determine food & water requirements, obtain necessary equipment and supplies, order sufficient food and potable water, etc.). *(Logistics Section)* **Supply Unit**: Orders, receives, processes, stores all incident-related resources. Provides supplies to planning, logistics and finance/admin sections, determines type and amount of supplies en route, orders, receives, distributes, and stores supplies and equipment, maintains inventory of supplies and equipment. *(Logistics Section)* **Facilities Unit**: Sets up, maintains and demobilizes all incident support facilities. Determines requirements for each incident facility, activates incident facilities, provides security services, etc. *(Logistics Section)* **Ground Support Unit**: Maintenance, service, and fueling of all mobile equipment & vehicles. Ground transportation of personnel, supplies and equipment. Support services for mobile equipment & vehicles, order maintenance & repair supplies, etc. *(Logistics Section)*

N Staff	N Staff Responsibilities	Proposed ICS Position Equivalents
N-4: Logistics	*(repeated from previous page)* ♦ All matters concerning the response organization supplies, maintenance, transportation, and services ♦ Determines supply requirements and coordinates/processes supply requests. Ensures supply security. Supervises collection, staging, distribution and transportation of supplies	**Procurement Unit**: All matters pertaining to vendor contracts, leases, and fiscal agreements. Coordinate with local jurisdiction on plans and supply sources, draft memoranda of understanding, establish contracts 7 agreements with supply vendors. *(Finance/Administration Section)* **Compensation/Claims**: Oversees completion of all forms required by workers' compensation and local agencies. Also maintains file of injuries and illnesses, associated with the incident. Close coordination with the Medical Unit. Claims is responsible for investigating all claims involving property associated with or involved in incident. *(Finance/Administration Section)* **Cost Unit**: Provides all incident cost analysis. Insures proper identification of all equipment and personnel requiring payment, prepares estimates of incident costs, and maintains accurate records of incident costs. *(Finance/Administration Section)*

N Staff	N Staff Responsibilities	Proposed ICS Position Equivalents
N-5: Plans & Policy	♦ All matters concerning the long range response organization planning. ♦ Prepares mission, concept, and overall operations plans for the contingency. ♦ Prepares the recommended Course of Action (COA) and Commander's Estimates (CE), and provides response recommendations. ♦ Coordinates and facilitates all planning functions and processes.	**Planning Section Chief**: Evaluates, processes, and disseminates information for use at the incident. Reassigns out-of-service personnel already on-site to ICS organizational positions, as appropriate, establishes information requirements, and reporting schedules, determines need for any specialized resources, assembles information on alternative strategies, provides periodic predictions on incident potential, reports any significant changes in incident status. *(Planning Section)*
N-6: Command, Control & Communications	♦ All matters concerning Command, Control, and Communications. ♦ Handles command responsibilities for communications. ♦ Coordinates tactical communications planning and execution. ♦ Manages and develops the electronics and automatic information systems.	**Communications Unit**: Develops plans for the use of incident communications equipment and facilities, installs and tests the communications equipment, supervises the Incident Communications Center, distributes and maintains communications equipment. *(Communications Section)*
Special Staff	♦ Gives technical, administrative & tactical advice ♦ Prepares parts of plans, estimates & orders ♦ Coordinates & supervises staff activities	
Personal Staff	♦ Responsible directly to the Commander ♦ Special Matters over which commander chooses to exercise close personal control ♦ Usually includes the political adviser	

CHAPTER 13

SEARCH AND RESCUE

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CHAPTER 13

SEARCH AND RESCUE

INTRODUCTION

Ref:
(a) IMO/ICAO International Aeronautical and Maritime Search & Rescue Manual, Vols. I & II
(b) U.S. National Search and Rescue Supplement to the International Aeronautical and Maritime Search & Rescue Manual
(c) National Search and Rescue Plan, 1999
(d) Addendum to the National Search and Research Manual (COMDTINST 16130.2B)

Search and Rescue (SAR) efforts primarily focus on finding and assisting persons in actual or apparent distress and are carried out within a well-defined SAR response system as per references (a) – (d). These references have their basis in international law that U.S. SAR services are obligated to follow, and they have practical benefits that are intended to maximize the effectiveness of SAR operations, particularly when working with other military services, SAR authorities of other nations, and with ships or aircraft at sea. When an emergency warrants responses in addition to SAR, the NIIMS ICS organizational structure should be used for overall response management. Examples of other activities that are not SAR, but are often closely associated with a large SAR incident, include search and recovery, salvage, investigation, fire-fighting, pollution response, etc. This chapter describes the ICS organizational structure that will provide supervision and control of essential functions during a major SAR

incident that includes, or will include, other non-SAR activities.

For large incidents that actually or potentially involve both SAR and non-SAR activities, the SAR Mission Coordinator (SMC), who is designated by the SAR response system, will initiate action and coordinate the overall SAR response in accordance with references (a) through (d). When the Incident Commander (IC) is designated, the SMC function will be placed under the umbrella of the ICS organizational structure, typically as the SAR Branch Director or SAR Group Supervisor in the Operations Section. Simply put, the SAR response system “plugs into” the ICS organizational structure, where the SMC (or someone designated by the SMC to carry out this function) serves as the “plug” or link. The SAR response may also include an On-Scene Coordinator (OSC) and an Aircraft Coordinator (ACO). In some cases the person serving as IC or OPS may also be designated as the SMC, but the terms “Incident Commander” or “Operations Section Chief” are not interchangeable with titles associated with SAR response functions. For the majority of incidents, the SAR response will be completed/suspended by the time the ICS structure is fully in place. As the SAR mission winds down and other missions take precedence (i.e., search and recovery), the IC may designate the OSC in the SAR response system to also serve as a Branch Director or Group Supervisor in the ICS structure to manage on-scene operations other than SAR. Likewise, Search and Rescue Units (SRUs) may also be reassigned to other groups in the ICS structure once the SAR mission is concluded. In general, Coast Guard personnel with SAR responsibilities should receive sufficient ICS training to

enable them to carry out their respective duties in ICS response organizations.

SEARCH AND RESCUE BEST RESPONSE

KEY AREAS TO A SUCCESSFUL SAR RESPONSE

Success of response operations can often be found in how well the management team focused on key response areas. ICs and their Command and General Staff should consider, if applicable, the following key response areas during a search and rescue operation.

OPERATIONAL	SUPPORT/COORDINATION
Response Standard	**Safety**
Search Planning & Operations	**Stress Management**
Rescue Planning & Operations	**Liaisoning with Victim's Families**
Medical/Triage	**Security**
Fire Fighting	**Investigations**
Shoreline Search & Recovery	**Resources**
On-Water Search & Recovery	**Political**
	Assisting & Cooperating Agencies
	Public Information
	Command Post Needs

ICs and their Command and General Staff need to closely monitor how well the incident objectives, strategies, and tactics are addressing the key response areas identified above and adjust, as necessary, to ensure the maximum potential for the best possible response.

SEARCH AND RESCUE INCIDENT SCENARIO AND MODULAR ORGANIZATION DEVELOPMENT

MODULAR DEVELOPMENT - A series of examples of modular development are included to illustrate one method of expanding the major airline crash incident organization.

INITIAL RESPONSE ORGANIZATION (MAJOR AIRLINE CRASH) - The SAR Mission Coordinator (SMC), either at the Group Commander or the District Commander level, initiates emergency response actions and designates the best-qualified and most capable person or unit on-scene as OSC. The SMC may also designate an ACO to manage air assets on-scene if there are too many for the OSC to effectively manage or communications between surface and air assets prove challenging. The first to arrive on scene would likely be USCG vessels and aircraft, police/fire boats, fishing vessels, and hosts of recreational boats. The FAA will have established air space restrictions and issued the appropriate Notice to Airmen (NOTAMs). The cognizant Group Commander or District Commander may be designated the IC, at which time the SMC function is placed under the umbrella of the ICS organizational structure. Rescue and emergency medical treatment will take priority during this phase. Recovery and identification of the deceased, accident investigation, and cleanup will take priority later in the incident. Initial responders will be heavily involved in the rescue, triage, and transportation of survivors. An IO is immediately assigned to provide initial information to the media and establish a JIC. CERT and/or CISM support should be considered early.

See Page 13-10 for an example of the initial response organization.

REINFORCED RESPONSE ORGANIZATION (MAJOR AIRLINE CRASH) - An ICP is established and initially staffed with personnel from the Coast Guard; local, state, and federal law enforcement and emergency response/management agencies; and local medical institutions/organizations. The JIC should be staffed for 24-hour operations, if need be. A LO is also designated to coordinate the large numbers of responding and interested government agencies and public organizations. The SO is assigned to assess the situation and develop a Site Safety Plan. The NTSB and the FBI may be added to the UC upon their representative's physical arrival on-scene.

The OPS is designated to manage the growing number of operational activities (e.g., SAR, medical care, security, and evidence collection). This may be the Group Commander if the District Commander assumes the role of IC. The following Groups are established to organize the operational activities:

- The SAR Group continues to carry out the SAR response under the function of the SMC. Additional surface and air assets have arrived from different jurisdictions. Tactical control of some or all of the response assets may be shifted to the SAR Group for tasking by the OSC or ACO.
- The Medical Group, supported heavily by local EMS and hospital personnel and resources, coordinates triage and treatment areas, as well as transporting survivors. A Patient Transportation Unit may be established to efficiently move survivors from the staging/triage

areas to medical facilities.

- The Law Enforcement Group begins the task of securing the scene; providing shore-side security for staging areas and the ICP, establishing evidence collection and control; and conducting the investigation. In this case, the NTSB may have primary investigative responsibilities. If terrorism was suspected, the FBI would take the lead. NTSB and FBI representatives brief the UC concerning their needs regarding investigation and recovery operations. A Traffic Control Unit may be needed to keep tremendous number of shore-side curiosity seekers from impairing the access of EMS/rescue personnel to critical Staging Areas.
- An Air Tactical Group Supervisor may be designated to coordinate assignments and air assets and manage air tactical activities.
- Consideration should be given to establishing a Demobilization Unit.

See Page 13-11 for an example of the reinforced response organization.

MULTI-DIVISION/GROUP ORGANIZATION (MAJOR AIRLINE CRASH) - The UC and Command Staff are functional and fully staffed. The District may be designated as the Coast Guard IC to be on the same level as the NTSB and FBI representative(s). The Group Commander may assume the role of OPS, if he or she has not already done so. Deputies from the fire, law enforcement, and emergency medical service agencies could assist the OPS. The Rescue, Medical, and Law Enforcement Groups are fully developed. The rescue is nearly complete, if not already completed, and the operation is shifting to search and recovery of

bodies and aircraft debris. Surface and air assets are shifted to other groups, such as the Search and Recovery and Law Enforcement Groups.

The focus of the UC's efforts is shifting to the NTSB and law enforcement agencies, including city/county/state coroner. A Body Recovery Team has been added and is working closely with the coroner who has jurisdiction. An Underwater Recovery Group has been initiated and may be led by the Navy or other qualified agencies. The FBI, NTSB and local/state law enforcement agencies are coordinating the investigation and recovery of wreckage.

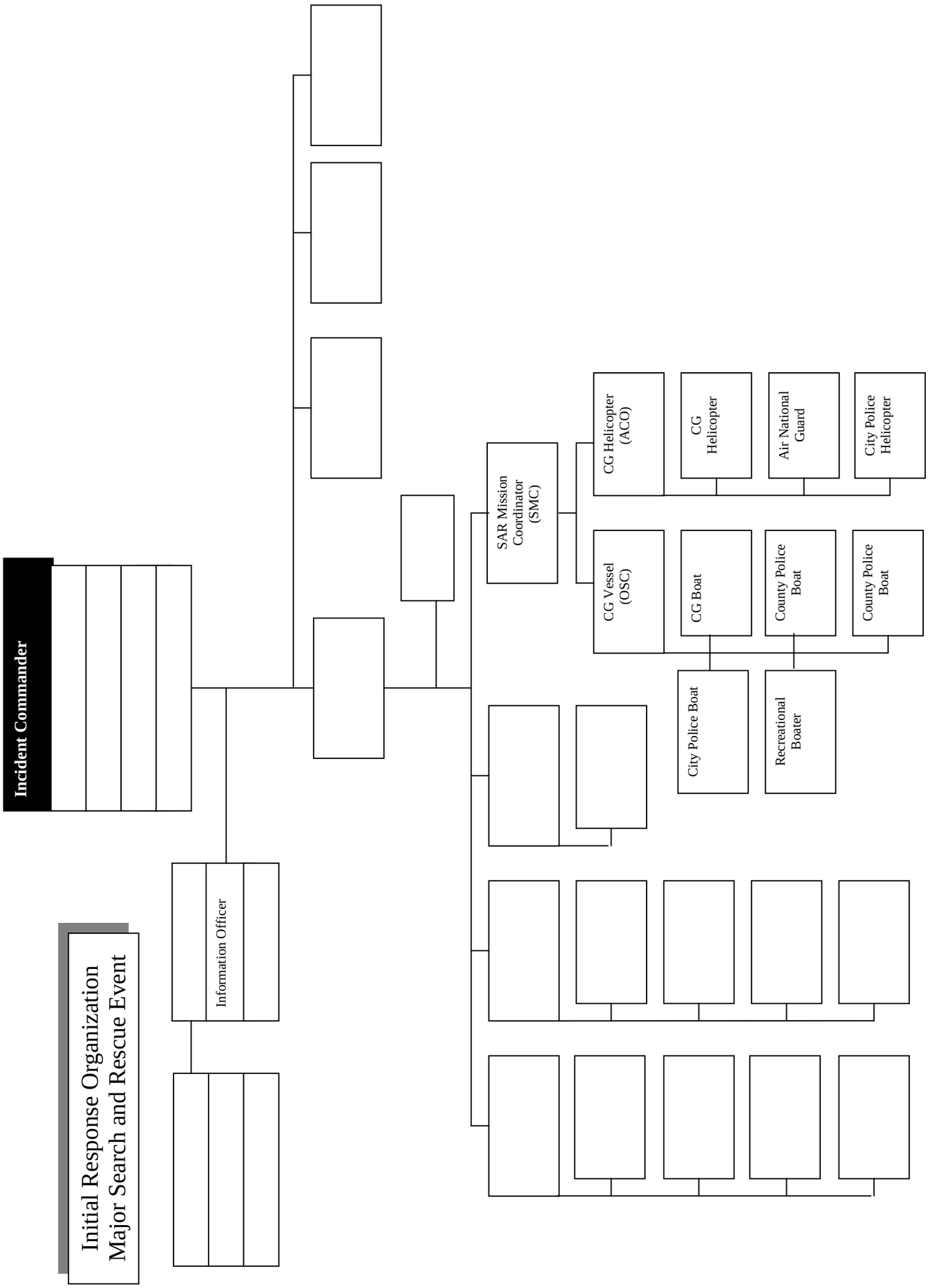
The JIC continues to be fully staffed. Additional assets may be needed to accommodate the political dignitaries and next of kin that would want to view the accident site or have direct briefings from the Command Staff. See page 3-12 for an example of the Multi-Division/Group Organization.

MULTI-BRANCH ORGANIZATION (MAJOR AIRLINE CRASH) - The UC is fully functional and staffed. UC efforts are focused on NTSB and FBI concerns. The Coast Guard is now primarily assisting with search and recovery activities, as well as providing host/landlord support. The appropriate deputies and assistants have been designated to ensure an integrated and coordinated operation at the Section, Branch, Division, and Group levels.

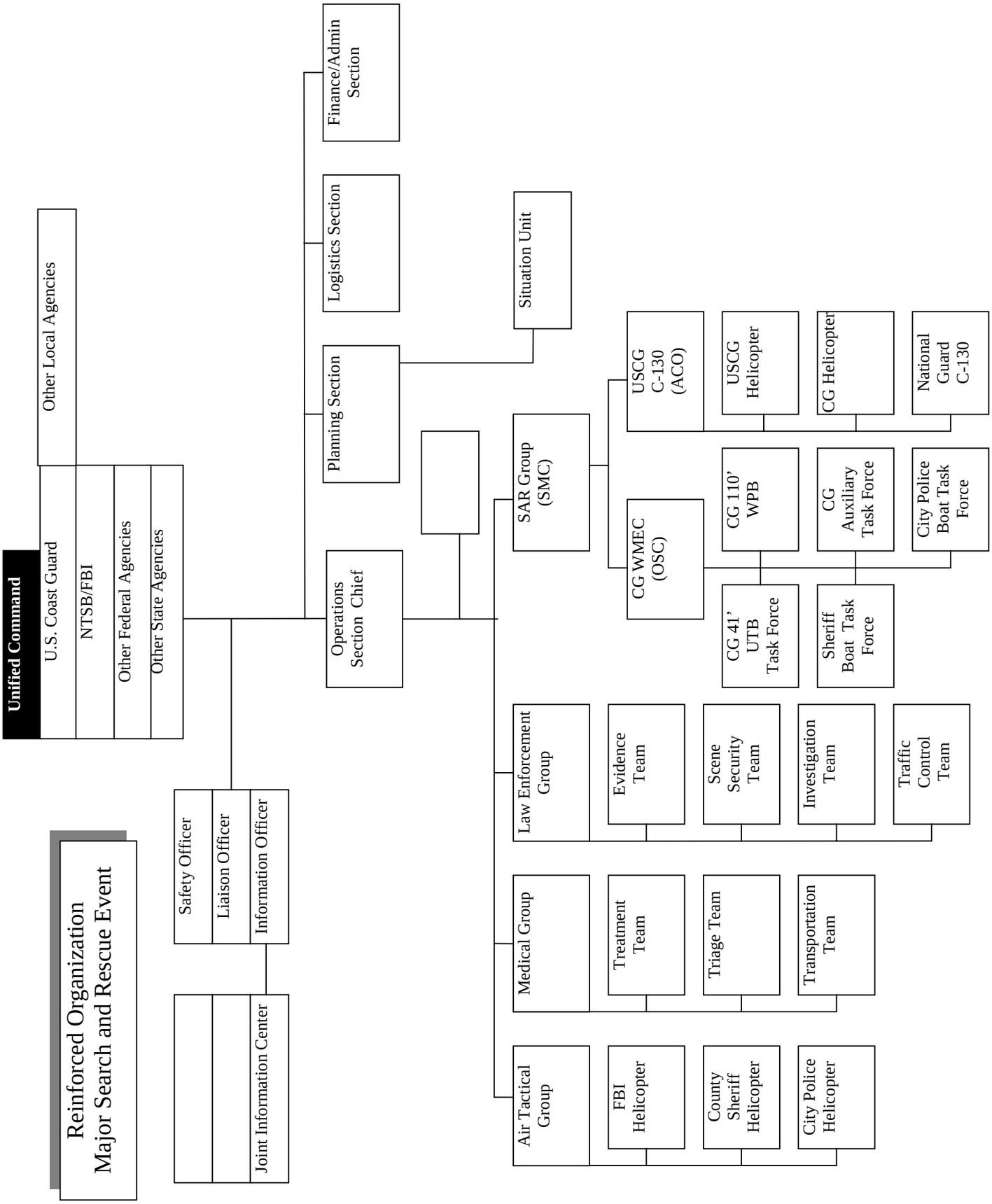
The recovery operation has been divided into three branches (i.e., Surface, Underwater, and Shore-side). Geographic divisions have been created to divide the search and recovery into manageable areas.

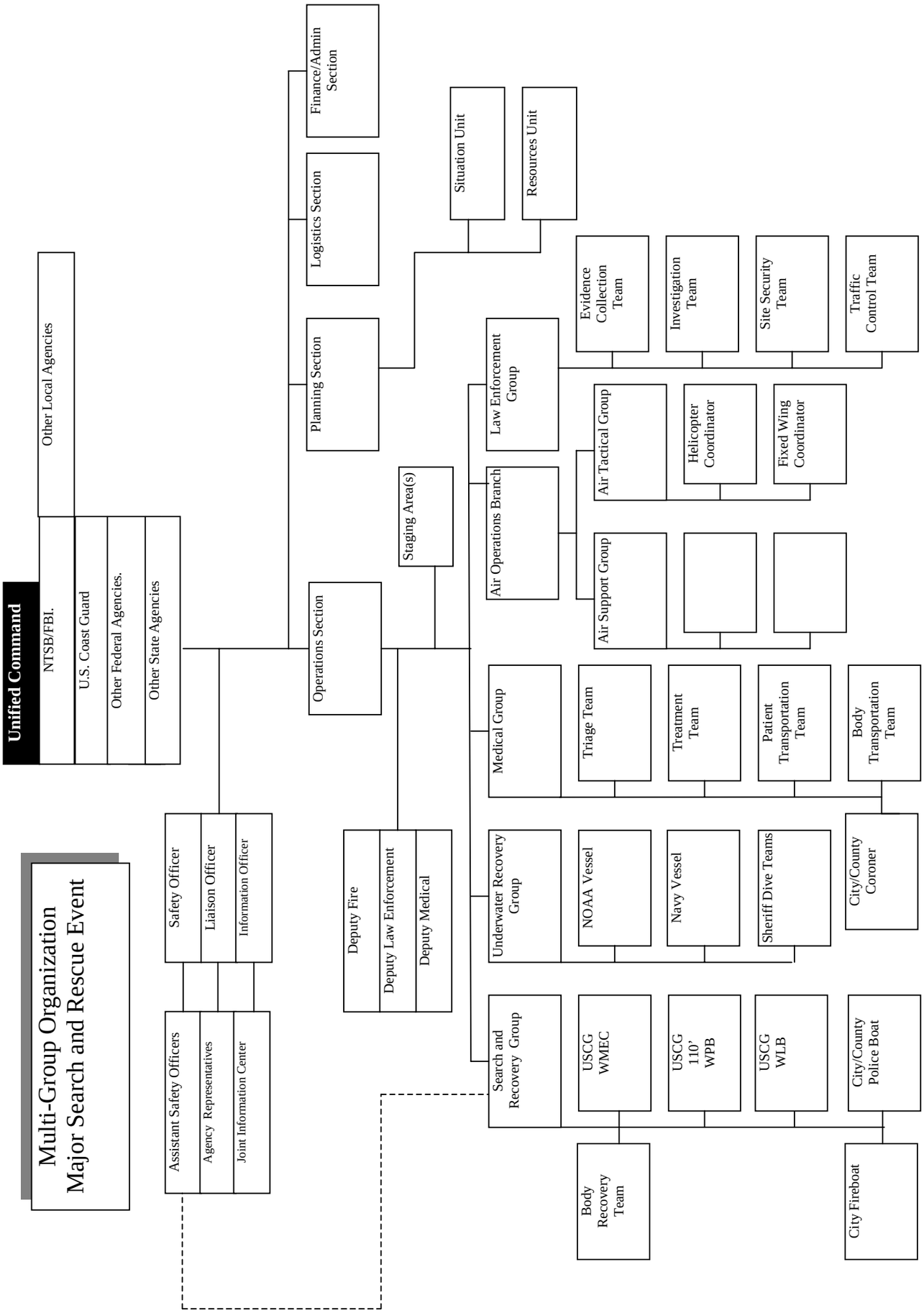
Although not shown on the organization chart, a Demobilization Unit may be established in the Planning Section to develop an Incident Demobilization Plan. This plan should include the Chaplain an/or CISM.

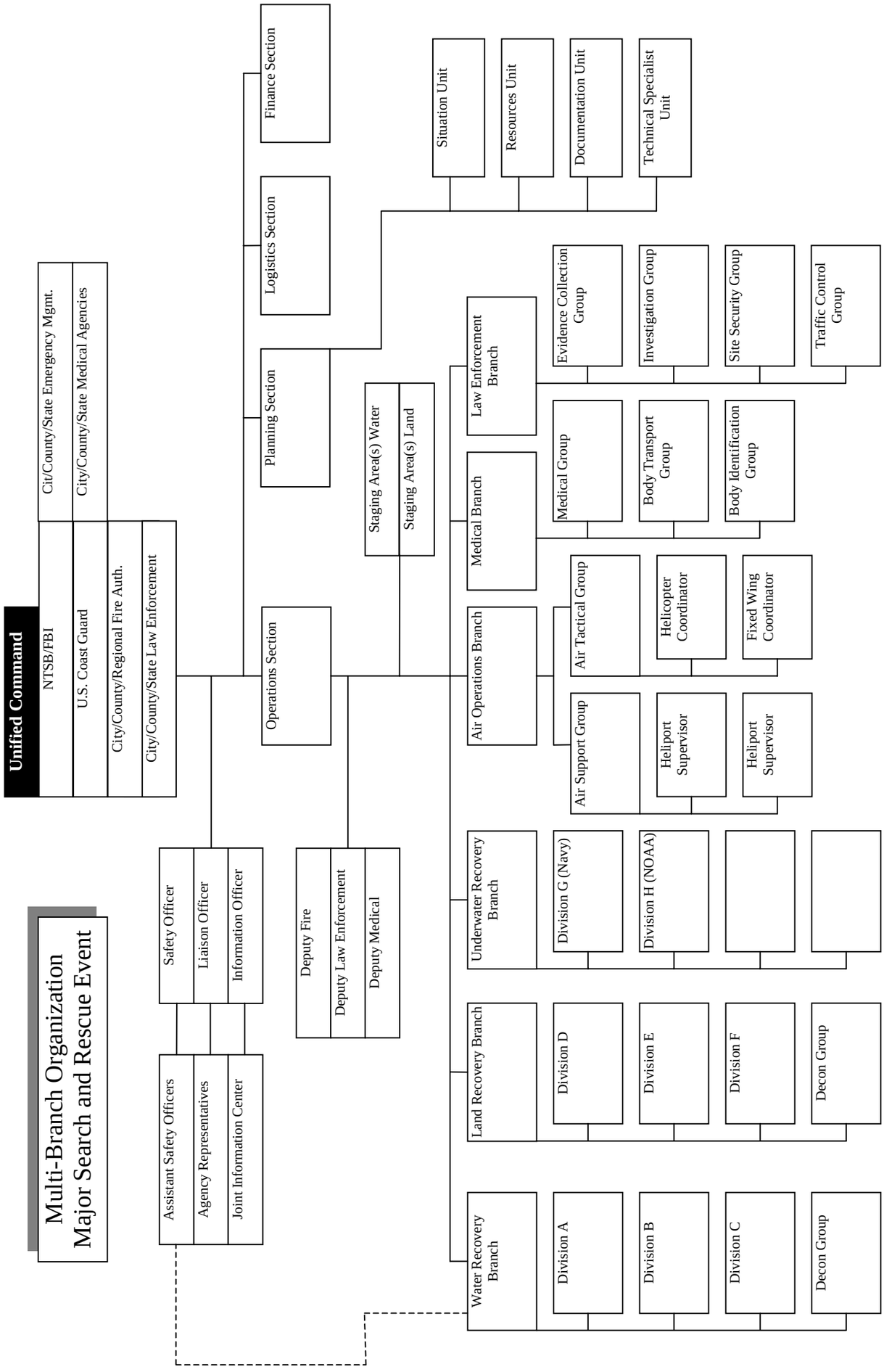
See Page 13-13 for an example of the Multi-Branch Organization.



Initial Response Organization
Major Search and Rescue Event


Reinforced Organization
Major Search and Rescue Event
Unified Command
U.S. Coast Guard
NTSB/FBI
Other Federal Agencies
Other State Agencies
Other Local Agencies
Safety Officer
Liaison Officer
Information Officer
Joint Information Center
Operations Section Chief
Planning Section
Logistics Section
Finance/Admin Section
Situation Unit
SAR Group (SMC)
CG WMEC (OSC)
USCG C-130 (ACO)
USCG Helicopter
CG Helicopter
National Guard C-130
CG 110' WPB
CG Auxiliary Task Force
City Police Boat Task Force
CG 41' UTB Task Force
Sheriff Boat Task Force
Law Enforcement Group
Evidence Team
Scene Security Team
Investigation Team
Traffic Control Team
Medical Group
Treatment Team
Triage Team
Transportation Team
Air Tactical Group
FBI Helicopter
County Sheriff Helicopter
City Police Helicopter


Multi-Group Organization
Major Search and Rescue Event
Unified Command
NTSB/FBI.
U.S. Coast Guard
Other Federal Agencies.
Other State Agencies
Other Local Agencies
Safety Officer
Liaison Officer
Information Officer
Assistant Safety Officers
Agency Representatives
Joint Information Center
Operations Section
Planning Section
Logistics Section
Finance/Admin Section
Situation Unit
Resources Unit
Staging Area(s)
Deputy Fire
Deputy Law Enforcement
Deputy Medical
Law Enforcement Group
Evidence Collection Team
Investigation Team
Site Security Team
Traffic Control Team
Air Operations Branch
Air Tactical Group
Helicopter Coordinator
Fixed Wing Coordinator
Air Support Group
Medical Group
Triage Team
Treatment Team
Patient Transportation Team
Body Transportation Team
Underwater Recovery Group
NOAA Vessel
Navy Vessel
Sheriff Dive Teams
City/County Coroner
Search and Recovery Group
USCG WMEC
USCG 110' WPB
USCG WLB
City/County Police Boat
Body Recovery Team
City Fireboat


Multi-Branch Organization
Major Search and Rescue Event
Unified Command
NTSB/FBI
U.S. Coast Guard
City/County/Regional Fire Auth.
City/County/State Law Enforcement
Cit/County/State Emergency Mgmt.
City/County/State Medical Agencies
Safety Officer
Liaison Officer
Information Officer
Assistant Safety Officers
Agency Representatives
Joint Information Center
Operations Section
Planning Section
Logistics Section
Finance Section
Deputy Fire
Deputy Law Enforcement
Deputy Medical
Staging Area(s) Water
Staging Area(s) Land
Situation Unit
Resources Unit
Documentation Unit
Technical Specialist Unit
Air Operations Branch
Air Tactical Group
Air Support Group
Helicopter Coordinator
Fixed Wing Coordinator
Heliport Supervisor
Heliport Supervisor
Medical Branch
Medical Group
Body Transport Group
Body Identification Group
Law Enforcement Branch
Evidence Collection Group
Investigation Group
Site Security Group
Traffic Control Group
Water Recovery Branch
Division A
Division B
Division C
Decon Group
Land Recovery Branch
Division D
Division E
Division F
Decon Group
Underwater Recovery Branch
Division G (Navy)
Division H (NOAA)

SEARCH AND RESCUE SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

Ref: (a) IMO/ICAO International Aeronautical and Maritime Search and Rescue Manual, Vol. II
(b) U.S. National Search and Rescue Supplement to the International Aeronautical and Maritime Search & Rescue Manual
(c) National Search and Rescue Plan, 1999
(d) Addendum to the National Search and Research Manual (COMDTINST 16130.2B)

Only those ICS positions and tasks specific and unique to Search and Rescue (SAR) missions will be described in this section (Note: A description of SAR Response System Specific functions is also included). Persons assigned the common positions consistent with the NIIMS ICS organization should refer to Chapters 6-12 of this IMH for their position/task descriptions and checklists.

Incident Commander (IC) - In addition to the responsibilities outlined in Chapter 2, the IC (and the OPS if one is designated) of an incident that includes a SAR mission must recognize that the SAR Mission Coordinator (SMC) is obligated to carry out the SAR mission in accordance with references (a) – (d). The SMC (or someone designated by the SMC for this function) serves as the link between the SAR Response System and the ICS organization and is best placed at the Branch Director or Group Supervisor level (for further description and duties of the SMC, see SAR System Specific Functions below). The IC may also be designated as the SMC; however, separate individuals should carry out the IC and SMC functions if the operational tempo and/or span of control warrant it or

the IC is not thoroughly familiar with all SAR system processes. For large SAR incidents that actually or potentially include other non-SAR activities (i.e. search and recovery, salvage, investigation, pollution response, fire-fighting, etc.), carry out the following tasks as appropriate:

a. Establish a suitable ICP, preferably at a site separate from the OPCEN, and stand-up ICS organization apart from initial response operations.
   - Assign personnel to establish the ICP and stand-up ICS organization that are not responsible for initial response actions (i.e., personnel not assigned to the Group Operation center or Rescue Coordination Center prosecuting the SAR case).
   - Establish an ICP, and accommodate to the best extent possible and as necessary the following four components: (1) at-sea command and control; (2) reconstruction, investigation and human remains transfer (primarily involving mass casualties); (3) family briefings; and (4) media briefings and access.
   - Activate/request Incident Management Assist Team (IMAT) augmentation.
   - If it is not operationally feasible for the SMC to be physically located at the ICP, the SMC should assign a liaison to the ICP to represent the SMC.

b. Mobilize additional appropriate resources as soon as possible to stabilize the situation or assist in the recovery, salvage, pollution response, firefighting, etc. (i.e., tugs, fireboats, charter boats, salvage vessels, etc.).

c. Have the local Coast Guard Air Station or District RCC contact the FAA to establish a Temporary Flight Restriction (TFR) for the airspace over the area of incident/operations.

d. Ensure the following Groups are established, if necessary:
   - Medical Group to coordinate emergency medical care, including transportation to medical facilities, for Person On Board (POB) of a distressed vessel or craft (descriptions of these functions are found in Chapter 19).
   - Law Enforcement Group to coordinate law enforcement agencies to provide shore-side security of Staging Areas and the ICP, establish evidence collection and control, and assist with enforcement of safety and/or security zones (descriptions of these functions are found in Chapter 14).

e. Immediately assign or request an IO to provide initial information to the media and establish a JIC to provide timely information and updates on progress of SAR efforts and outline of future actions.
   - Ensure that the JIC is staffed for 24-hour operations, if necessary, to meet the demands for information by the media, community groups, and public in general.
   - Be available, as the IC, to provide press briefings.

f. Notify Next of Kin (NOK) as soon as possible and maintain daily contact with them to provide progress of SAR efforts and outline future actions. The IC shall ensure the greatest possible sensitivity in interacting with family and friends of the victims. Note: For cases involving

airline crashes, the airlines are responsible for making NOK notifications.

- For SAR incidents involving large numbers of victims, especially in cases of mass casualties or prolonged searches, ensure that lodging is centrally located and/or easily accessible for those NOK who arrive in the area. This will facilitate daily briefings.
- Establish an area where families of victims can receive daily mission briefings. For incidents involving large numbers of POB, this should be at the place where NOK are centrally lodged.
- If the operational tempo does not allow the IC to provide the NOK briefings personally, assign a senior officer who is disengaged operationally from the SAR incident to provide this as a primary task.
- Provide information on mission progress and future actions to the NOK before releasing it to the media.
- Notify NOK of decision to suspend SAR efforts at least one day prior to suspending search for missing POB.

g. The IC may continue the SAR mission beyond the time when a case would normally be suspended due to humanitarian considerations, large number of people involved, or forecast of greatly improved search conditions.

<u>However, Search and Rescue Units (SRUs) should not be risked when the potential for saving life is minimal, or when their use may preclude their availability for other missions.</u>

NOTE: Only those agencies designated as U.S. SAR Coordinators (i.e., the USCG for maritime regions) have the authority to suspend a SAR case.

h. When scheduling surface and air SRUs, utilize fatigue standards found in Appendix K of reference (d) and applicable policies of the operational commander.

i. For SAR incidents involving firefighting, establish a Firefighting Group to coordinate local authorities responsible for fighting fires on vessels or at waterfront facilities. Note: This should be coordinated prior to an incident. During marine firefighting situations, CG units shall adopt a conservative response posture and focus actions on those traditional Coast Guard activities not requiring CG personnel to enter into a hazardous environment.
   - The CG Captain of the Port (COTP) is the USCG entity responsible for coordinating firefighting activities.
   - As per reference (d), CG personnel shall not actively engage in firefighting (other than fires on CG vessels) except in support of a regular firefighting agency under the supervision of a qualified fire officer. CG assistance is available only to the degree of training level and adequacy of equipment.
   - CG personnel shall not engage in independent firefighting, except to save a life or in the early stages of a fire to avert a significant threat without undue risk.

OPERATIONS SECTION CHIEF - In addition to the responsibilities outlined in Chapter 8, the OPS of an incident must recognize that the SMC is obligated to carry out the SAR mission in accordance with references (a) – (d). The OPS may also be designated, as and perform the function of the SMC, if operational tempo and/or span of control allow it, and the person is thoroughly familiar with all SAR system processes (for further description and duties of the SMC see SAR Response System Specific Functions below).

