

**IN THE UNITED STATES DISTRICT COURT
FOR THE SOUTHERN DISTRICT OF GEORGIA
BRUNSWICK DIVISION**

DONJON-SMIT, LLC

VS.

**ADMIRAL KARL L. SCHULTZ, CAPTAIN
JOHN W. REED, COMMANDER NORM C.
WITT, and COMMANDER MATTHEW J.
BAER, IN THEIR OFFICIAL CAPACITY
AS OFFICERS OF THE UNITED STATES
COAST GUARD**

**CIVIL ACTION NO.
2:20-CV-00011-LGW-BWC**

**PLAINTIFF DONJON-SMIT, LLC'S
REPLY BRIEF TO DEFENDANTS'
OPPOSITION TO PRELIMINARY INJUNCTION**

Plaintiff DonJon-SMIT, LLC ("DonJon-SMIT") files this Reply Brief¹ stating as follows:

1. INTRODUCTION²

DonJon-SMIT was ready to commence salvage operations of the MV GOLDEN RAY in November 6, 2019 – approximately four (4) months ago³. The DonJon-SMIT's preferred removal methodology was deemed feasible by SERT on December 3, 2019. (Dkt. 20-1, p. 2). By FOSC's inaction and abject deference to the wishes of GL NV24 Shipping Inc. ("Owner") and its representative, in absolute contravention of FOSC's duties and responsibilities under OPA 90, critical time passed.

¹ Each and every factual assertion, not otherwise referenced, in this submission is supported by the Affidavit of Timothy P. Williamson, in his individual capacity and as corporate representative of Donjon-SMIT, LLC. See Dkt. 26-1.

² Contrary to Defendants' assertion, this Court did not deny Plaintiff's Request for a Temporary Restraining Order on February 18, 2020. (Dkt. 20, fn 1). Defendant makes this contention claiming they did not receive notice pursuant to Federal Rule of Civil Procedure 65(b)(1). As set forth in its Verified Response to Plaintiff's Opposition to Plaintiff's Motion for Temporary Restraining Order, Plaintiff did not seek an *ex parte* TRO. (Dkt. 21, pp. 5 - 6).

³ Had the delays not taken place, DonJon-SMIT would have reasonably completed its operations within approximately six (6) months.

Now, ironically, Defendants contend “expediency” justified their approval of a deviation from the Non-Tank Vessel Response Plan (“NTVRP”). (Dkt. 20, p. 24). With Defendants’ February 21, 2020 filing, we now know this conclusion was reached after a one (1) day perfunctory review by SERT consultants, wherein they found T&T’s plan “technically feasible,” despite only having “limited technical detail” to review. (Dkt. 20-1, p. 49; DKT. 22-7; Dkt. 201, p. 57). Notably, SERT’s report, with respect to T&T’s plan, stated:

The structural analysis does not include an analysis of the structure in the current condition, nor does it include an analysis of remaining sections throughout cutting and removal. (Emphasis added).

Further disturbing is the failure of the FOSC to disclose or provide Plaintiff a copy of a November 26, 2019, 28-page report prepared by the Owner’s consultant Global Salvage Consultancy (“GSC”). (Dkt. 21, p. 43). The Owner provided GSC’s “Report” to FOSC Witt on or about November 26, 2019 - twenty-three (23) days before Owner submitted its December 19, 2019 Request for Approval for Deviation from NTVRP. (Dkt. 20-1, p. 14). Although FOSC Commander Witt presumably considered GSC’s November 26, 2019 Report before approving Owner’s deviation request, the Report has mysteriously never been produced, still. This is a dereliction of Defendants’ duty of transparency, as required by the government’s own policies. COMDTINST M3020.24, 9-1A.⁴ Indeed, Defendants have yet to respond to either of DonJon-SMIT’s two (2) FOIA requests dated December 26, 2019 and January 31, 2020. (Dkt. 21-8 and

⁴ “Coast Guard policy is to make available to the public all information about, and imagery of, service activities except those specifically restricted by Reference (l), law, operational security, or policy. This information shall be done in a forthright, expeditious manner. It is critical to manage the balance of timeliness, completeness, accuracy, and synchronization to ensure that information is conveyed in a reasonable manner. Information can be made public electronically, in writing, through imagery, by live or taped broadcast, or person to person. The rules for release of information apply equally to all methods of information sharing (official and unofficial) and across all mediums and audiences.”

21-10).⁵ Such is in contradiction to the Coast Guard's own guidance regarding compliance with OPA 90 and the Chafee Amendment.⁶

These failures illustrate, in part, the inappropriate deference the FOSC gave to the Owner and its insurer's demands for Large Section Demolition (LSD) versus a thoughtful and deliberative evaluation of the situation.⁷ By these actions, FOSC effectively removed DonJon-SMIT,⁸ the fully vetted, OPA 90 pre-approved salvage and marine firefighter ("SMFF"), and in its place, approved a contractor with limited experience in this type of wreck removal. DonJon-SMIT has had substantial experience with roll-on/roll-off vessel accidents over the years.

The FOSC's unwarranted deviation has increased the risk associated with the salvage of the MV GOLDEN RAY. Additionally, during "Town Hall" meetings, T&T was heard to say one hundred (100) cars could fall into the St. Simons Sound per cut, which translates to up to 700 cars of the 4,200 cars.⁹

Moreover, contrary to Defendants' arguments, no "exceptional circumstances" exist(ed) to support a deviation. Indeed, DonJon-SMIT was always able to perform and was responsive. What

⁵ Once an agency properly receives a FOIA request, it has twenty working days in which make a determination on the request. 5 U.S.C. Â§ 552(a)(6)(A)(i); *see* FOIA Update, Vol. XVII, No. 4, at 2, 10 (discussing Electronic FOIA amendments' modifications to FOIA's time-limit provisions); FOIA Update, Vol. XII, No. 3, at 5 (advising that merely acknowledging request within statutory time period is simply insufficient)

⁶ "FOSCs should be mindful of the need for salvors during a response and ensure close coordination with contracted SMFFs to ensure successful salvage operations for saving life or property in danger and for preventing damage to the environment." USCG Marine Environmental Response and Preparedness Manual, COMDTINST M16000.14A, Section 2.C.2.b (30 November 2016) (emphasis added).

⁷ *See* 33 C.F.R. § 155.4032 (a).

⁸ Defendants contend Plaintiff was not removed. While this may be technically accurate, the facts belie this claim.

⁹ *See also* Exhibit 1 (New York Times, Judge Questions Plan to Remove Capsized Ship, Feb. 21, 2020-<https://www.nytimes.com/aponline/2020/02/21/business/ap-us-overturned-cargo-ship-georgia.html?searchResultPosition=5> 0); Exhibit 2 (The Brunswick News, 2.20.2020); Exhibit 3 (The Brunswick News, 2.19.2020).

FOSC contends are “exceptional circumstances,” are, upon examination, contrived, albeit nuanced, excuses to justify FOSC flaccid engagement in the salvage and demolition decision process.

In fact, while stating OPA 90 does not define “exceptional circumstances,” Defendants have overlooked the content of Salvage and Marine Firefighting Requirements; *Vessel Response Plans for Oil*, 73 FR 80618-01. This regulation gives the following examples of what constitutes “exceptional circumstances,”

“in the case of a resource provider's inability to perform their required services. . . [or] if a resource provider is found to be non-responsive or deficient[.]”

DonJon-SMIT did neither. Indeed, what Defendants contend are “exceptional circumstances” are inconsistent with the principle of *ejusdem generis*.¹⁰

Defendants’ effort to broaden the meaning of “exceptional circumstances” would frustrate the Coast Guard’s stated purpose for NTVRPs by allowing responsible parties to re-open contract negotiations seemingly every time a “substantial threat” exists. Defendants’ broad definition of “exceptional circumstances” would instead allow contractual negotiations and the bidding process to be constantly reopened during emergency scenarios, slowing down response times and frustrating the stated purpose of the NTVRP requirement. 33 U.S.C. § 1321(c)(3)(B). If the Court were to accept the Coast Guard’s definition in this matter, the Court would have to conclude that exceptional circumstances existed from the very moment that FOCS arrived in Glynn County.

¹⁰ “Under the *ejusdem generis* canon of construction, “where general words follow a specific enumeration of persons or things, the general words should be limited to persons or things similar to those specifically enumerated.” *United States v. Turkette*, 452 U.S. 576, 581-82, 101 S. Ct. 2524, 2527-28, 69 L. Ed. 2d 246 (1981) (declining to apply the canon where there was no “specific enumeration . . . followed by a general description”); *see also City of Delray Beach v. Agricultural Ins. Co.*, 85 F.3d 1527, 1534 (11th Cir.1996) (applying the doctrine of *ejusdem generis* that “when an enumeration of specific things is followed by some more general word or phrase then the general word or phrase will usually be construed to refer to things of the same kind or species as those specifically enumerated.” *Allen v. Thomas*, 161 F.3d 667, 671 (11th Cir. 1998).

On September 20, 2017, Owner signed a Vessel Response Plan (“VRP”) agreement designating DonJon-SMIT as Owner’s approved salvage and marine firefighter (“SMFF”). 33 C.F.R. § 155.5010. Presumably, Owner designated DonJon-SMIT because of its extensive experience as a marine salvage and casualty response provider being an active response designee for approximately 7,000 vessels in the navigational waters of the United States.¹¹ In fact, DonJon-SMIT is the OPA 90 provider for all of Owner’s fleet, as well as being the largest OPA 90 SMFF provider in the world. Given the size of the MV GOLDEN RAY, and DonJon-SMIT’s firsthand involvement in wreck removal work around the world, DonJon-SMIT recommended Small Section Demolition (SSD), up to 1,400 metric tons.

Now, despite DonJon-SMIT’s SMFF designation, Defendants’ actions are allowing the Owner and its Insurer to ignore their OPA 90 Agreement with Plaintiff, despite Plaintiff being ready and able to perform four (4) months ago. 33 U.S.C.A. § 1321(c)(3)(B). Notably, Plaintiff’s plan meets the intended goal of removal of the MV GOLDEN RAY from the St. Simons Sound. It has now been ready to do so for four (4) months.

Rather than engage in any dialogue towards DonJon-SMIT commencement of work in November 2019, Defendants did nothing other than to kowtow (perhaps unwittingly) to the Owner and insurer. That was not Defendants’ charge, and flies in the face of the purpose of pre-negotiated Funding Agreements where the NTVRP requirement was implemented “to ensure that an incident be responded to quickly and without the need for contract negotiations during an actual emergency.”¹²

¹¹ Under 33 CFR §155.4050(b), DonJon-SMIT approval was subject to a fifteen (15) criteria evaluation. See also Exhibit 6 – May 2014 U.S. Coast Guard Incident Management Handbook (COMDTPUB P3120.17B)

¹² The Salvage and Marine Firefighting Requirements; Vessel Response Plans for Oil, 73 FR 80618-01,

Now, Defendants are trying to deflect, by claiming there were “exceptional circumstances,” yet have continued to stonewall by not responding to Plaintiff’s two (2) FOIA requests, and now, despite that FOOSC’s evaluative process is being reviewed, Defendants have failed to produce GSC’s November 26, 2019 “Report,” which is critical to making a full assessment of FOOSC’s approval of NTVRP deviation¹³.

injunction over the work at the MV GOLDEN RAY.

2. **REPLY TO DEFENDANTS’ OPPOSITION TO INJUNCTIVE RELIEF** ¹⁴

The government’s arguments to defeat DonJon-SMIT’s Motion for a Preliminary Injunction fail on all counts because DonJon-SMIT 1) is likely to succeed on the merits, 2) will suffer irreparable harm, and 3) demonstrates that the balance of the equities favor it.

A. **DONJON-SMIT HAS A SUBSTANTIAL LIKELIHOOD OF PREVAILING ON THE MERITS.**

Contrary to the government’s implication, DonJon-SMIT understands that the OPA 90 does not provide a private right of action against the United States Government or its officials and nothing in DonJon-SMIT’s pleadings claim such a right. Rather, DonJon-SMIT seeks judicial review under the Administrative Procedure Act, equitable relief under 42 USC § 1983, a

¹³ Defendants have even taken to suggesting Plaintiff’s work to date was deficient. (Dkt. 20-pp. 16 -17). Such is in complete contradiction to what was otherwise reported. “We’d like to thank the initial response contractor, DonJon-SMIT, for their hard work and commitment throughout this project,” said Chris Graff of Gallagher Marine Systems, which represents the GOLDEN RAY and its insurers. “This is one of the most complicated marine casualty responses in U.S. history. DonJon-SMIT’s commitment to safety, along with hundreds of other responders, resulted in no injuries despite all the emergent hazards they faced.” Exhibit 4 (Brunswick New, January 8, 2020).

¹⁴ As an evidentiary note, at the preliminary injunction stage, a district court may rely on affidavits and hearsay materials which would not be admissible evidence for a permanent injunction, if the evidence is “appropriate given the character and objectives of the injunctive proceeding.” *Asseo v. Pan American Grain Company*, 805 F.2d 23, 26 (1st Cir.1986); *Levi Strauss & Co. v. Sunrise Int’l Trading, Inc.*, 51 F.3d 982 (11th Cir. 1995).

declaratory judgement, and a writ of mandamus. On each count, DonJon-SMIT demonstrates that it will likely succeed on the merits.

1. **FOSC Is Required to Justify a NTVRP Deviation - DonJon-SMIT Arguments Are Legally and Factually Supportable.** (Defendants’ ¶ First, Dkt. 20, p. 12).

First, Defendants state categorically that the FOSC was not required to provide “justification for his decision” when he approved the Owner’s request for a deviation. (Dkt. 20, p. 12). This position, if accepted by the Court, would render 33 C.F.R. § 155.4032 meaningless, removing the lynchpin that holds OPA 90 together. If this were true, then any circumstance could be exceptional, and the determination could be wholly subjective. If an “exceptional circumstance” becomes “any circumstance,” then a NTVRP, much like 33 C.F.R. § 155.4032, would be meaningless, and the entire structure of OPA 90 would tumble like a house of cards. This cannot be the intent of the Congress.

Next, Defendants argue that the FOSC did provide “reasonable justification” for his deviation approval. However, until *last* Friday, February 21, 2020 (Doc. 20, pp. 3, 12), this alleged “justification” was *not* made public in any form, much less provided to DonJon-SMIT or various other entities, despite several Freedom of Information Act Requests, and a series of informal request from DonJon-SMIT. Indeed, the FOSC’s “justification” only appears in a Decision Memo, drafted two (2) months ago, addressed to “File.” Conveniently, this December 21, 2019 memo was only produced *after* DonJon-SMIT filed this litigation. This evidences a lack of transparency, particularly in light of Plaintiff’s numerous inquiries.