SAR SYSTEM SPECIFIC FUNCTIONS

SAR MISSION COORDINATOR (SMC) - The SMC is designated (usually pre-designated) by the SAR Response System for each specific SAR mission and coordinates the overall response to a SAR incident in accordance with references (a) – (d). In the U.S. Coast Guard, the SMC designation is done by a responsible Command Center that serves as a Rescue Coordination Center (RCC) or Rescue Sub-Center (RSC). SMC responsibilities typically include:

a. Ensure the following information, if available, is gathered upon notification of a distress situation:
   - Name or call sign of distressed vessel or craft.
   - Location or last known position of distressed vessel or craft.
   - Nature of emergency.
   - Type of assistance requested.
   - Time of last communication of distressed vessel or craft.
   - Vessel or craft description.
   - Number and condition of people on board (POB), if known.
   - Emergency equipment, if any, carried on board.

- On-scene weather; and
- Reporting party information.

b. Within 15 minutes of initial notification issue an Urgent Marine Information Broadcast (UMIB) for the purpose of notifying boaters and mariners in the area of the distress situation and instruct them to either keep clear of the area or to request their assistance. Re-broadcast the UMIB every 15 minutes for the first hour and every 30 minutes thereafter.

c. Ensure that the following SAR System Response Standards are met, as found in reference (d):

- Use the VHF-FM distress net as the primary SAR controlling communications for U.S. coastal waters.
- Initiate action within 5 minutes of initial notification
- Have a SRU ready to proceed within 30 minutes of notification of a distress; and on-scene, at datum, or in the search area within 90 minutes of getting underway (two hour total response time). Note: This response standard may not be met in all areas over which the Coast Guard has responsibility for SAR coordination, including vast areas of open ocean and remote areas with little or no SAR demand.
- Use of Computer Assisted Search Planning (CASP) for planning guidance for all cases when the duration of the incident could exceed 24 hours, and there is uncertainty concerning the incident time, location, and type of search object(s).
- Use of Automated Mutual-Assistance Vessel Rescue (AMVER) System for identification of rescue resources for all cases involving incidents on the high seas.

d. If two or more resources are en route or on-scene, the SMC may assign an OSC to manage the SAR mission at the scene if doing so stands to improve the OSC. The OSC may be assigned from the Coast Guard or from some other agency. However, the OSC should be the best-qualified and most capable person or unit on-scene, taking into consideration SAR experience, communications capabilities, and endurance of the facility. The SMC may assign multiple OSCs to facilitate SAR operations in a large area, using multiple air and surface assets, or with a lack of communications link between air and surface assets. (For a further description and duties of the OSC, see below).

- The SMC should assign on-scene communication channels to be used by the OSC and participating SRUs.

e. For a SAR incident that requires <u>search planning and operations</u>, ensure the following tasks are carried out in accordance with references (a)-(d):

- Determine the search object(s).
- If possible, determine datum, which is the most probable location of the search object, corrected for movement over time. This requires a time and last reliable position of the search object based on last know position, track, or general area of operations.
- Determine the search area, which is the geographic area most likely to contain the search object.
- Determine available assets.
- Develop a Search Action Plan that will cover as much of the search areas as possible with a reasonable Probability of Success (POS) using available resources. The Search Action Plan should include the situation, description of the search object(s), search patterns and assignments,

prescribed on-scene communication channels, and other coordination instructions.

- If the search is unsuccessful, re-evaluate the information and (1) modify the search plan; reassign SRUs, if necessary; and conduct a subsequent search or (2) suspend search operations if further efforts are unlikely to be successful.

f. For a SAR incident that progresses to rescue planning and operations, ensure the following tasks are carried out:

- Determine best rescue method within resource capabilities and environmental limitations.
- Determine and coordinate available, suitable resources to effect the rescue.
- Coordinate the need for and method of delivery of supplies and other supporting equipment.
- If necessary, request that the OPS or IC mobilize additional appropriate resources to assist in the rescue.
- Select safe delivery point suitable for receiving survivors (and/or human remains) and that is easily accessible for transporting to medical, processing, lodging and/or morgue facilities. Note: The selected site should be coordinated via the OPS or IC.
- Account for all passengers and crew of distressed vessel or craft.
- Ensure appropriate fixed-wing escorts are utilized for long range helicopter rescue operations.
- If necessary, utilize USAF Pararescueman (PJ) Technical Specialists, particularly for remote areas (see description of PJ Technical Specialists below).
- Ensure rescue personnel are thoroughly briefed on the rescue plan.

g Ensure all documentation from the SAR mission, to include copies of SITREPs, logs, SAR Action Plans, photo/video film, etc., are provided to the Documentation Unit Leader.

On-Scene Coordinator (OSC) - The OSC coordinates the SAR mission on-scene using the resources made available by the IC (via the SMC) and should safely carry out the SAR Action Plan in accordance with references (a) - (d). The OSC may also serve as a Branch Director or Group Supervisor to manage on-scene operations other than SAR, particularly after the SAR mission is concluded and other missions take precedence, such as search and recovery. OSC responsibilities typically include:

a. Establish and maintain communications with the SMC.

b. Assume operational control and coordination of all SRUs assigned until relieved or mission is completed.

- Establish and maintain communications with all SRUs using assigned on-scene channels.
- Require all aircraft to make “operations normal” reports to the OSC every 15 minutes (30 minutes for a multi-engine fixed-wing). Position reports are not required for surface SRUs as long as they remain in their assigned search areas (although positions should be obtained periodically and plotted so that their navigation can be verified).
- Establish a common altimeter setting for all on scene aircraft (this may be done by the senior pilot if a Surface Unit is the OSC).

- Obtain necessary information from arriving SRUs, provide initial briefing and search instructions, and provide advisory air traffic service to aid pilots in maintaining separation from one another.

c. Carry out SAR action plans, and modify plans to cope with changing on-scene conditions advising the SMC of all major changes.
   - Receive and evaluate all sighting reports, and divert SRUs to investigate sightings.
   - Obtain search results from departing SRUs.

d. Submit sequentially numbered situation reports (SITREPs) to the SMC at regular intervals. When the OSC is relieved, the new OSC continues the SITREP numbering sequence. SITREP information and formats are further detailed in references (a) and (d).

TECHNICAL SPECIALISTS

PARARESCUEMAN (PJ) TECHNICAL SPECIALIST - These members of the USAF are specialists in the rescue, stabilization, and recovery of personnel from remote areas, often under extremely hazardous conditions, including combat. PJs provide emergency medical treatment (at the paramedic level) necessary to stabilize and evacuate injured personnel.

- PJs often provide worldwide search, rescue and recovery assistance associated with aircraft accidents, disaster relief, humanitarian evacuation, and contingency landing support for NASA missions.
- If deployed from fixed-wing assets, they jump with a Rigged Alternate Method Zodiac (RAMZ), providing them with a small boat to help facilitate rescues.

FLIGHT SURGEON - The flight surgeon is a physician that has attended a special course that has prepared them to provide medical support in the aviation community. They are qualified to fly or provide medical consultation.

CHAPTER 14

LAW ENFORCEMENT

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3. Law Enforcement Activity Scenario and Modular Organization Development 14-4

4. Law Enforcement Activity Specific ICS Positions and Task Descriptions 14-11

CHAPTER 14

LAW ENFORCEMENT

INTRODUCTION

The organization for a major Law Enforcement Operation (Counter Drug or Alien Migrant Interdiction) is designed to show an organizational structure that could provide supervision and control for the essential functions required during such an operation.

It must be emphasized that this guide is not a substitute for law enforcement planning as outlined in the Maritime Counter Drug and Alien Migrant Interdiction Operations Manual (COMDTINST M16247.4). The Commandant and Area manuals, operation orders and policies that could include plans for such major multi-agency/multi-nation that would lead major Counter Drug or Alien Migrant Interdiction Operations should identify the organizations, resources, and command and control structure that would be utilized in the operation. Exercising these plans will develop and fine-tune national and agency roles in the UC and ICS.

The normal law enforcement action for Coast Guard units will be single unit activities. The Maritime Counter Drug and Alien Migrant Interdiction Operations Manual identifies the structure for these normal single unit operations and dictates in detail how the operation is to be carried out. Since the ICS is the primary system used by most Federal, State, and Local government agencies, it is advantageous to use and understand the ICS process in a large multi-agency and multi-national operation where the incident brings numerous agencies together with overlapping jurisdictions, responsibilities,

and capabilities. In these situations, Coast Guard Law Enforcement personnel may be expected to fill Command and General Staff positions, with other agencies in the role of IC an/or within an UC. In this IMH, the goal is to build upon the structure identified in the Maritime Counter Drug and Alien Interdiction Manual, and demonstrate how the UC and ICS organization may be used when a Law Enforcement Operation grows from a single unit operation to a Multi-Agency/Multi-National Operation.

For example, an alien migrant interdiction operation such as the Mariel Boat Lift can generate a huge multiple-agency response with a limited command and control structure. Because the Coast Guard is usually the first unit on-scene, and because of its mission responsibilities and capabilities, it will be instrumental in building the final overall command and control team.

Although there are many types of law enforcement activities, a major multi-agency Alien Migrant Interdiction Operation was selected to demonstrate how the expanding modular ICS organization might be used to manage a Law Enforcement Operation.

LAW ENFORCEMENT ACTIVITY SCENARIO AND MODULAR ORGANIZATION DEVELOPMENT

MODULAR DEVELOPMENT - A series of examples of modular development are included to illustrate one method of expanding the ICS organization.

INITIAL RESPONSE ORGANIZATION - A U.S. Coast Guard cutter is on normal patrol when it intercepts a small boat fitting the profile of an undocumented migrant vessel. The Coast Guard cutter carries out the standard boarding operation procedures for the vessel. See Page 14-7 for an example of the Initial Response Organization.

REINFORCED RESPONSE ORGANIZATION - Upon boarding the profiled vessel, the boarding party discovers a large number of undocumented migrants. During the boarding party's search and investigation, the interpreter overhears one of the undocumented migrants express his concern for relatives aboard another vessel. The Commanding Officer of the cutter relays this information to the U.S. Coast Guard District with operational control over his mission, and a Coast Guard aircraft is deployed to search for the other vessel. The District Commander assumes the role of lead agency and IC for the interdiction operation, and requests the appropriate U.S. Coast Guard Area Commander to direct an additional cutter to his operational control to assist in the search for other possible undocumented migrant vessels. The District Commander also notifies local DOD units that there is a possibility of additional undocumented migrant vessels

in the operational area. The second cutter has additional Law Enforcement Detachments (LEDETS) assigned before sailing. See Page 14-8 for an example of the Reinforced Response Organization.

MULTI-DIVISION/GROUP ORGANIZATION - Within a day of searching, the Coast Guard aircraft and JIATF resources have identified numerous vessels of all sizes that fit the undocumented migrant vessel profile. This information is relayed to the District, who in turn notifies the Area Commander and Coast Guard Headquarters. Coast Guard Headquarters notifies the Department of Justice, the Immigration and Naturalization Agency, and all other federal law enforcement agencies. Upon notification to these agencies by Coast Guard Headquarters, the Commandant will normally give authorization for direct communication to the District Commander. The Area Commander orders all available cutters (WHEC, WMEC) to the area for interdiction operations under the operational control of the District Commander. DOD lends its resources to assist in the search for undocumented migrant vessels.

The Department of Justice assigns a representative to assist and coordinate its activities with the District Commander. The District Commander's Staff and Agency Representatives are tasked with developing the resource requirements for the extended interdiction operation, and determining the resources that will have to be obtained from outside the District. The District Chief of Operations is assigned as the OPS. The operational area is divided into geographical divisions and a Coast Guard cutter is assigned to each division for patrol and boarding operations. A Navy vessel is directed to the scene to serve as an undocumented

migrant holding area. U.S. Customs provides aircraft for additional search patrols.

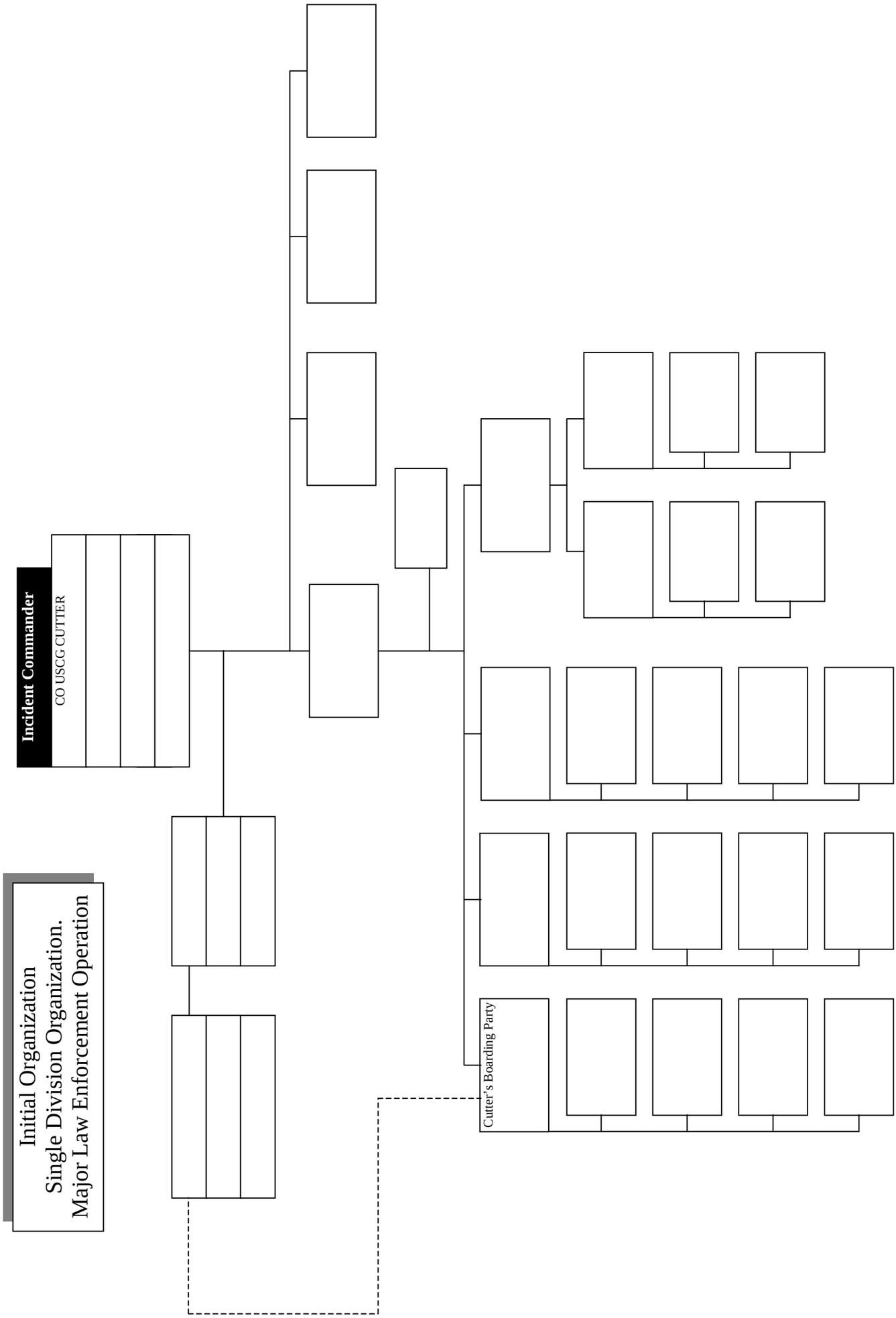
Since many of the vessels being used to carry undocumented migrants are sailing under the flag of other nations, the U.S. Coast Guard has requested through the Department of State that representatives of those governments be assigned as ship riders to Coast Guard vessels, allowing them to carry out boardings on the applicable nations vessels in international waters.

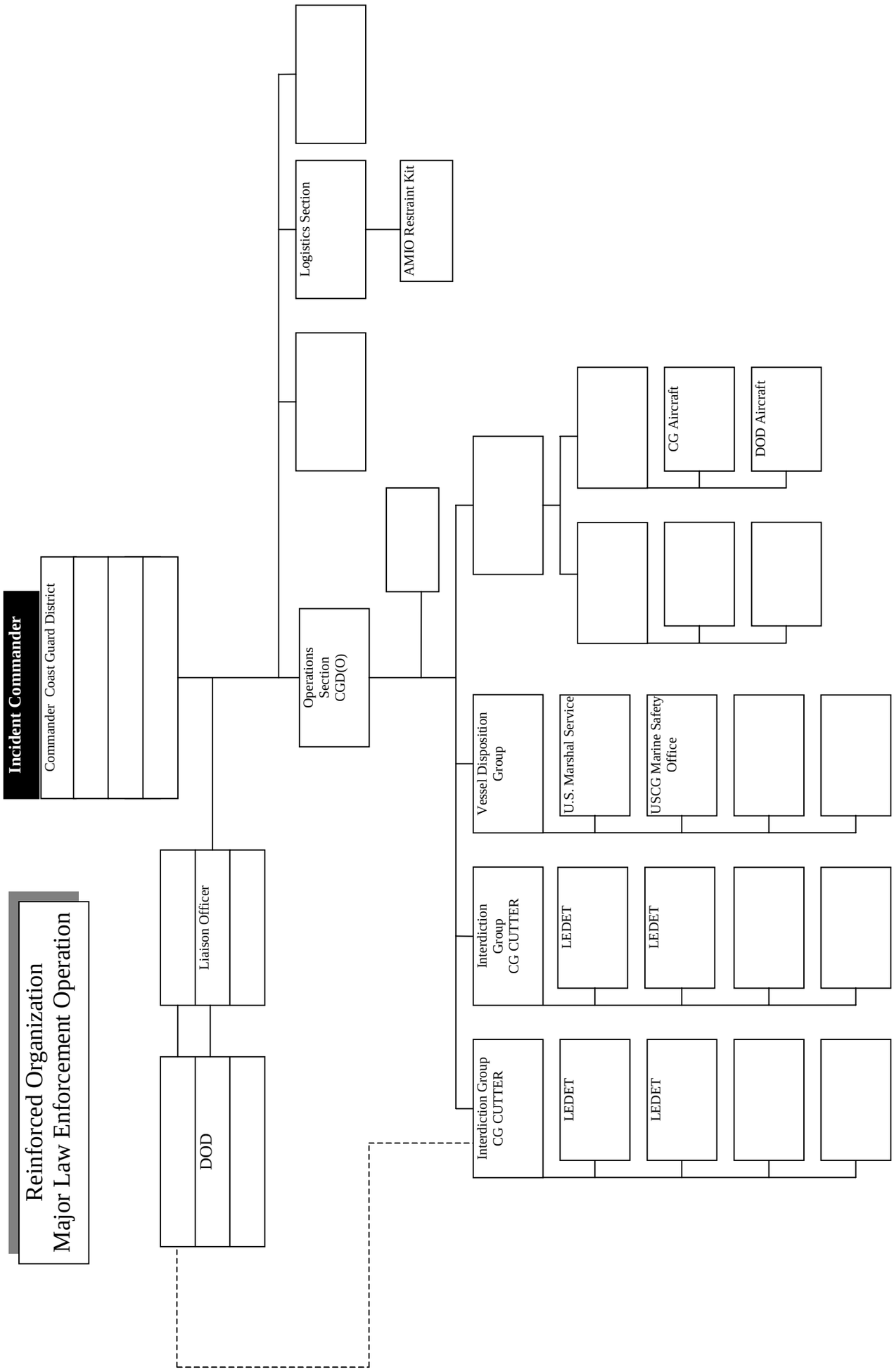
The UC establishes a JIC to handle the intense media interest that is developing over the operation.

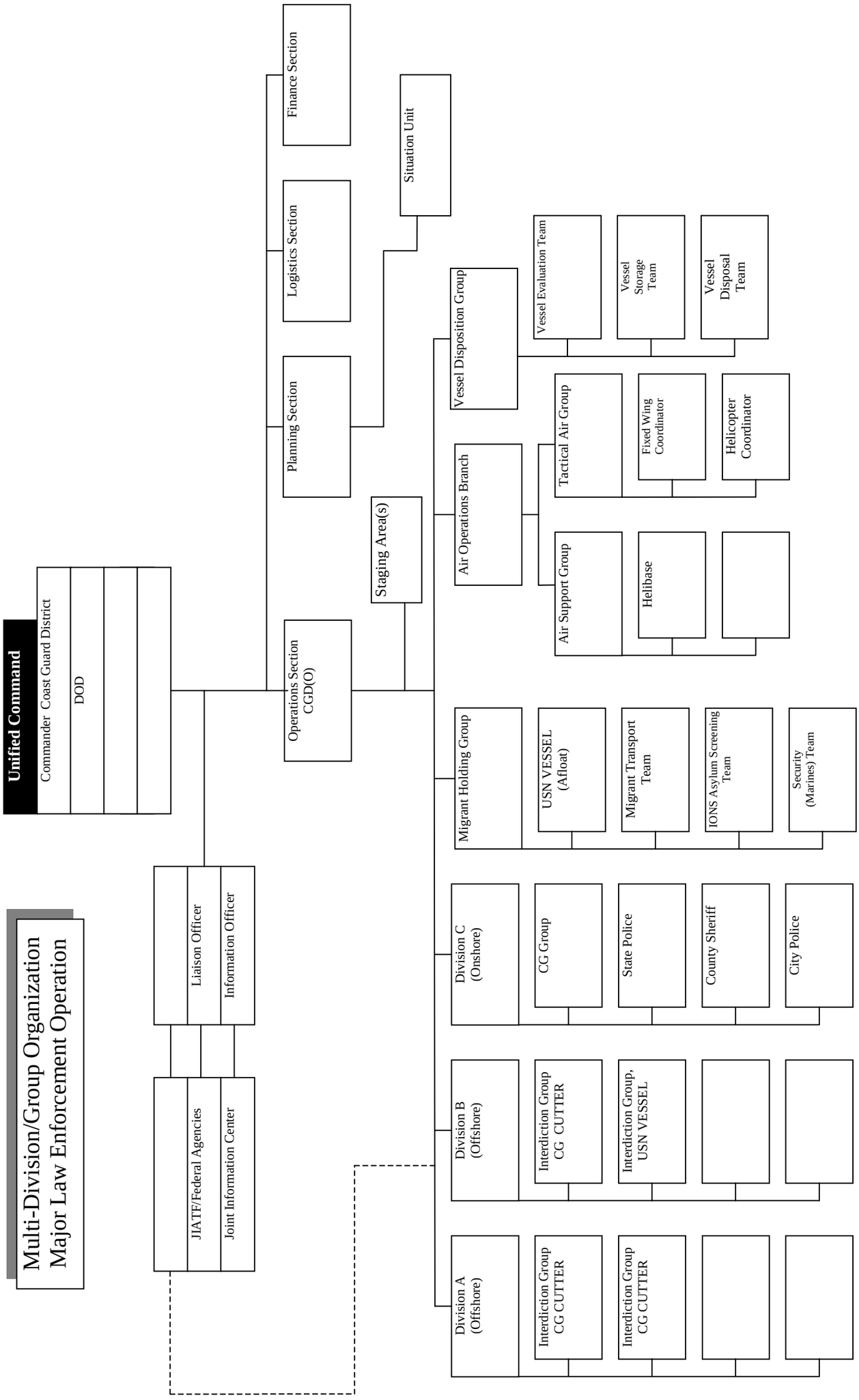
See Page 14-9 for an example of the Multi-Division/Group Organization.

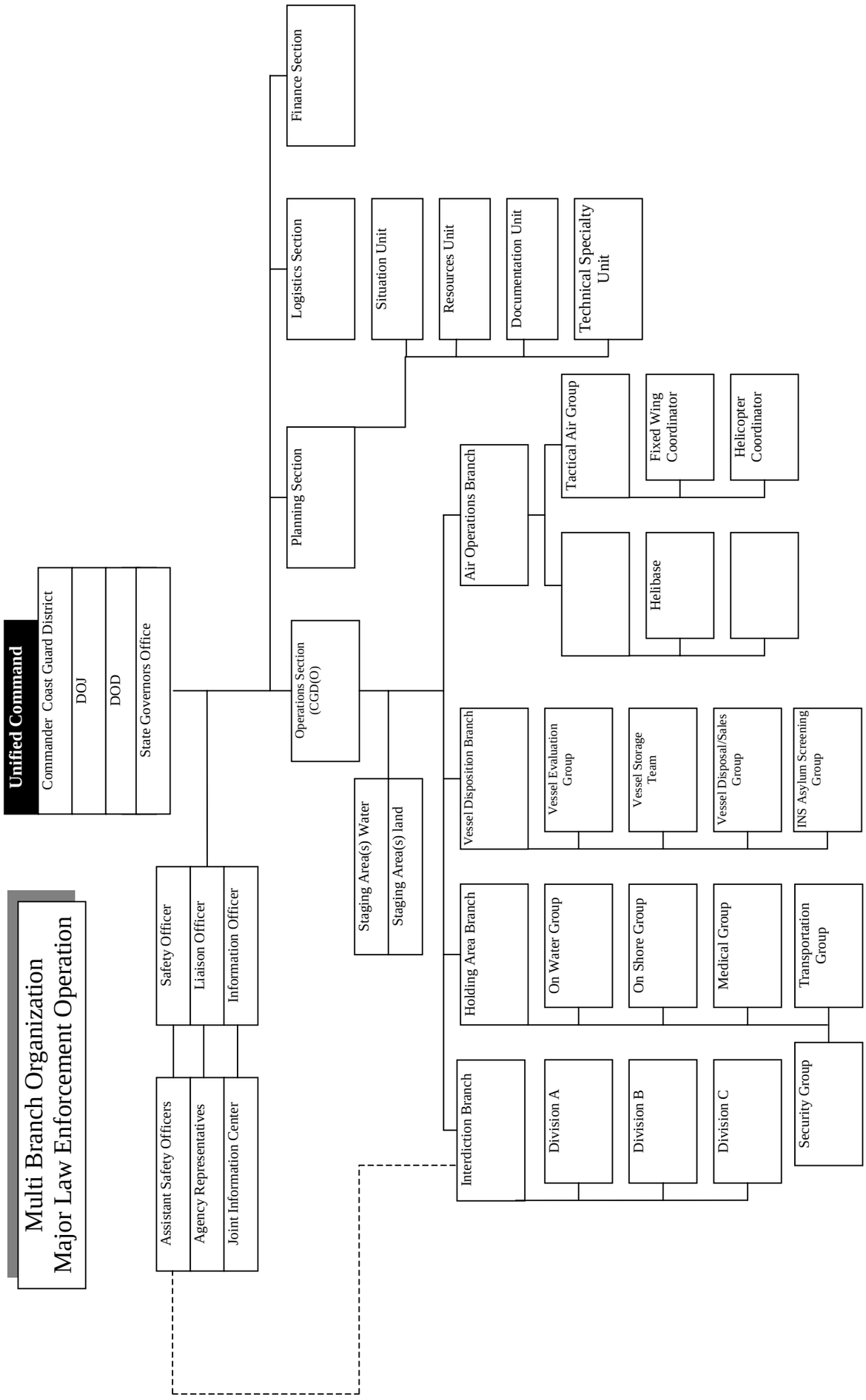
MULTI-BRANCH ORGANIZATION - As the situation develops, the number of undocumented migrants discovered and detained by the Coast Guard has grown beyond the capability of vessels to safely and humanly hold them offshore. The UC has determined that holding facilities must be prepared on shore. The UC Federal, State and Local resources to assist in planning and implementing the shoreside facilities.

See Page 14-10 for an example of the Multi-Branch Organization.


Initial Organization
Single Division Organization.
Major Law Enforcement Operation
Incident Commander
CO USCG CUTTER
Cutter's Boarding Party


Reinforced Organization
Major Law Enforcement Operation
Incident Commander
Commander Coast Guard District
Liaison Officer
DOD
Logistics Section
AMIO Restraint Kit
Operations Section CGD(O)
Vessel Disposition Group
U.S. Marshal Service
USCG Marine Safety Office
CG Aircraft
DOD Aircraft
Interdiction Group CG CUTTER
LEDET
LEDET
Interdiction Group CG CUTTER
LEDET
LEDET


Multi-Division/Group Organization
Major Law Enforcement Operation
Unified Command
Commander Coast Guard District
DOD
Liaison Officer
Information Officer
JIATF/Federal Agencies
Joint Information Center
Operations Section
CGD(O)
Planning Section
Logistics Section
Finance Section
Staging Area(s)
Situation Unit
Air Operations Branch
Tactical Air Group
Fixed Wing Coordinator
Helicopter Coordinator
Air Support Group
Helibase
Vessel Disposition Group
Vessel Evaluation Team
Vessel Storage Team
Vessel Disposal Team
Migrant Holding Group
USN VESSEL (Afloat)
Migrant Transport Team
IONS Asylum Screening Team
Security (Marines) Team
Division C (Onshore)
CG Group
State Police
County Sheriff
City Police
Division B (Offshore)
Interdiction Group CG CUTTER
Interdiction Group, USN VESSEL
Division A (Offshore)
Interdiction Group CG CUTTER
Interdiction Group CG CUTTER


Multi Branch Organization
Major Law Enforcement Operation
Unified Command
Commander Coast Guard District
DOJ
DOD
State Governors Office
Safety Officer
Liaison Officer
Information Officer
Assistant Safety Officers
Agency Representatives
Joint Information Center
Finance Section
Logistics Section
Planning Section
Operations Section (CGD(O)
Situation Unit
Resources Unit
Documentation Unit
Technical Specialty Unit
Staging Area(s) Water
Staging Area(s) land
Air Operations Branch
Tactical Air Group
Fixed Wing Coordinator
Helicopter Coordinator
Helibase
Vessel Disposition Branch
Vessel Evaluation Group
Vessel Storage Team
Vessel Disposal/Sales Group
INS Asylum Screening Group
Holding Area Branch
On Water Group
On Shore Group
Medical Group
Transportation Group
Security Group
Interdiction Branch
Division A
Division B
Division C

ICS POSITIONS

Only those ICS positions and tasks specific and unique to Law Enforcement missions will be described in this section. Persons assigned the common positions consistent with the NIIMS organization should refer to Chapters 6 through 12 of this IMH for their position/task descriptions and checklists.

ASYLUM PRESCREENING OFFICER (APSO) - The APSO is responsible for conducting initial screenings of individuals who have made asylum claims or come from a nation with a history of political persecution, human rights violations, or torture. APSOs are full time asylum officers deployed to the field. The APSO will normally be assigned to the LO as an Agency Representative or directly to the Command Staff.

These prescreening interviews determine if an individual has a credible fear of persecution upon return to his/her home nation. APSO interviews are transmitted to INS Headquarters in Washington, D.C., for review by asylum specialists. If it is determined that an individual has a credible fear of persecution, the person is taken to another location for more extensive interviews. While the APSO may be assigned in various locations within the ICS, he/she needs to have direct access to communications with Washington, D.C. The contents of APSO interviews may be confidential and not available for intelligence or general use. Additional duties include:

a. Review the Agency Representative Responsibilities (Page 7-5).
b. Advise the IC/UC on the procedures for asylum interviews, specific support required, and the

separation of those claiming asylum.

c. Liase with INS Headquarters on asylum issues.
d. Conduct additional interviews as necessary.
e. Advise the IC on trends in asylum claims and indicators that those within the UC may need to be aware of.

VESSEL DISPOSITION GROUP SUPERVISOR - The Vessel Disposition Group Supervisor is responsible for the disposal of vessels seized in the course of Law Enforcement Operations. In some cases this will involve warning the return of the vessel to the flag state, but in many situations the vessel will be seized for forfeiture (either because it is stateless or because it was used in the commission of a crime). In drug interdiction missions, this task is usually performed by the U.S. Customs Service. In all other cases, the U.S. Marshall Service performs this function.

If an asset is seized for forfeiture, all hazardous materials must be removed and all safety violations must be corrected before the vessel can be disposed of. The lead agency will contract out for removal and disposal of hazardous materials from the vessel using private contractors. Coast Guard Marine Safety Offices may be asked to assist the lead agency in assessing the condition of the vessel, the applicable environmental laws that may apply to the vessels condition, and steps needed to correct the assessed violations. Addition duties included:

- Review the Division/Group Supervisor Responsibilities (Page 8-3).

LAW ENFORCEMENT DETACHMENT TEAM LEADER - Law Enforcement Detachment Team (LEDET) Leaders are responsible for separate teams of individuals trained in boarding vessels for conducting law enforcement operations. LEDETs typically deploy to U.S. Navy and foreign naval vessels to provide them with law enforcement capability. They can also be used in various situations to augment Coast Guard Cutter Boarding Teams, and in these cases should not be confused with the Cutter's Boarding Team, which is made up of individuals permanently assigned to the Cutter's crew. Addition duties included:

- Review the Strike Team Leader/Task Force Responsibilities (Page 8-4).

CHAPTER 15

OIL SPILLS

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CHAPTER 15

OIL SPILL

INTRODUCTION

The Oil Spill Chapter of the U.S. Coast Guard Incident Management Handbook (IMH) is based on and is intended to be consistent in every way with the Field Operations Guide (FOG) that was developed and recently revised by the Standard Spill Response Management System (STORMS) Task Force comprised of representatives from the United States Coast Guard, Environmental Protection Agency, California Department of Fish and Game/Office of Oil Spill Prevention and Response, petroleum industry, oil spill response organizations and local government. Generic ICS concepts have been removed and placed in the front of this IMH. Only the organization and task descriptions that are pertinent to oil spill ICS positions, functions and tasks remain in this chapter. For a full description of a specific ICS position assignment or task, the reader should refer to the appropriate task assignment provided in Chapters 6 - 12 of this IHM.

The typical response objectives for an oil spill response are:

- Ensure the safety of citizens and response personnel
- Control the source of the spill
- Manage a coordinated response effort
- Maximize protection of environmentally sensitive areas including wildlife and historic properties
- Contain and recover spilled material

- Recover and rehabilitate injured wildlife
- Remove oil from impacted areas
- Minimize economic impacts
- Keep stakeholders informed of response activities
- Keep the public informed of response activities

OIL SPILL BEST RESPONSE
DELIVERING "BEST RESPONSE"

The term "Best Response" means that a response organization will effectively, efficiently, and safely respond to oil spills, minimizing the consequences of pollution incidents and to protect our national environmental and economic interests.

"Best Response" equals a successful response based on achievement of certain key success factors (i.e. the things that a response must accomplish to be considered successful) as follows:

- **Human Health**
  - No public injuries
  - No worker injuries
- **Natural Environment**
  - Source of discharge minimized
  - Source contained
  - Sensitive areas protected
  - Resource damage minimized
- **Economy**
  - Economic impact minimized
- **Public Communication**
  - Positive media coverage
  - Positive public perception
- **Stakeholders Support**
  - Minimize stakeholder impact
  - Stakeholders well informed
  - Positive meetings
  - Prompt Handling of claims
- **Organization**
  - Standard Response Mgmt Syst
  - Sufficient/Efficient resources

When conducting an oil spill response, ICs and their Command and General Staffs should always consider the "Best Response" concept while managing operational and support/coordination functions.

OPERATIONAL

Search and Rescue
Fire Fighting
Salvage and Lightering
Protection
Shoreline recovery
On-Water recovery
Dispersants
Assessment
In-Situ Burning
Wildlife
Disposal
Hazardous Substance

SUPPORT/COORDINATION

Public Information
Assisting and Cooperating Agencies
Environmental
Economic
Political
Claims
Natural Resource Damage
Investigations
Safety
Command Post Needs

ICs and their Command and General Staffs need to closely monitor how well the incident objectives, strategies, and tactics are addressing “Best Response” and key response functions, and to make appropriate adjustments where necessary to ensure the maximum potential for success.