Even today, the government is withholding relevant documents from the Court and DonJon-SMIT. Notably, and obviously missing, are (1) the Global Salvage Consultants’ twenty-eight-page report advocating for Large Section Demolition (LSD), (2) other communications

between the government and the Owner and its insurer, (3) documents the FOSC relied on to determine that “exceptional circumstances” exist, and (4) T&T Salvage’s fixed price contract.¹⁵

2. “Some” Explanation by FOSC for a Deviation Does Not Amount to “Exceptional Circumstances” to Justify a NTVRP Deviation.
(Defendants’ ¶ Second, Dkt. 20, p. 12).

Defendants argue that because the FOSC has shown *some* exceptional circumstance to justify his deviation decision, the Court must give deference to the FOSC’s definition of “exceptional.” However, “courts retain a role, and an important one, in ensuring that agencies have engaged in reasoned decision making. Simply put, the agency must explain why it decided to act as it did, and the reason for the agency’s decision must be both rational and consistent with the authority delegated to it by Congress.” *Water Quality Ins. Syndicate v. United States*, 225 F. Supp. 3d 41, 63 (D.C. Cir. 2016) (internal citations omitted).

It is striking that the FOSC apparently only needed two (2) days to investigate, analyze, and prepare a memorandum to justify granting the Owner’s deviation request. The deviation request was made December 19, 2019 and the FOSC Decision Memo is dated December 21, 2019. Curiously, the FOSC had zero substantive interaction with DonJon-SMIT during the interim time and refused all efforts by DonJon-Smit to engage on the subject. This is illogical and not indicative of independence in making a deviation decision especially since DonJon-SMIT is the designated OPA 90 SMFF.

¹⁵ The “cost” question is significant because as the government admits, the Owner is only responsible for approximately \$78,000,000.00 of the recovery cost, and the difference is paid by U.S. taxpayers. While both proposals exceed this amount, T&T’s proposal would cost the U.S. taxpayers over \$120,000,000.00, taking funds from the Oil Spill Liability Trust Fund. Importantly, the limitation of liability does not apply if it is found that the incident was proximately caused by the responsible party’s (1) gross negligence or willful misconduct, and/or (2) the violation of an applicable Federal safety, construction, or operating regulation by the responsible party or agent thereof, or a person acting pursuant to contractual relationship with the responsible party. 33 USCS §2704 (c).

Despite being responsible for ensuring that any plan to remove the MV GOLDEN RAY is the best one to protect the environment and do no harm to coastal waters, by his actions, the FOSC abdicated his responsibilities and merely adopted the Owner's demands *carte blanche*. The OPA 90 is designed to protect the public health and welfare of navigable waters, with the Coast Guard's oversight. By the FOSC's abdication, the FOSC did not act reasonably. Instead, he made an arbitrary and capricious decision when he unsoundly found that the existing conditions on the vessel and in the St. Simons Sound were "exceptional," and approved the Owner's unwarranted request for deviation. As referenced above, the December 19, 2019 SERT report stated, with respect to T&T's plan, that its "...structural analysis does not include an analysis of the structure in the current condition, nor does it include an analysis of remaining sections throughout cutting and removal." (Dkt. 20-1).

Further, the FOSC used an "any circumstance" standard, rather than an "exceptional circumstance" standard in making his evaluation. Despite Defendants' attempts to cast the FOSC's reasoning as acceptable for approving a deviation, the Decision Memo does not "adequately explain" any legitimate rationale given that it merely mimics the demands and commentary of the Owner, and fails to reflect any independent analysis. *See SEC v. Chenery Corp.*, 318 U.S. 80, 94 (1943).

To place 33 C.F.R. § 155.4032 in the proper perspective, it should be considered that it only comes into play when an environmental disaster is occurring or has occurred. This is not a "business as usual" scenario. At the outset of such a disaster, everything is already "exceptional" in the colloquial sense of the word. Thus, as it is used in this regulation, "exceptional circumstances" means something much more. Courts have defined "exceptional circumstances" in other contexts and found it to mean a "high bar that will be met in only rare cases" and "circumstances that are clearly out of the ordinary, uncommon, or rare". (Dkt. 6, p. 6).

The Court should view the three “reasons” proffered by the FOSC (in his Decision Memo) with extreme caution and in the context of what are truly “exceptional circumstances.” The circumstances justifying the deviation must be “clearly out of the ordinary, uncommon, or rare.” But none of the three reasons stated meet this “high bar.” One first notes that the reasons are vague and do not actually support deviation. Further, none of Defendants’ documentation reflects consultation with anyone regarding the environmental impacts of either plan to shrimping, migratory birds, the navigation channel, or the effects on tourism (or otherwise). Even when addressed specifically, the reasons stated in the FOSC Decision Memo fail to pass muster:

a. Number One – The Vessel is Large and Close to a Navigable Channel

“The vessel is **very large** (656 feet in length) and in very close proximity to a navigable channel that is the sole access route to the one of the busiest ports in United States - the Port of Brunswick.” (Emphasis added.) (Dkt. 20, p. 13). But all non-tank vessels that that fall under the OPA are **very large**, making the MV GOLDEN RAY’s size unexceptional. As for the FOSC’s point that the wreck is close to a navigable channel, the FOSC’s deviation decision (approving of T&T) is premised on a greater intrusion into the navigable waters than proposed by DonJon-SMIT. DonJon-SMIT’s plan included a much smaller barrier *outside* of the channel, whereas T&T’s plan includes a ~31-acre mesh barrier that borders the channel and will result in the periodic closure of the channel.

b. Number Two – The Vessel is Grounded in an Environmentally Sensitive Area

“The vessel is grounded in an environmentally sensitive area that includes prime shrimping grounds and a significant roosting area for migratory birds.” (Dkt. 20, p. 13). In cases of environmental disaster from even *just* an oil spill, would there ever be a situation when an area would *not* be considered environmentally sensitive? It seems self-evident that all areas of the

environment are sensitive in their own ways. In other words, just because an area of the environment is “sensitive” is not, in and of itself, an exceptional circumstance. If the ecology was a concern, did the FOSC consult with any biologists and/or environmentalists to compare the plans and their respective shortfalls or impacts in this regard? Despite the requirement for transparency, we know of no such consultations or any opinions received. Moreover, the environmental sensitivity of the area has not change since November 2019 and the FOSC deviation approval.

c. **Number Three – The Vessel is Grounded in Close Proximity to Tourist Destinations**

“The vessel is aground in close proximity to the major tourist destinations of Saint Simons and Jekyll Islands.” (Dkt. 20, p. 13). But Defendants offer no facts which would create an “exceptional circumstance” sufficient to support a deviation from the NTVRP for this reason. Nothing has changed in this regard since DonJon-SMIT was prepared in November 2019 to commence salvage operations. The documents presented by the Defendants demonstrate that DonJon-SMIT’s plan was technically feasible. (Dkt. 20-1, p. 60 – 61). No one can dispute that DonJon-SMIT could already be well on its way in the removal process.¹⁶

¹⁶ DonJon-SMIT was even willing to use the Owner’s preferred method - LSD - even though everyone involved agreed that LSD is riskier, because of the higher likelihood that the midsections of the GOLDEN RAY will collapse when the ends were removed, crushing the cars inside, making their removal more complicated and damaging to the environment. However, DonJon-SMIT was not willing to undertake the riskier plan and accept the risks of that plan’s failure through a fixed price agreement. It was only then that the Owner put the project out to bid – apparently with the implicit consent of the FOSC. And, here, nearly three months later the salvage work has not started.