OIL SPILL ACTIVITY SCENARIO AND MODULAR ORGANIZATION DEVELOPMENT

MODULAR DEVELOPMENT

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

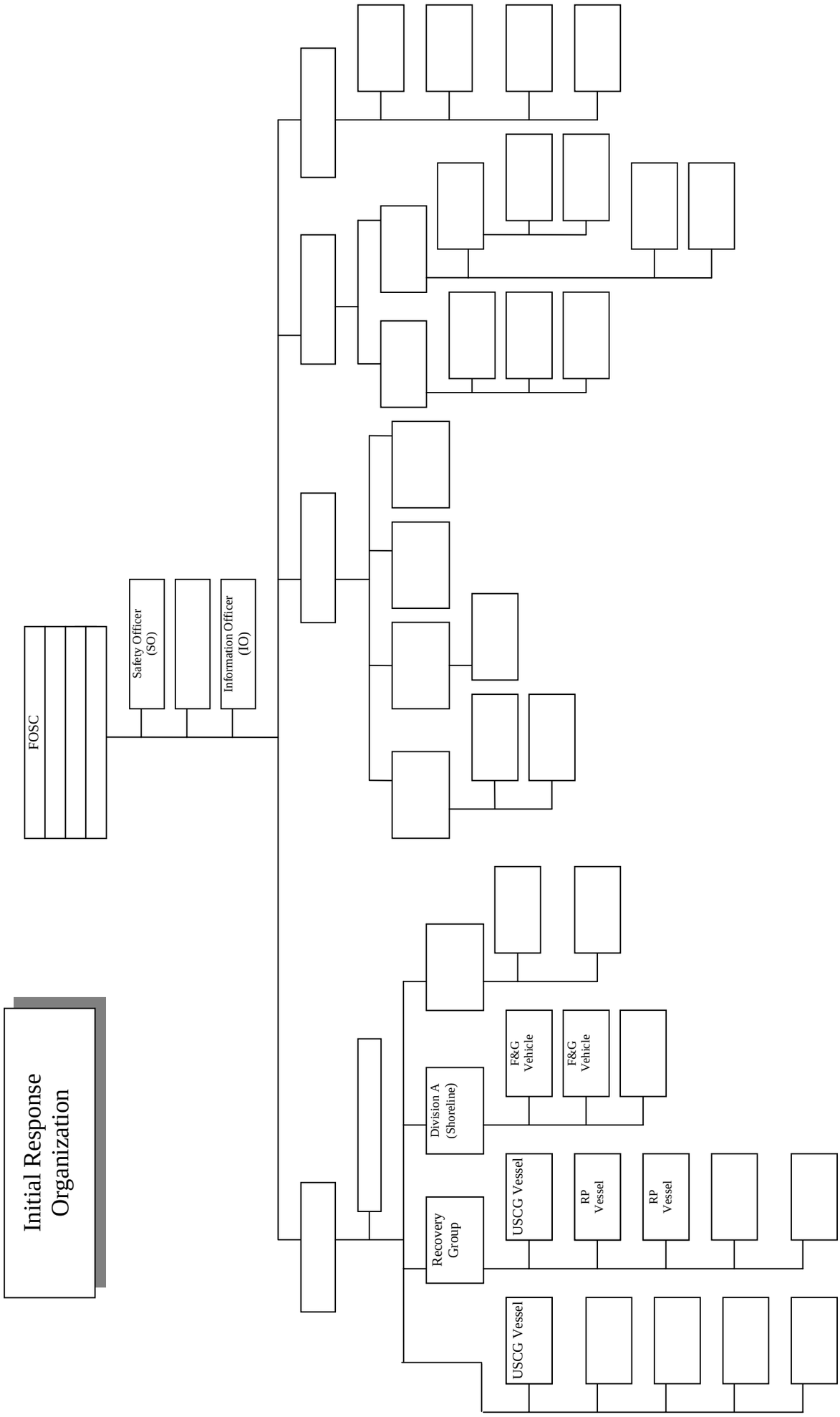
INITIAL RESPONSE ORGANIZATION - Initial Response resources are managed by the IC who will handle all Command and General Staff responsibilities. A UC is established. See Page 15-8 for an example of an oil spill initial response organization.

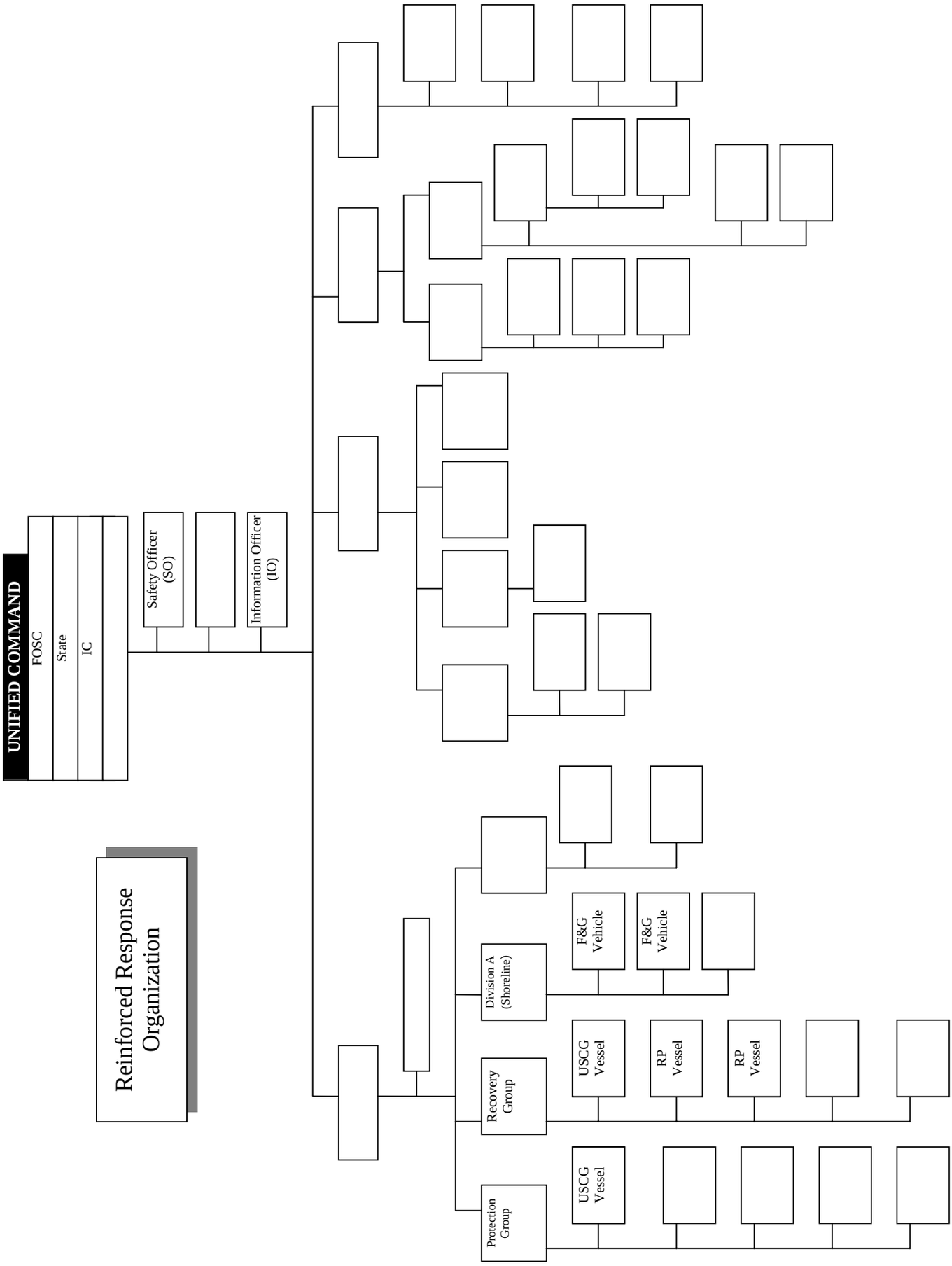
REINFORCED RESPONSE ORGANIZATION - The UC has established a Protection Group and a Recovery Group to manage on-water activities and a shoreline division to manage land-based resources. An SO and IO have been assigned. See Page 15-9 for an example of a reinforced response.

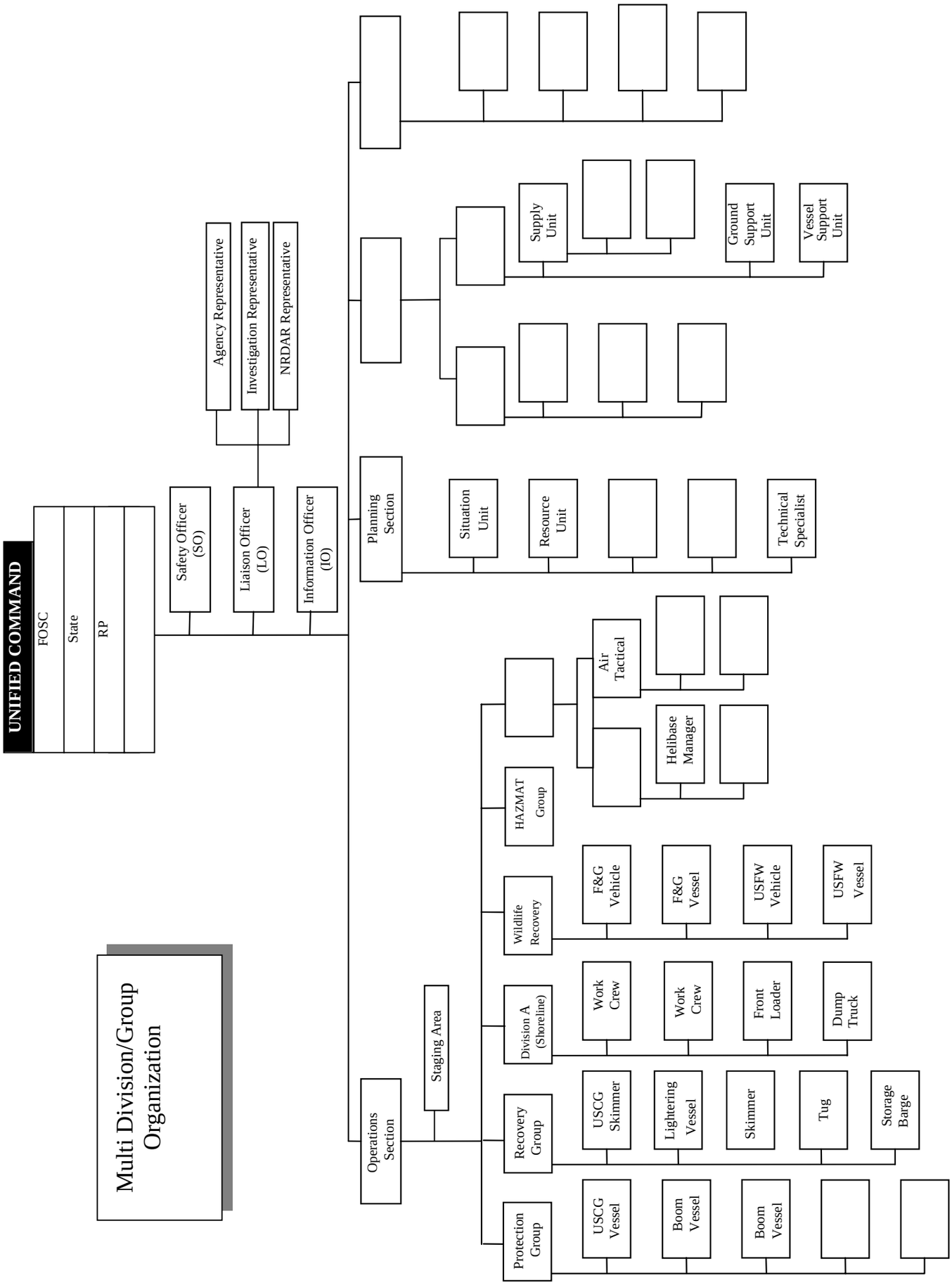
MULTI-DIVISION/GROUP ORGANIZATION - The UC has assigned all Command Staff positions and established a number of Divisions and Groups as well as an OPS and PSC. Some Logistic Units are established. See Page 15-10 for an example of a multi-division/group organization.

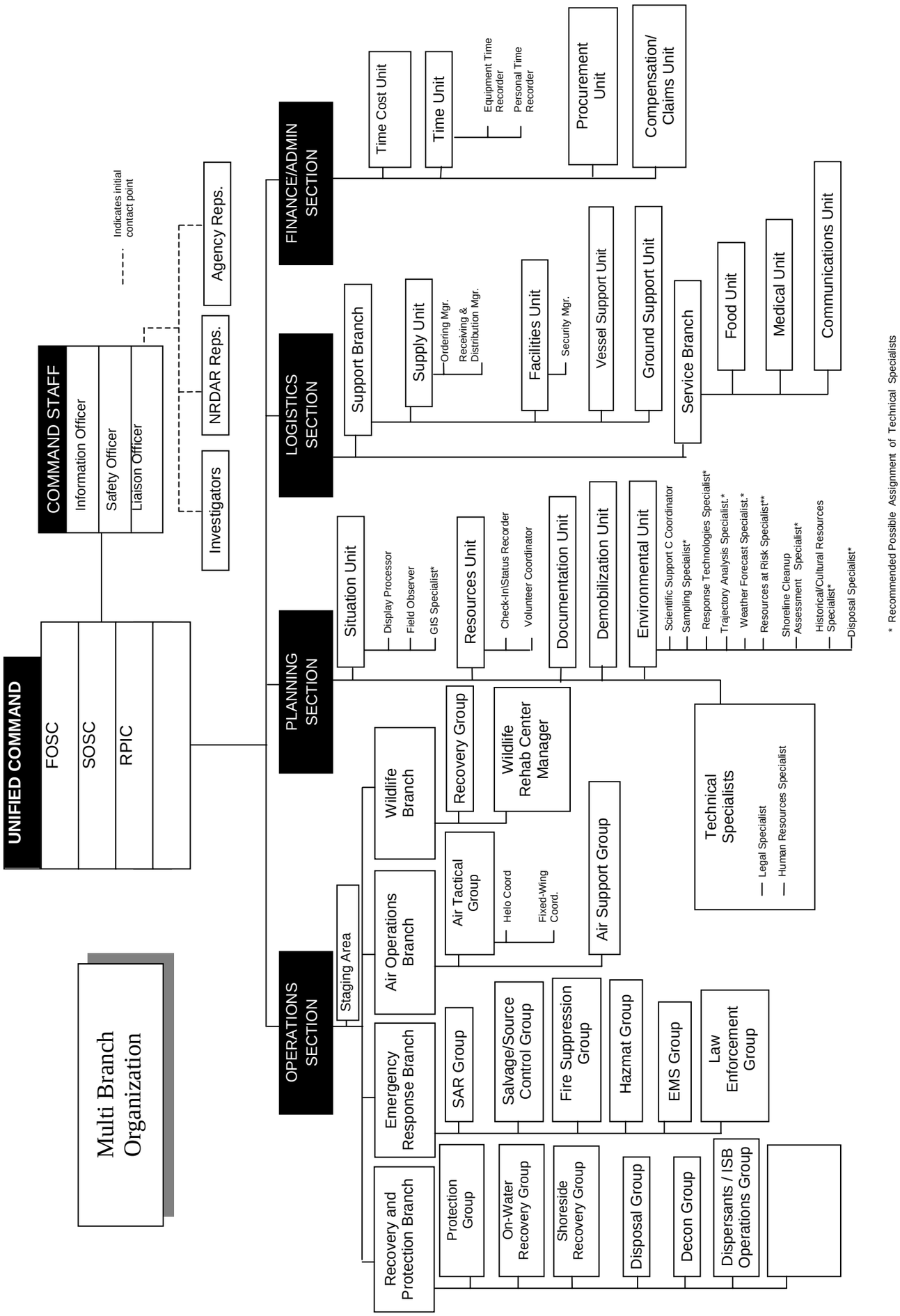
MULTI-BRANCH ORGANIZATION

The IC has established all Command and General Staff positions and has established four branches. See Page 15-11 for an example of an oil spill multi-branch organization.


Initial Response Organization
FOSC
Safety Officer (SO)
Information Officer (IO)
Recovery Group
Division A (Shoreline)
USCG Vessel
F&G Vehicle
F&G Vehicle
USCG Vessel
RP Vessel
RP Vessel


UNIFIED COMMAND
FOSC
State
IC
Safety Officer (SO)
Information Officer (IO)
Reinforced Response Organization
Division A (Shoreline)
F&G Vehicle
F&G Vehicle
Recovery Group
USCG Vessel
RP Vessel
RP Vessel
Protection Group
USCG Vessel


UNIFIED COMMAND
FOSC
State
RP
Safety Officer (SO)
Liaison Officer (LO)
Information Officer (IO)
Agency Representative
Investigation Representative
NRDAR Representative
Planning Section
Situation Unit
Resource Unit
Technical Specialist
Supply Unit
Ground Support Unit
Vessel Support Unit
Operations Section
Staging Area
Protection Group
Recovery Group
Division A (Shoreline)
Wildlife Recovery
HAZMAT Group
Air Tactical
Helibase Manager
USCG Vessel
Boom Vessel
Boom Vessel
USCG Skimmer
Lightering Vessel
Skimmer
Tug
Storage Barge
Work Crew
Work Crew
Front Loader
Dump Truck
F&G Vehicle
F&G Vessel
USFW Vehicle
USFW Vessel
Multi Division/Group Organization


UNIFIED COMMAND
FOSC
SOSC
RPIC
COMMAND STAFF
Information Officer
Safety Officer
Liaison Officer
Indicates initial contact point
Investigators
NRDAR Reps.
Agency Reps.
Multi Branch Organization
OPERATIONS SECTION
Staging Area
Recovery and Protection Branch
Protection Group
On-Water Recovery Group
Shoreside Recovery Group
Disposal Group
Decon Group
Dispersants / ISB Operations Group
Emergency Response Branch
SAR Group
Salvage/Source Control Group
Fire Suppression Group
Hazmat Group
EMS Group
Law Enforcement Group
Air Operations Branch
Air Tactical Group
Helo Coord
Fixed-Wing Coord.
Air Support Group
Wildlife Branch
Recovery Group
Wildlife Rehab Center Manager
PLANNING SECTION
Situation Unit
Display Processor
Field Observer
GIS Specialist*
Resources Unit
Check-In\Status Recorder
Volunteer Coordinator
Documentation Unit
Demobilization Unit
Environmental Unit
Scientific Support C Coordinator
Sampling Specialist*
Response Technologies Specialist*
Trajectory Analysis Specialist.*
Weather Forecast Specialist.*
Resources at Risk Specialist**
Shoreline Cleanup Assessment Specialist*
Historical/Cultural Resources Specialist*
Disposal Specialist*
Technical Specialists
Legal Specialist
Human Resources Specialist
LOGISTICS SECTION
Support Branch
Supply Unit
Ordering Mgr.
Receiving & Distribution Mgr.
Facilities Unit
Security Mgr.
Vessel Support Unit
Ground Support Unit
Service Branch
Food Unit
Medical Unit
Communications Unit
FINANCE/ADMIN SECTION
Time Cost Unit
Time Unit
Equipment Time Recorder
Personal Time Recorder
Procurement Unit
Compensation/ Claims Unit
* Recommended Possible Assignment of Technical Specialists

OIL SPILL SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS.

INCIDENT COMMANDER – The IC for oil discharges will, whenever possible and practical, be organized under the UC Structure that includes, but is not limited to:

- The pre-designated FOSC
- The pre-designated State On-Scene Incident Commander (SOSC)
- The representative of the RP IC

The UC is responsible for the overall management of the incident. The UC directs incident activities including the development and implementation of strategic decisions and approves the ordering and releasing of resources. The UC may assign a Deputy IC to assist in carrying out IC responsibilities. IC tasks specific to oil spill events are:

a. Review IC Responsibilities (Page 7-5).

b. Be cognizant of the primary objectives for oil spill response activities.

- Ensure the safety of citizens and response personnel.
- Control the source of the spill.
- Manage a coordinated response effort.
- Maximize protection of environmentally sensitive areas.
- Contain and recover spilled material.
- Recover and rehabilitate injured wildlife.
- Remove oil from impacted areas.
- Minimize economic impacts.
- Keep stakeholders informed of response activities.

- Keep the public informed of response activities.
- Ensure that the source of a discharge is designated and that the RP advertises procedures by which claims may be presented or that the National Pollution Fund Center (NPFC) assumes this role.
- Inform the NPFC regarding the source of the discharge. NPFC will issue the required Notice of Designation.
- Refer all removal and damage claims to the RP or, if no identifiable RP, to the NPFC Claims Adjudication division.

FINANCE/ADMINISTRATION SECTION CHIEF – Refer to Page 11-2 for the Finance/Administration Section Chief position responsibilities. In addition, consult the NPFCs User Reference Guide (Technical Operating Procedures (TOPS)) and the FOSC Finance and resource Management Field Guide (FFARM) for guidance on oil spill financial issues.

NRDAR REPRESENTATIVE - The Natural Resource Damage Assessment and Restoration (NRDAR) Representatives are responsible for coordinating NRDAR needs and activities of the trustee team. NRDAR activities generally do not occur within the structure, processes, and control of the ICS. However, particularly in the early phases of a spill response, many NRDAR activities overlap with the environmental assessment performed for the sake of spill response. Therefore, NRDAR Representatives should remain coordinated with the spill response organization through the LO, and they may need to work directly with the UC, Planning Section, Operations Section, and the NOAA SSC to resolve any problems or address areas of overlap. This includes close coordination with the LO

for obtaining timely information on the spill and injuries to natural resources.

While NRDAR resource requirements and costs may fall outside the responsibility of the Logistics and Finance/Administrative Sections, coordination is important. The NRDAR Representative will coordinate NRDAR or injury determination activities.

a. Review Common Responsibilities (Page 2-1).
b. Review Agency Representative Responsibilities (Page 7-5).
c. Attend appropriate meetings to facilitate communication between NRDAR Team and IC/UC.
d. Provide status reports.
e. Coordinate with the LO, or the UC in the absence of an LO, to assure that NRDAR field activities do not conflict with response activities and to request logistical support for NRDAR field activities.
f. Seek the FOSC's cooperation in acquiring response-related samples or results of sample analysis applicable to NRDAR; (e.g., spilled petroleum product from source and/or oil from contaminated wildlife).
g. Support the UCs information needs through the IO.
h. Interact with appropriate units to collect information requested by the NRDAR Team.
i. Obtain necessary safety clearances for access to sampling sites.
j. Coordinate with other organizations to identify personnel available for NRDAR.

AIR TACTICAL GROUP SUPERVISOR - Air Tactical Group Supervisor tasks specific to oil spill events are: The coordination and scheduling of aircraft operations intended to locate, observe, track, surveil, support dispersant applications, or to be used for other deliverable response application techniques, or report on the incident situation when fixed and/or rotary-wing aircraft are airborne at an incident. These coordination activities are normally performed by the Air Tactical Group Supervisor while airborne.

a. Review Air Tactical Group Supervisor Responsibilities (Page 8-8).
b. Obtain a briefing from the Air Operations Branch Director or the OPS.
c. Coordinate dispersant, in-situ burning, and bioremediation application through the Air Operations Branch Director.
d. Coordinate air surveillance mission scheduling and observer assignments with the SUL.
e. Identify remote sensing technology that may enhance surveillance capabilities.
f. Coordinate air surveillance observations and provide reports by the most direct methods available.
g. Report on air surveillance and operations activities to the Air Operations Branch Director.
h. Coordinate application-monitoring requirements with the Helicopter and Fixed-Wing Coordinators and the Situation Unit.
i. Report on air application activities to the Air Operation Branch Director.

HELICOPTER COORDINATOR - Helicopter Coordinator tasks specific to oil spill events are: The coordination and scheduling of helicopter operations intended to locate, observe, track, surveil, or

report on the incident situation. The Helicopter Coordinator coordinates the application of dispersants, in-situ burning agents and bioremediation agents.

- Review the Helicopter Coordinator Responsibilities (Page 8-9).

AIR TANKER/FIXED-WING COORDINATOR – The Air Tanker/Fixed-Wing Coordinator tasks specific to oil spill events are: The scheduling of fixed wing operations intended to locate, observe. track, surveil, or report on the incident situation. The Air Tanker/Fixed-Wing Coordinator coordinates the aerial application of dispersants, in-situ burning agents and bioremediation agents.

- Review the Air Tanker/Fixed-Wing Coordinator Responsibilities (Page 8-11).

RECOVERY AND PROTECTION BRANCH DIRECTOR - The Recovery and Protection Branch Director is responsible for overseeing and implementing the protection, containment and cleanup activities established in the IAP.

- Review Branch Director responsibilities (Page 8-2)

PROTECTION GROUP SUPERVISOR - The Protection Group Supervisor is responsible for the deployment of containment, diversion, and adsorbent/absorbent materials in designated locations. Depending on the size of the incident, the Protection Group may be further divided into Teams, Task Forces and Single Resources.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Implement Protection Strategies in the IAP
c. Direct, coordinate, and assess the

effectiveness of protective actions.

d. Modify protective actions, as needed.
e. Maintain Unit/Activity Log (ICS Form 214).

ON WATER RECOVERY GROUP SUPERVISOR - The On Water Recovery Group Supervisor is responsible for managing on water recovery operations in compliance with the IAP. The Group may be further divided into Teams, Task Forces and Single Resources.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Implement Recovery Strategies in the IAP
c. Direct, coordinate, and assess the effectiveness of on water recovery actions.
d. Modify recovery actions as needed.
e. Maintain Unit/Activity Log (ICS Form 214),

DISPERSANT OPERATIONS GROUP SUPERVISOR - The Dispersants Operations Group Supervisor is responsible for coordinating all aspects of a dispersant operation. For aerial applications, the Group works closely with the Air Tactical Group Supervisor.

a. Review Division/Group Supervisor responsibilities (Page 8-3).
b. Determine resource needs.
c. Assist the Planning Section in the development of dispersant operations and monitoring plans.
d. Implement approved dispersant operations and monitoring plans.
e. Manage dedicated dispersant resources and coordinate required monitoring.
f. Coordinate required monitoring.
g. Maintain Unit/Activity Log (ICS Form 214).

IN-SITU BURN OPERATIONS GROUP SUPERVISOR
The In-Situ Burn Operations Group Supervisor is responsible for coordinating all aspects of an in-situ burn operation. For aerial ignition, the Group works closely with the Air Tactical Group Supervisor.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Determine resource needs.
c. Assist the Planning Section in the development of in-situ burn operations and monitoring plans.
d. Implement approved in-situ burn operations and monitoring plans.
e. Manage dedicated in-situ burning resources.
f. Coordinate required monitoring.
g. Maintain Unit/Activity Log (ICS Form 214).

SHORESIDE RECOVERY GROUP SUPERVISOR -
The Shoreside Recovery Group Supervisor is responsible for managing shoreside cleanup operations in compliance with the IAP. The Group may be further divided into Strike Teams, Task Forces, and Single Resources.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Implement Recovery Strategies in the IAP.
c. Direct, coordinate, and assess effectiveness of shoreside recovery actions.
d. Modify protective actions, as needed.
e. Maintain Unit/Activity Log (ICS Form 214).

DISPOSAL GROUP SUPERVISOR - The Disposal Group Supervisor is responsible for coordinating the on-site activities of personnel engaged in collecting, storing, transporting, and disposing of waste materials.

Depending on the size and location of the spill, the Disposal Group may be further divided into Teams, Task Forces, and Single Resources.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Implement the Disposal Portion of the IAP.
c. Ensure compliance with all hazardous waste laws and regulations.
d. Maintain accurate records of recovered material.
e. Maintain Unit/Activity Log (ICS Form 214).

DECONTAMINATION GROUP SUPERVISOR - The Decontamination Group Supervisor is responsible for decontamination of personnel and response equipment in compliance with approved statutes.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Implement Decontamination Plan.
c. Determine resource needs.
d. Direct and coordinate decontamination activities.
e. Brief Site SO on conditions.
f. Maintain Unit/Activity Log (ICS Form 214).

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

- Review Branch Director Responsibilities (Page 8-2).

SALVAGE/SOURCE CONTROL GROUP SUPERVISOR - Under the direction of the Emergency Response Branch Director, the Salvage/Source Control Group Supervisor is responsible for coordinating and directing all salvage/source control activities related to the incident.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Coordinate the development of Salvage/Source Control Plan.
c. Determine Salvage/Source Control resource needs.
d. Direct and coordinate implementation of the Salvage/Source Control Plan.
e. Manage dedicated salvage/Source Control resources.
f. Maintain Unit/Activity Log (ICS Form 214).

WILDLIFE BRANCH DIRECTOR - The Wildlife Branch Director is responsible for minimizing wildlife injuries during spill responses; coordinating early aerial and ground reconnaissance of the wildlife at the spill site and reporting results to the SUL; advising on wildlife protection strategies, including diversionary booming placements, in-situ burning, and chemical countermeasures; removing of oiled carcasses, employing wildlife hazing measures as authorized in the IAP; and recovering and rehabilitating impacted wildlife. A central Wildlife Processing Center should be identified and maintained for, evidence tagging, transportation, veterinary services, treatment and rehabilitation storage, and other support needs. The activities of private wildlife care groups, including those employed by the RP, will be overseen and coordinated by the Wildlife Branch Director.

a. Review Branch Director Responsibilities (Page 8-2).
b. Develop the Wildlife Branch portion of the IAP.
c. Supervise Wildlife Branch operations.
d. Determine resource needs.
e. Review the suggested list of resources to be released and initiate recommendation for release of resources.
f. Assemble and disassemble teams/task forces assigned to the Wildlife Branch.
g. Report information about special activities, events, and occurrences to the OPS.
h. Assist the Volunteer Coordinator in determining training needs of wildlife recovery volunteers.
i. Maintain Unit/Activity Log (ICS Form 214)

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

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Determine resource needs.
c. Establish and implement protocols for collection and logging of impacted wildlife.
d. Coordinate transportation of wildlife to processing stations(s).
e. Maintain Unit/Activity Log (ICS Form 214).

WILDLIFE REHABILITATION CENTER MANAGER - The Wildlife Rehabilitation Center Manager is responsible for the oversight of facility operations, including: receiving oiled wildlife at the processing center, recording essential information, collecting necessary samples, and conducting triage, stabilization, treatment, transport and rehabilitation of oiled wildlife. The Wildlife Rehabilitation Center Manager is responsible for assuring appropriate transportation to appropriate treatment centers for oiled animals requiring extended care and treatment.

a. Review Common Responsibilities (Page 2-1).
b. Determine resource needs and establish a processing station for impacted wildlife.
c. Process impacted wildlife and maintain logs.
d. Collect numbers/types/status of impacted wildlife and brief the Wildlife Branch Operations Director.
e. Coordinate the transport of wildlife to other facilities.
f. Coordinate release of recovered wildlife.
g. Implement Incident Demobilization Plan.
h. Maintain Unit/Activity Log (ICS Form 214).

SCIENTIFIC SUPPORT COORDINATOR - The Scientific Support Coordinator (SSC) is a technical specialist and is defined in the NCP as the principal advisor to the FOSC for scientific issues. The SSC is responsible for providing expertise on chemical hazards, field observations, trajectory analysis, resources at risk, environmental tradeoffs of countermeasures and cleanup methods, and information management. The SSC is also charged with gaining consensus on scientific issues affecting the response, but also ensuring that differing opinions within the scientific community are communicated to the

incident command. Additionally, the SSC is responsible for providing data on weather, tides, currents, and other applicable environmental conditions. The SSC can serve as the Environmental Unit Leader.

a. Review Common Responsibilities (Page 2-1).
b. Attend planning meetings.
c. Determine resource needs.
d. Provide overflight maps and trajectory analysis, including the actual location of oil, to the Situation Unit.
e. Provide weather, tidal and current information.
f. Obtain consensus on scientific issues affecting the response.
g. In conjunction with Natural Resource Trustee Representatives and the FOSC's Historical/Cultural Resources Specialist, develop a prioritized list of resources at risk, including threatened and endangered species.
h. Provide information on chemical hazards.
i. Evaluate environmental tradeoffs of countermeasures and cleanup methods, and response endpoints.
j. Maintain Unit/Activity Log (ICS Form 214)

SAMPLING SPECIALIST - The Sampling Specialist is responsible for providing a sampling plan for the coordinated collection, documentation, storage, transportation, and submittal to appropriate laboratories for analysis or storage.

a. Review Common Responsibilities (Page 2-1).
b. Determine resource needs.
c. Participate in planning meetings as required.
d. Identify and alert appropriate laboratories.
e. Meet with team to develop an initial sampling plan and strategy, and review sampling and labeling procedures.

f. Set up site map to monitor the location of samples collected and coordinate with GIS staff.
g. Coordinate sampling activities with the NRDAR Representative, Investigation Team, and legal advisors.
h. Provide status reports to appropriate requesters.
i. Maintain Unit/Activity Log (ICS Form 214).

RESPONSE TECHNOLOGIES SPECIALIST - The Response Technologies (RT) Specialist is responsible for evaluating the opportunities to use various response technologies, including mechanical containment and recovery, dispersant or other chemical countermeasures, in-situ burning, and bioremediation. The specialist will conduct the consultation and planning required by deploying a specific response technology, and by articulating the environmental tradeoffs of using or not using a specific response technique.

a. Review Common Responsibilities (Page 2-1).
b. Participate in planning meetings, as required.
c. Determine resource needs.
d. Gather data pertaining to the spill, including spill location, type and amount of petroleum spilled, physical and chemical properties, weather and sea conditions, and resources at risk.
e. Identify the available RT that may be effective on the specific spilled petroleum.
f. Make initial notification to all agencies that have authority over the use of RT.
g. Keep the PSC advised of RT issues.
h. Provide status reports to appropriate requesters.

i. Establish communications with the RRT to coordinate RT activities.
j. Maintain Unit/Activity Log (ICS Form 214).

TRAJECTORY ANALYSIS SPECIALIST - The Trajectory Analysis Specialist is responsible for providing to the UC, projections and estimates of the movement and behavior of the spill. The specialist will combine visual observations, remote sensing information, and computer modeling, as well as observed and predicted tidal, current, and weather data to form these analyses.

Additionally, the specialist is responsible for interfacing with local experts (weather service, academia, researchers, etc.) in formulating these analyses. Trajectory maps, over-flight maps, tides and current data, and weather forecasts will be supplied by the specialist to the Situation Unit for dissemination throughout the ICP.

a. Review Common Responsibilities (Page 2-1).
b. Schedule and conduct spill observations/over-flights, as needed.
c. Gather pertinent information on tides, currents and weather from all available sources.
d. Provide a trajectory and over-flight maps, weather forecasts, and tidal and current information.
e. Provide briefing on observations and analyses to the proper personnel.
f. Demobilize in accordance with the Incident Demobilization Plan.
g. Maintain Unit/Activity Log (ICS Form 214).

WEATHER FORECAST SPECIALIST - The Weather Forecast Specialist is responsible for acquiring and

reporting incident-specific weather forecasts. The specialist will interpret and analyze data from NOAA's National Weather Service and other sources. This person will be available to answer specific weather related response questions and coordinate with the Scientific Support Coordinator and Trajectory Analysis Specialist as needed. The specialist will provide weather forecasts to the Situation Unit for dissemination throughout the ICP.

a. Review Common Responsibilities (Page 2-1).
b. Gather pertinent weather information from all appropriate sources.
c. Provide incident-specific weather forecasts on an assigned schedule.
d. Provide briefings on weather observations and forecasts to the proper personnel.
e. Maintain Unit/Activity Log (ICS Form 214).

RESOURCES AT RISK (RAR) TECHNICAL SPECIALIST - The Resources at Risk (RAR) Technical Specialist is responsible for the identification of resources thought to be at risk from exposure to the spilled oil through the analysis of known and anticipated oil movement, and the location of natural, economic resources, and historic properties. The RAR Technical Specialist considers the relative importance of the resources and the relative risk to develop a priority list for protection.

a. Review Common Responsibilities (Page 2-1).
b. Participate in planning meetings as required.
c. Determine resource needs.
d. Obtain current and forecasted status information from the Situation Unit.
e. Following consultation with Natural Resource Trustee Representatives, identify natural RAR, including threatened and endangered species,

and their critical habitat.

f. Following consultation with the FOSC's Historical/Cultural Resources Specialist, identify historic properties at risk.
g. Identify socio-economic resources at risk.
h. In consultation with Natural Resource Trustee Representatives, Land Management Agency Representatives, and the FOSC's Historical/Cultural Resources Specialist, develop a prioritized list of the resources at risk for use by the Planning Section.
i. Provide status reports to appropriate requesters.
j. Maintain Unit/Activity Log (ICS 214).