3. **FOSC’s Decision Does Not Demonstrate How the Deviation was a More Expeditious and Effective Response to the Spill or Mitigation or its Environmental Effects.** (Defendants “Third” - Dkt. 20, p. 12).

Defendants argue that the FOSC did, in fact, show why T&T’s plan would provide for a more expeditious or effective response and, therefore, was not arbitrary and capricious. 33 U.S.C. § 1321(c)(3)(B) (Chaffee Amendment). However, Defendants ignore the legal propriety of reversing the FOSC decision “if the agency relied on factors Congress did not intend it to consider, entirely failed to consider an important aspect of the problem, or offered an explanation that runs counter to the evidence before the agency or is so implausible that it could not be ascribed to a difference in view or the product of agency expertise.” *Alaska Wilderness League v. Jewell*, 788 F.3d 1212, 1217 (9th Cir. 2015). The facts set forth herein evidence the FOSC’s failure to comply with the law. As evidence of the FOSC’s dereliction of his responsibilities, and the arbitrariness and capriciousness of the decision at issue here, DonJon-SMIT offers the following:

In October 2019, at the first signs of disagreement, FOSC should have noted that there was a difference of opinions between the Owner and DonJon-SMIT, the pre-approved OPA contractor, as to the best methodology for removal of the MV GOLDEN RAY. The FOSC should then, in an expeditious manner, have conducted his own investigation – keeping in mind all the criteria to consider. Then the disagreement would have been resolved in a timely fashion. Had the FOSC gotten involved when he should have, DonJon-SMIT would have started operations in November, either using the SSD methodology (with a removal completion within approximately 6 months) or LSD methodology (with a removal completion with approximately 5 months).

The FOSC knew DonJon-SMIT was ready, willing, and able to implement either plan, however, his unwillingness to adequately perform his responsibilities under the Act and make a decision based on facts, led to the development of contrived and unsupportable explanations for approving a deviation. The effect of this is that, because of the FOSC’s decision, the Owner and

its insurer are improperly employing a fix-price contract with T&T, to control “owner’s” costs and illegally obtain indemnity in contravention of the NTVRP. As such, by the FOSC’s deference to the Owner, the government has acted at the expense of the public, the environment and the law.

b. FOSC’s Deviation Decision Improperly Divested DonJon-SMIT of its Rights.

It is a distinction without a difference for the government to state that “FOSC did not remove DonJon-SMIT as a response provider under the NTVRP.” Moreover, this statement casts confusion on what is an otherwise simple narrative. Prior to the December 21, 2019, DonJon-SMIT was the resource provider for nineteen (19) services related to the MV GOLDEN RAY salvage and cleanup effort, including this recovery job. After December 21, 2019, solely because of the FOSC’s improper approval of the Owner’s unsupported request for a deviation, DonJon-SMIT was removed as the resource provider for each of the nineteen (19) services. Perhaps the FOSC did not remove DonJon-SMIT from a provider list, but the FOSC, for all practical purposes, permitted the Owner to completely eliminate DonJon-SMIT from this job.

B. Arguments Ignored by Defendants

1. The FOSC’s Actions have allowed for the Entry of an Improper Fixed Price Contract in Derogation of OPA 90.

Defendants ignore the fact that the FOSC’s deviation approval materially altered costs, liabilities, and indemnities, which the Owner and its insurer used to insulate themselves from liability and to control their costs. By the FOSC’s erroneous decision, the Owner has been allowed to shift liability and circumvented OPA 90, by transferring indemnity.

In the context of OPA 90, 33 USC §2710 (b), states:

Liability Not Transferred: No indemnification agreement, hold harmless, or similar agreement or conveyance shall be effective to transfer liability imposed under this Act from a responsible party or from any person who may be liability for an incident under this Act to any other person.

The FOSC's deviation has allowed the Owner to transfer its liabilities to T&T, precipitating a possible violation of the law, in spite of the fact that under OPA 90 the Owner is the "Responsible Party." DonJon-SMIT submits that the acceptance of a fixed price contract, because it shifts the risk to the salvor, is itself, a violation of the OPA susceptible to judicial review under the APA.

DonJon-SMIT is likely to succeed on the merits of its claims because it has shown the FOSC acted arbitrarily and capriciously when he approved the Owner's request for a deviation under the MV GOLDEN RAY's NTVRP because he did not demonstrate that the deviation was a more expeditious or effective response to this event.

2. The FOSC'S Actions Violated DonJon-SMIT's Due Process Rights

The FOSC's deviation approval effectively voided DonJon-SMIT's contract with the Owner, a contract on which DonJon-SMIT expended significant time, money, and resources to procure. Because the government, itself, has improperly interfered with DonJon-SMIT's contract, its Fifth Amendment rights to due process of law have been violated. Under the Fifth Amendment of the U.S. Constitution, no person shall "be deprived of life, liberty, or property, without due process of law[.]" Indeed, the "root requirement" of the Due Process Clause is "that an individual be given an opportunity for a hearing before he is deprived of any significant property interest." *Boddie v. Connecticut*, 401 U.S. 371, 379, 91 S.Ct. 780, 786, 28 L.Ed.2d 113 (1971); *see also Bell v. Burson*, 402 U.S. 535, 542, 91 S.Ct. 1586, 1591, 29 L.Ed.2d 90 (1971).

Protected property interests include valid contracts. *See Lynch v. United States*, 292 U. S. 571, 579 (1934) ("The Fifth Amendment commands that property be not taken without making just compensation. Valid contracts are property, whether the obligor be a private individual, a municipality, a State or the United States."). *See also Ruckelshaus v. Monsanto Co.*, 467 U.S. 986, 1003 (1984) (the range of "intangible interests" include contracts, that are "property for purposes of the Fifth Amendment's Takings Clause"); *Long Island Water-Supply Co. v. City of Brooklyn*,

166 U.S. 685, 690, 17 S. Ct. 718, 720, 41 L. Ed. 1165 (1897) (“A contract is property, and like any other property, may be taken...subject to rule of just compensation[.]”); *United States v. Petty Motor Co.*, 327 U.S. 372, 381, 66 S.Ct. 596, 90 L.Ed. 729 (1946) (holding that plaintiff was entitled to just compensation for the *government's taking* of an option to renew a lease); *United States Trust Co. of N.Y. v. New Jersey*, 431 U.S. 1, 19 n. 16, 97 S.Ct. 1505, 52 L.Ed.2d 92 (1977) (“Contract rights are a form of property and as such may be taken for a public purpose provided that just compensation is paid.”).

Here, because the FOSC’s deviation approval deprived DonJon-SMIT of “a significant property interest” worth millions of dollars, DonJon-SMIT was entitled to “an opportunity for a hearing” before the taking. *See Boddie v. Connecticut*, 401 U.S. 371, 379, 91 S. Ct. 780, 786, 28 L. Ed. 2d 113 (1971). Since no “extraordinary situation” existed to justify Defendants’ refusal to afford DonJon-SMIT even a single meeting to defend its property right before the government’s “taking,” Defendants violated DonJon-SMIT’s Fifth Amendment right to due process of law.