SHORELINE CLEANUP ASSESSMENT SPECIALIST

The Shoreline Cleanup Assessment Specialist is responsible for providing appropriate cleanup recommendations as to the types of the various shorelines and the degree to which they have been impacted. This specialist will recommend the need for, and the numbers of, Shoreline Cleanup Assessment Teams (SCATs) and will be responsible for making cleanup recommendations to the Environmental Unit Leader. Additionally, this specialist will recommend cleanup endpoints that address the question of "**How clean is clean?".**

a. Review Common Responsibilities (Page 2-1).
b. Obtain a briefing and special instructions from the Environmental Unit Leader.
c. Participate in Planning Section meetings.
d. Recommend the need for and number of SCATs.
e. Describe shoreline types and oiling conditions.
f. Identify sensitive resources (ecological, recreational, historical properties, economic).

g. Recommend the need for cleanup. In consultation with Natural Resource Trustee Representatives, Land Management Agency Representatives, and the FOSC's Historical/Cultural Resources Specialist.
h. Recommend cleanup priorities. In consultation with Natural Resource Trustee Representatives, Land Management Agency Representatives, and the FOSC's Historical/Cultural Resources Specialist.
i. Monitor cleanup effectiveness.
j. Recommend shoreline cleanup methods and endpoints
k. Maintain Unit/Activity Log (ICS Form 214).

HISTORICAL/CULTURAL RESOURCES SPECIALIST - The Historical/Cultural Resources Specialist is responsible for identifying and resolving issues related to any historical or cultural sites that are threatened or impacted during an incident. The Specialist must understand and be able to implement a "Programmatic Agreement on Protection of Historic Properties" (Consult NRT's document "Programmatic Agreement on the Protection of Historic Properties During Emergency Response under the NCP" for guidance) as well as consulting with State Historic Preservation Officers (SHPO), land management agencies, appropriate native tribes and organizations, and other concerned parties. The Specialist must identify historical/cultural sites and develop strategies for protection and cleanup of those sites in order to minimize damage.

a. Review Common Responsibilities (Page 2-1).
b. Review Agency Representative Responsibilities (Page 7-5).
c. Implement the Programmatic Agreement (PA)

for the FOSC.

d. If a PA is not used, coordinate Section 106 consultations with the SHPO.
e. Consult and reach consensus with the concerned parties on affected historical/cultural sites.
f. Identify and prioritize threatened or impacted historical/cultural sites.
g. Develop response strategies to protect historical/cultural sites.
h. Participate in the testing and evaluation of cleanup techniques used on historical/cultural sites.
i. Ensure compliance with applicable Federal/State regulations.
j. Maintain Unit/Activity Log (ICS Form 214).

DISPOSAL (WASTE MANAGEMENT) SPECIALIST - The Disposal (Waste Management) Specialist is responsible for providing the OPS with a Disposal Plan that details the collection, sampling, monitoring, temporary storage, transportation, recycling, and disposal of all anticipated response wastes.

a. Review Common Responsibilities (Page 2-1).
b. Determine resource needs.
c. Participate in planning meetings as required.
d. Develop a Pre-Cleanup Plan and monitor pre-cleanup operations, if appropriate.
e. Develop a detailed Waste Management Plan.
f. Calculate and verify the volume of petroleum recovered, including petroleum collected with sediment/sand, etc.
g. Provide status reports to appropriate requesters.
h. Maintain Unit/Activity Log (ICS 214).

RESOURCE TYPING

Resource Kind	Page
Boom	15-31
Skimmers	15-31
Oil Spill Response Vessels	15-32
Tank Vessels	15-32
Vacuum Trucks/Trailers	15-32
Portable Storage	15-33
Product Transfer Pump	15-33
Personnel (Hand Crews)	15-33
Support Resources (Helicopter)	15-34
Support Resources (Vessels)	15-34

Resource Kind	Description/Components	Type 1	Type 2	Type 3	Type 4
Liquid Treatment, Recovery, Storage & Transportation Resources					
Boom (B)	Operating Environment Boom Height- inches	Open Water 36	Protected Water 18	Calm Water 6	N/A
Skimmer: calm/protected water, light oil (SCL)	Operating environment is in calm and/or protected waters. Oil type, as a function of viscosity and/or weathering, is light to medium. Capacity: EDRC- bbls/day Examples:	2880 Douglas Skim-Pak-93, DIP-2900	480 Kepner SeaVac-660, Ro-Disc 15	96 Walosep WM, Slickbar SLURP	N/A
Skimmer: calm/protected water, heavy oil (SCH)	Operating environment is in calm and/or protected waters. Oil type, as a function of viscosity and/or weathering, is medium to heavy. Capacity: EDRC- bbls/day Examples:	2880 DIP-2900, Lori LBC-5	480 Lori LORS-3 Vikoma Lomara Star	96 Aqua-Guard RBS-5, Morris MI-11-24	N/A
Skimmer: open water, light oil (SOL)	Operating environment is in open waters. Oil type, as a function of viscosity and/or weathering, is light to medium. Capacity: EDRC- bbls/day Examples:	9600 Transrec-350, Kampers Sch. SSC-250-Oil Crab	2880 DIP 600 VOSS, Desmi Terminator	480 GT-185, Ro-Clean SEAMOP-4090	N/A

Resource Kind	Description/Components	Type 1	Type 2	Type 3	Type 4
Skimmer: open water, heavy oil (SOH)	Operating environment is in open waters. Oil type, as a function of viscosity and/or weathering, is medium to heavy. Capacity: EDRC- bbls/day Examples:	9600 Transrec-350, Douglas Skim-Pak 94	2880 Lori LORS-3, Desmi Tarantula	480 Foilex SEA CIRCUS, Lamor OPV (VOSS)	N/A
OSRV (RV)	Operating Environment Gross Tonnage Length- ft Draft- ft Capacity: EDRC- bbls/day Example:	Open Ocean 100 100 8 4800 MSRC Responder class, NRC OSRV, DIP 6001	Nearshore 25 50 4 1440 Marco Offshore 75, Ro-Clean Pollcat-18	N/A	N/A
Tank Vessel (TV)	Capacity: gal bbls Includes Tank Barge; specify product, contamination, special reqmts, etc; order tow vessel if not self-propelled	2,100,000 50,000	420,000 10,000	42,000 1,000	N/A
Vacuum Truck/Trailer (VT)	Capacity: gal bbls Specify service (product, pumping distance, ancillary equip, etc.). Trailer includes transportation to incident site.	5460 130 Vacuum Trailer	3360 80 Vacuum Truck	1050 25 Vacuum Truck	N/A

Resource Kind	Description/Components	Type 1	Type 2	Type 3	Type 4
Tank Truck/Trailer (TT)	Capacity: gal bbls Tank trailer includes transportation to incident site.	 5460 130 Tank Trailer	 3360 80 Tank Truck	 1050 25 Tank Truck	N/A
Portable Storage (PS)	Capacity: gal bbls Examples: (Specify product, towed or stationary, open topped or closed, etc)	 84,000 2000 J/L/O Dracone Unibag-3145, TSB-2.5K	 21,000 500 F Dracone, Lancer B100, EFC-595	 8400 200 MSRC shuttle barge, NRC Portable barge	 1050 25 Slicktank, Fastank-2000, TSC-2500
Product Transfer Pump (TP)	Capacity: gpm bbls/hr Examples: (Includes salvage pumps and the transfer of both oil and water.)	 2100 3000 TD-200, TK-6, CCN150-7C	 700 1000 TK-150, CCN-100-2C, HYDE-VAC-4715	 175 250 WALOSEP-P80, TDS-200, DOP-250	 35 50 HYDE-VAC-2415, DOP-160, Wilden M-8
Dispersant Delivery Equipment (DD)	Includes dispersants, application equipment except aircraft and vessels & monitoring equipment	Not typed			
Oil/Water Separator (OWS)	Includes gravity, gravity coalescing, gravity parallel plate and centrifugal devices	Not typed			
Response Personnel (RP)	All personnel including tactical and overhead, technical specialists; does not include shoreline cleanup labor force	Not typed			
Offshore Resource (Other) (OFO)	Includes firefighting equipment, salvage equipment, etc.	Not typed			
Oiled Debris Handling Resources					
Earth Removal Equipment (ER)	Includes back hoe, excavator, front-end loader, etc.	Not typed			

Resource Kind	Description/Components	Type 1	Type 2	Type 3	Type 4
Dump Truck (DT)		Not typed			
Earth Moving Equipment (EM)	Includes bulldozer, grader, etc.	Not typed			
Beach Cleaner (BC)	Includes pressure washers and equipment to accomplish shoreline washing, mechanical cleaning and vacuum cleaning	Not typed			
Hand Crew (C)	Labor force used for shoreline cleanup Minimum crew size- 12 persons including supervisor; also includes personal protective gear and necessary hand tools. (Specify if smaller crew size required for special circumstances.)	40 hr training	24 hr training	4 hr training	No prior training
Onshore Resource (Other) (ONO)	Includes debris boxes, sorbents, wildlife rehab kits, etc.	Not typed			
Support Resources- Aircraft					
Helicopter (H)	Seats, including pilot Cargo weight capacity- lb Examples:	16 5000 Bell 214, Eurocopter Puma, Sikorsky S-61	8 2000 Bell 212, HH-60, Sikorsky S-76	5 750 Bell 206, HH-65	2 500 Bell 47, Aerospatiale Alouette II
Remote Sensing Outfit (RS)	Typical components: SLAR, IR, UV, image data recorders, video & large format aerial photo camera, data downlink, etc.	Not typed			
Aircraft (Other) (AO)	Fixed-wing aircraft for overflights, logistics and dispersants application, etc.	Not typed			
Support Resources- Vessels					
Tug/Tow Boat (TB)	Operating Environment Shaft horsepower Draft- ft Bollard pull- short tons	Open Ocean 6000 18 66	Nearshore 1500 10 16	Inland 400 6 4	Inland 100 4 1

Resource Kind	Description/Components	Type 1	Type 2	Type 3	Type 4
Work Boat (WB)	Operating Environment Length- ft Deck cargo: area- sq ft weight- short tons Examples:	Open Ocean 150 3500 400 MSRC OSRV, 200-ft offshore supply boat, USCG 180-ft WLB	Offshore 50 1100 50 110-ft offshore supply boat	Nearshore 30 250 3 Thomas Marine Oil Cub, Kvichak spill response vessel, 41-ft USCG UTB	N/A
Small Boat (SB)	Operating Environment Length- ft Examples:	Inland 30 Munson 32	Inland 20 Slickbar 71 M, 27-ft Whaler	Inland 14 Johnboat, Kvichak boom skiff, Pointer	N/A
Vessel (Other) (VSO)	Includes deck barges, crane barges, crew boats, etc.	Not typed			
Support Resources- Logistics					
Personal Protective Equipment (PPE)	Includes breathing gear, outer suit, head & foot protection, etc.	Not typed			
Communications Equipment (COM)	Includes telephones, VHF/UHF/HF radios, base stations, repeaters, etc.	Not typed			
Vehicle (Other) (VHO)	Includes vehicles (not specifically listed) used to transport personnel (vans, 4X4) and equipment (freight trucks), forklift trucks, portable cranes, etc.	Not typed			
Support Resource (Other) (SRO)	Includes power generators, diving equipment, portable lighting, mobile kitchens, medical equipment, computers, portable toilets, etc.	Not typed			

CHAPTER 16

HAZARDOUS SUBSTANCE

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CHAPTER 16

HAZARDOUS SUBSTANCE

INTRODUCTION

There are numerous scenarios that provide an opportunity for the Coast Guard to become involved in Hazardous Substance/Material releases. The Coast Guard is a regulatory agency for industries involved in the transport of hazardous substances, routinely supports other agencies in their response to hazardous substance releases, and may become involved in hazardous substance releases when responding or supporting responses to other incidents such as terrorist actions, oil spills from refrigerated cargo ships, accidents at non-transportation related facilities that may be located within a COTP Zone, etc. It is impossible to address the possible ICS organizations that may result from the above scenarios. Therefore, this chapter will review two possible scenarios involving hazardous substances/materials. One will be a land based facility type event, and the second a will be marine-type incident in an offshore area. Both will show the modular development of the ICS organization.

It is important to note that the majority of hazardous substance releases, like oil spills, are small events that will not and should not result in a response beyond that of an initial or reinforced response organization. It should also be noted that the capabilities in various COTP zones throughout the country vary greatly. The COTP must have knowledge of the local government response capability and be familiar with their ICs as this will affect the degree of leadership and control that the

Coast Guard will be expected to take in hazardous substance/material events. In areas where the state and local government have a strong hazardous substance/materials response program, the Coast Guard may be primarily in a support role during the emergency phases. In areas where there is no hazardous substance capability, the Coast Guard may be expected to take a much stronger leadership role.

In this regard, there may also be reasons to expand the UC beyond the FOSC, SOSC, and RPIC participation that has become the standard for oil spill response. The UC represented in this chapter reflects the possible levels of participation that may be seen in some locations and situations for hazardous substance incidents. Annual pre-incident planning meetings of all possible stakeholders are essential and highly recommended for determining the response capabilities and personalities that may be involved in the real event for a specific local area or region. These annual meetings will assist the FOSC in determining what level of UC participation will be required for his/her area.

There are different definitions used for hazardous response throughout the transportation, response and regulatory communities. Hazardous substances are referred to as hazardous materials, noxious substances, chemicals, and other names. In this section, you will find “hazardous substances” referred to as hazardous substance/material.

This is in consideration of the fact that in laws that are the basis for Coast Guard response authority (OPA-90, CERCLA, RCRA) the term hazardous substance is used, however, fire and police departments nationwide refer to chemical response activity as hazardous

materials response. Since most hazardous substance responses will include City, County, Regional, and State Fire and Law Enforcement Agencies, the ICS organizations in this section will include both terms.

The organizations have been modified in this section to reflect that under OPA 90 regulations, the RP who has had the release is mandated to follow an approved Facility Response Plan (FRP) or Vessel Response Plan (VRP), to provide a spill management team for managing the release, and to become a member of the UC.

The Coast Guard's current draft regulations for enacting OPA 90 requirements for hazardous substances mandates that an RP spill management team must have, in addition to the normal ICS positions, certain technical specialists. The organizations shown in this chapter reflect those additional specialty positions.

The Hazardous Substance/Materials organization module is designed to provide an organization structure that will provide necessary supervision and control for the essential functions required at virtually all Hazardous Substance/Materials incidents. This is based on the premise that controlling the tactical operations of companies and movement of personnel and equipment will provide a greater degree of safety and also reduce the probability of spreading of contaminants. The Hazardous Substance/Materials Group Supervisor will direct the primary functions, and all resources that have a direct involvement with hazardous materials will be supervised by one of the functional leaders, the Hazardous Substances/Materials Group Supervisor, or when activated the Hazardous Substances/Materials Branch Director.

Since the Logistics Section and Finance Sections, if formed during a hazardous substance response, will reflect the same functional requirements as in the generic ICS organization, they have not been included in the organizational charts for this chapter.

UNIFIED COMMAND

A hazardous substances/materials release may bring together a greater number and a wider variety of agencies than any other single incident the Coast Guard may face. It is assumed that all hazardous materials incidents will be managed under UC principles because in virtually all cases, fire, law enforcement, and public health agencies will have some statutory functional responsibility for IC and Control and mitigation.

Depending on incident factors, several other agencies will respond to a hazardous materials incident. The best method of ensuring effective information flow and coordination between the responding agencies at the scene of a multi-agency incident is to establish an ICP and the use of a UC. Each key response agency should provide a representative to remain at the ICP who will have authority to speak for and commit agency resources. The Assisting Agencies Section of this document lists some of the typical functional responsibilities of law enforcement and health agencies.

HAZARDOUS SUBSTANCE/HAZMAT RELEASE SCENARIO AND MODULAR ORGANIZATION DEVELOPEMENT

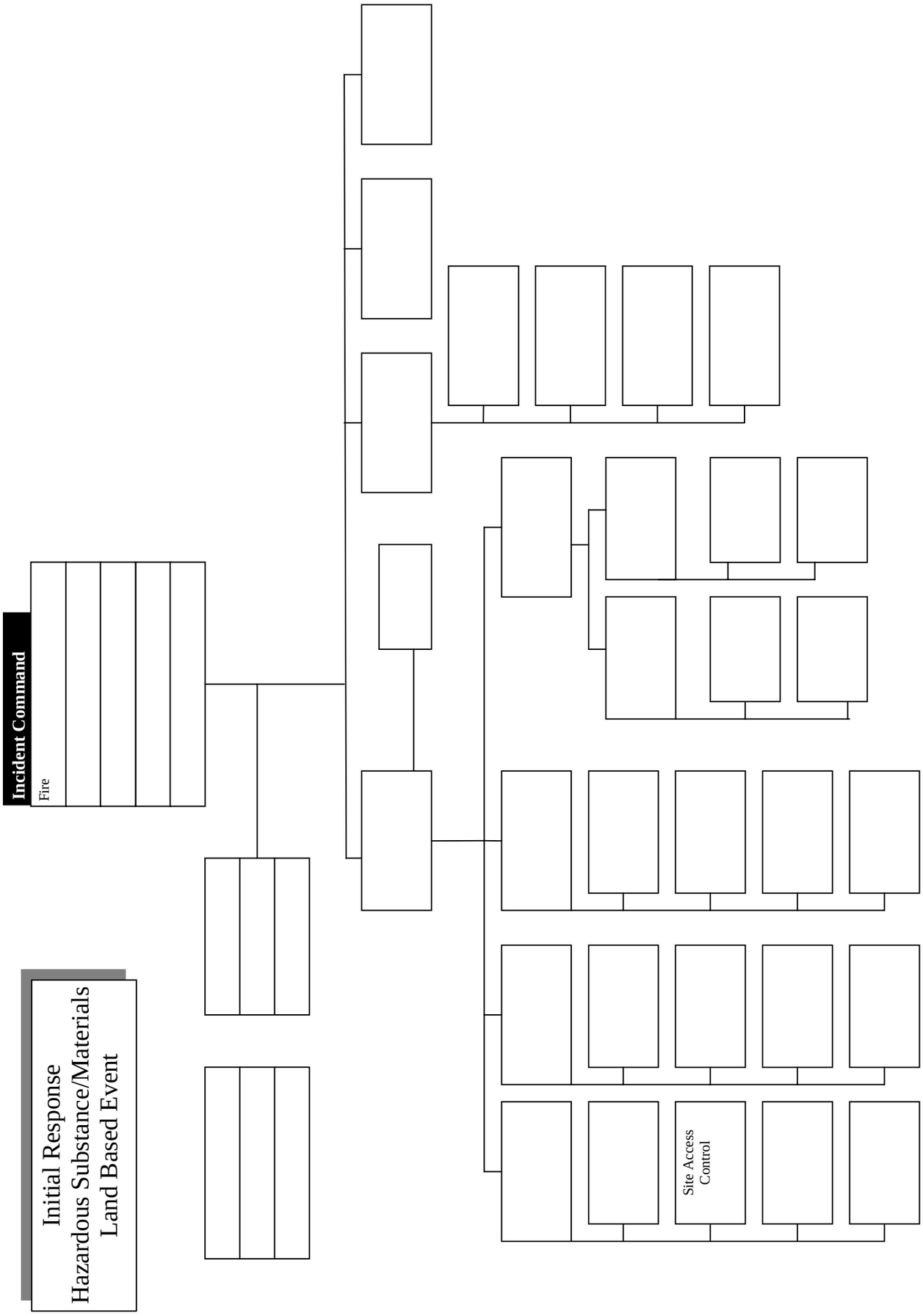
MODULAR DEVELOPMENT FOR A LAND BASED TYPE EVENT - A series of examples of modular development are included to illustrate one method of expanding the incident organization.

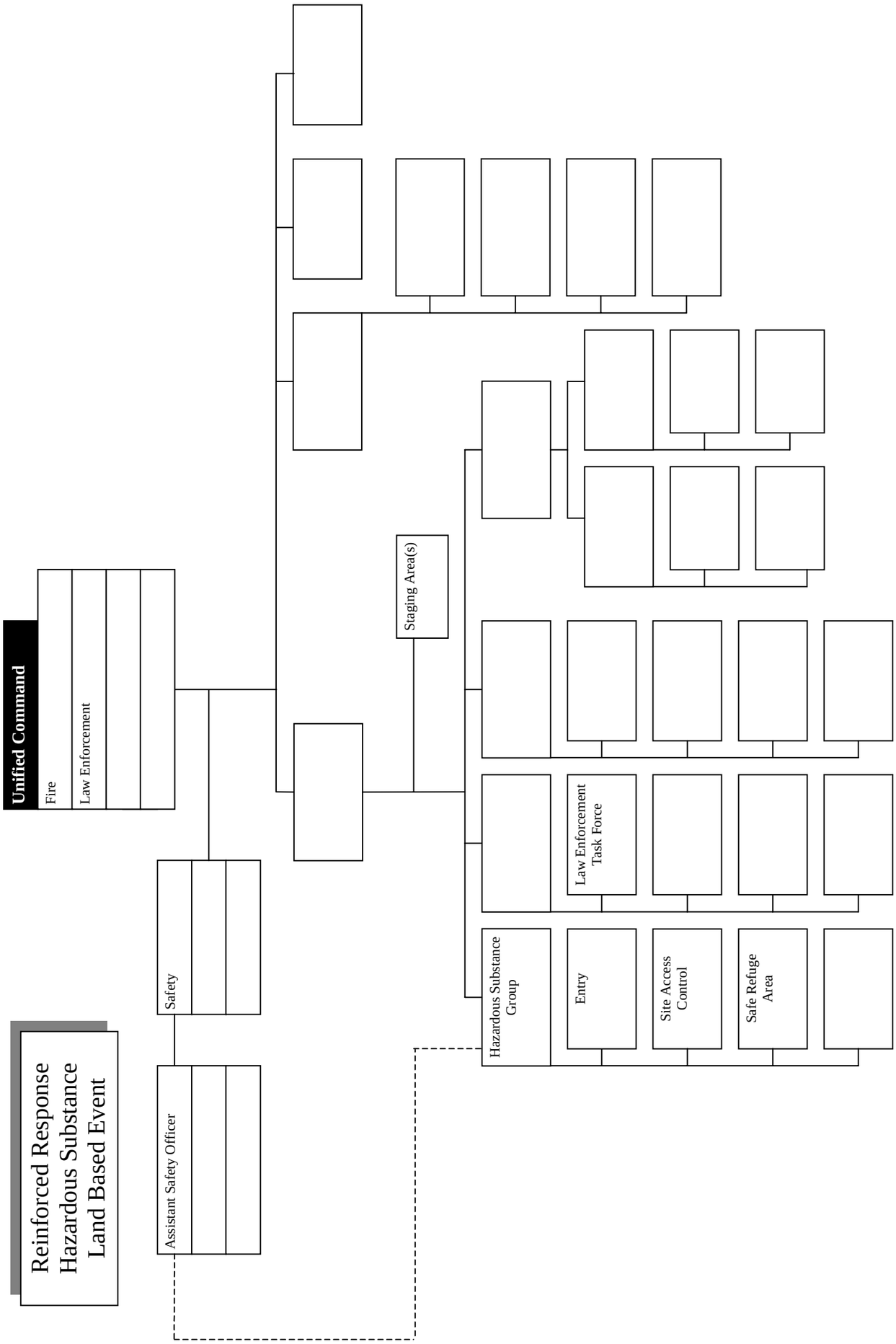
INITIAL RESPONSE ORGANIZATION (LAND BASED TYPE EVENT) - The ICs will handle all Command and General Staff responsibilities and manage initial response resources. See Page 16-8 for an example of an Initial Response Organization.

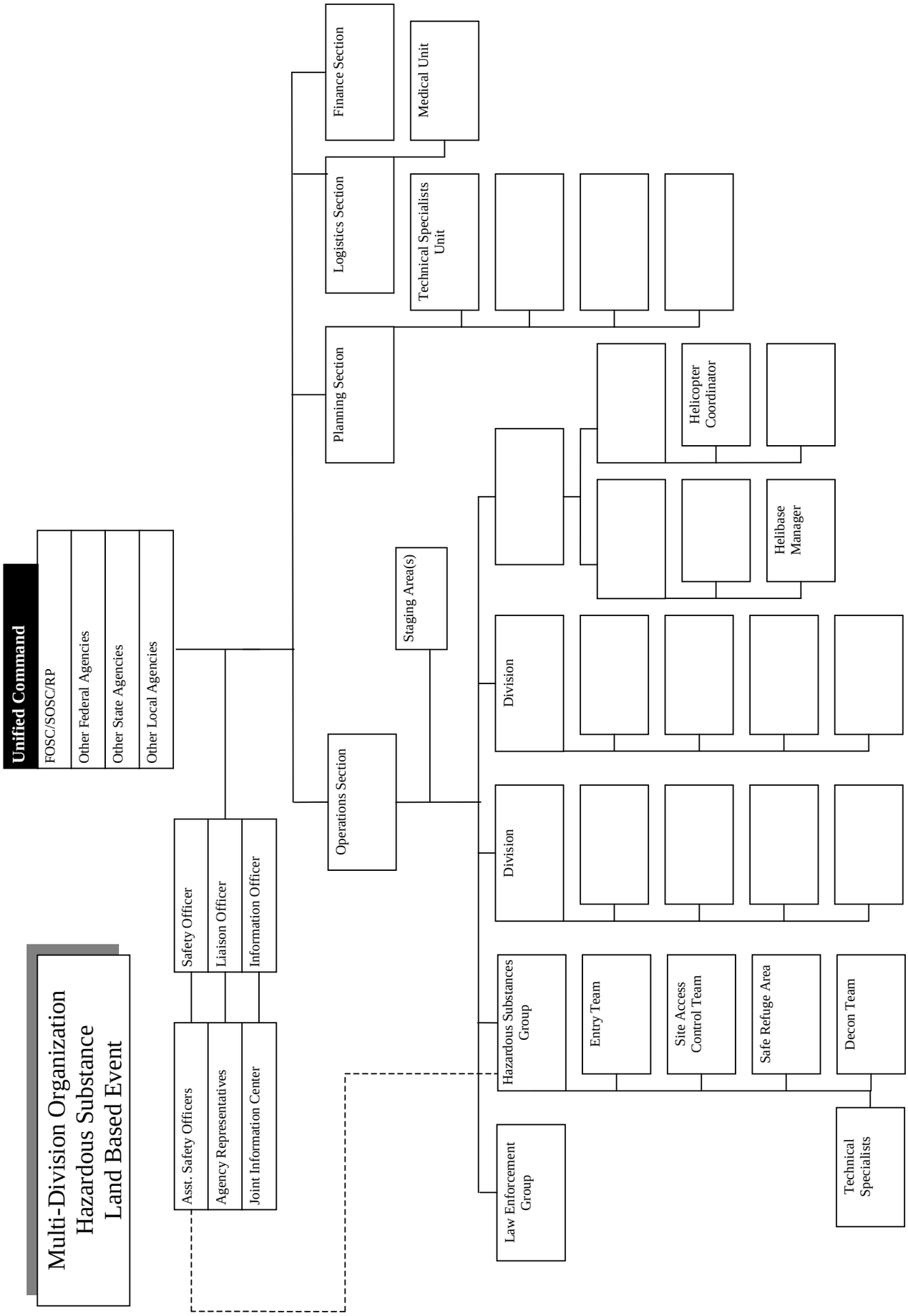
REINFORCED RESPONSE ORGANIZATION (LAND BASED TYPE EVENT) - (3 to 154 fire and/or law enforcement units). The two ICs have met and have established a UC. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized Law Enforcement Units into a Task Force to isolate the Operational Area. The ICs have decided to establish a Planning Section, a Staging Area, and a SO. See Page 16-9 for an example of a Reinforced Response Organization.

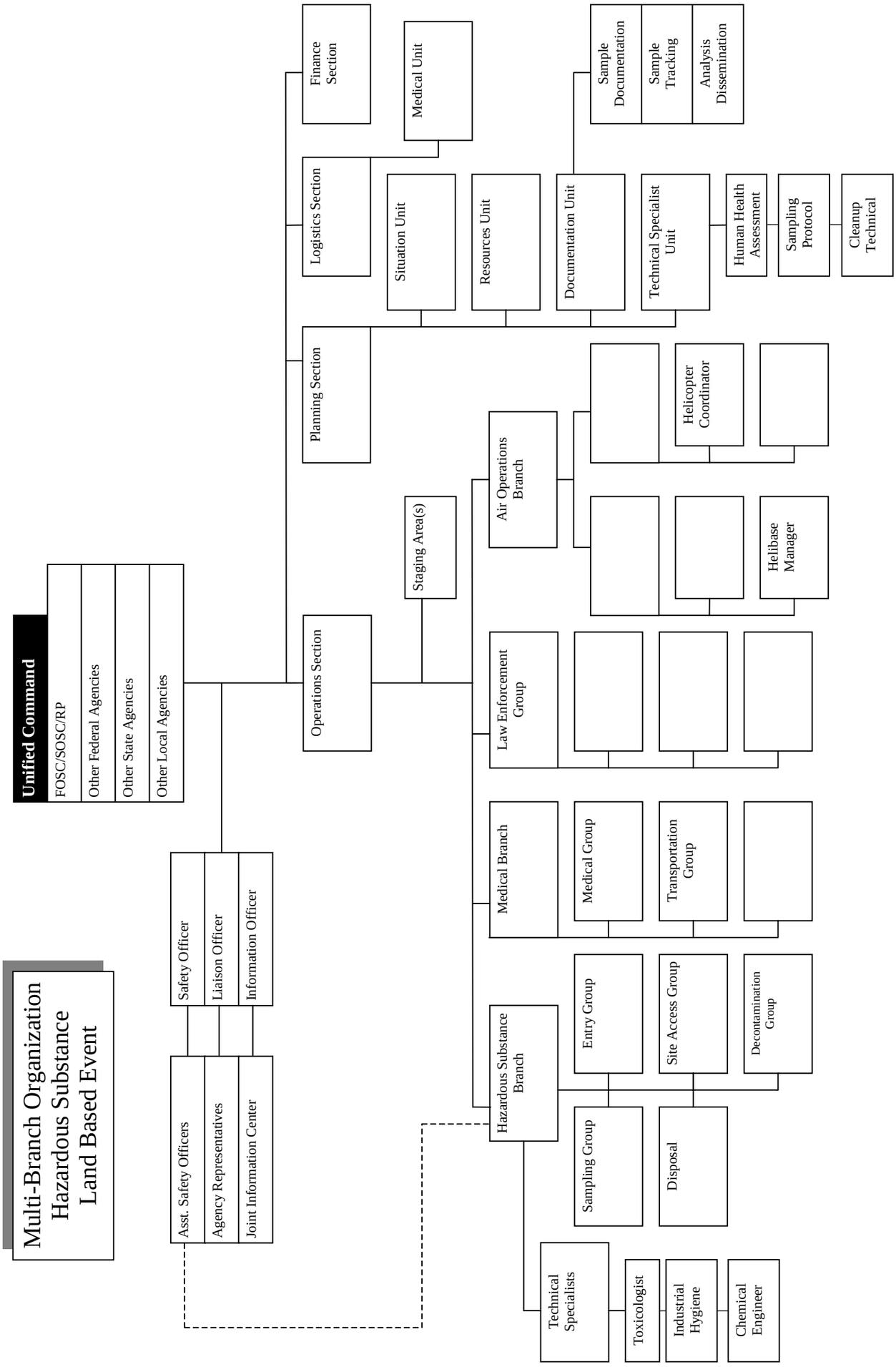
MULTI-DIVISION/GROUP ORGANIZATION (LAND BASED TYPE EVENT) - The UC has activated most Command and General Staff positions and has established a combination of Divisions and Groups. See Page 16-10 for an example of a Multi-Division/Group Organization

MULTI BRANCH ORGANIZATION FOR A LAND BASED TYPE EVENT - The UC has activated all Command and General Staff positions and has established four branches in the OPS. See Page 16-11 for an example of a Multi-Branch Organization.


Incident Command
Fire
Initial Response
Hazardous Substance/Materials
Land Based Event
Site Access
Control


Reinforced Response
Hazardous Substance
Land Based Event
Unified Command
Fire
Law Enforcement
Safety
Assistant Safety Officer
Staging Area(s)
Hazardous Substance Group
Law Enforcement Task Force
Entry
Site Access Control
Safe Refuge Area


Multi-Division Organization
Hazardous Substance
Land Based Event
Unified Command
FOSC/SOSC/RP
Other Federal Agencies
Other State Agencies
Other Local Agencies
Safety Officer
Liaison Officer
Information Officer
Asst. Safety Officers
Agency Representatives
Joint Information Center
Operations Section
Staging Area(s)
Planning Section
Logistics Section
Finance Section
Medical Unit
Technical Specialists Unit
Helicopter Coordinator
Helibase Manager
Division
Division
Hazardous Substances Group
Entry Team
Site Access Control Team
Safe Refuge Area
Decon Team
Technical Specialists
Law Enforcement Group


Multi-Branch Organization
Hazardous Substance
Land Based Event
Unified Command
FOSC/SOSC/RP
Other Federal Agencies
Other State Agencies
Other Local Agencies
Asst. Safety Officers
Agency Representatives
Joint Information Center
Safety Officer
Liaison Officer
Information Officer
Finance Section
Logistics Section
Planning Section
Operations Section
Medical Unit
Situation Unit
Resources Unit
Documentation Unit
Technical Specialist Unit
Sample Documentation
Sample Tracking
Analysis Dissemination
Human Health Assessment
Sampling Protocol
Cleanup Technical
Staging Area(s)
Air Operations Branch
Helicopter Coordinator
Helibase Manager
Law Enforcement Group
Medical Branch
Medical Group
Transportation Group
Hazardous Substance Branch
Entry Group
Site Access Group
Decontamination Group
Sampling Group
Disposal
Technical Specialists
Toxicologist
Industrial Hygiene
Chemical Engineer

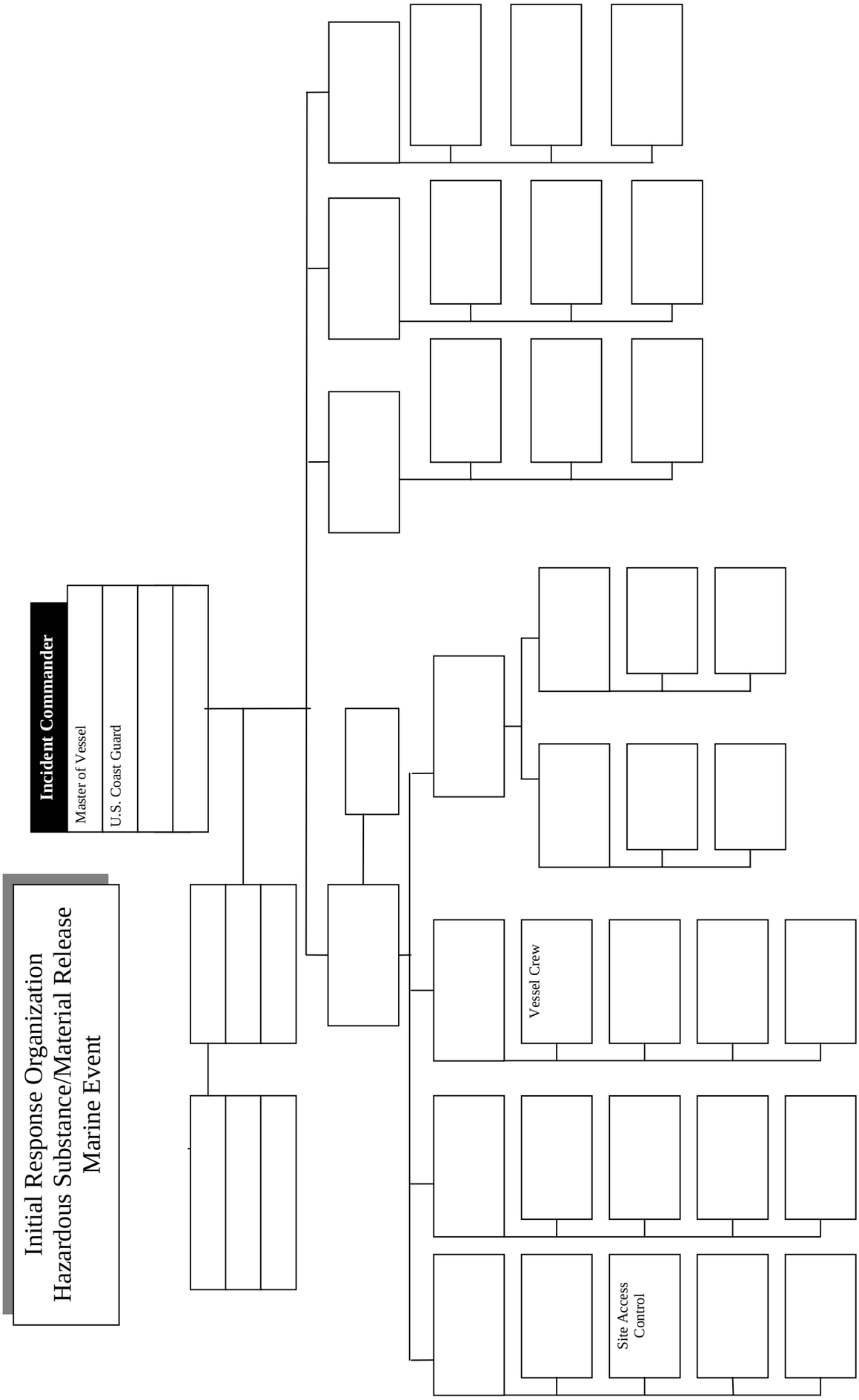
MODULAR DEVELOPMENT (MARINE TYPE EVENT) - A series of examples of modular development are included to illustrate one method of expanding the incident organization.