C. DONJON-SMIT HAS BEEN IRREPARABLY HARMED. (Defendants’ ¶ B - Dkt. 20, p. 18).

Defendants argue that this litigation is nothing more than a contract dispute between DonJon-SMIT and the Owner and should be settled accordingly. DonJon-SMIT does not dispute that this controversy involves a breach of contract element. However, the action at bar is unrelated to the breach of contract issues between DonJon-SMIT and the Owner. Rather, DonJon-SMIT’s lawsuit is based on the abdication of the duties and responsibilities the federal government owes not only to DonJon-SMIT, but also to U.S. Citizens under the OPA, as well as under the United States Constitution.

The presence of a contract dispute does not vitiate DonJon-SMIT’s claims against the federal government. Both actions can be pursued independently of one another. With respect to

this action, DonJon-SMIT can and will demonstrate that it will suffer irreparable harm if a preliminary injunction is not entered. The irreparable injury is twofold: (1) the approved deviation this will destroy DonJon-SMIT's business reputation and (2) it will cause DonJon-SMIT to lose the benefits of the contract it has with the Owner.

1. Defendants' Actions have Damaged DonJon-SMIT's Reputation Causing Irreparable Injury

An injury is irreparable if it cannot be undone through monetary remedies. *Hanna v. Plumer*, 380 U.S. 460, 85 S.Ct. 1189 (1965). The loss of customers and goodwill is an "irreparable" injury. *Spiegel v. City of Houston*, 636 F.2d 997 (5th Cir., 1981); *McDonalds Corp. v. Robertson*, 147 F.3d 1301, 13010 (11th Cir. 1998). "[G]rounds for irreparable injury include loss of control of reputation, loss of trade, and loss of goodwill." *Ferrellgas Partners, L.P. v. Barrow*, 143 Fed. Appx. 180, 190 (11th Cir. 2005). "Irreparable injury can also be based upon the possibility of confusion." *Ferrellgas*, 143 Fed. Appx. at 190.

Here, the federal government is effectively destroying DonJon-SMIT's reputation in this industry through its unreasoned approval of a deviation from the NTVRP and through its public relations. As an example, in its recent public forum, the federal government published a history of the MV GOLDEN RAY disaster response to date – a disaster response that until recently was indisputably handled entirely by DonJon-SMIT. However, nowhere in the government's published history of this event is DonJon-SMIT mentioned. Instead, T&T Salvage is given implicit credit for DonJon-SMIT's work. *See Exhibit 5 - Photographs from Public Forum*. A quick review of recent news articles makes it clear that DonJon-SMIT's important, early work on the project has already been forgotten. *See Exhibits 1-4*.

In addition to actively damaging DonJon-SMIT's reputation, the federal government, is indirectly damaging DonJon-SMIT's reputation, as well. DonJon-SMIT is currently the largest

OPA-90 salvor provider in the world, with thousands and thousands of contracts. Obviously, DonJon-SMIT's very strong reputation helped it achieve this position, and it relies on that reputation to sustain its business. MV GOLDEN RAY is currently the second largest marine casualty event in recorded history. This is precisely the type of work DonJon-SMIT should be involved in because it is the most experienced. But the federal government tarnished DonJon-SMIT's reputation when it improperly veered from the statutorily required course of action without justification and given the absence of evidence to support the claimed existence of "exceptional circumstances." The reasons stated in the Decision Memo do not support a finding of "exceptional circumstances" justifying the Owner's requested deviation (which coincidentally will relieve the Owner of its obligations as the "responsible party," contrary to statute). Allowing this deviation to stand until a full hearing on the merits of the underlying claim will forever tarnish DonJon-SMIT's heretofore pristine record and reputation. By its indifference, the federal government has essentially blackballed DonJon-SMIT from this project, which will effectively damage DonJon-SMIT's reputation amongst its core business, cause a loss of its well-justified reputation, and, will undoubtedly cause a loss of goodwill amongst its current and prospective clients.

2. Defendant's Actions Have Resulted in DonJon-SMIT's Loss of MV GOLDEN RAY Work Causing Irreparable Injury

This Court in *Georgia v. United States* found irreparable injury where a government vendor was improperly cut out of a bidding process at the Kings Bay Naval Base. 398 F. Supp. 3d 1330, 1340 (S.D. Ga. 2019). Therein, the U.S. Navy put its dining services out for bid and the incumbent dining services vendor notified the Navy that it intended to bid for a renewal. However, the Navy informed the incumbent bidder that it would not be considered for a variety of reasons. That vendor considered those reasons improper and illegal, and sued for a temporary injunction to prevent the

Navy from contracting with another vendor. This Court agreed with the vendor and granted an injunction.

In finding irreparable harm, this Court stated, “Plaintiff will experience irreparable harm in the loss of the contract (if they were supposed to be awarded it as they allege), the loss of employees, the economic loss involved in bidding for another contract, and the loss of not being able to bid for the contract.” *Id.* at 1344. The Court went on to favorably cite *Cardinal Maint. Serv., Inc. v. United States*, 63 Fed. Cl. 98, 110 (2004) (“It is well-settled that a party suffers irreparable injury when it loses the opportunity to compete on a level playing field with other bidders. Irreparable injury includes, but is not limited to, lost profits which would flow from the contract.”), and *SAI Indus. Corp. v. United States*, 60 Fed. Cl. 731, 741 (2004) (“Irreparable injury can be shown in the ‘form of lost opportunity to fairly compete for and perform work under the contract, including but not limited to lost profits that would generate therefrom.’”).

Here, Defendants argue that DonJon-SMIT’s reliance on *Georgia* is “wholly misplaced” for two reasons, (1) DonJon-SMIT can still compete for MV GOLDEN RAY contracts, and (2) DonJon-SMIT can seek damages from the Owners. As already discussed, the first argument is a distinction without a difference. While DonJon-SMIT may technically still be on the Owner’s “provider list,” it has been shut out of the recovery process. Without the Court’s intervention, this will continue. In DonJon-SMIT’s Non-Tank Vessel Response Plan for the MV GOLDEN RAY, it was the contractor selected and pre-approved for all nineteen salvage services relevant to the MV GOLDEN RAY. But by the FOSC’s unsubstantiated December 21, 2019 deviation approval, the FOSC effectively removed DonJon-SMIT from *all nineteen* services.

Much like the Navy in *Georgia*, the FOSC created an unequal playing field when it came to MV GOLDEN RAY. On many occasions, the FOSC and other members of the U.S. Government refused to meet with DonJon-SMIT, all the while granting T&T Salvage meetings. DonJon-SMIT

was prohibited from presenting its plan to Unified Command. T&T Salvage did. If the FOSC's deviation is allowed to stand, DonJon-SMIT will continue to experience irreparable harm in the loss of the contract, the loss of employees, the economic loss of its expected profit, the economic cost involved in bidding for another contract, and the inability to competitively bid for *this* contract.

Finally, if the Court finds that there is not a substantial likelihood that DonJon-SMIT will succeed on the merits of its 42 USC § 1983 claim, this further buttresses its irreparable harm argument if this deviation is allowed to stand. Even though DonJon-SMIT is not seeking monetary damages as they would be impossible to calculate, 42 USC § 1983 is the only avenue available where monetary damages of any significance could be sought.