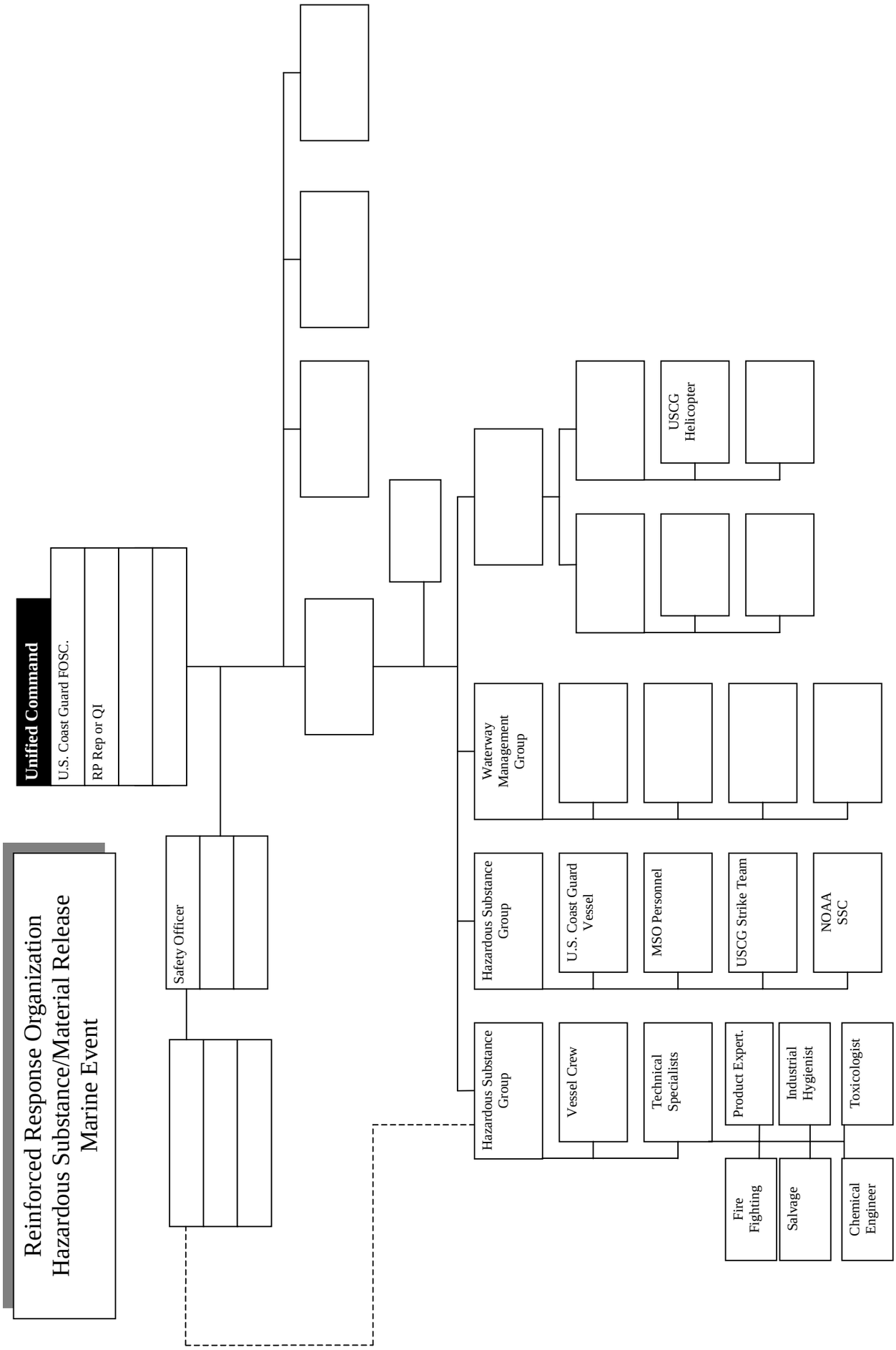
INITIAL RESPONSE ORGANIZATION (MARINE TYPE EVENT) - A vessel offshore suffers a casualty that releases a hazardous substance. The initial IC will be the vessel's master, and the ship's crew will carry out initial response activities. The Coast Guard will be involved from a notification perspective and will begin its their assessment of the situation based on information from the master. See Page 16-14 for an example of an Initial Response Organization.

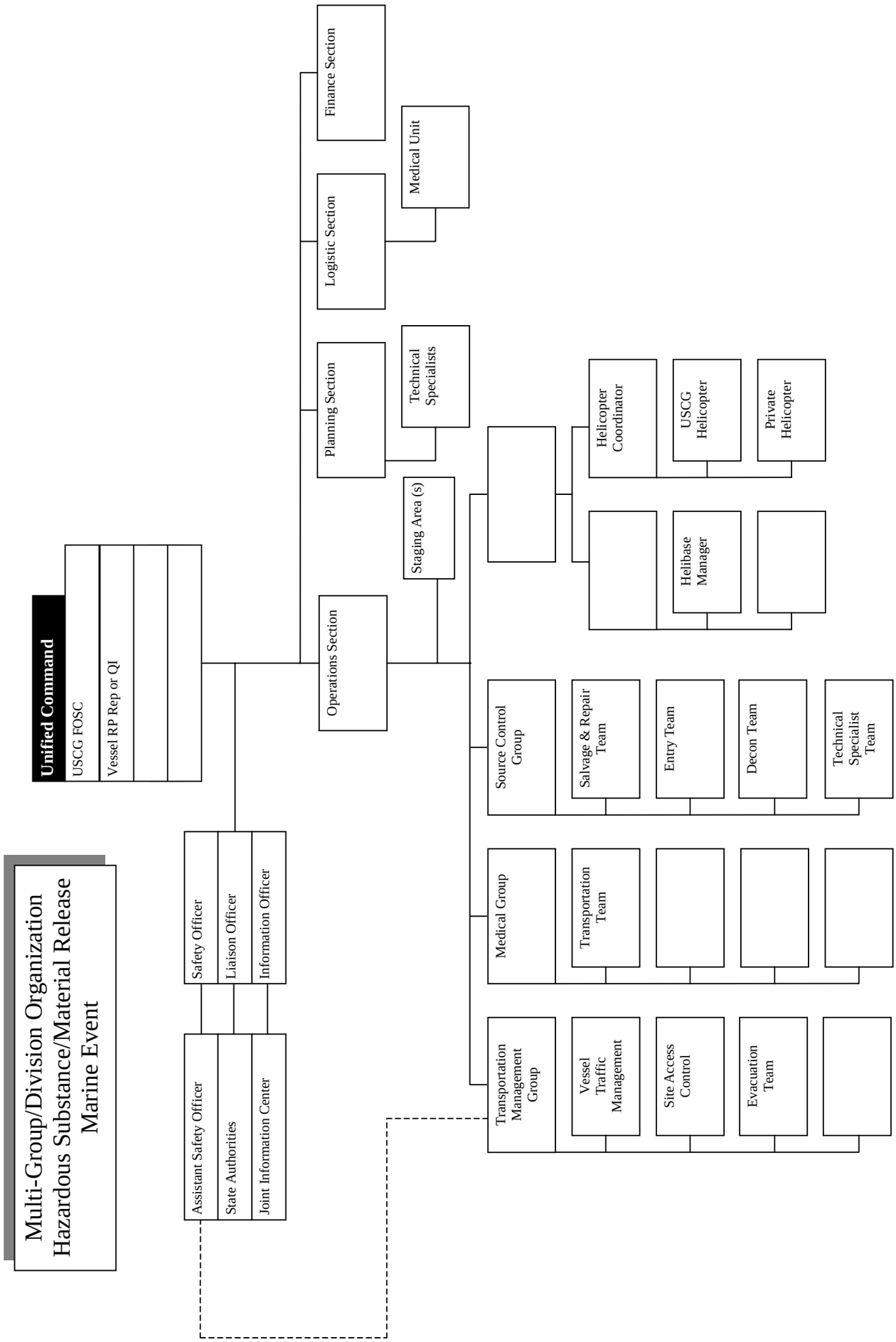
REINFORCED RESPONSE ORGANIZATION (MARINE TYPE EVENT) - The FOSC and the vessel's QI/owner representative have met and have established a UC. They have established two Hazardous Materials Groups to fully assess the situation and plan a response. See Page 16-15 for an example of a Reinforced Response Organization.

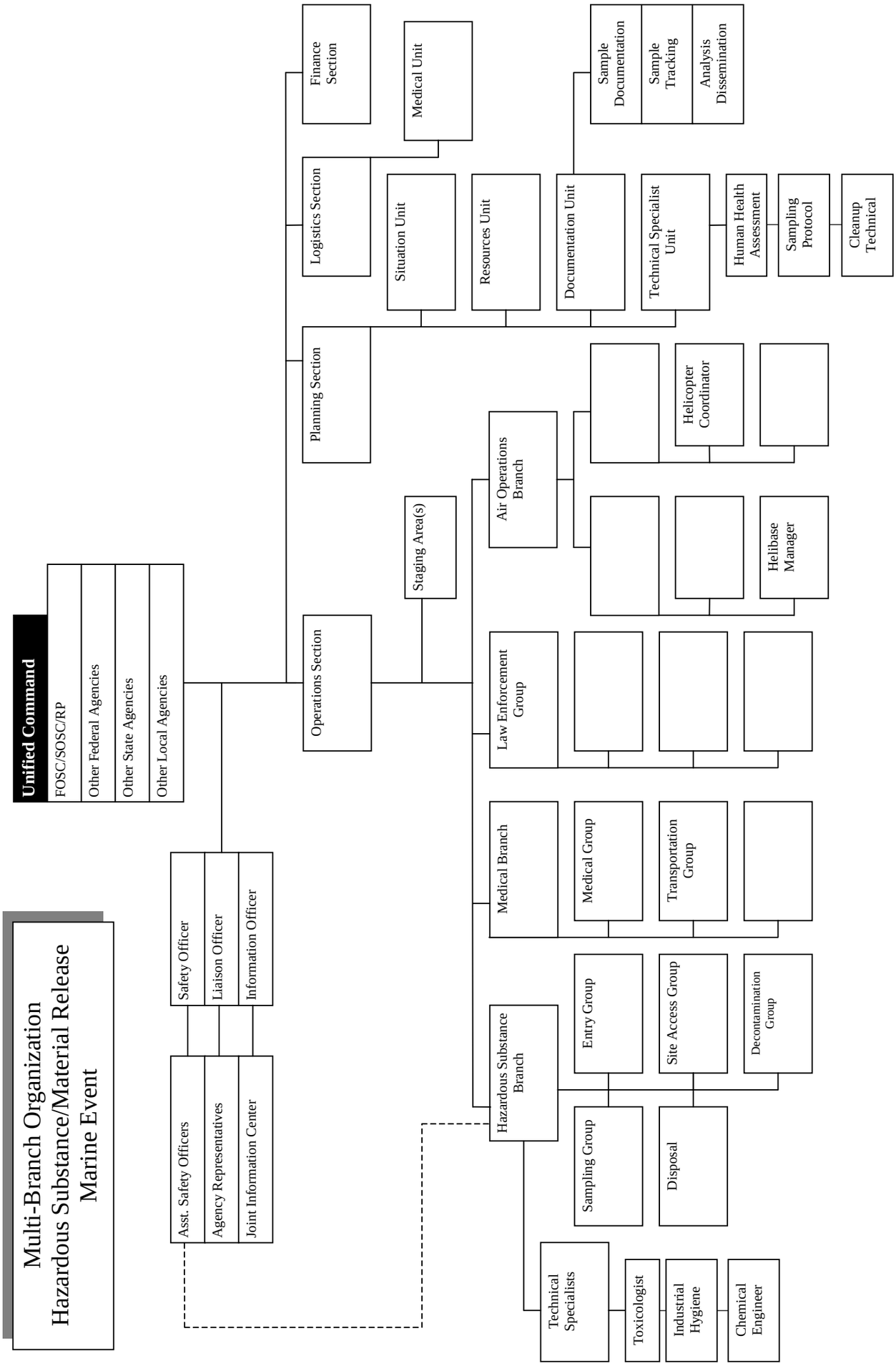
MULTI-DIVISION/GROUP ORGANIZATION (MARINE TYPE EVENT) - The UC has activated most Command and General Staff positions and has molded the RP and government resources into a combination of Groups tasked with assessing and responding to the incident. See Page 16-16 for an example of a Multi-Division/Group Organization.

MULTI BRANCH ORGANIZATION (MARINE TYPE EVENT) - The UC has activated all Command and General Staff positions and has established four branches within the OPS. Since the event may require action to bring the vessel into port for offloading, firefighting, or salvage and repair, the UC includes state and city representation. See Page 16-17 for an example of a Multi-Branch Organization.


Initial Response Organization
Hazardous Substance/Material Release
Marine Event
Incident Commander
Master of Vessel
U.S. Coast Guard
Vessel Crew
Site Access
Control


Reinforced Response Organization
Hazardous Substance/Material Release
Marine Event
Unified Command
U.S. Coast Guard FOSC.
RP Rep or QI
Safety Officer
Waterway Management Group
USCG Helicopter
Hazardous Substance Group
U.S. Coast Guard Vessel
MSO Personnel
USCG Strike Team
NOAA SSC
Hazardous Substance Group
Vessel Crew
Technical Specialists
Product Expert.
Industrial Hygienist
Toxicologist
Fire Fighting
Salvage
Chemical Engineer


Multi-Group/Division Organization
Hazardous Substance/Material Release
Marine Event
Unified Command
USCG FOSC
Vessel RP Rep or QI
Safety Officer
Liaison Officer
Information Officer
Assistant Safety Officer
State Authorities
Joint Information Center
Operations Section
Planning Section
Logistic Section
Finance Section
Technical Specialists
Medical Unit
Staging Area (s)
Helicopter Coordinator
USCG Helicopter
Private Helicopter
Helibase Manager
Source Control Group
Salvage & Repair Team
Entry Team
Decon Team
Technical Specialist Team
Medical Group
Transportation Team
Transportation Management Group
Vessel Traffic Management
Site Access Control
Evacuation Team


Multi-Branch Organization
Hazardous Substance/Material Release
Marine Event
Unified Command
FOSC/SOSC/RP
Other Federal Agencies
Other State Agencies
Other Local Agencies
Asst. Safety Officers
Agency Representatives
Joint Information Center
Safety Officer
Liaison Officer
Information Officer
Operations Section
Staging Area(s)
Planning Section
Logistics Section
Finance Section
Medical Unit
Situation Unit
Resources Unit
Documentation Unit
Sample Documentation
Sample Tracking
Analysis Dissemination
Technical Specialist Unit
Human Health Assessment
Sampling Protocol
Cleanup Technical
Air Operations Branch
Helicopter Coordinator
Helibase Manager
Law Enforcement Group
Medical Branch
Medical Group
Transportation Group
Hazardous Substance Branch
Entry Group
Site Access Group
Decontamination Group
Sampling Group
Disposal
Technical Specialists
Toxicologist
Industrial Hygiene
Chemical Engineer

HAZARDOUS SUBSTANCE/HAZMAT RELEASE SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

Only those positions and tasks specific and unique to Hazardous Substance/Material Release response missions will be described in this section. Persons assigned to positions common and consistent with the NIIMS organization should refer to Chapter 6-12 of this IMH for their position/task description checklists.

INCIDENT COMMANDER and SAFETY OFFICER - In addition to the specific tasks assigned to the IC and SO on Page 7-1 and Page 7-6, respectively, the IC and SO for a hazardous substance incident will use the following guidance when preparing the Site Safety Plan:

- Assign site safety responsibility.
- Establish perimeter and restrict access.
- Characterize site hazards:
  Identity pollutant
  Obtain Material Safety Data Sheets
  Conduct air monitoring
  Identify physical and biological hazards i.e.: slips, trips, falls, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants and biological waste.
- Establish control zones:
  Exclusion zone
  Contamination reduction zone
  Support zone
- Assess training requirements:
  Check HAZWOPER cards
  Insure safety briefings

- Select personal protective equipment (PPE) Level A, B, C, or D.
- Establish decontamination stations.
- Establish Emergency Medical Plan
  Locate hospital, EMT(S) and first-aid stations; and List emergency numbers: fire, police, and ambulance.

ASSISTANT SAFETY OFFICER – HAZARDOUS MATERIALS - The Assistant Safety Officer coordinates with the Hazardous Substance/Material Group Supervisor (or Hazardous Materials Branch Director, (if activated). The Assistant Safety Officer Hazardous Substance/Material coordinates safety related activities directly relating to the Hazardous Substance/Material Group operations as mandated by 29 CFR Part 1910.120 and applicable State and local laws. The person in this position advises the Hazardous Substance/Material Group Supervisor (or Hazardous Substance/Material Branch Director) on all aspects of health and safety and has the authority to stop or prevent unsafe acts. In a multi-activity incident the Assistant Safety Officer Hazardous Substance/Material does not act as the Safety Officer for the overall incident. Assistant Site Safety Officer-Hazardous Substance/Material tasks include:

a. Review SO Responsibilities (Page 7-6).
b. Obtain a briefing from the Hazardous Substance/Material Group Supervisor.
c. Participate in the preparation and implementation of a Site Safety and Control Plan.

d. Advise the Hazardous Substance/Material Group Supervisor (or Hazardous Substance/Material Branch Director) of deviations from the Site Safety and Control Plan (ICS Form 208-HM) or any dangerous situations.
e. Alter, suspend, or terminate any activity that is judged to be unsafe.
f. Ensure the protection of the Hazardous Substance/Material Group personnel from physical, environmental, and chemical hazards/exposures.
g. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
h. Ensure that medical related records for the Hazardous Substance/Material Group personnel are maintained.
i. Maintain Unit/Activity Log (ICS Form 214).

FINANCE/ADMINISTRATION SECTION CHIEF - Refer to Page 11-2 for the Finance/Administration Section Chief position responsibilities. In addition, consult the NPFC user reference Guides (TOPS) and the FFARM Field Guide for guidance on hazardous material financial issues.

HAZARDOUS SUBSTANCE/MATERIAL GROUP SUPERVISOR - The Hazardous Substance/Material Group Supervisor is responsible for the implementation of the phases of the IAP dealing with the Hazardous Material Group operations. The Hazardous Substance/Material Group Supervisor is responsible for the assignment of resources within the Hazardous

Substance/Material Group, reporting on the progress of control operations and the status of resources within the Group. The Hazardous Substance/Material Group Supervisor directs the overall operations of the Hazardous Substance/Materials Group; Additional tasks include:

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
c. Evaluate and recommend public protection action options to the OPS or Branch Director (if activated).
d. Ensure that current weather data and future weather predictions are obtained.
e. Establish environmental monitoring of the hazard site for contaminants.
f. Ensure that a Site Safety and Control Plan (ICS Form 208-HM) is developed and implemented.
g. Conduct safety meetings with the Hazardous Substance/Material Group.
h. Participate, when requested, in the development of the IAP.
i. Ensure that recommended safe operational procedures are followed.
j. Ensure that the proper Personal Protective Equipment is selected and used.
k. Ensure that the appropriate agencies are notified through the Incident Commander.
l. Maintain Unit/Activity Log (ICS Form 214).

ENTRY LEADER - Reports to the Hazardous Substance/Material Group Supervisor. The Entry Leader is responsible for the overall entry operations of assigned personnel within the Exclusion Zone; Additional tasks include:.

a. Review Unit Leader Responsibilities (Page 2-2).
b. Supervise entry operations.
c. Recommend actions to mitigate the situation within the Exclusion Zone.
d. Carry out actions, as directed by the Hazardous Substance/Material Group Supervisor.
e. Maintain communications and coordinate operations with the Decontamination Leader.
f. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
g. Maintain communications and coordinate operations with the Technical Specialist Hazardous Substance/Material Reference.
h. Maintain control of the movement of people and equipment within the Exclusion Zone, including contaminated victims.
i. Direct rescue operations, as needed, in the Exclusion Zone
j. Maintain Unit/Activity Log (ICS Form 214).

DECONTAMINATION GROUP SUPERVISOR - The Decontamination Group Supervisor is responsible for the operations of the decontamination element and for providing decontamination, as required by the ICP; Additional tasks include:.

a. Review Division/Group Supervisor Responsibilities (Page 8-3).

b. Establish the Contamination Reduction Corridor(s).
c. Identify contaminated people and equipment.
d. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
e. Maintain control of movement of people and equipment within the Contamination Reduction Zone.
f. Maintain communications and coordinate operations with the Entry Leader.
g. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
h. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
i. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
j. Maintain Unit/Activity Log (ICS Form 214).

SITE ACCESS CONTROL LEADER - The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained.

a. Review Unit Leader Responsibilities (Page 2-2).
b. Organize and supervise assigned personnel to control access to the hazard site.

c. Oversee the placement of the Exclusion Control Line and the Contamination Control Line.
d. Ensure that appropriate action is taken to prevent the spread of contamination.
e. Establish the Safe Refuge Area within the Contamination Reduction Zone. Appoint a Safe Refuge Area Manager (as needed).
f. Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
g. Track the movement of persons passing through the Contamination Control Line to ensure that long-term observations are provided.
h. Coordinate with the Medical Group for proper separation and tracking of potentially contaminated individuals needing medical attention.
i. Maintain observations of any changes in climatic conditions or other circumstances external to the hazard site.
j. Maintain communications and coordinate operations with the Entry Leader.
k. Maintain communications and coordinate operations with the Decontamination Leader.
l. Maintain Unit/Activity Log (ICS Form 214).

SAFE REFUGE AREA MANAGER - The Safe Refuge Area Manager reports to the Site Access Control Leader and coordinates with the Decontamination Leader and the Entry Leader. The Safe Refuge Area Manager is responsible for evaluating and prioritizing victims for treatment, collecting information from the

victims, and preventing the spread of contamination by these victims. If there is a need for the Safe Refuge Area Manager to enter the Contamination Reduction Zone in order to fulfill assigned responsibilities then the appropriate PPE shall be worn.

a. Maintain Common Responsibilities (Page 2-1).
b. Establish the Safe Refuge Area within the Contamination Reduction Zone adjacent to the Contamination Reduction Corridor and the Exclusion Control Line.
c. Monitor the hazardous substance/materials release to ensure that the Safe Refuge Area is not subject to exposure.
d. Assist the Site Access Control Leader by ensuring the victims are evaluated for contamination.
e. Manage the Safe Refuge Area for the holding and evaluation of victims who may have information about the incident, or if they are suspected of having contamination.
f. Maintain communications with the Entry Leader to coordinate the movement of victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
g. Maintain communications with the Decontamination Leader to coordinate the movement of victims from the Safe Refuge Area into the Contamination Reduction Corridor, if needed.
h. Maintain Unit/Activity Log (ICS Form 214).

SAMPLING GROUP SUPERVISOR - The Sampling Group is assigned to the Operations Section because of the immediate communication and coordination they must have with the other field groups. The Field

Sampling Group will normally include an Air Monitoring Team, Water Sampling Team, and a Soil Sampling Team. They will normally be responsible for perimeter monitoring and sampling, and will either coordinate sampling within the hot zone and warm zones with the Entry Group, or if properly trained and outfitted with PPE, they may take samples within the hot/warm zones themselves. They will be responsible for:

- Conducting all sampling required for immediate operation activity and communicating sampling data, such as results of routine air monitoring to on-site operational and safety personnel.
- Conducting air, water, and soil sampling as directed by the regulatory agencies and other interested parties through the Sampling Protocol Team.
- Ensuring that all samples are obtained following appropriate sample protocol and other special instructions they may obtain.
- Ensuring that all samples taken are properly documented and following the chain of custody procedures.
- Ensuring that the samples are properly transferred to the Sample Documentation and Tracking Teams for proper documentation, analysis, and final dissemination.

SCIENTIFIC SUPPORT COORDINATOR SPECIALIST - The Scientific Support Coordinator (SSC) is a technical specialist and is defined in the NCP as the principal advisor to the FOSC for scientific issues. The SSC is responsible for providing expertise on chemical hazards, field observations, trajectory analysis, resources at risk, environmental trade-offs of countermeasures and cleanup methods, and

information management. The SSC is also charged with gaining consensus on scientific issues affecting the response, but also ensuring that differing opinions within the scientific community are communicated to the IC. Additionally, the SSC is responsible for providing data on weather, tides, and currents, and other applicable environmental conditions. The SSC can serve as the Environmental Unit Leader.

a. Review Common Responsibilities (Page 2-1).
b. Attend planning meetings
c. Determine resource needs.
d. Provide overflight maps and trajectory analysis to the Situation Unit.
e. Provide weather, tidal and current information.
f. Obtain consensus on scientific issues affecting the response.
g. Develop a prioritized list of the resources at risk.
h. Provide information on chemical hazards.
i. Evaluate environmental tradeoffs of countermeasures and cleanup methods, and response endpoints.
j. Maintain Unit/Activity Log (ICS Form 214)

TECHNICAL SPECIALIST GROUP SUPERVISOR - There are a number of specialist positions that will be required for hazardous substance response operations. Because of their field locations and requirement for close coordination with the Operations Section Field Personnel, they are assigned to the Technical Group. The Technical Specialist Group Supervisor is responsible for coordinating the activities of these various specialists and ensuring that their services and information are made available to the appropriate field and command post activities. The Technical Group Supervisor will:

a. Review the Division/Group Supervisor responsibilities (Page 8-3).
b. Will oversee the activities of the following identified specialists.

TECHNICAL SPECIALIST-HAZARDOUS SUBSTANCE/MATERIALS REFERENCE - This position provides technical information and assistance to the Hazardous Substances/Material Group using various reference sources such as computer databases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist Hazardous Substances/Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials.

a. Review Common Responsibilities (Page 2-1).
b. Obtain a briefing from the PSC.
c. Provide technical support to the Hazardous Substance/Materials Group Supervisor.
d. Maintain communications and coordinate operations with the Entry Leader.
e. Provide and interpret environmental monitoring information.
f. Provide analysis of hazardous material samples. Determine PPE compatibility to hazardous material.
g. Provide technical information of the incident for documentation.
h. Provide technical information management with public and private agencies (i.e.; Poison Control Center, Toxicology Center, CHEMTREC, State Department of Food and Agriculture, National Response Team).
i. Assist the Planning Section with projecting the

potential environmental effects of the release.

j. Maintain Unit/Activity Log (ICS Form 214).

TOXICOLOGIST – The Toxicologist Specialist is a trained, certified professional that can determine the toxic effects of the released hazardous substance on responders, the public, and the environment. This position is required by regulation for Coast Guard approved FRP and VRP and will be on-scene on behalf of the RP.

INDUSTRIAL HYGIENIST – An Industrial Hygienist Specialist is a trained and certified professional that can determine appropriate protective measures to be taken by responders to ensure the workers health and safety during the response. This position is required by regulation for Coast Guard approved FRP and VRP and will be on-scene on behalf of the RP.

CHEMICAL ENGINEER – A Chemical Engineer is a trained and licensed profressional that is knowledgeable in the development and application of manufacturing processes in which materials undergo changes in properties and that deals especially with the design and operation of plants and equipment to perform such work.

PRODUCT EXPERT – The Product Expert is a trained professional that is knowledgeable about the specific hazardous substance product that is released, and in particular the chemical changes that may occur when it is released into the environment, such as water, air, etc.

MARINE CHEMIST – A Marine Chemist Specialist is a trained professional, usually a chemist or industrial hygienist certified for declaring confined spaces as gas free for entry.

ASSISTING AGENCIES

LAW ENFORCEMENT – The local law enforcement agency will respond to most Hazardous Substance/Material incidents. Depending on incident factors, law enforcement may be a partner in UC or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

- Isolate the incident area.
- Manage crowd control.
- Manage traffic control.
- Manage public protective action.
- Provide scene management for on-highway incidents.
- Manage criminal investigations.

ENVIRONMENTAL HEALTH AGENCIES – In most cases the local or State environmental health agency will be at the scene as a partner in UC. Some functional responsibilities that may be handled by environmental health agencies are:

- Determine the identity and nature of the Hazardous Substances/Materials.
- Establish the criteria for clean up and disposal of the Hazardous Substances/Materials.
- Declare the site safe for re-entry by the public.

- Provide the medical history of exposed individuals.
- Monitor the environment.
- Supervise the clean up of the site.
- Enforce various laws and acts.
- Determine legal responsibility.
- Provide technical advice.
- Approve funding for the clean up, if required.

TECHNICAL SPECIALISTS

SAMPLING PROTOCOL TEAM - During a significant hazardous substance/Material release incident, there will be numerous requirements for sampling under the ICS UC umbrella. Unless control is taken immediately, there is the possibility for each entity with regulatory or legal interest to begin a sampling regimen independent of each other. The Sampling Protocol team under the Planning Section would be responsible for:

- Determining the overall sampling protocol for the incident.
- Coordinating within the interested parties what analysis is required for overall samples.
- Coordinating procedures for split samples between all parties.
- Providing special instructions to the field sampling teams operating under the OPS.
- Coordinate with appropriate agencies and the RP, and determine independent laboratories to be used for analysis, and coordinating the contracting of their services with the Logistics Section and Finance Section.
- Providing specific special instructions to the laboratories for analytical work.

SAMPLE DOCUMENTATION TEAM - During a significant hazardous substance/Material release incident there is the potential for thousands of samples to be taken and analyzed. The Sample Documentation Team will be assigned to the Documentation Unit Leader and will assist that unit with ensuring that sample analyses are maintained as part of the historical record.

SAMPLE TRACKING TEAM – As indicated above for sample documentation, there is the possibility of thousands of samples to be taken for analysis during a significant hazardous substance release incident. The Sample Tracking Team will be responsible for:

- Ensuring that all samples are collected from Field Sampling Teams.
- Coordinate preferred turn around times for specific samples being analyzed.
- Ensuring that proper chain of custody documents are prepared and logged for all samples.
- Assign control numbers to all samples.
- Ensure samples are properly transferred to the appropriate laboratory, and documented.
- Track samples to ensure that sample analysis are completed according to requested schedule, and determine reasons for delays.

SAMPLE DISSEMINATION TEAM – During a significant Hazardous Substance release there are many occasions when several parties will need the information obtained from a sample analysis. It will be the responsibility of this team to ensure that all parties with a legitimate need for a copy of an analysis obtains

it as soon as the information is available. They will coordinate this activity with the Sample Documentation Team and the Sample Tracking Team to ensure that the original analysis document is retained in the Documentation Section for the historical event file.

HUMAN HEALTH ASSESSMENT TEAM – The effects of the release on human health will be a primary concern during the incident. The Human Health Assessment Team will be responsible for:

- Coordinating activities involving the release to determine the risk to humans, including acute and chronic public health threats, and to advise the UC on their findings.
- They will coordinate and provide advice to city/county and state health agencies having responsibility for human and public health.

CLEANUP TECHNICAL TEAM – During the emergency phase of the release incident, the primary goal for the operation will be to secure the source of the release, and to minimize effects of the release on the public and environment. These efforts will usually involve firefighting, plugging and patching tanks, evacuation of threatened persons, search and rescue, etc. However, it is important that while these efforts are in progress, work begins on determining appropriate cleanup methods for the effected areas. This team will:

- Research the state of the art approaches for mitigating the hazardous substance product released.
- Determine the most reasonable and economical approach for remediating the effects of the release.
- Determine the most qualified and reasonable

contractor(s) for accomplishing the remediation work, and coordinate obtaining their services with the Logistics and Finance Sections.

- Develop a Remediation Plan for approval by the UC.
- Review information obtained throughout the emergency phase, and modify the remediation plan as required so it is up to date at the time of implementation.

CHAPTER 17

TERRORISM

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CHAPTER 17

TERRORISM INCIDENT

INTRODUCTION

A nuclear, biological, or chemical Weapon of Mass Destruction (WMD) type terrorist incident is inherently a hazardous substance incident. As such it should be responded to under the National Response System (NRS). As applicable, consult Chapter 16 (Hazardous Substances/Materials) and Chapter 19 (Multi-Casualty Branch) of this Incident Management Handbook (IMH) regarding establishment and use of the Incident Command System when a terrorist incident precipitates a hazardous materials release and/or mass casualty.

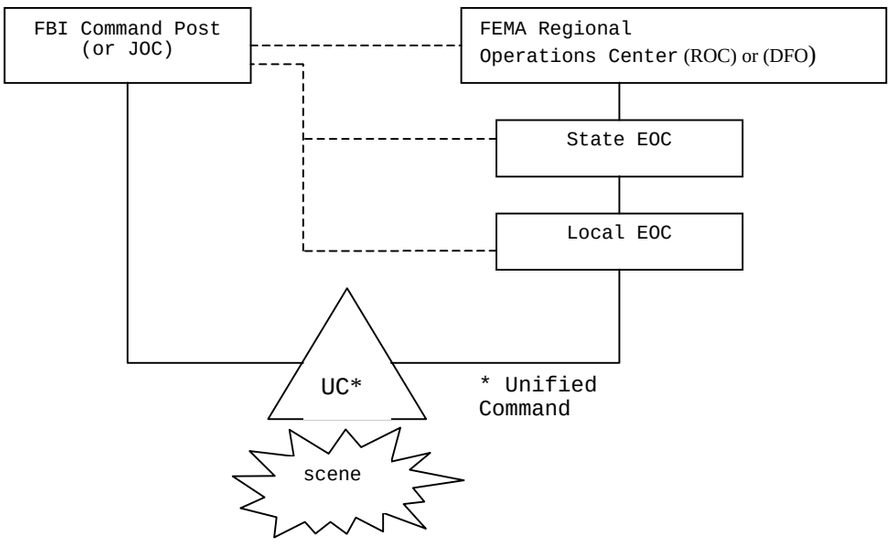
The UC responding to an incident where terrorism is involved have to be acutely aware of the unique nature of the Federal Government's response mechanism for these type of incidents. The UC may find themselves working for the Federal Bureau of Investigation (FBI) and/or the FEMA. The FBI is the Lead Federal Agency responsible for "Crisis Management" and FEMA is the Lead Federal Agency responsible for "Consequence Management".

“Crisis Management” refers to measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat of terrorism. Crisis Management is predominately a law enforcement response. “Consequence Management” refers to measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequence of terrorism. Consequence Management is usually a multifunction response coordinated by FEMA, at the Federal level, in conjunction with and support of the State and local government’s emergency response and recovery efforts.

It is FEMA’s policy to use the Federal Response Plan (FRP) structures to coordinate all Federal assistance to State and local governments for consequence management activities. Consult the FRP’s Terrorism Incident Annex dated April 1999 for further guidance.

If an incident occurs without warning that produces major consequence and appears to be caused by an act of terrorism, then FEMA and the FBI will initiate consequence management and crisis management actions concurrently. If the President directs FEMA to implement a Federal consequence management response, then FEMA will support the FBI as required and will lead a concurrent Federal consequence management response.

For the UC the reporting relationships during a WMD terrorist incident would look like the following:



Although the FBI may utilize a management organization different from NIIMS ICS, the Coast Guard Incident Commander may well carry out their response operations using the standard ICS organization. However, Coast Guard Incident Commanders should be prepared to work in a management system other than ICS and adjust their organization accordingly.

RESPONDING TO A WEAPONS OF MASS DESTRUCTION (WMD) INCIDENT

A nuclear, biological, or chemical WMD type terrorist incident is inherently a hazardous substance incident. As such it should be responded to under the NRS. As applicable, consult Chapter 16 (Hazardous Substances/Materials), Chapter 17 (Terrorism Incident) and Chapter 19 (Multi-Casualty Branch) of the Incident Management Handbook (IMH) regarding establishment and use of the Incident Command System when a terrorist incident precipitates a hazardous materials release and/or mass casualty.

With the exception of the U.S. Coast Guard National Strike Force (NSF), upon notification of WMD event, USCG policy is to stay clear of the contaminated area and to provide command, control and support only. NSF Strike Teams are the only units within the Coast Guard who are trained and have a mission to respond to chemical incidents for either Coast Guard or Environmental Protection Agency Federal On-Scene Coordinators. For personnel responding to WMD events, certain guidelines should be followed:

- Be aware of possible secondary devices, including explosive, radiological, chemical and biological. Be cognizant of surroundings, especially of containers, or packages that appear misplaced. A tactic terrorists use involves setting off a device designed to draw in first responders, then setting off a secondary device to maximize casualties.
- Ask qualified authorities, typically the FBI, if the area has been cleared of secondary devices.
- If the contaminant is determined to be biological, exercise extreme caution and avoid contact.
- Immediately initiate personal decontamination procedures if member feels she/he have been contaminated.
- Be aware of victims. Some victims become agitated and fearful. They may attempt to leave the hot zone and/or physically contact rescue personnel. Wear protection (i.e., gloves, etc.). Victims must be contained if risk of further contamination is to be prevented.
- Attempt to talk to victims. Inform them that help is on the way and try to keep them calm. Explain the procedures for decontamination (decon); what personnel will perform the decon, where will the decon take place, when will the

decon begin, and how will the decon proceed (i.e. mothers with children, etc.).

- Have all able victims move to a safe centralized location within the hot zone, away from the actual mishap site to reduce chances of further contamination.
- Again, be aware that in a WMD incident terrorists generally have a singular purpose and that is to cause fear, death and destruction. A defensive stance should always be maintained for a WMD incident.

TERRORISM INCIDENT SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

Only those ICS positions and tasks specific and unique to Terrorist Incident missions will be described in this section. Persons assigned the common positions consistent with the NIIMS organization should refer to Chapters Six through Eleven of this Manual for their position/task descriptions and checklists.

INCIDENT COMMANDER - Tasks specific to a Terrorist Incident are to:

a. Review Incident Commander responsibilities (Page 7-1).
   - Assesses the need for additional resources and assist in obtaining their help. Some of these resources are listed Section 3 of this chapter.

b. Ensure that the following have been established:
   - HAZMAT Group – which is responsible for deploying a reconnaissance team, produce sampling/identification, assisting with victim rescue, setting up decontamination for responders and developing a plan of action for containment and control of hazardous agents.
   - Medical Group – which is responsible for initiating victim rescue, patient decontamination, and emergency medical care for NBC victims.
   - Hospital Coordination – which establishes communication links with area hospitals, provides them with situation reports, and information on agent identification, and determines pharmacology needs.
   - Medical Information & Research – which begins

to research agent characteristics based upon victim signs and symptoms, victims' descriptions of agent, sample characteristics, and other information as it becomes available. Establishes communication with Poison Control Centers (ATSDR and CDC).

- Law Enforcement Group – which coordinates law enforcement agencies to establish incident security, establishes evidence collection and control, and obtains intelligence information.

c. Work to identify and address strategic and tactical issues.
d. Work with city and county mental health resources to assure that Critical Incident Stress Management services are provided to victims, their families, first responders, and the general public.
e. Coordinate with the County Medical Examiner/Coroner to establish appropriate forensic and mortuary services for deceased victims.
f. Assist the Safety Officer in establishing a site safety plan; implementing an accountability system; and establishing hot, warm, and cold zones if not already established.

INFORMATION OFFICER - Tasks specific to a terrorist incident are:

a. Review Information Officer Responsibilities Page 7-3).

DURING THE EVENT

a. Establish safe media conference areas distant from the Incident Command Post.
b. Determine what information is appropriate to release to avoid panic.
c. Promote optimum community response.
d. Develop information releases that support

response activities:

- Medical treatment sites that the victims can report to
- Transportation avenues and other areas that are closed off
- Immediate first aid measures that can be taken
- Location of shelter facilities where evacuated personnel have been moved to

AFTER THE EVENT

a. Release non-sensitive information.
b. Provide basic information regarding the event:
   - Where, what, why, how
   - Units responding
   - Number of casualties
c. Examples of types of information that should not be released.
   - Names of fatalities
   - Specific type/name of agent involved (until after incident is terminated)
   - Dispersal method(s) used
   - Specific law enforcement activities
   - Condition of victims

EVENT SITE BRANCH DIRECTOR - Tasks specific to terrorist incidents are:

a. Review Branch Director Responsibilities (Page 8-2).
b. Coordinate for site control around the vicinity where the event occurred.
c. Determine hazards presented by the event(monitoring/detection).
d. Establish a safe refuge and a casualty collection area.
e. Establish an emergency decontamination

capability.

f. Coordinate with Medical Unit for medical treatment and transport capability, including requesting county transit buses.
g. Coordinate with Safety Officer for a site safety and control plan.
h. Determine containment and control procedures to be used.
i. Coordinate with other agencies (investigative/evident gathering)

COMMUNITY IMPACT BRANCH DIRECTOR - Tasks specific to terrorist incidents are:

a. Review Branch Director Responsibilities (Page 8-2).
b. Coordinate for perimeter security and traffic control.
c. Determine hazards presented to the community through detection/monitoring.
d. Determine best protective actions to use:
   - Rescue
   - Shelter-in-place (SIP)
   - Evacuation
   - Red Cross
   - Establish shelters and notify American Red Cross
e. Establish emergency decontamination capability for off site personnel and public.
f. Establish a medical treatment and transport capability for off-site personnel and the public.
g. Coordinate with Safety Officer for site safety and control plan.
h. Coordinate with Information Officer to develop emergency broadcast messages to alert and update the community.
i. Determine re-entry procedures to be used

j. Coordination with other agencies and notify the County Health Officer

HAZARDOUS SUBSTANCE/MATERIALS GROUP - Tasks specific to terrorist incidents are:

a. Review the Division/Group Responsibilities (Page 8-3).
b. Review the Hazardous Substance/Materials Group tasks in Chapter 16 of this document.
c. Ensure the implementation of defensive mitigation practices when indicated.
d. Ensure that information regarding the agent(s) and patient symptoms are passed to the Medical Group.
e. Ensure patients are properly decontaminated.

MEDICAL GROUP - Tasks specific to terrorist incidents are:

a. Review Common Responsibilities (Page 2-1).
b. Review the Medical Group tasks in Chapter 19 of this document.
c. Direct medical care delivery to response personnel and incident victims.

HOSPITAL COORDINATION UNIT - The Medical Group usually performs these responsibilities and duties, but this unique unit is established to assist at terrorist incident responses. Their tasks are:

a. Review Unit Leader Responsibilities (Page 2-2).
b. Serve as liaison for local medical facilities receiving patients.
c. Ensure vital incident management information is communicated to each receiving hospital.
d. Provide the medical communities with the

needed patient care information for the agent(s) involved, in cooperation with the Technical Specialist-Medical Information & Research.

e. Implement a system of patient tracking in concert with the on-scene EMS personnel and facilities receiving patients.

f. When requested, serve as clinical consultants to the medical staff at each medical facility-receiving patients by providing advice on patient care, personnel safety, or facility protection, in cooperation with the Technical Specialist-Medical Information & Research.

TECHNICAL SPECIALIST-MEDICAL INFORMATION & RESEARCH - The Medical Group performs these responsibilities in collaboration with National Response Center (NRC), an emergency communication infrastructure designed to assist Coast Guard responses to incidents.

a. Identify needed research materials that will assure optimum access to the most current, complete, and accurate information available on nuclear, biological, or chemical (NBC) agents.

b. Perform the research needed to identify the agent(s) involved, physical characteristics, appropriate PPE, and information about possible signs and symptoms to be observed, treatments to be initiated, antidotes to be utilized, and possible long-term effects. This activity will be completed by assimilating information from the following sources:

- Technical Specialist-Reference & Resources in the Hazardous Substance Group

- FBI HAZMAT Response Unit
- Regional Poison Control Center
- CHEMTREC
- Department of Defense (DoD) (SBCCOM, CDRT, CBIRF)
- Center for Disease Control and Prevention (CDC)(ATSDR)
- Department of Energy/Radiation Emergency Assistance Center/Training Site
- DOE/REACTS Consultants

c. Communicate vital mitigation and clinical management information to the Medical Group including:
   - Needed patient care information for the agent(s) involved
   - Antidote needs of each facility and assist them in obtaining the needed items from the regional cache, government agencies, or vendors. Serve as clinical consultants to the medical staff at each facility receiving patients, by providing advice on patient care, personnel safety, or facility protection.

LAW ENFORCEMENT GROUP - Tasks specific to terrorist incidents are:

a. Review Division/Group Supervisor Responsibilities (Page 8-3).
b. Review Law Enforcement Group Tasks in Chapter Fourteen of this Manual.
c. Obtain pertinent law enforcement information in order to coordinate the operational response from the following:
   - FBI field office
   - Local law enforcement agencies

- State law enforcement/traffic agencies
- Local fire and rescue agencies, including HAZMAT teams
- Local Emergency Operations Centers.
- Pertinent NBC information discussed at intelligence sharing forums.
- Current national and international events involving terrorist group activities.
- intelligence from all sources.

d. Advise the IC of law enforcement related issues and latest intelligence information.
e. Be familiar with local law enforcement resources available (Bomb Squads, etc.).
f. Assist in obtaining needed resources from law enforcement operations.
g. Assure incident security issues are identified and addressed.
h. Verify the incident. Determine if a terrorist act has occurred.
i. Respond to the scene with sufficient personnel to address the incident.
j. Initiate appropriate callback of additional personnel as needed.
k. Establish a law enforcement command post (if possible co-located with the fire department or within the Command Post).
l. Establish inner and outer perimeters, based on the nature of the incident.
m. Provide security for the Command Post.
n. Verify the identification of the responding personnel.
o. Coordinate incident site evacuation.
p. Coordinate evacuation of surrounding areas as needed.
q. Coordinate traffic flow, especially ingress and egress of emergency/rescue

r. Provide evidence identification, collection and control, including:
   - Establish control and protection of the crime scene
   - Coordinate the collection/preservation of evidence with the FBI.
   - Mapping/photographing of all evidence locations.
   - Collection of non-contaminated evidence.
   - Coordination of collection, chain of custody, and safe storage of contaminated evidence with the Hazardous Substance/HAZMAT Group.
   - Provide secure storage for collected evidence.

s. Affect the arrest and transportation of the perpetrators when possible.

TECHNICAL SPECIALIST- MEDICAL (Planning Section)

The Medical Group usually performs these responsibilities and duties, but this unique position is established to assist at terrorist incident responses. This position (preferably filled by a physician) is responsible for:

a. Review Common Responsibilities (Page 2-1).
b. Review Medical Group tasks in Chapter 19 of this manual.
c. Serve as medical advisor to the Incident Commander and Operations Section Chief.
d. Develop and implement the medical action plan in conjunction with the Medical and Hazardous Substance/HAZMAT Groups.
e. Assure effective liaison with local EMS agencies and medical facilities.
f. Perform additional tasks and duties as

assigned during an incident.

MENTAL HEALTH COORDINATION - First responders will receive Critical Incident Stress Management services through departmental resources. Victims, their families, and the general community will receive Critical Incident Stress Management services through established sources, including the Airport Chaplains, American Red Cross Disaster Mental Health Services and County Mental Health Services.

CORONER COORDINATION - The City/County Medical Examiner/Coroner staff, according to the Mass Casualty Incident Plan, will process deceased victims once the FBI has released the scene. The City/County Examiner/Coroner will assist the law enforcement branch with collecting evidence from deceased victims upon request. Federal mortuary resources are also available, if requested.

TERRORISM INCIDENT TECHNICAL TEAMS

TECHNICAL TEAMS IN SUPPORT OF WMD INCIDENTS

Resources for a WMD incident response are similar to that of a chemical incident response. The ICS/UCS system should be followed and the State and local responders who normally respond to a chemical incident will also respond to a WMD incident. However, the FBI should be notified during a WMD event, and due to the extreme nature of a WMD incident, DOD resources may also be needed.

The FBI is the lead agency during the crisis management phase of WMD incident. If upon arriving on scene and USCG personnel suspect the incident to be WMD related, the FBI and NRC should be contacted through proper channels.

During the Consequence Management phase FEMA is the lead agency, there may be a need for DOD support. Any request for DOD support should be made through the Joint Task Force-Civil Service (JTF-CS). JTF-CS is located in Suffolk, VA and coordinates all military assistance to civilian agencies. Resources that may be requested through JTF-CS include the following technical teams:

CHEMICAL BIOLOGICAL INCIDENT RESPONSE FORCE (CBIRF) - CBIRF is an U.S. Marine Corps response unit located at Camp Lejune, NC. It provides a highly trained rapid response force capable of providing consequence management (threat identification, casualty extraction, personnel decontamination and medical

triage/treatment/stabilization) for terrorist initiated attacks in order to mitigate the effects of multiple/mass casualty incidents. It also maintains an information "reach back" capability that allows quick access to a cadre of WMD matter and response experts for consulting purposes.

U.S ARMY TECHNICAL ESCORT UNIT (TEU) - TEU provides a worldwide, quick response capability to conduct field sampling, identification and verification; monitoring, recovery, decontamination, escort and mitigation of hazards associated with WMD materials. The operational component of TEU is the Chemical-Biological Response Team (CBRT). CBRTs are available from Aberdeen Proving Ground, MD, Dugway Proving Ground, UT, and Pine Bluff Arsenal, AR.

ARMY MATERIAL COMMAND TREATY LABORATORY, SOLDIER BIOLOGICAL CHEMICAL COMMAND (SBCCOM) - Use of resources outside of the Coast Guard shall be Coordinated through the NRC. The NRC is a centralizing focal point for communication s with agencies like SBCCOM. The Army Material Command Treaty Laboratory provides an on-site analytical laboratory capability. The laboratory is capable of analyzing chemical surety materials, and foreign chemical warfare agents. The laboratory also maintains an analytical spectra database that provides the capability for analyzing other hazardous industrial chemicals. The laboratory is comprised of a series of transportable modules which contain analytical instruments such as flame photometric/mass selective detectors, fume hood, and all supporting equipment such as electrical generators for short term power

requirements. The laboratory is located at Aberdeen Proving Ground, MD.

WEAPONS OF MASS DESTRUCTION CIVIL SUPPORT TEAMS (WMD CST) - WMD CST is an Army National Guard WMD response unit. The mission of the WMD CST is to rapidly deploy to an incident to assess a suspected nuclear, biological, chemical or radiological incident in support of a local incident commander. When responding to a domestic support request, the WMD CST will remain under military control unless federalized. When federalized, JTF-CS may assume operation control of WMD CSTs.

CHAPTER 18

MARINE FIRE

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3.	Marine Fire Incident Scenario and Modular Organization Development	18-3
4.	Specific Marine Fire Incident ICS Positions and Task Descriptions	18-9
5.	Situations Requiring Special Attention	18-12

CHAPTER 18

MARINE FIRE INCIDENT

INTRODUCTION

The marine fire incident chapter is designed to provide an organization structure that will provide supervision and control for the essential functions required at marine fire incidents. The response and organizational structure to a marine fire can vary widely depending on the location of the vessel and proximity to fire fighting resources, capabilities of the municipal and industrial fire departments, type of vessel, and nature of the cargo and source of the fire.

UNIFIED COMMAND

A marine fire can bring together a variety of entities depending on the variables discussed above. Although the Coast Guard does not directly conduct fire fighting, it does have a major role in coordination and support. For this reason, a vessel fire would most likely be managed under UC. A marine fire could bring to the scene fire departments, law enforcement, public health, technical cargo experts, industrial fire departments, and private fire fighting and salvage experts. If pollution and hazardous materials were involved, the agencies and complexity would escalate dramatically.

CHAPTER 18

MARINE FIRE INCIDENT

MARINE FIRE INCIDENT SCENARIO AND MODULAR ORGANIZATION DEVELOPMENT

MODULAR DEVELOPMENT
A series of examples of modular development are included to illustrate methods of expanding the incident organization.

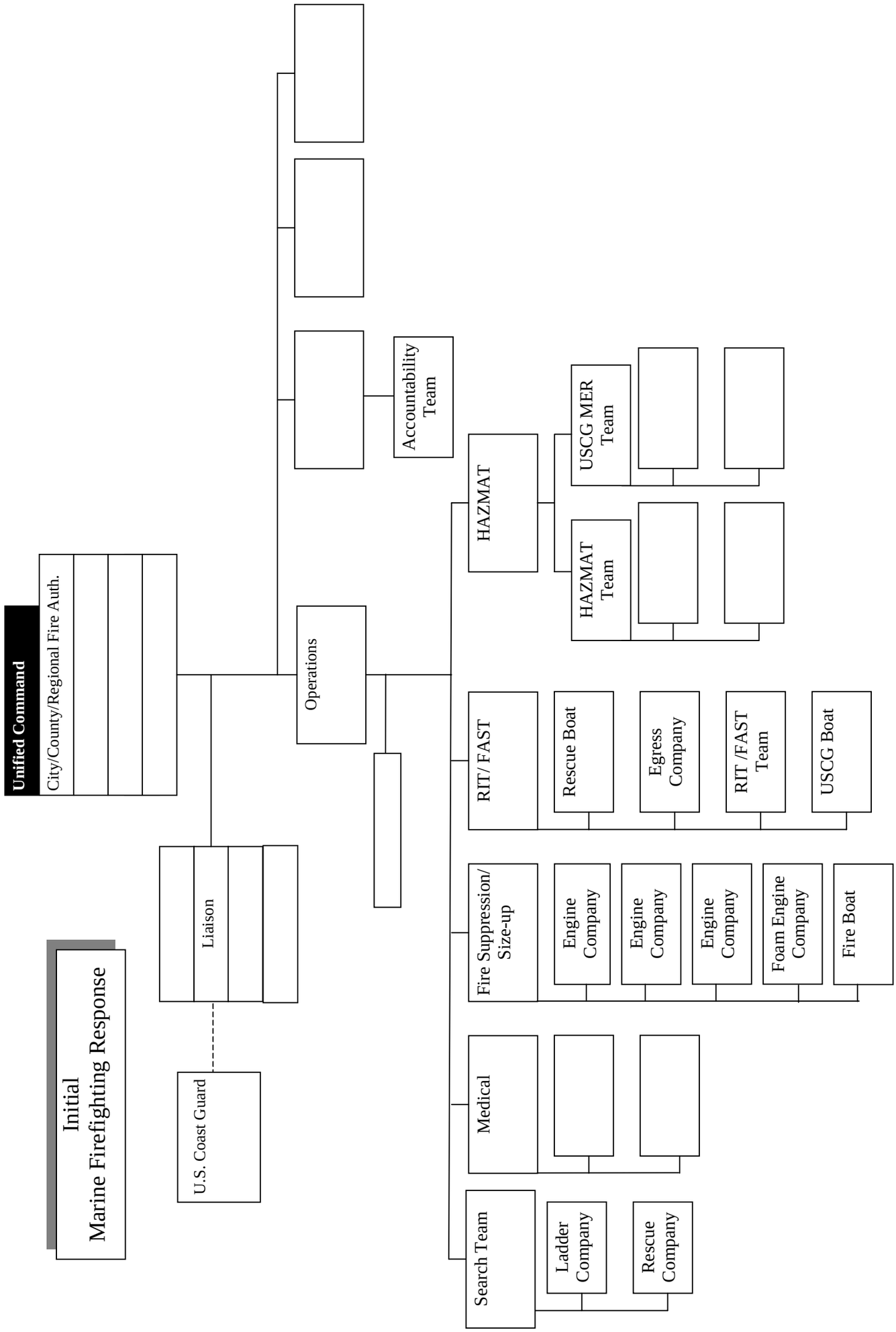
INITIAL RESPONSE ORGANIZATION - The first to arrive Fire Department Company Officer will assume command of the incident as the IC. The IC will assume all Command and General Staff functions and responsibilities and manages initial response resources. See Page 18-5 for an example of the Initial Response Organization.

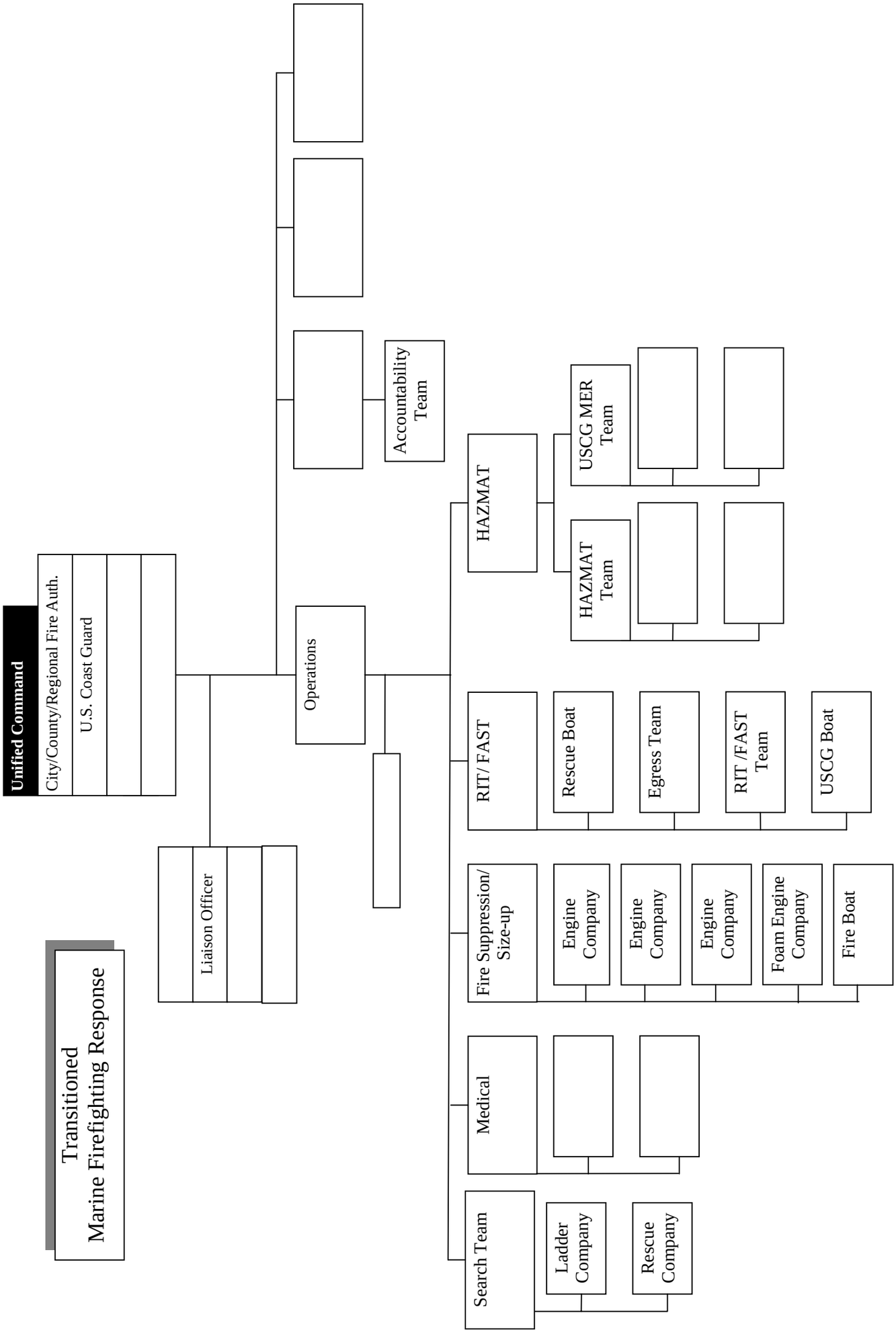
TRANSITIONED RESPONSE ORGANIZATION - The Coast Guard and Fire Department IC have met and established a UC. They have established Fire and Medical Groups. Waterborne resources have arrived and a SO has been assigned. See Page 18-6 for an example of the Transitioned Response Organization.

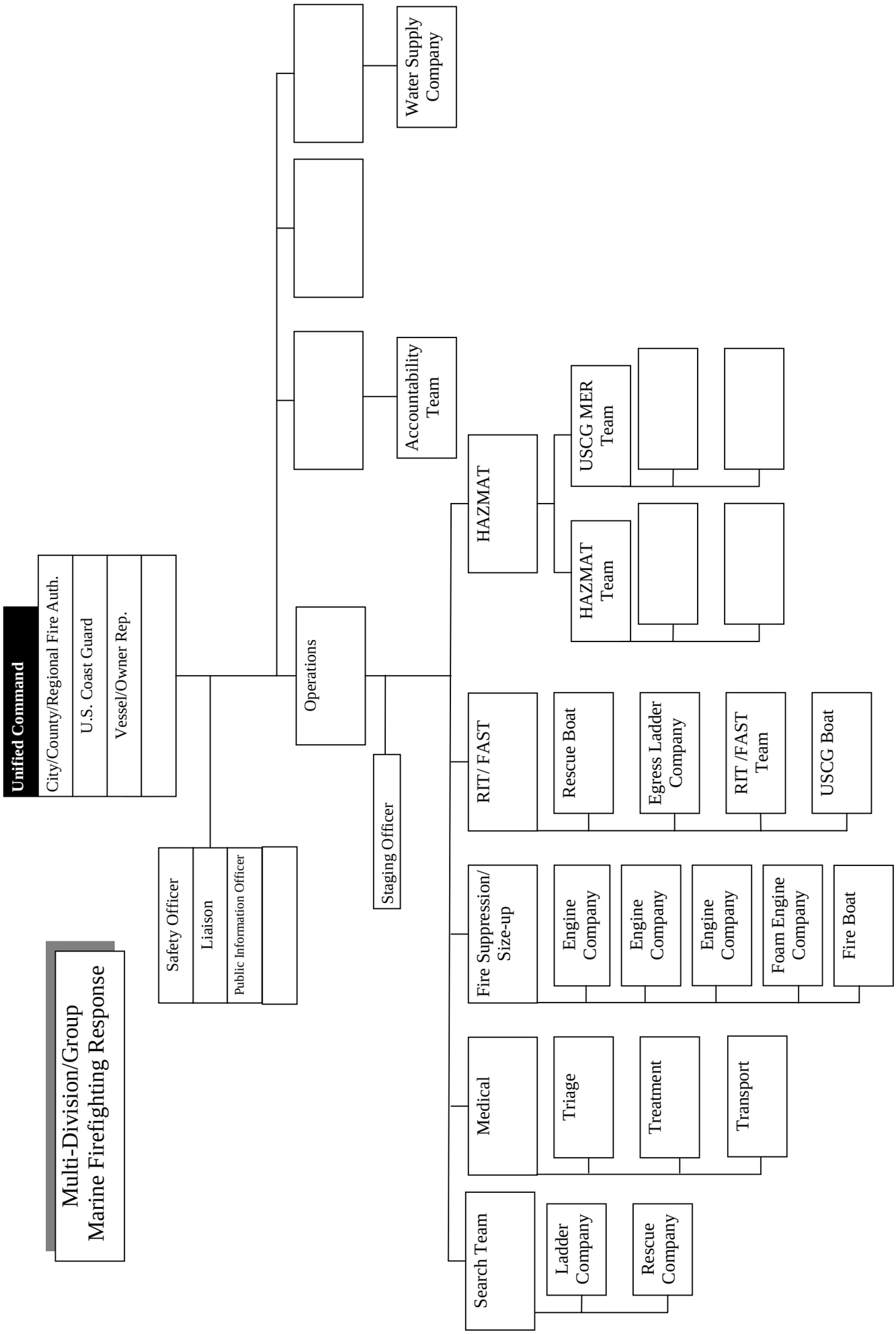
MULTI-DIVISION/GROUP ORGANIZATION - The UC has activated most Command and General Staff positions and has established a combination of divisions and groups. A water division and land staging

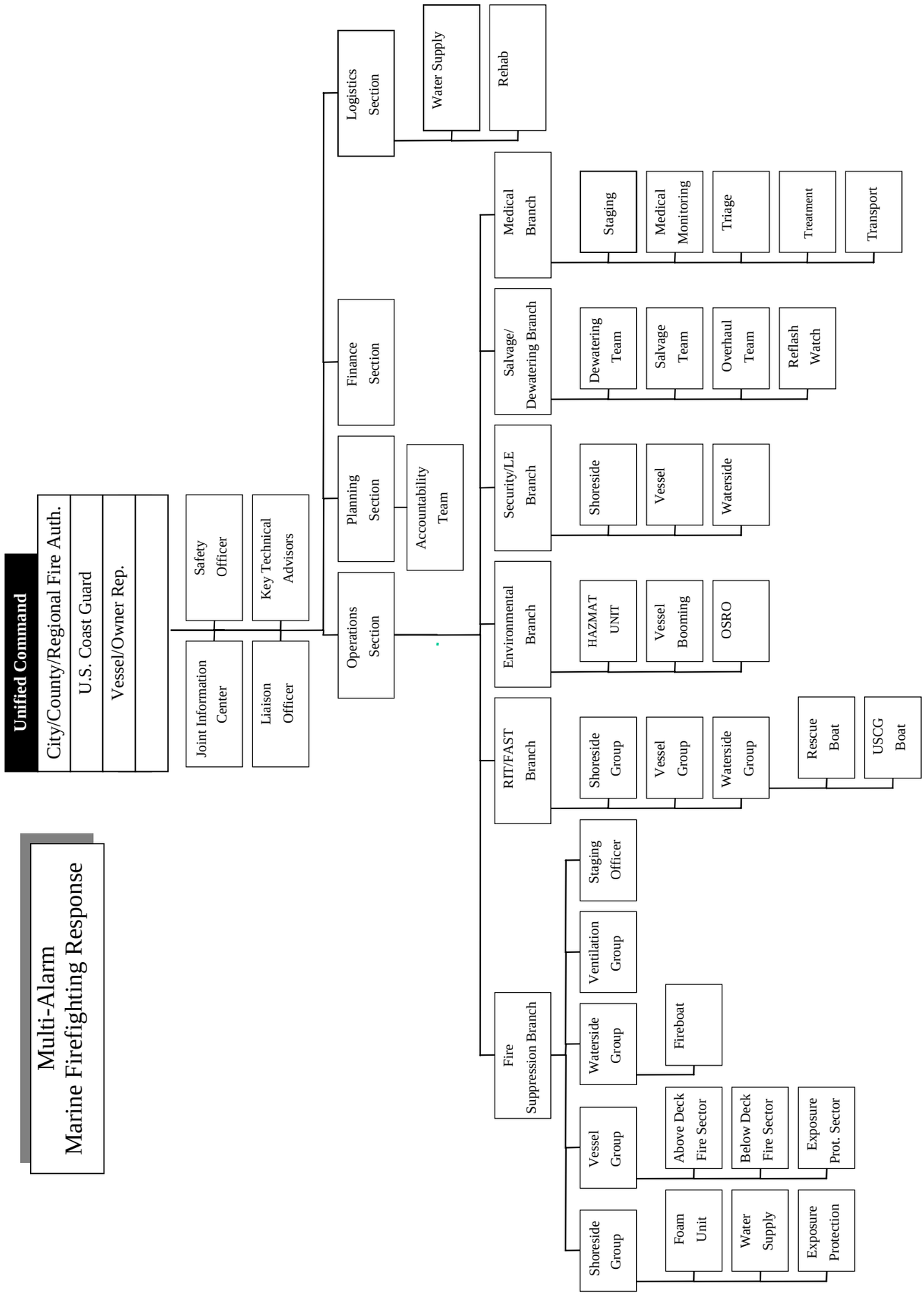
area have been established. See Page 18-7 for an example of the Multi-Division/Group Organization.

MULTI-ALARM ORGANIZATION - The UC has activated all Command and General Staff positions and has established multiple divisions. Branches would be created if span of control issues warranted. Water staging and stability/salvage groups were implemented. A Coast Guard Officer may serve as Deputy OPS. See Page 18-8 for an example of a Multi-Alarm Organization.


Unified Command
City/County/Regional Fire Auth.
Initial
Marine Firefighting Response
Liaison
U.S. Coast Guard
Operations
Accountability Team
HAZMAT
HAZMAT Team
USCG MER Team
RIT/ FAST
Rescue Boat
Egress Company
RIT /FAST Team
USCG Boat
Fire Suppression/ Size-up
Engine Company
Engine Company
Engine Company
Foam Engine Company
Fire Boat
Medical
Search Team
Ladder Company
Rescue Company


Transitioned
Marine Firefighting Response
Unified Command
City/County/Regional Fire Auth.
U.S. Coast Guard
Liaison Officer
Operations
Accountability Team
HAZMAT
HAZMAT Team
USCG MER Team
RIT/ FAST
Rescue Boat
Egress Team
RIT /FAST Team
USCG Boat
Fire Suppression/ Size-up
Engine Company
Engine Company
Engine Company
Foam Engine Company
Fire Boat
Medical
Search Team
Ladder Company
Rescue Company


Multi-Division/Group
Marine Firefighting Response
Unified Command
City/County/Regional Fire Auth.
U.S. Coast Guard
Vessel/Owner Rep.
Safety Officer
Liaison
Public Information Officer
Staging Officer
Operations
Accountability Team
Water Supply Company
HAZMAT
HAZMAT Team
USCG MER Team
RIT/ FAST
Rescue Boat
Egress Ladder Company
RIT /FAST Team
USCG Boat
Fire Suppression/ Size-up
Engine Company
Engine Company
Engine Company
Foam Engine Company
Fire Boat
Medical
Triage
Treatment
Transport
Search Team
Ladder Company
Rescue Company


Multi-Alarm
Marine Firefighting Response
Unified Command
City/County/Regional Fire Auth.
U.S. Coast Guard
Vessel/Owner Rep.
Joint Information Center
Safety Officer
Liaison Officer
Key Technical Advisors
Operations Section
Planning Section
Finance Section
Logistics Section
Accountability Team
Water Supply
Rehab
Fire Suppression Branch
RIT/FAST Branch
Environmental Branch
Security/LE Branch
Salvage/ Dewatering Branch
Medical Branch
Shoreside Group
Vessel Group
Waterside Group
Ventilation Group
Staging Officer
Foam Unit
Water Supply
Exposure Protection
Above Deck Fire Sector
Below Deck Fire Sector
Exposure Prot. Sector
Fireboat
Shoreside Group
Vessel Group
Waterside Group
HAZMAT UNIT
Vessel Booming
OSRO
Shoreside
Vessel
Waterside
Dewatering Team
Salvage Team
Overhaul Team
Reflash Watch
Staging
Medical Monitoring
Triage
Treatment
Transport
Rescue Boat
USCG Boat

SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

Only those ICS positions and tasks specific and unique to Marine Firefighting missions will be described in this section. Persons assigned the common positions consistent with the NIIMS organization should refer to Chapters 6 through 12 of this Manual for their position/task descriptions and checklists.