D. The Balance Of The Equities Favor An Injunction to Protect the Public Interest.

While normally the government could correctly argue that its interests are merged with those of the public, the evidence shows that not to be the case here. The facts are that the government has blatantly bent over backwards to accommodate the Owner, at the expense of the public. It is DonJon-SMIT's interests, not federal government's, which merge with the public's interest. This is clearly demonstrated through the evidence.

The government's entire argument regarding the "balance of the equities" can be summarized as a "time is of the essence" argument. Such an argument is hypocritical. Essentially, the government argues that the longer that work cannot commence, the greater the risk to all stakeholders, except DonJon-SMIT. If time was truly of the essence, then the government would not have let four (4) months lapse to acquiesce to the Owner's demands when a feasible plan was presented by the contracted SMFF. The FOSC has allowed the situation to devolve, despite having a viable, feasible, executable plan available from DonJon-SMIT, a recognized expert in the field.

The FOSC allowed the Owner to commandeer the methodology of salvage and demand a fixed priced contract. This decision to deviate, without appropriate rationale, failed to take into consideration the public's interest and is beyond extraordinary. Indeed, if timing were truly the FOSC's concern, DonJon-SMIT's work would have begun in November and would have been concluded within approximately six (6) months.

It is significant to note that the government has not produced any analytical comparison of the DonJon-SMIT and T&T's plans. As such, by acquiescing to the Owner's demands, the FOSC has failed to provide any thoughtful reasoning supporting the efficacy of LSD over SSD. This alone is definitive evidence that the FOSC failed in his duties to protect the public and assure compliance with U.S. laws.

While the harm to DonJon-SMIT has been thoroughly briefed above, and is similar to the harm alleged in *Georgia*, this Court must determine whether (1) "the harm to [DonJon-SMIT] of losing out on the contract and the sunk costs and profits involved in losing incumbent status without having any remedy to pursue damages against the United States," and (2) the harm to DonJon-SMIT's reputation outweighs the harm to the government. *Georgia*, 398 F. Supp. 3d at 1357. Considering that the public's and DonJon-SMIT's interests are aligned and considering the irreparable harm DonJon-SMIT will suffer without an injunction, the Court should find that the equities tip in favor of DonJon-SMIT and grant a preliminary injunction.

3. CONCLUSION

Based on the foregoing, DonJon-SMIT asks the Court to enter the preliminary injunction.

SIGNATURES ON FOLLOWING PAGE

This 25th day of February 2020.

Respectfully submitted,

**TAYLOR, ODACHOWSKI, SCHMIDT &
CROSSLAND, LLC**

/s/ Joseph R. Odachowski

Joseph R. Odachowski

Georgia State Bar No. 549470

Peter H. Schmidt, II

Georgia State Bar No. 629512

300 Oak Street, Suite 200

St. Simons Island, GA 31522

(912) 634-0955 – Telephone

(912) 638-9739 – Facsimile

jodachowski@tosclaw.com

**ATTORNEYS FOR PLAINTIFF
DONJON-SMIT, LLC**

**OF COUNSEL:
CLARK HILL PLC**

/s/ Garney Griggs

Garney Griggs

Texas State Bar No. 08491000

Clifford Bowie Husted

Texas State Bar No. 00796803

Gregorio Flores

Texas State Bar No. 24116367

909 Fannin, Suite 2300

Houston, TX 77010

(713) 951-5600 – Telephone

(713) 951-5660 – Facsimile

ggriggs@clarkhill.com

hustedc@clarkhill.com

gflores@clarkhill.com

**ATTORNEYS FOR PLAINTIFF
DONJON-SMIT, LLC**

CERTIFICATE OF SERVICE

This hereby certifies that on this day, I electronically filed the ***Plaintiff DonJon-SMIT, LLC'S Reply Brief To Defendants' Opposition To Preliminary Injunction*** with the Clerk of Court using the CM/ECF system, which will automatically send email notification of such filing to the following attorneys of record:

Martha C. Mann, Esq. Sydney A. Menees, Esq. UNITED STATES DEPARTMENT OF JUSTICE Environmental & Natural Resources Division Post Office Box 7611 Washington, DC 20044 Martha.mann@usdoj.gov Sydney.menees@usdoj.gov	Bradford C. Patrick, Esq ASSISTANT UNITED STATES ATTORNEY Post Office Box 8970 Savannah, Georgia 31412 Bradford.patrick@usdoj.gov
---	---

This 25^h day of February 2020.

**TAYLOR, ODACHOWSKI, SCHMIDT &
CROSSLAND, LLC**

/s/ Joseph R. Odachowski

Joseph R. Odachowski

Georgia State Bar No: 549470

Peter H. Schmidt, II

Georgia State Bar No. 629512

300 Oak Street, Suite 200
St. Simons Island, GA 31522
(912) 634-0955 – Telephone
(912) 638-9739 – Facsimile
jodachowski@tosclaw.com

The New York Times**EXHIBIT****1**

exhibitsticker.com

Judge Questions Plan to Remove Capsized Ship in Huge Chunks

By The Associated Press

Feb. 21, 2020

SAVANNAH, Ga. — A federal judge Friday ordered attorneys for the U.S. Coast Guard and a maritime salvage company to answer detailed questions about plans to remove an overturned cargo ship on the Georgia coast by sawing it into eight enormous chunks.

The salvage firm Donjon-SMIT filed suit Feb. 13 asking the judge to halt removal of the South Korean freighter Golden Ray, which capsized off St. Simons Island on Sept. 8 shortly after leaving the nearby Port of Brunswick with 4,200 automobiles in its cargo decks.

The multi-agency command overseeing the wreck removal hopes to start cutting the ship into sections in April. But Donjon-SMIT says the Coast Guard violated the federal Oil Pollution Act when it allowed the ship's owner to drop the company for a rival salvage firm willing to remove the vessel in larger pieces. Donjon-SMIT's complaint says that plan threatens an "environmental disaster."

U.S. District Court Judge Lisa Godbey Wood has scheduled a hearing for Tuesday. Indicating there's no time to waste, Wood submitted 45 questions Friday for attorneys on both sides to answer in writing prior to arriving in court.

"This is no ordinary case," Wood wrote in her order Friday.

In its legal complaint, Donjon-SMIT said in November it presented a plan to the ship's owner, identified in the court filing as GL NV24 Shipping Inc., to remove the ship in sections weighing approximately 600 tons (544 metric tonnes) to allow systematic removal of the cars inside.

The company said the ship's owner rejected its plan and hired another firm, T&T Salvage, willing to remove the vessel in larger chunks of up to 4,100 tons (3,720 metric tonnes). By allowing the switch, it said, the Coast Guard violated the 1990 federal law intended to improve oil spill responses by requiring shipowners to designate salvage responders in advance.

In her Friday order, the judge said she wants to know specifically who made the decision to hire a different salvage company and what “exceptional circumstances” justified the change.

She also ordered attorneys to provide estimates for the total cost, removal timetables, probabilities for success and worst-case environmental impacts for both Donjon-SMIT's initial proposal and the current plan to carve the ship into larger pieces.

In addition, the judge is asking about the importance of removing the wreck before hurricane season begins Jun. 1.

As for the 4,200 automobiles on board, the multi-agency command said this week it plans to leave them inside the huge sections of the ship that are to be lifted by a giant crane and loaded onto a barge. Though crews plan to wrap open ends of each chunk with a mesh material to contain debris, some vehicles are expected slip through.