ACCOUNTABILITY TEAM – The Accountability Team is responsible for signing in and out all personnel that board a vessel. There must be team members at each entry point to log the entry and exit of all personnel that board the vessel during an incident. Accountability for all resources is the responsibility of the IC/UC and is typically delegated to the Planning Section.

FIRE SUPPRESSION BRANCH - The Fire Suppression Branch Director, when activated, is under the direction of the OPS. The Fire Department's initial Operations Section Chief at a maritime fire is often re-designated the Fire Suppression Branch Director under a UC. The Director is responsible for the assigned portion of the IAP that deals with fire suppression activities, assignment of resources within the branch, and reporting progress of control activities, and status of resources within the branch.

SHORESIDE DIVISION - The Shoreside Division Supervisor is responsible for all shoreside fire suppression activities under the Fire Suppression Branch. The supervisor is responsible for the assigned

portion of the IAP that deals with fire suppression activities and exposure protection on shore, assignment of resources within the division, and reporting progress of control of activities, and status of resources within the division.

VESSEL DIVISION - The Vessel Division Supervisor is responsible for all vessel fire suppression activities under the Fire Suppression Branch. The supervisor is responsible for the assigned portion of the IAP that deals with fire suppression activities and exposure protection on a vessel, assignment of resources within the division, and reporting progress of control of activities, and status of resources within the division.

WATERSIDE DIVISION - The Waterside Division Supervisor is responsible for all waterside fire suppression activities under the Fire Suppression Branch. The supervisor is responsible for the assigned portion of the IAP that deals with fire suppression activities and exposure protection on the water, assignment of resources within the division, and/or group, and reporting progress of control of activities and status of resources within the division and/or group. This includes all fireboat activities.

VENTILATION GROUP - The Ventilation Group Supervisor is responsible for coordination of vessel CO_2 suppression systems, coordinating the securing of ventilation, use of positive and/or negative pressure ventilation strategies in coordination with the vessel's crew, as required by the Fire Suppression Branch Director reference in the IAP.

RAPID INTERVENTION TEAM - The Rapid Intervention Team (RIT) is responsible for performing search and rescue of trapped or injured fire fighters. A RIT will normally be assigned in each area the fire activities are taking place, including Shoreside, Vessel and Waterside Branches. On a vessel, a RIT will be assigned at each separate entry point where below deck activities are being conducted. The RIT leader is responsible for the assigned portion of the IAP that deals with fire fighter rescue activities.

RIT TEAM LEADER – The RIT Team Leader is responsible for development and implementation of rescue strategies pertaining to each assigned area.

SALVAGE/DEWATERING BRANCH - The Salvage/Dewatering Branch Director, when activated, is under the supervision of the OPS. This branch is responsible for development of a plan to stabilize the vessel, identify equipment/resources needed, and remove water that is being used in suppression activities. The Salvage/Dewatering Branch should be established as soon as firefighting activities are initiated to ensure control of vessel stability. The Salvage/Dewatering Branch Director is responsible for the assigned portion of the IAP that deals with salvage and dewatering activities, the status of assigned resources within the Branch, and reporting progress to the OPS.

DEWATERING TASK FORCE - The Dewatering Task Force is responsible for implementing the dewatering plan developed for the incident. This may include pumping water using portable pumps, draining of water through scuppers made in the vessel, or transferring water to other areas of the vessel.

SITUATIONS REQUIRING SPECIAL ATTENTION

There will be times where special situations develop that will require actions at either a reduced or more elevated level than the previously addressed conditions. In order to facilitate understanding of these situations brief descriptions are provided without organizational structure charts.
The descriptions in this section will address several of the situations that have been identified.

MARITIME INCIDENT RESPONSE TEAM – ADVANCE MFF RESPONSE TEAM:

There will be incidents where the Coast Guard will be notified of a fire that may or may not have been contained by the crew on board a vessel enroute to a local port. This will provide the Coast Guard and Fire Department the opportunity to plan for the response. It is often advantageous to send an Advance MFF Response Team to the vessel as soon as possible, and PRIOR to it entering port. This will permit the UC to collect the information needed to make informed decisions, to mitigate the impact of incident, and have adequate appropriate resources available prior to the vessel entering port. The nature of the incident will determine the specific makeup of the team and equipment needed for evaluation.

MULTI-JURSIDICTIONAL RESPONSE – UNIFIED COMMAND:

There may be incidents that, due to the magnitude of the fire or outside influences (e.g. flood, earthquake, hurricane), extend the fire incident outside the original jurisdiction. This will require the rapid establishment of a UC and organization that includes all affected states,

counties, jurisdictions, agencies, and organizations. While this organization will be very similar to the Oil Spill response organization detailed on page 16-9. The rapid spread of fire into other jurisdictions requires an organization that can manage often limited and scarce specialized resources, within a region, in a timely fashion. Establishment of appropriate divisions, groups, and branches will be required to coordinate activities over a large area.

CHAPTER 19

MULTI-CASUALTY

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3. Multi-Casualty Scenario and Modular Organization Development 19-3

4. Multi-Casualty Specific ICS Positions and Task Descriptions 19-10

MULTI-CASUALTY

INTRODUCTION

The Coast Guard may become involved in various incidents where the casualty may result in the need to handle numerous medical patients or victims. This situation may apply to any of the incidents covered in the previous chapters. The Multi-Casualty Branch Structure is designed to provide the Incident Commander with a basic expandable system for handling any number of patients in a multi-casualty incident.

One or more additional Medical Group/Divisions may be established under the Multi-Casualty Branch Director, if geographical or incident conditions warrant. The degree of implementation will depend upon the complexity of the incident.

MULTI-CASUALTY

MULTI-CASUALTY SCENARIO AND MODULAR ORGANIZATION DEVELOPMENT

MODULAR DEVELOPMENT

A series of examples of modular development are included to illustrate one possible method of expanding the incident organization to deal with multi-casualty, mass patient and victim incidents.

INITIAL RESPONSE ORGANIZATION

Initial response resources are managed by the IC who will handle all Command and General Staff responsibilities. The first arriving resource with the appropriate communications capability should establish communications with the appropriate hospital or other coordinating facility and become the Medical Communications Coordinator. Other first arriving resources would become triage personnel. See Page 19-5 for an example of the Initial Response Organization.

REINFORCED RESPONSE ORGANIZATION

In addition to the initial response, the IC designates a Triage Supervisor, a Treatment Supervisor, Treatment Teams and a Ground Ambulance Coordinator. See Page 19-6 for an example of the Reinforced Response Organization.

MULTI-LEADER RESPONSE ORGANIZATION

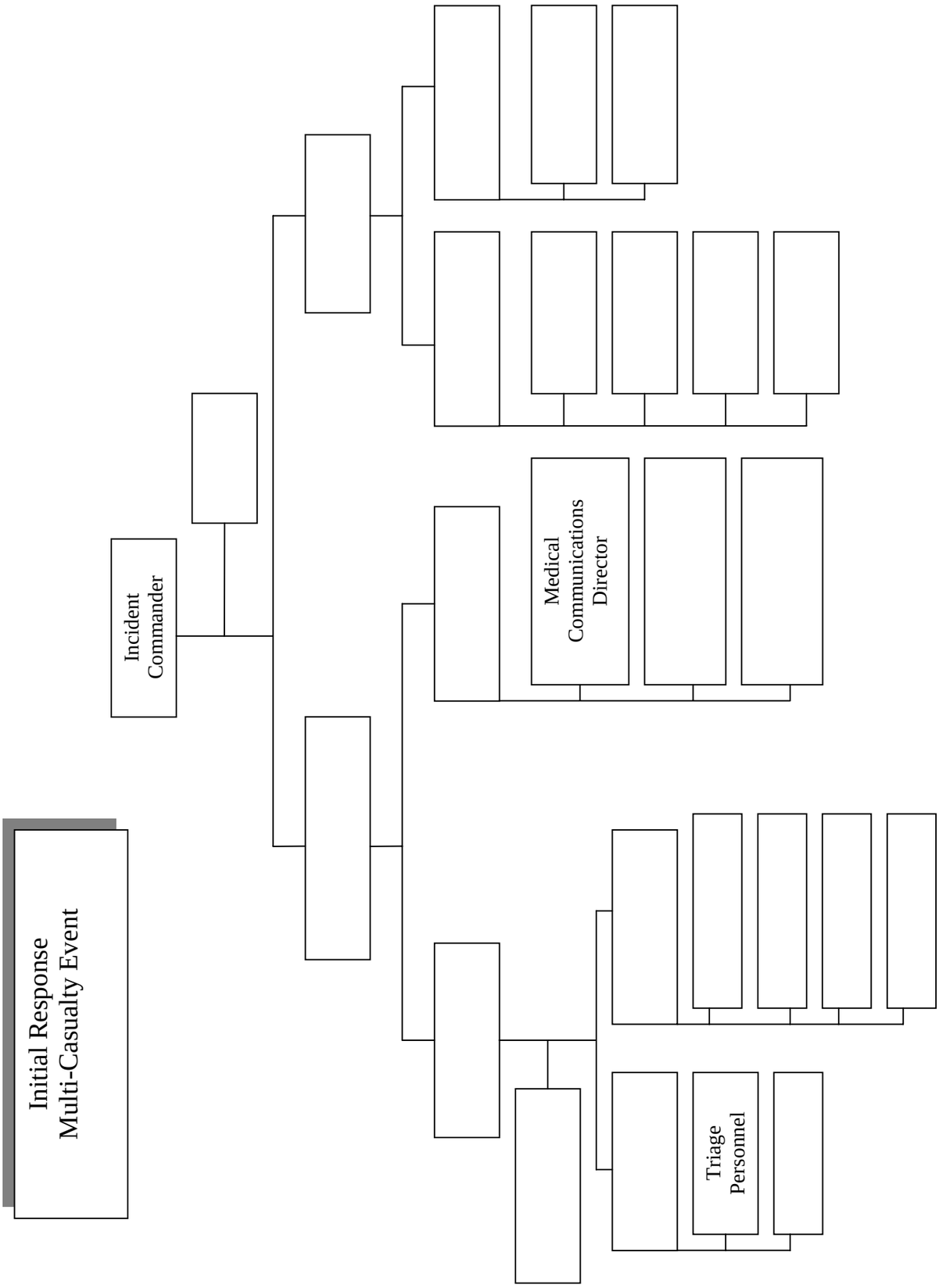
The IC has now established an OPS who has in turn established a Medical Supply Coordinator, a Manager for each treatment category and a Patient Transportation Group Supervisor. The Patient Transportation Group Supervisor was needed in order for the OPS to maintain a manageable span of control, based on the assumption that other operations are concurrently happening in the Operations Section. See Page 19-7 for an example of the Multi-Leader Response Organization.

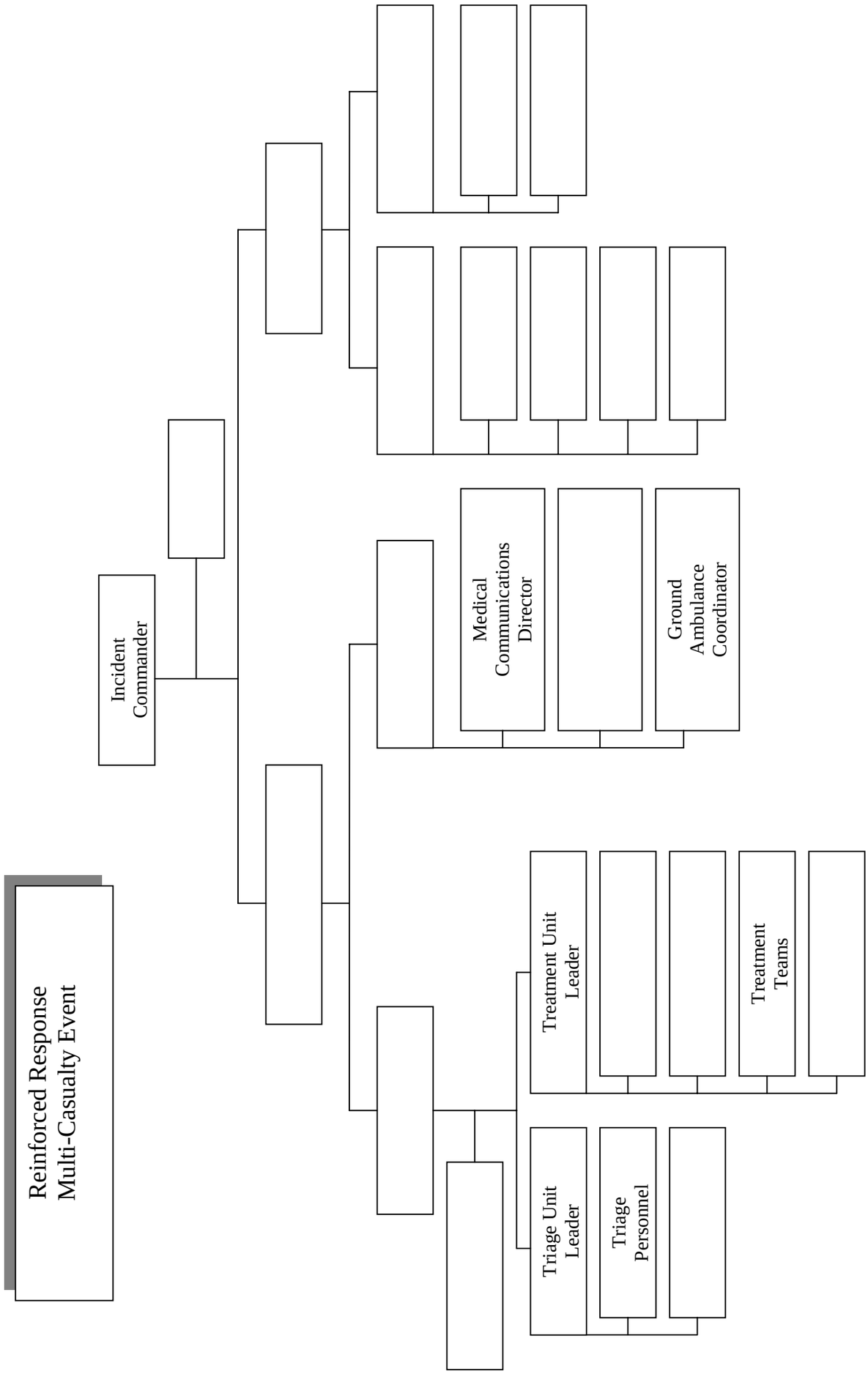
MULTI-GROUP RESPONSE ORGANIZATION

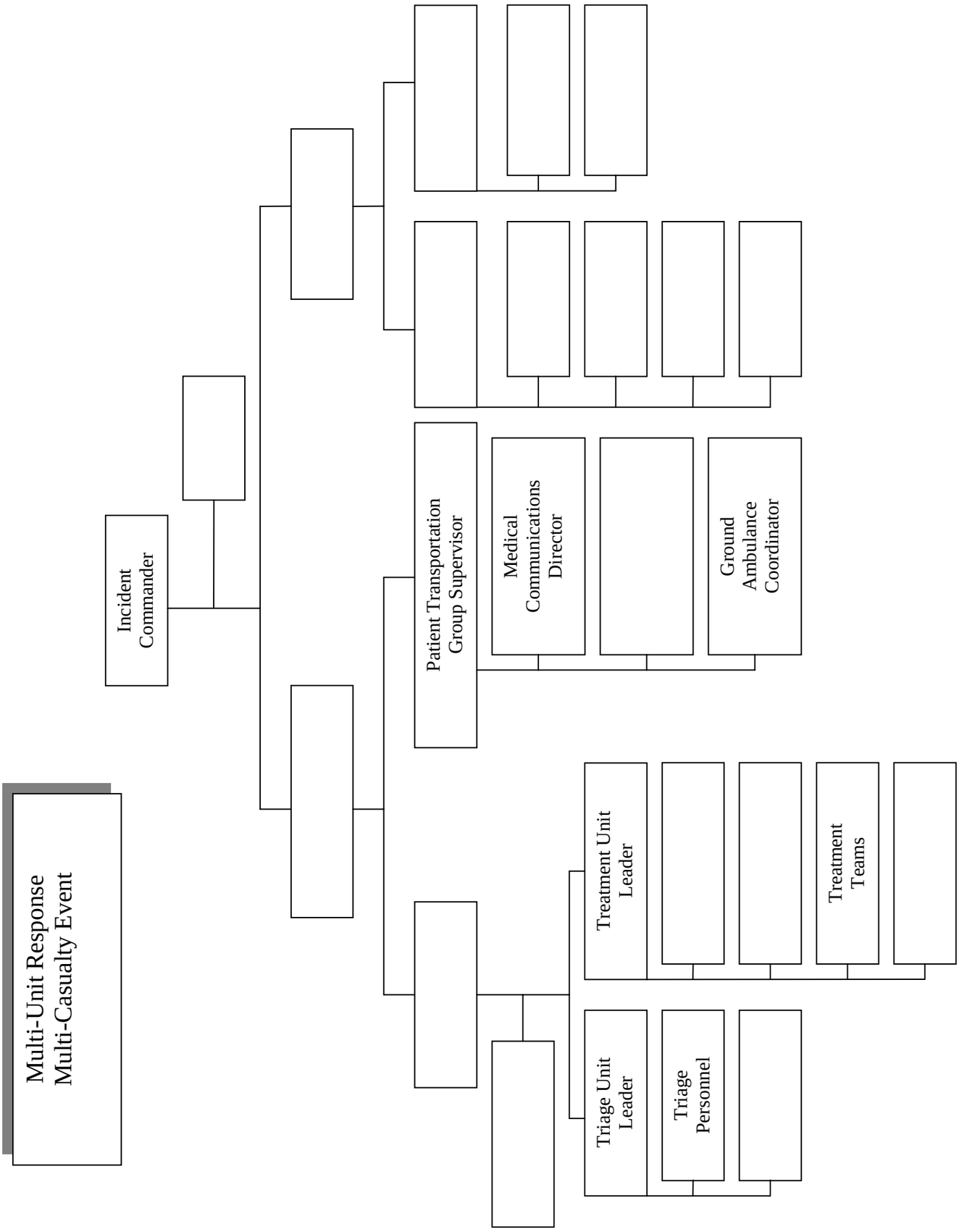
All positions within the Medical Group and Patient Transportation Group are now filled. The Air Operations Branch is shown to illustrate the coordination between the Air Ambulance Coordinator and the Air Operations Branch. An Extrication Group is freeing trapped victims. See Page 19-8 for an example of the Multi-Group Response Organization.

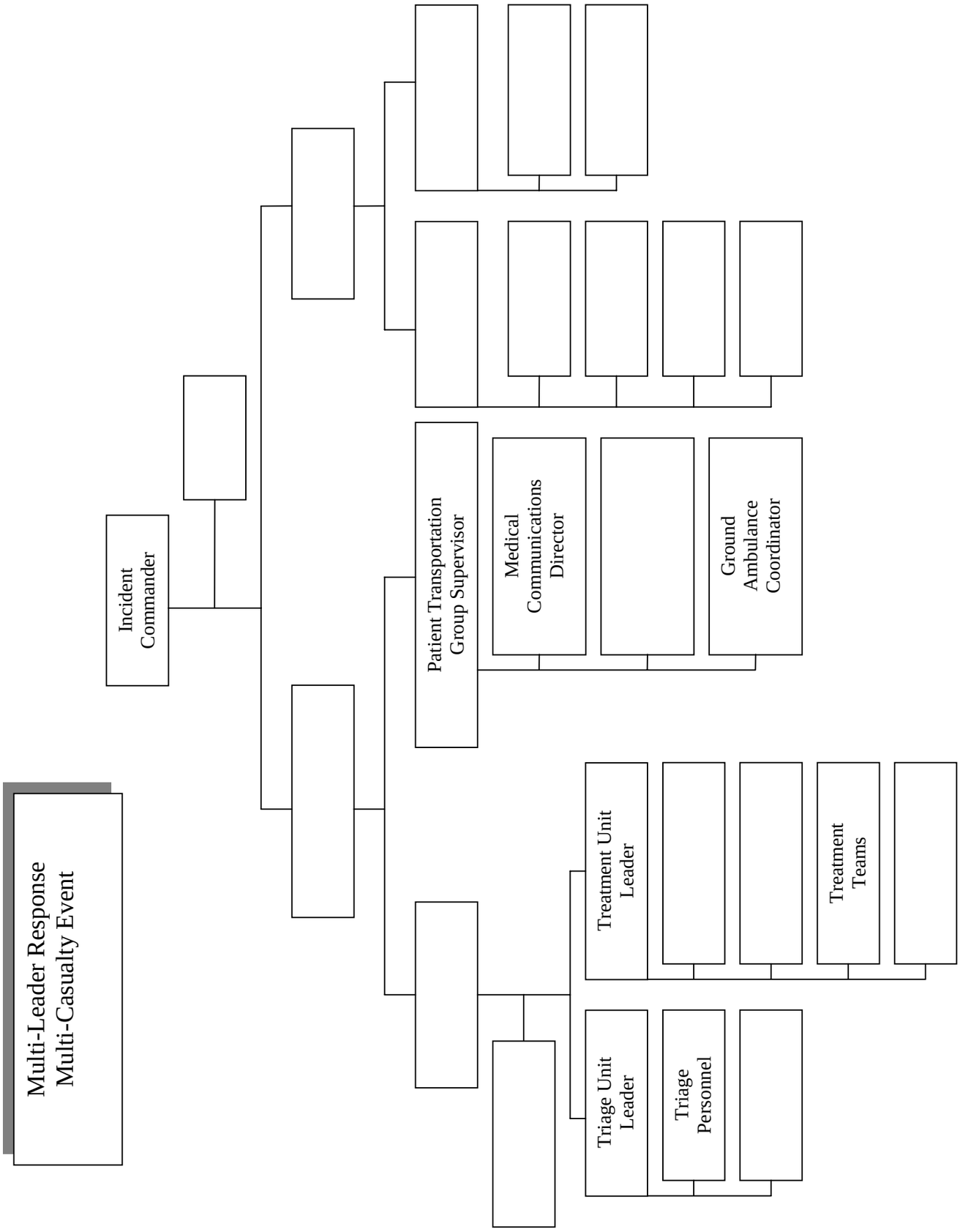
COMPLETE INCIDENT RESPONSE ORGANIZATION

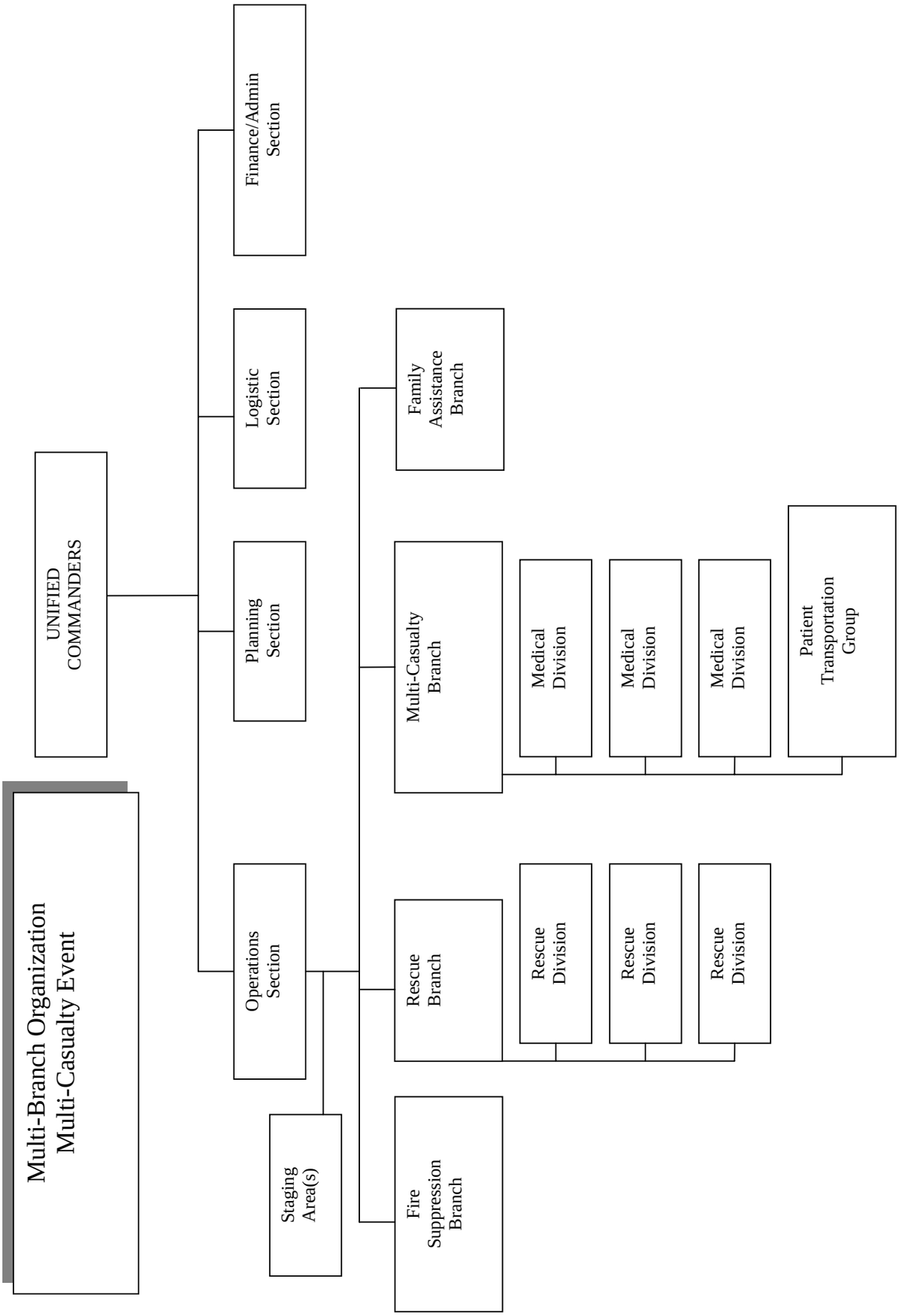
The complete incident response organization shows the Multi-Casualty Branch and other Branches with which there may be interaction. The Multi-Casualty Branch now has three (3) Medical Divisions (geographically separate), but only one Patient Transportation Group. This is because all patient transportation must be coordinated through one point to avoid overloading hospitals or other medical facilities. See Page 19-9 for an example of the Complete Incident Response Organization.


Initial Response
Multi-Casualty Event
Incident
Commander
Medical
Communications
Director
Triage
Personnel


Reinforced Response
Multi-Casualty Event
Incident
Commander
Medical
Communications
Director
Ground
Ambulance
Coordinator
Treatment Unit
Leader
Treatment
Teams
Triage Unit
Leader
Triage
Personnel


Multi-Unit Response
Multi-Casualty Event
Incident Commander
Patient Transportation Group Supervisor
Medical Communications Director
Ground Ambulance Coordinator
Treatment Unit Leader
Treatment Teams
Triage Unit Leader
Triage Personnel


Multi-Leader Response
Multi-Casualty Event
Incident Commander
Patient Transportation Group Supervisor
Medical Communications Director
Ground Ambulance Coordinator
Treatment Unit Leader
Treatment Teams
Triage Unit Leader
Triage Personnel


Multi-Branch Organization
Multi-Casualty Event
UNIFIED COMMANDERS
Operations Section
Planning Section
Logistic Section
Finance/Admin Section
Staging Area(s)
Fire Suppression Branch
Rescue Branch
Multi-Casualty Branch
Family Assistance Branch
Rescue Division
Rescue Division
Rescue Division
Medical Division
Medical Division
Medical Division
Patient Transportation Group

MULTI-CASUALTY

SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

MULTI-CASUALTY BRANCH DIRECTOR - The Multi-Casualty Branch Director is responsible for the implementation of the IAP within the Branch. This includes the direction and execution of branch planning for the assignment of resources within the Branch.

a. Review Branch Director Responsibilities (Page 8-2).
b. Review Group/Division Assignments for effectiveness of current operations and modify as needed.
c. Provide input to OPS for the IAP.
d. Supervise Branch Activities.
e. Maintain Unit/Activity Log (ICS Form 214)

MEDICAL GROUP/DIVISION SUPERVISOR - The Medical Group/Division Supervisor supervises the Triage Team Leader, Treatment Team Leader and Medical Supply Coordinator. The Medical Group/Division Supervisor establishes command and controls the activities within a Medical Group/Division, in order to assure the best possible emergency medical care to patients during a multi-casualty incident.

a. Review Division Group responsibilities (Page 8-3).
b. Participate in Multi-Casualty Branch/Operations Section Planning Activities.

c. Establish Medical Group/Division with assigned personnel. Request additional personnel and resources sufficient to handle the magnitude of the incident.
d. Designate Treatment Team Leaders and treatment area locations as appropriate.
e. Isolate Morgue and Minor Treatment Area from Immediate and Delayed Treatment Areas.
f. Request law enforcement/coroner involvement as needed.
g. Determine amount and types of additional medical resources and supplies needed to handle the magnitude of the incident (medical caches, backboards, litters, cots).
h. Establish communications and coordination with the Patient Transportation Group Supervisor.
i. Ensure activation of hospital alert system, local EMS/health agencies.
j. Direct and/or supervise on-scene personnel from agencies such as Coroner's Office, Red Cross, law enforcement, ambulance companies, county health agencies, and hospital volunteers.
k. Ensure proper security, traffic control, and access for the Medical Group/Division area.
l. Direct medically trained personnel to the appropriate team leader.
m. Maintain Unit/Activity Log. (ICS Form 214)

TRIAGE TEAM LEADER - The Triage Team Leader supervises Triage Personnel/Litter Bearers and the Morgue Manager. The Triage Team Leader assumes responsibility for providing triage management and

movement of patients from the triage area. When triage has been completed, the Triage Team Leader may be reassigned as needed.

a. Review Common Responsibilities (Page 2-1).
b. Develop organization sufficient to handle assignment.
c. Inform Medical Group/Division Supervisor of resource needs.
d. Implement triage process.
e. Coordinate movement of patients from the Triage Area to the appropriate Treatment Area.
f. Give periodic status reports to the Medical Group/Division Supervisor.
g. Maintain security and control of the Triage Area.
h. Establish Morgue.

TRIAGE PERSONNEL - Triage Personnel appropriately treat patients on-scene and assign them to treatment areas.

a. Review Common Responsibilities (Page 2-1).
b. Report to designated on-scene triage location.
c. Triage and tag injured patients. Classify patients while noting injuries and vital signs if taken.
d. Direct movement of patients to proper Treatment Areas.
e. Provide appropriate medical treatment (ABC's) to patients prior to movement as incident conditions dictate.

TREATMENT TEAM LEADER - The Treatment Team Leader supervises the Treatment Managers and the Treatment Dispatch Manager. The Treatment Team

Leader assumes responsibility for treatment, preparation for transport, and coordination of patient treatment in the Treatment Areas and directs movement of patients to loading location(s).

a. Review Common Responsibilities (Page 2-1).
b. Develop organization sufficient to handle assignment.
c. Direct and supervise Treatment Dispatch, Immediate Delayed, and Minor Treatment Areas.
d. Coordinate movement of patients from Triage Area to Treatment Areas with Triage Team Leader.
e. Request sufficient medical caches and supplies as necessary.
f. Establish communications and coordination with Patient Transportation Group.
g. Ensure continual triage of patients throughout Treatment Areas.
h. Direct movement of patients to ambulances loading area(s).
i. Give periodic status reports to Medical Group/Division Supervisor.

TREATMENT DISPATCH MANAGER - The Treatment Dispatch Manager is responsible for coordinating with Patient Transportation Group, the transportation of patients out of the Treatment Area.

a. Review Common Responsibilities (Page 2-1).
b. Establish communications with the Immediate, Delayed, and Minor Treatment Managers.
c. Establish communications with Patient Transportation Group.
d. Verify that patients are prioritized for transportation.

e. Advise Medical Communications Coordinator of patient readiness and priority for dispatch.
f. Coordinate transportation of patients with the Medical Communications Coordinator.
g. Assure that appropriate patient tracking information is recorded.
h. Coordinate ambulance loading with Treatment Manager and ambulance personnel.

IMMEDIATE TREATMENT MANAGER - The Immediate Treatment Manager is responsible for treatment and re-triage of patients assigned to Immediate Treatment Area.

a. Review Common Responsibilities (Page 2-1).
b. Request or establish Medical Teams as necessary.
c. Assign treatment personnel to patients received in the Immediate Treatment Area.
d. Ensure treatment of patients triaged to the Immediate Treatment Area.
e. Assure that patients are prioritized for transportation.
f. Coordinate transportation of patients with Treatment Dispatch Manager.
g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
h. Assure that appropriate patient information is recorded.

DELAYED TREATMENT MANAGER - The Delayed Treatment Manager is responsible for treatment and re-triage of patients assigned to the Delayed Treatment Area.

a. Review Common Responsibilities (Page 2-1).

b. Request or establish Medical Teams as necessary.
c. Assign treatment personnel to patients received in the Delayed Treatment Area.
d. Assure that patients are prioritized for transportation.
e. Coordinate transportation of patients with Treatment Dispatch Manager.
f. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
g. Assure that appropriate patient information is recorded.

MINOR TREATMENT MANAGER - The Minor Treatment Manager is responsible for treatment and re-triage of patients assigned to the Minor Treatment Area.

a. Review Common Responsibilities (Page 2-1).
b. Request or establish Medical Teams as necessary.
c. Assign treatment personnel to patients received in the Minor Treatment Area.
d. Assure that patients are prioritized for transportation.
e. Coordinate transportation of patients with Treatment Dispatch Manager.
f. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
g. Assure that appropriate patient information is recorded.
h. Coordinate volunteer personnel/organizations through Agency Representatives and Treatment Team Leader.

PATIENT TRANSPORTATION GROUP SUPERVISOR
The Patient Transportation Group Supervisor supervises the Medical Communications Coordinator and the Air and Ground Ambulance Coordinators. The Patient Transportation Group Supervisor is responsible for the coordination of patient transportation and maintenance of records relating to patient identification, injuries, mode of off-incident transportation and destination.

a. Review Common Responsibilities (Page 2-1).
b. Establish communications with hospital(s).
c. Designate ambulance staging area(s).
d. Direct the transportation of patients as determined by Treatment Team Leaders.
e. Assure that patient information and destination is recorded.
f. Establish communications with Ambulance Coordinator(s).
g. Request additional ambulances, as required.
h. Notify Ambulance Coordinator(s) of ambulance requests.
i. Coordinate requests for air ambulance transportation through the Air Operations Director.
j. Establish Air Ambulance Helispot with the Multi-Casualty Branch Director and Air Operation Director.
k. Maintain Unit/Activity Log (ICS Form 214)

MEDICAL COMMUNICATION COORDINATOR - The Medical Communications Coordinator supervises the Transportation Recorder and maintains communications with the hospital alert system and/or other medical facilities to assure proper patient transportation and destination. The Medical

Communication Coordinator coordinates information through the Patient Transportation Group Supervisor and the Transportation Recorder.

a. Review Common Responsibilities (Page 2-1).
b. Establish communications with hospital alert system.
c. Determine and maintain current status of hospital/medical facility availability and capability.
d. Receive basic patient information and injury status from Treatment Dispatch Manager.
e. Communicate hospital availability to Treatment Dispatch Manager.
f. Coordinate patient off-incident destination with the hospital alert system.
g. Communicate patient transportation needs to the Ambulance Coordinators based upon requests from Treatment Dispatch Manager.
h. Maintain appropriate records.

AIR/GROUND AMBULANCE COORDINATOR - The Air/Ground Ambulance Coordinators are responsible for managing the Air/Ground Ambulance Staging Areas, and for dispatching ambulances as requested.

a. Review Common Responsibilities (Page 2-1)
b. Establish appropriate staging area for ambulances.
c. Establish routes of travel for ambulances for incident operations.
d. Establish and maintain communications with the Air Operations Branch Director.
e. Establish and maintain communications with the Medical Communications Coordinator and the Treatment Dispatch Manager. Provide

ambulances upon request from the Medical Communications Coordinator.

f. Maintain records as required.
g. Assure that necessary equipment is available in the ambulance for patient needs during transportation.
h. Establish immediate contact with ambulance agencies at the scene.
i. Request additional transportation resources as appropriate.
j. Provide an inventory of medical supplies at the ambulance staging area for use at the scene.

FAMILY ASSISTANCE BRANCH – The Family Assistance Branch provides services to the victims' family members; coordinates activities, lodging, food, spiritual and emotional needs, and transportation to special events (press conferences, memorial services to the scene of the incident when authorized, etc.), and any special needs that arise during the incident that may assist the victims' family members. The major responsibilities of the Family Assistance Branch are:

NOTE: The National Transportation Safety Board (NTSB) provides this assistance for aircraft disasters.

a. Review Common Responsibilities (Page 2-1).
b. Coordinate with local and state authorities, to include the medical examiner, local law enforcement, emergency management, hospitals, and other emergency support personnel.
c. Conduct daily coordination meetings with the local and Federal government representatives to review daily activities, resolve problem areas, and synchronize future family support operations

and activities.

d. Coordinate and provide briefings to families at the site and those who decide not to be at the site.
e. Ensure adequate number of Family Assistance Team members present at all times to allow for rest, exercise and proper rotation.
f. Establish and maintain working relationship with the CERT and CISM teams to cross-reference needs of the victims' families.
g. Attend all staff briefings and planning meetings as required.
h. Request necessary equipment and supplies through LSC.
i. Ensure adequate lodging and/or sleeping arrangements.
j. Ensure that security needs for the victims' family members are addressed.
k. Ensure that all communications are centrally coordinated.
l. Ensure that all transportation scheduling is centrally coordinated.
m. The following agencies provide similar assistance during emergencies and may be of assistance:
   (1) American Red Cross (ARC)
   (2) Department of Health and Human Services (DHHS)
   (3) Federal Emergency Management Agency (FEMA)
   (4) NTSB
n. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL SUPPLY COORDINATOR - The Medical Supply Coordinator is responsible for acquiring and

maintaining control of appropriate medical equipment and supplies from units assigned to the Medical Group.

a. Review Common Responsibilities (Page 2-1).
b. Acquire, distribute and maintain status of medical equipment and supplies within the Medical Group/Division.
c. Request additional medical supplies (medical caches). If the Logistics Section is established, the Medical Supply Coordinator will coordinate needs with the Supply Unit Leader.
d. Distribute medical supplies to Treatment and Triage Teams.
e. Maintain Unit/Activity Log (ICS Form 214)

MORGUE MANAGER - The Morgue Manager is responsible for Morgue Area activities until relieved of that responsibility by the Office of the Coroner.

a. Review Common Responsibilities (Page 2-1).
b. Assess resource/supply needs and order as needed.
c. Coordinate all Morgue Area activities.
d. Keep area off limits to all but authorized personnel.
e. Coordinate with law enforcement and assist the Coroners Office as necessary.
f. Keep identity of deceased persons confidential.
g. Maintain appropriate records.

HOSPITAL EMERGENCY RESPONSE TEAM (HERT)

A Hospital Emergency Response Team is recommended to consist of a minimum of three (3) medical personnel, optimum of five (5) medical personnel, which includes a team leader and any combination of physicians, nurses or physicians'

assistants. HERT Teams will be requested through the Incident Commander. HERT Teams report to the Treatment Team Leader and assume responsibility for patient assessment and treatment as assigned.

a. Report to the Incident Command Post for assignment.
b. Perform medical treatment and other duties as assigned.
c. Remain at assigned Treatment Area unless otherwise reassigned.
d. Respond to scene with appropriate emergency medical equipment.

CHAPTER 20

INCIDENT SITUATION DISPLAY

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

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

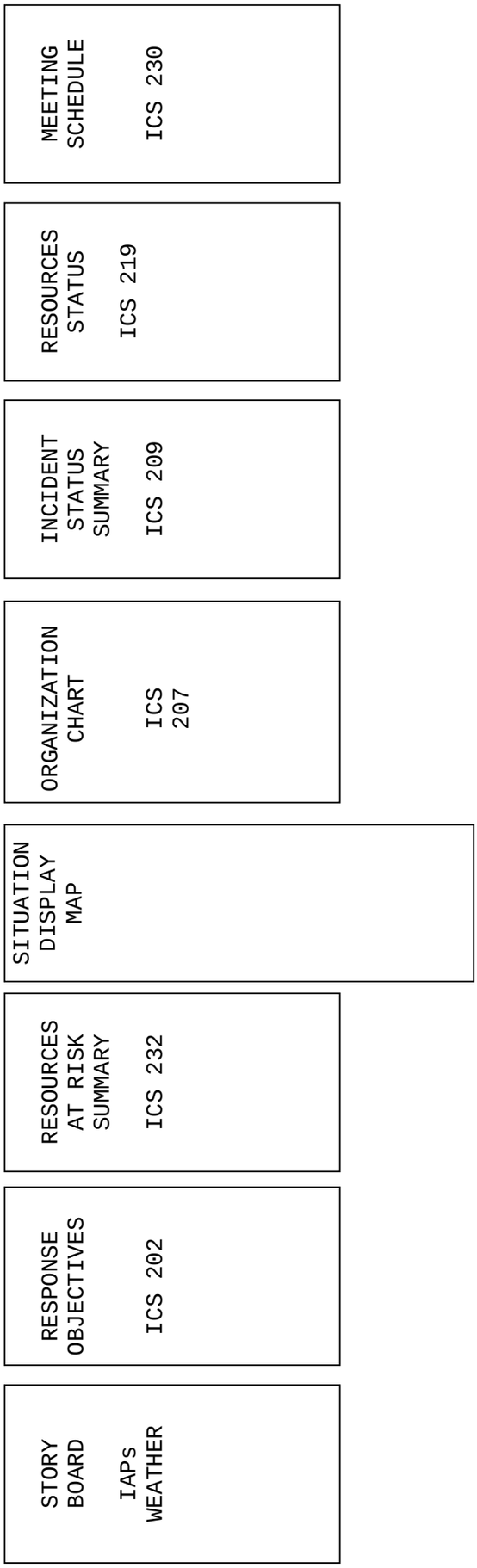
Status boards in the Incident Situation Display should be limited in number and should be displayed in an ordered fashion to ensure that they impart an integrated and coherent message concerning: (1) the incident (e.g., nature, location and extent of the incident, status of resources, type and quantity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

An Incident Situation Display should be established and maintained by the SUL and RUL. It should be situated in a highly visible and easily accessible location, in close proximity to the Planning Section and easily accessible to the Operations Section. Since it is an active work area, it should be located away from areas subject to heavy foot traffic.

Although an Incident Situation Display is established and maintained by personnel in the Planning Section, it belongs to everyone in the ICS. To the extent the Incident Situation Display contains information about activities underway in other sections, it is the obligation of appropriate personnel in those sections to work with Planning to ensure information posted in the Incident Situation Display is accurate and up-to-date. It is likewise the responsibility of the status board monitors within the Situation Unit to seek out sources and establish paths and schedules for needed information.

As time allows, black-and-white, 8" by 11" versions of the status board information should be prepared. These documents should be time-stamped and distributed within the ICS and remotely, and copies should be made available at Incident Situation Display.

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



ICS MAP DISPLAY SYMBOLOGY

Suggested For Placement On Overlays

MINIMUM RECOMMENDED

BLACK
- Ridge — Highlighted Geographic Or Manmade Features

BLACK
- Completed Dozer Line
- Completed Line
- Line Break Completed
- Completed Boom Line
- Completed Pompom Line

RED
- 10 AUG 1430 — Hazard Orgin

BLUE
- Incident Command Post
- B — Incident Base
- C HOLT — Camp (Identity By Name)

BLUE
- H3 — Helispot (Location and Number)
- H — Helibase
- R — Repeater/Mobile Relay

OPTIONAL

BLUE
- T — Telephone
- F — Fire Station
- W POND — Water Source (Identity Type, I.E. Pond, Cistern, hydrant) or e.g.
- X — Mobile Weather Unit
- IR Ground Link
- First Aid Station

Suggested For Placement On Overlays

ORANGE
- 10 AUG 2000 — Fire Spread Prediction

BLACK
- Planned Fire Line
- Planned Secondary Line
- [I] [II] — Branches (Initially Numbered Clockwise From Fire Origin)
- (A) (B) — Divisions (Initially Lettered Clockwise From Fire Origin)
- W/10 1600 9/7 — Wind Speed and Direction

BLUE
- S REDFERN — Staging Area (Identify by Name)

All overlays must contain registration marks. These may consist of identified road intersections township/range coordinates, map corners etc.

TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS

CHAPTER 21

NIIMS STANDARD ICS FORMS LIST

ICS Form #	Form Title	Prepared By
ICS-201	Incident Briefing	Incident Commander
ICS-202	Incident Objectives	Planning Section Chief
ICS-203	Organization Assignment List	Resources Unit Leader
ICS-204	Assignment List	Resources Unit Leader
ICS-205	Incident Radio Communications Plan	Communications Unit Leader
ICS-206	Medical Plan	Medical unit Leader
ICS-207	Incident Organization Chart	Resources Unit
ICS-209	Incident Status Summary	Situation Unit Leader
ICS-210	Status change Card	Communications Center
ICS-211	Check-In List	Resources Unit
ICS-213	General Message	Any message originator

ICS Form #	Form Title	Prepared By
ICS-214	Unit Log	All sections and units
ICS-215	Operational Planning Worksheet	Operations Section Chief
ICS-216	Radio Requirements Worksheet	Communications Unit
ICS-217	Radio Frequency Assignment Worksheet	Communications Unit
ICS-218	Support Vehicle Inventory	Ground Support Unit
ICS-219	Resource Status Card	Resources Unit
ICS-220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director
ICS-221	Demobilization Checkout	Demobilization Unit

NIIMS ICS FORMS

OIL SPILL ICS FORMS

ICS Form #	Form Title	Prepared By
201-OS ±	Incident Briefing	Initial Response IC
202-OS ±	Response Objectives *	Planning Section Chief
203-OS ±	Organization Assignment List *	Resources Unit Leader
204-OS ±	Assignment List *	Ops. Chief & Resources Unit
204a-OS ~	Assignment List Attachment	Ops. & Planning Staff
205-OS ±	Incident Radio Communications Plan *	Communications Unit Leader
205a-OS ~	Communications List	Resources Unit
206-OS ±	Medical Plan *	Medical Unit Leader
207-OS ±	Organization Chart	Resources Unit Leader
209-OS +	Incident Status Summary	Situation Unit Leader
210-OS ±	Status Change	Communications Center
211 •	Check-in List	Resources Unit at multiple locations

ICS Form #	Form Title	Prepared By
211e-OS ~	Check-in List (Equipment)	Resources Unit at multiple locations
211p-OS ~	Check-in List (Personnel)	Resources Unit at multiple locations
213-OS ±	General Message	Any message originator
214-OS ±	Unit Log	All Sections/Units
214a-OS ~	Individual Log	All Positions
215-OS ±	Operational Planning Worksheet	Operations & Planning Section Chiefs
216 •	Radio Requirements Worksheet	Communications Unit Leader
217 •	Radio Frequency Assignment	Communications Unit Leader
218 •	Support Vehicle Inventory	Ground Support Unit Leader
219 •	Resource Status Cards	Resources Unit Leader
220-OS ±	Air Operations Summary	Logistics Section Chief
221-OS ±	Demobilization Checkout	Demobilization Unit Leader
230-OS ~	Daily Meeting Schedule	Situation Unit Leader

ICS Form #	Form Title	Prepared By
231-OS ~	Meeting Summary	Situation Unit Leader
232-OS ~	Resources at Risk Summary	Environmental Unit Leader
232a-OS ~	ACP Site Index	Situation Unit Leader
--- ~	IAP Cover Sheet *	Planning Section Chief
--- ~	Executive Summary	Planning Section Chief
--- ~	General Plan	Planning Section Chief
--- ~	Initial Incident Information Sheet	Person receiving initial report

- • National Fire Equipment System (NFES) form unchanged, no OS version of these forms
- ± NFES form has been slightly modified for oil spill response, either version can be used.
- + NFES form has been significantly changed for oil spill response.
- ~ New form for oil spill response, no NFES equivalent
- * Commonly used in written Incident Action Plans (IAP)

CHAPTER 22

GLOSSARY AND ACRONYMS

29 CFR PART 1910.120 - Chapter 29 of the Code of Federal Regulations, Part 1920.120 is the Hazardous Waste Operations and Emergency Response reference document as required by the Superfund Amendment Reauthorization Act. This document covers employees involved in certain hazardous waste operations and emergency response to incidents involving hazardous situations. OSHA enforces this code.

ACCESS CONTROL POINT - The point of entry and exit from control zones at a Hazardous Substance Incident. Regulates access to and from work areas.

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

AIR OPERATIONS BRANCH DIRECTOR - The person primarily responsible for preparing and implementing the Air Operations portion of the IAP. This individual is also responsible for providing logistical support to helicopters operating during the incident.

ALPHA RADIATION - The least penetrating type of nuclear radiation; not considered dangerous unless alpha-contaminated particles enter the body.

ADVANCED LIFE SUPPORT (ALS) - Allowable procedures and techniques utilized by EMT-P and EMT-II personnel to stabilize critically sick and injured patient(s) which exceed Basic Life Support procedures.

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

AREA COMMAND - Area Command is an expansion of the Incident Command function, primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established anytime when incidents are close enough that oversight direction is required among incident management teams to ensure that conflicts do not arise.

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

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

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

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

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

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

BETA RADIATION - A type of nuclear radiation that is more penetrating than alpha radiation and can damage skin tissue and harm internal organs.

BIOLOGICAL AGENT - Living organisms, or the materials derived from them, that cause disease in, or harm to humans, animals, or plants, or cause deterioration of material. Biological agents may be found as liquid droplets, aerosols, or dry powders. A biological agent can be adapted and used as a terrorist weapon, i.e., anthrax, tularemia, cholera, encephalitis, plague and botulism. There are three different types of biological agents: bacteria, viruses, and toxins.

BLISTER AGENT - A chemical agent, also called a vesicant, which causes severe blistering and burns to eyes, skin, and tissues of the respiratory tract. Exposure is through liquid or vapor contact. Also referred to as mustard agents; Examples include mustard and lewisite.

BLOOD AGENT - A chemical agent that interferes with the ability of blood to transport oxygen and causes asphyxiation. These substances injure a person by interferring with cell respiration (the exchange of oxygen and carbon dioxide between blood and tissues). Examples are hydrogen cyanide and cyanogen chloride.

BLS (Basic Life Support) - Basic non-invasive first-aid procedures and techniques utilized by EMT-P, EMT-II, EMT-I, EMT-D, and FIRST RESPONDER personnel to stabilize sick and injured patient(s).

B-NICE - The acronym for identifying the five categories of terrorist incidents: Biological, Nuclear, Incendiary, Chemical, and Explosives.

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

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

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

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

CHEMICAL AGENT - There are five classes of chemical agents, all of which produce incapacitation, serious injury, or death: (1) nerve agents, (2) blister agents, (3) blood agents, (4) choking agents, and (5) irritating agents. A chemical substance used in military operations to kill, seriously injure, or incapacitate people through its physiological effects.

CHEMICAL ASPHYXIANT - Referred to as blood poisons, these are compounds that interrupt the flow of oxygen in the blood or the tissues in three ways: (1) they react more readily than oxygen with the blood. (Carbon monoxide is the best-known example.) (2) They liberate the hemoglobin from red blood cells, resulting in a lack of transport for oxygen. (Hydrazine is one such asphyxiate.) (3) They cause a malfunction in the oxygen-carrying ability of the red blood cells. (Benzene and toluene are two examples.)

CHEMTREC - Chemical Transportation Emergency Center, is a Public Service of the Chemical Manufacturers Association. Phone numbers (800)424-9300 an/or (703)527-3887

CHIEF - The ICS title for individuals responsible for the command of functional Sections: Operations, Planning, Logistics, and Finance/Administration.

CHOKING AGENT - A chemical agent that causes physical injury to the lungs. In extreme cases, membranes swell and lungs become filled with liquid, which can result in asphyxiation resembling drowning. Death results from lack of oxygen; hence, the victim is "choked". Common examples are chlorine and phosgene.

CLEAR TEXT - The use of plain English in radio communications transmission. Neither 10 Codes, nor agency-specific codes are used when using Clear Text.

COMMAND - The act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to an IC or to the UC.

COMMAND POST - See ICP.

COMMAND STAFF - The Command Staff consists of the IO, SO, and LO, who report directly to an IC. They may have an assistant or assistants, as needed.

COMPLEX - A complex is two or more individual incidents located in the same general proximity, which are assigned to a single IC or UC to facilitate management.

CONTAMINATION CONTROL LINE (CCL) - The established line around the Contamination Reduction Zone that separates the Contamination Reduction Zone from the Support Zone.

CONTAMINATION REDUCTION CORRIDOR (CRC) - That area within the Contamination Reduction Zone where the actual decontamination is to take place. Exit from the Exclusion Zone is through the Contamination Reduction Corridor (CRC). The CRC will become contaminated as people and equipment pass through to the decontamination stations.

CONTAMINATION REDUCTION ZONE (CRZ) - That area between the Exclusion Zone and the Support Zone. This zone contains the Personnel Decontamination Station. This zone may require a lesser degree of personnel protection than the Exclusion Zone. This area separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area.

CONTROL ZONES - The geographical areas within the control lines set up at a hazardous substance incident. The three zones most commonly used are the Exclusion Zone, Contamination Reduction Zone, and Support Zone.

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

COORDINATION CENTER - Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

CORROSIVE MATERIALS - One type of chemical agent that can cause chemical harm at an incident scene. They are liquids or solids, causing visible destruction or irreversible alterations in human skin tissue at the site of contact.

COST SHARING AGREEMENTS - Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between an authorized agency or jurisdictional representatives at the incident.

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

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

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

DISTANCE - One of the three components of the time, distance, and shielding (TDS) response; refers to the recommendation that one maintain distance from a hazard, if at all possible. Refer to the Emergency Response Guide (ERG) as an appropriate resource.

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

EMERGENCY MEDICAL TECHNICIAN-P (EMT-P) – An individual EMT-I or EMT-II who has received additional training in Advanced Life Support according to the Health and Safety Code and has a current and valid county certificate issued pursuant to the Health and Safety Code (formerly called Mobile Intensive Care Paramedics).

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

EMERGENCY SUPPORT FUNCTIONS (ESF) - The Federal Response Plan (FRP) details 12 ESFs in place to coordinate operations during Federal involvement in an incident; transportation, communications, public works, engineering, firefighting, information and planning, mass care, resource support, health and medical services, urban search and rescue, hazardous materials, food, and energy.

ETIOLOGICAL HARM - One of six types of harm (see TRACEM) that can be encountered at a terrorist incident. Involves exposure to a living microorganism, or its toxins, which causes, or may cause, human disease. Biological agents are the most obvious examples of etiological agents.

EXCLUSION ZONE - The area immediately around a spill or release. That area where contamination does or could occur. The innermost of the three zones of a hazardous substance/material incident. Special protection is required for all personnel while in this zone.

FEDERAL ON-SCENE COORDINATOR (FOSC) - The predesignated FOSC operating under the authority of the National Contingency Plan (NCP).

FEDERAL RESPONSE PLAN (FRP) - Plan developed to help expedite Federal support to disasters. Generally, the FRP is activated when the State's resources are not sufficient to cope with a disaster and the governor has requested Federal assistance.

FIRST RESPONDER – Personnel who have responsibility to initially respond to emergencies such as firefighters, law enforcement officers, lifeguards, forestry personnel, ambulance attendants, and other public service personnel.

GAMMA RADIATION - Gamma rays are high-energy, ionizing radiation that travel at the speed of light and have great penetrating power. They can cause skin burns, severely injure internal organs, and have long-term physiological effects.

GENERAL STAFF - The group of incident management personnel comprised of: IC, OPS, PSC, LSC, and Finance/Administration Section Chief.

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

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

HAZARDOUS CATEGORIZATION TEST (HAZ CAT) - A field analysis to determine the hazardous characteristics of an unknown substance.

HAZARDOUS SUBSTANCE/MATERIAL - Any substance/material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive, or any combination, and requires special care in handling because of the hazards it poses to public health and welfare, safety, and/or the environment.

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

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

HELITANKER - A helicopter equipped with a fixed tanker, Air Tanker Board Certified, capable of delivering a minimum of 1,100 gallons of water, retardant, or foam.

HOSPITAL EMERGENCY RESPONSE TEAMS – Pre-arranged hospital teams that respond to the incident upon request.

INCIDENT ACTION PLAN (IAP) – The IAP, which is initially prepared at the first meeting, contains general control objectives reflecting the overall incident strategy (ICS form 201), and specific action plans for the next operational period. When complete, the Incident Action Plan will have a number of attachments.

INCIDENT COMMAND POST (ICP) - The location at which the primary command functions are executed and usually co-located with the Incident Base.

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

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

flexible enough to allow for strategic and tactical alternatives.

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

INITIAL RESPONSE - Resources initially committed to an incident.

IRRITATING AGENT - A chemical agent, also known as riot control agents or tear gas, which causes respiratory distress and tearing designed to incapacitate. Common examples include: chloropicrin, MACE, tear gas, pepper spray, and dibenzoxazepine.

JOINT INFORMATION CENTER (JIC) - A facility established within or near the ICP where the IO and staff can coordinate and provide information on the incident to the public, media, and other agencies. The JIC is normally staffed with representation from the FOSC, SOSC, and RP.

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

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

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

MAJOR MEDICAL EMERGENCY - Any emergency which would require access to local mutual aid resources.

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

MEDICAL TEAM - Combinations of medically trained personnel who are responsible for on-scene patient treatment.

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

MITIGATE - Any action to contain, reduce, or eliminate the harmful effects of a spill or release of a hazardous substance/material.

MOBILIZATION CENTER - An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

MORGUE (Temporary On-Incident) - Area designated for temporary placement of the dead. The Morgue is the responsibility of the Coroner's Office when a Coroner's Representative is on-scene.

MULTI-AGENCY COORDINATION (MAC) - A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

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

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

NERVE AGENT - A substance that interferes with the central nervous system. Exposure is primarily through contact with the liquid (skin and eyes) and secondarily through inhalation of the vapor. Three distinct symptoms associated with nerve agents are: pinpoint pupils, an extreme headache, and severe tightness in the chest. Examples of nerve agents are: sarin, Soman, tabun, and VX agent.

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

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

OPERATIONAL PERIOD - The period of time scheduled for execution of a given set of operation actions as specified in the IAP. Operational Periods can be various lengths, usually not over 24 hours. The Operational Period conencides with the completion of one planning "P" cycle (see Chapter 3 planning cycle).

OPERATIONS COORDINATION CENTER (OCC) - The primary facility of the Multi-Agency Coordination System. It houses staff and equipment necessary to perform MAC functions.

OPERATIONS SECTION - This Section is responsible for all operations directly applicable to the primary mission. Directs the preparation of Unit operational plans, requests or releases resources, makes expedient changes to the IAP as necessary and reports such to the IC. It includes the Recovery and Protection Branch, Emergency Response Branch, Air Operations Branch, and Wildlife Branch.

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

OVERHEAD PERSONNEL – Personnel who are assigned to supervisory positions that includes: Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

PERSONAL PROTECTIVE EQUIPMENT (PPE) - That equipment and clothing required to shield or isolate personnel from the chemical, physical, and biological hazards that may be encountered at a hazardous substance/material incident. 33 CFR 154.1026, 33 CFR 155.1026

QUALIFIED INDIVIDUAL (QI) – The person authorized by the responsible party to act on their behalf, authorize expenditures, and obligate resources.

RADIATION - There are three types of nuclear radiation: (1) alpha, (2) beta, and (3) gamma. Radiation is the cause of one of the six types of harm (see TRACEM) that can be encountered at a terrorist incident. (Referring to nuclear radiation, not radiation as a type of heat transfer.)

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

REINFORCED RESPONSE - Those resources requested in addition to the initial response.

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

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

RESPONDER REHABILITATION - (Also known as "rehab".) Treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

RESPONSIBLE PARTY (RP) - The owner/operator of the vessel or facility, which is the spill source.

SAFE REFUGE AREA (SRA) - An area within the Contamination Reduction Zone for the assemblage of individuals who are witnesses to the hazardous substance/material incident or were on-site at the time of the release. This assemblage will provide for the separation of contaminated persons from non-contaminated persons.

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

SHIELDING - One of the three components of TDS. Shielding refers to maintaining significant physical barriers between you and the hazard. Examples include vehicles, buildings, walls, and PPE.

SIMPLE ASPHYXIANT - Generally, an inert gas that displaces the oxygen necessary for breathing, and dilutes the oxygen concentration below the level that is useful for the human body.

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

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

SPAN OF CONTROL - A Command and Contol term that means how many organizational elements may be directly managed by one person. Span of Control may vary from three to seven, and a ratio of one-to-five reporting elements is recommended.

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

STAKEHOLDERS - Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.

STATEMENT OF NO OBLIGATION - The Statement of No Obligation (SNO) is the fundamental ELT Command and Control mechanism. To ensure that proposed law enforcement actions are consistent with national and USCG policy, and, when necessary, to conduct interagency coordination pursuant to NSC PD-27 requirements (discussed above), USCG personnel are not authorized to carry out or take part in certain law enforcement actions prior to receipt of a Commandant (G-C) SNO from CGHQ. Together, the integrated SNO and PD-27 processes ensure that all necessary interagency and international consultations are undertaken prior to taking law enforcement action.

STRATEGIC GOALS - Strategic goals are broad, general statements of intent.

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

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

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

SUPPORT ZONE – In a hazardous substance reponse, the clean area outside of the Contamination Control Line. Equipment and personnel are not expected to become contaminated in this area. Special protective clothing is not required. This is the area where resources are assembled to support the hazardous substances/materials release operation.

TACTICAL DIRECTION - Directions given by the OPS that includes: the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TACTICS - Deploying and directing resources during an incident to accomplish the objectives designated by strategy.

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

TECHNICAL SPECIALISTS - Personnel with special skills who can be used anywhere within the ICS Organization.

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

TIME - One of the components of TDS. It refers to the amount of time a responder should be exposed to an incident. It is recommended that one spend the shortest amount of time possible in the hazard area.

TIME, DISTANCE, AND SHIELDING (TDS) - Three types of protective measures commonly associated with hazardous materials response.

TOXINS - Toxic substances of natural origin produced by an animal, plant, or microbe. They differ from chemical substances in that they are not manmade. Toxins may include botulism, ricin, and mycotoxins.

TRACEM - Acronym used to identify six types of harm one may encounter at a terrorist incident: **T**hermal, **R**adioactive, **A**sphyxiation, **C**hemical, **E**tiological, and **M**echanical.

TRIAGE – The screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical personnel, equipment and facilities.

UNIFIED COMMAND (UC) - A unified team, that manages an incident by establishing a common set of incident objectives and strategies. This is

accomplished without loss or abdication of agency or organizational authority, responsibility or accountability.

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

VESICANTS - Chemical agents; also called blister agents, which cause severe burns to eyes, skin, and tissues of the respiratory tract. Also referred to as mustard agents. Eamples include mustard and lewisite.

VIRUS - The simplest type of microorganisms, lacking a system for their own metabolism. They depend on living cells to multiply and cannot live long outside of a host. Types of viruses are: smallpox, Ebola, Mar burg, and Lassa fever.

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

WATERSHED REHABILITATION - Also known as "rehab"; restoration of watershed to as-near-as-possible its pre-incident condition, or to a condition where it can recover on its own.

ACRONYMS

A/C	Aircraft
ACP	Area Contingency Plan
ADCON	Administrative Control
AFFF	Aqueous Film Forming Foam
AMIO	Alien Migrant Interdiction Operations
AMVER	Automated Mutual-Assistance Vessel Rescue
AOBD	Air Operations Branch Director
AOIC	Assistant Officer In Charge
APSO	Asylum Pre-screening Officer (INS)
ARC	American Red Cross
ART	Alternate Response Technologies
ATMWU	Air Transportable Mobile Weather Unit
ATOI	Air Target of Interest
ATS	Air Traffic Service
BO	Boarding Officer
BTM	Boarding Team Member
C2	Command and Control
C3	Command, Control, and Communications
CAP	Civil Air Patrol
CASP	Computer-assisted Search Planning
CBDR	Constant Bearing, Decreasing Range
CC	Contributing Command
CCL	Contamination Control Line
CD	Counter Drug
CHET	Customs High Endurance Tracker (Cheyenne III aircraft)
CIC	Combat Information Center
CJCS	Chairman of the Joint Chiefs of Staff

CO	Commanding Officer
COLREGS	COMDTINST M16672.2 (series), *Navigation Rules, International Inland.*
COTP	Captain of the Port
CRA	Coordinating Review Authority
CRC	Contamination Reduction Corridor
CRZ	Contamination Reduction Zone
CSC	Combat Support Center
CTF	Commander Task Force
CTU	Commander Task Unit
CUL	Communications Unit Leader
D&M	Detention and Monitoring
DAN	Divers Alert Network
DCM	Dangerous Cargo Manifest
DEA	Drug Enforcement Administration
DFM	Diesel Fuel Marine
DHHS	Department of Health & Human Services
DMB	Datum Marker Buoy
DMOB	Demobilization Unit Leader
DOD	Department of Defense
EEZ	Exclusive Economic Zone
ELT	Emergency Locator Transmitter
EMCON	Emission Control
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency, US
EPIC	El Paso Intelligence Center
EPIRB	Emergency Position Indicating Radio Beacon
ERT	Emergency Response Team
ES	Electronic Surveillance

ESF	Emergency Support Functions
EXCOM	Extended Communication Search
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FLIR	Forward Looking Infrared Radar
FOD	Foreign Object Damage
FOG	Field Operations Guide
FOSC	Federal On-Scene Coordinator
FSC	Finance/Administration Section Chief
F/V	Fishing Vessel
GIS	Geographic Information System
GMDSS	Global Maritime Distress and Safety System
GSUL	Ground Support Unit Leader
HAZ CAT	Hazardous Categorization Test
HAZMAT	Hazardous Materials
HAZSUB	Hazardous Substances
H/C	Historic/Cultural
HF	High Frequency
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Commander Post
ICS	Incident Command System
IECO	Immigration Emergency Coordinating Officer
IG	Immune Globulin
IMAT	Incident Management Assist Team
INS	Immigration and Naturalization Service
IO	Information Officer
IR	Infrared

ISB	In-situ Burn
ISI	Incident Safety Plan
JIC	Joint Information Center
JRCC	Joint (aeronautical and maritime) Rescue Coordination Center
JRSC	Joint Rescue Sub-center
KT	Knot(s)
KTAS	Knots Air Speed
LCPL	Landing Craft Personnel, Large
LCU	Landing Craft, Utility
LE	Law Enforcement
LEA	Law Enforcement Agency
LEDET	Law Enforcement Detachment (USCG)
LEL	Lower Explosive Limit
LEU	Law Enforcement Unit
LKP	Last Known Position
LLLTV	Low Light Level Television
LO	Liaison Officer
LPOC	Last Port of Call
LSC	Logistics Section Chief
MAC	Multi-agency Coordination
MEDEVAC	Medical Evacuation
MEDICO	Medical Advice, Usually By Radio
MINIRAD	Minimum Radiation
MLB	Motor Lifeboat
MLE	Maritime Law Enforcement
MOA	Memorandum of Agreement
MOOTW	Military Operations Other Than War
MOU	Memorandum of Understanding
MPA	Maritime Patrol Craft
MRCC	Maritime Rescue Coordination Center
MUL	Medical Unit Leader

M/V	Motor Vessel
NCP	National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)
NDP	Naval Doctrine Publication
NIC	National Incident Command
NIIMS	National Interagency Incident Management System
NM	Nautical Mile
NMMSS	Naval Mast Mounted Sight System
NOAA	National Oceanic and Atmospheric Administration
NOTAM	Notice to Airmen
NPOC	Next Port of Call
NRDAR	Natural Resource Damage Assessment
NRC	National Response Center (Phone number (800)424-8802)
NRS	National Response System
NTSB	National Transportion Safety Board
NVD	Night Vision Devices
NVG	Night Vision Goggles
NWP	Naval Warfare Publication
OC	Oleoresin Capsicum (Pepper Spray)
OCC	Operations Coordination Center
OIC	Officer-In-Charge
OPA 90	Oil Pollution Act of 1990
OPCON	Operational Control
OPCEN	USCG Operations Center (Group Activity)
OPLAN	Operation Plan
OPORDER	Operation Order
OPS	Operations Section Chief

OPSEC	Operations Security
O/S	On-Scene
OSC	On-Scene Commander/Coordinator
OSHA	Occupational Safety and Health Administration
PA	Programmatic Agreement (Historical/Cultural Protection)
P/C	Pleasure Craft
PD-27	Presidential Directive 27
PDW	Personal Defense Weapon
PFD	Personal Flotation Device
PIW	Person(s) in Water
PML	Personal Marker Light
POB	Persons On Board
POC	Point-of-Contact
POD	Probability of Detection
POS	Probability of Success
PPE	Personal Protective Equipment
PQS	Personnel Qualification Standard
PRA	Primary Review Authority
PRECOM	Preliminary Communication Search
PSC	Planning Section Chief
QI	Qualified Individual
QRT	Quick Reaction Team
R&A	Rescue and Assistance
RB-M	Response Boat - Medium
RB-S	Response Boat - Small
RAR	Resources at Risk
RBDF	Royal Bahamian Defense Force
RCC	Rescue Coordination Center
RDD	Radiological Dispersal Device
RIB/RHIB	Rigid Hull Inflatable Boat
RIC	Regional Incident Command

RIT	Rapid Intervention Team
ROE	Rules of Engagement
RP	Responsible Party
RPIC	Responsible Party Incident Commander
RRBT	Rapid Response Boarding Team
RRD	Radiological Dispersion Devise
RRT	Regional Response Team
RSC	Rescue Sub-Center
RUL	Resources Unit Leader
SAR	Search and Rescue
SART	Search and Rescue Transponder
SARTEL	SAR Telephone (private hotline)
SATCOM	Satellite Communications
SC	SAR Coordinator
SCAT	Shoreline Cleanup Assessment Team
SELEX	Selected Exercise
SLAR	Side Looking Airborne Radar
SLDMB	Self-Locating Datum Marker Buoy
SMC	SAR Mission Coordinator
SNO	Statement of No Objection
SO	Safety Officer
SRIE	Safety Rules of Engagement
SOLAS	Safety of Life at Sea
SONS	Spill of National Significance
SOSC	State On-Scene Coordinator
SRA	Safe Refuge Area
SRB	Surf Rescue Boat
SROE	Standing Rules of Engagement
SRR	Search and Rescue Region
SRU	Search Rescue Unit
SS	Expanding Square Search
SSC	Scientific Support Coordinator
SSHP	Site Safety and Health Plan
SUL	Situation Unit Leader

SURPIC	Surface Picture
S/V	Sailing Vessel
T/V	Tank Vessel
TACLET	Tactical Law Enforcement Team
TACON	Tactical Control
TB	Tuberculosis
TDS	Time, Distance and Shielding
TFR	Temporary Flight Restrictions
THC	Tetrahydrocannibanol
TOI	Target of Interest
TRACEM	Thermal, Radioactive, Asphyxiation, Chemical, Etiological, and Mechanical
TTP	Tactics, Techniques, and Procedures
UC	Unified Command
UHF	Ultra-High Frequency
UMIB	Urgent Marine Information Broadcast
USC	United States Code
USCG	United States Coast Guard
USCS	United States Custom Service
USMC	United States Marine Corp
USN	United States Navy
UTL	Utility Boat
VERTREP	Vertical Replenishment
VHF	Very High Frequency
VS	Sector Search
WIGS	Wet Indies Guard Ship (UK)
WTD	Water-Tight Door

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