“We do expect that some of the cars will end up in the water as part of the cutting process,” said Coast Guard Petty Officer 1st Class Nate Littlejohn, a spokesman for the multi-agency team.

Crews began work this week to surround the Golden Ray with a giant mesh barrier to contain any loose automobiles or other debris. Those will be cleaned up after the larger pieces are removed.

https://thebrunswicknews.com/news/local_news/coast-guard-official-gives-details-about-salvage-operation-at-city/article_ab36852-c1ed-5ecb-803a-14658d221106.html

Coast Guard official gives details about salvage operation at city meeting

By GORDON JACKSON gjackson@thebrunswicknews.com
Feb 20, 2020

EXHIBIT**2**

exhibitsticker.com

If everything goes as planned, the process to drive 80 piles into the seabed surrounding the Golden Ray will begin this afternoon.

After netting to trap pollutants and debris is erected on the piles surrounding the vessel, the complicated process to remove the vessel begins. The goal is to have the vessel removed and the seabed clean of debris before the height of hurricane season starts.

Coast Guard Lt. Cmdr. Matt Waller, a member of the Unified Command responsible for removing the 656-foot ship that capsized more than five months ago made a presentation at Wednesday's Brunswick City Commission meeting. He explained the plans to remove the vessel with nearly 4,200 cars inside.

While there is a sense of urgency to remove the vessel, the safety of responders and the environment remain the top priorities, Waller said.

There are currently an estimated 150 people working on the salvage operation. The number of workers and vessels will increase noticeably once the actual salvage work begins. He estimated there could be as many as 500 people at the site.

The ship will be cut into eight sections, one at a time, he said. It will take about 24 hours of continuous cutting by a large chain designed to rip through the hull in a way that won't leave any metal shavings on the sea bed. Once the cutting begins on a section, it can't be stopped, Waller said.

A barge crane designed to dismantle oil rigs will straddle the Golden Ray, lift out each section and place it on a barge. It's possible the chain will cut through some of the vehicles, but Waller said most of them will be pushed aside as the chain cuts through the ship.

It will take four to seven days to secure each section to a barge before it is shipped to a salvage yard in Louisiana. Waller said it will take the barges more than a week for the voyage.

Lifting brackets are currently being welded on the ship's hull to provide lifting points for each portion of the ship. Once a section is safely secured on a barge, crews will begin cutting the next section.

During the process there will be constant monitoring for oil and fuel leaks at the site and along and estimated 118 miles of shoreline and marshes. The sea bed will also be inspected for any debris as each section is removed.

Divers will be used to pick up anything on the sea bed that can't be picked up by a magnet, Waller said.

There will be times when traffic in the shipping channel will have to be temporarily suspended. But Waller said the closures will take hours, not days.

Waller ended the presentation by expressing thanks to the community for their hospitality and understanding.

After the presentation, commissioners had a light agenda. They unanimously reappointed commissioners Vincent Williams and Felicia Harris to the city's finance committee.

Gordon Jackson

https://thebrunswicknews.com/news/local_news/rotary-club-briefing-breaks-down-golden-ray-project/article_fae3b0d3-9b3f-5a37-8bed-b5259748052e.html

Rotary Club briefing breaks down Golden Ray project

By LARRY HOBBS lhobbs@thebrunswicknews.com

Feb 19, 2020



The Golden Ray is seen tipped over in St. Simons Sound in November.

The Brunswick News/File

Danged the lawsuit, it is full steam ahead for plans to corral the shipwrecked Golden Ray and remove it from the St. Simons Sound one giant slice at a time.

That was the message members of Unified Command gave Tuesday during a Rotary Club of St. Simons luncheon at Ziggy Mahoney's on the island. Work to drive the first support piles into the sound's sandy bottom is expected to begin by Thursday, marking the start of an ambitious plan to remove all 656 feet and 25,000 tons of the unsalvageable ship from the St. Simons Sound before the start of hurricane season in June.

"We will begin construction of the EPB (environmental protection barrier) this week," said Coast Guard Lt. Commander Matt Waller of Unified Command. "We're looking at Thursday to begin. It will start with pile driving."

Meanwhile, a lawsuit filed late last week by former Golden Ray shipwreck contractor Donjon-SMIT seeks to stop work on the present plan of action. A federal hearing will take place on that injunction request next week at the U.S. District Courthouse in downtown Brunswick. Donjon-SMIT claims the plan put forth by contractor T&T Salvage could lead to an "almost certain" environmental catastrophe.

Some 320,000 gallons of oil have been removed from the Golden Ray since it capsized more than five months ago. However, 4,200 vehicles remain in its cargo hold, each with several gallons of gas, as well as oil and other automotive fluids.

Chris Graff of Unified Command's Gallagher Marine Systems told the Rotarians that it is imperative to get the bulk of the work completed before hurricane season is under way.

"We're aware of the lawsuit," said Graff, Gallagher's director of response services. "We're going to hope that nothing impacts our timetable. The whole goal of this is to get it done before the height of the hurricane season."

Assuming construction is permitted to proceed, Thursday will initiate the start of installing up to 80 steel pilings into the sound to support a double-layer mesh netting. The 140-foot-long piles are 48 inches around and will be driven about half their length into the seabed. The piles will be set in pairs, one inside the netting and one outside the netting. A boom barrier will line the surface of the net to catch oil and other floating pollutants.

The environmental barrier will be laid out in a rectangular shape, designed specifically to best withstand the swift currents of the St. Simons Sound, Waller said. A “current buster,” a floating apparatus resembling a long inflatable raft, will be placed at the corners to catch pollutants and feed them to skimmer boats inside the barrier. Crews on skimmer boats also will be outside the barrier to catch any pollution that might escape, Waller said.

“It’s called a current buster, and it’s been used in places like Scandinavia where there’s swift currents,” Waller said. “It’s a boom that allows the water to escape underneath while the pollutants stay on the surface. And then a boat will be able to skim that out.”

Crews will also begin laying lines underneath the Golden’s Ray’s sunken port side hull, which will serve to guide the giant chain saw that will slice the ship into eight pieces.

Construction of the environmental protection barrier is expected to be completed by the end of March. The barrier is intended to catch any debris that comes loose during the cutting process, particularly any of those thousands of vehicles on board.

Afterward, the VB 10,000 barge crane will arrive from New Orleans, La., to do the cutting and heavy lifting. More than 300 feet wide and 240 feet high, it is the largest lift vessel ever built in the U.S. The crane will saw its way up through the ship’s hull with a four-inch chain saw. Each cut will take about 24 hours and cutting cannot stop until complete once it commences.

“It’s more of a tearing than a cutting,” Graff said. “This is the first time (T&T Salvage) has done this.”

The section being cut will be wrapped in a mesh to prevent vehicles and other debris from falling out. However, officials anticipate some vehicles will fall out.

“The goal is to not let a lot of them come out (during the cutting), but there will be cars coming off,” Graff said. “That’s why the barrier will be in place.”

Each of the pieces, weighing between 4,100 and 2,700 tons, will be loaded onto a specially designed barge.

“It has a containment system, a wall to contain fluids once a piece is dropped onto the barge,” he said.

It should take about a week to cut, load and haul each piece away to a recycling facility in Louisiana, Waller said. Then the next cut will begin.

“Once the cutting phase starts, it should take about two months,” Graff said. “Then the cleanup begins.”

That means retrieving all the debris and vehicles remaining inside the barrier. Sonar and other underwater imaging technology will assist in this phase. The final cleanup process also will include removing the 6,000 tons of aggregate rock dropped around the ship’s sunken port side last fall to stabilize it in the swift currents.

Lastly, the mesh barrier will be dismantled. There is no timetable on the how long the entire project will last, but officials are adamant that the hull of the Golden Ray should be removed before hurricane season.

The Golden Ray could potentially wind up being the second costliest shipwreck in history, Graff said. Ultimately, under the federal Oil Pollution Act of 1990, cleanup and other associated costs rest with the ship’s owner, Hyundai Glovis, and its insurer, North of London P&I Association, Graff said. North of London is the world’s largest maritime insurer, he said.

Larry Hobbs

https://thebrunswicknews.com/news/local_news/salvage-group-hired-to-remove-golden-ray/article_2e8c43ea-6530-5488-ab84-4cf05a5085bd.html

Salvage group hired to remove Golden Ray

By LARRY HOBBS lhobbs@thebrunswicknews.com

Jan 8, 2020



The propeller of the Golden Ray was removed in December. Unified Command announced Tuesday that it had selected T&T Salvage to handle the salvaging of the ship.

Provided photo/Unified Command

While they are still trying to decide on the best type of barrier to build around the Golden Ray, Unified Command has settled on an outfit to cut up and remove the 656-foot shipwreck from the St. Simons Sound, officials announced late Tuesday.

Texas-based T&T Salvage LLC has been hired to remove the wreck that has sat overturned in the sound between St. Simons and Jekyll island for four months. T&T Salvage was chosen from among six bidders, which included DonJon-SMIT, the maritime emergency contractor that originally responded to the Golden Ray crisis. With the contract awarded to T&T Salvage, DonJon-SMIT has completed its involvement with the Golden Ray operation, said Chris Graff of Gallagher Marine Systems. Gallagher Marine Systems represents the Golden Ray and its insurers in Unified Command, which also consists of the Coast Guard and the state Department of Natural Resources.

The New Jersey-based DonJon-SMIT was the initial responder to the shipwreck, which occurred in the dark morning hours of Sept. 8 when the Golden Ray overturned while heading out to sea with a cargo of 4,200 vehicles. DonJon-SMIT played a crucial role in rescuing the four crewmen who were trapped deep in the stern of the ship after it capsized. The four South Korean maritime merchants were plucked from a hole cut in the hull of the ship more than 34 hours after the wreck. All 24 crewmen were safely rescued. DonJon-SMIT continued to play a key role in later developments, from the removal of more than 300,000 gallons of fuel from the ship to the removal of its rudder and propeller.

"

"We'd like to thank the initial response contractor, DonJon-SMIT, for their hard work and commitment throughout this project," Graff said. "This is one of the most complicated marine casualty responses in U.S. history. DonJon-SMIT's commitment to safety, along with hundreds of other responders, resulted in no injuries despite all the emergent hazards they faced."

Though the company is based in Texas, T&T Salvage has offices worldwide.

The company was chosen for its extensive experience in the field of maritime demolition, Graff said. The ship's owners determined T&T Salvage was best-qualified for the job, said Unified Command spokesman and Coast Guardsman Nate Littlejohn.

“T&T Salvage is known worldwide in the maritime industry and submitted a very thorough salvage plan that was evaluated as being the safest and most efficient,” Littlejohn said. “After carefully considering multiple bid proposals and reviewing risk projections associated with each, the owners of the Golden Ray decided to use a different resource provider for this unique situation to better affect a more successful response.”

Unified Command is still trying to determine the best type of barrier to build around the ship before demolition begins, a measure intended to prevent mitigate pollution and environmental damage. Once that is decided, Unified Command said it will release a timeline for the ship’s removal and other details about the process.

“This is a big step forward in this response, but there is still a significant amount of work to be done,” said Coast Guard Cmdr. Matt Baer, federal on scene coordinator for the incident. “While we cannot operate without risk, the UC remains focused on mitigating the overall risk to the environment while ensuring the safe removal of the ship. The next phase will include construction of an environmental protection barrier. We have not made a decision on exactly what type of barrier will be constructed given the complex nature of the response, but we are close.”

Larry Hobbs

ST. SIMONS SOUND INCIDENT RESPONSE TIMELINE



GEORGIA
DEPARTMENT OF NATURAL RESOURCES

SEPTEMBER



8 M/V Golden Ray capsizes. Twenty crew members are rescued by the U.S. Coast Guard (USCG), Georgia Department of Natural Resources (DNR) and Glynn County Fire Department. **Unified Command**, made of USCG, DNR, and the responsible party, is established.

9 USCG and salvage crews rescue the four remaining crew members from Golden Ray. **Environmental protection measures** are put in action with over 4,300 ft of boom deployed



12 Maritime traffic to the Port of Brunswick resumes on a case-by-case basis. **Salvage operation begins.**

13 Response teams monitor the north bank of the **Brunswick River and Bird Island** for impacts from the incident.



14 **Precautions** taken to ensure the ship is secure during impending heavy weather. Salvage operations are **suspended** due to foul weather on Sept. 15 and **resume** the following day on Sept. 16.

17 Response teams assess the effectiveness of **pollution mitigation** strategies. At this date, there were approximately **170** responders and **26** vessels assisting in the response.



18 Salvage operations continue as **air quality** assessments inside the vessel begin.

19 Salvage efforts on the Golden Ray continue to progress as teams begin **skimming pollutants** from the engine room to allow access to the main fuel tanks.



20 Response teams continue to canvass the shoreline for impacted areas. Approximately **200 responders** and 37 vessels are assisting in the response.

ST. SIMONS SOUND INCIDENT RESPONSE TIMELINE



GEORGIA
DEPARTMENT OF NATURAL RESOURCES

21 Sporadic discharges observed from M/V Golden Ray. **Skimming and booming** operations intensify due to discharges. More than 5,300 feet of boom are deployed.



22 Shoreline impacts from the discharges have been identified. **Unified Command** deploys **Shoreline Assessment Technique** teams to impacted areas.

23 The UC continues to target and mitigate shoreline pollution. More than **200 responders and nearly 60 vessels** are engaged in the response.



24 Response teams continue to conduct surveys in oil-impacted areas. **Additional boom** was identified on the bank of the Back River and **additional boom** deployed to prevent further impact.

25 Response crews continue removing oily water mixture from the vessel's engine room. **Lightering operations** to remove fuel from the vessel begin.



26 The UC continues to pump and remove fuel from the Golden Ray's fuel tanks into a barge to **prevent further discharges** and prepare for the safe removal of the vessel.

27 Unified Command responds to pollutant discharges. The discharge was **located and stopped**. Boom is deployed. On water skimming operations were carried out and cleanup teams responded to impacts.



30 Unified Command responds to another discharge from the vessel. More than 10,000 ft of **boom is deployed** and skimming and cleanup teams continue to mitigate impacts along the shoreline. More than **74,000 gallons of fuel** have been removed from the vessel.

OCTOBER



1 More than **106,000 gallons** of fuel have been removed from the vessel by lightering efforts.

AND INCIDENT TIMELINE

GEORGIA
DEPARTMENT OF NATURAL RESOURCES

EMBER

Golden Ray capsizes. Twenty crew members are rescued by the U.S. Coast Guard (USCG), Georgia Department of Natural Resources (DNR) and Glynn County Fire Department. **Unified Command**, made of USCG, DNR, and the local party, is established.



Due the four
Golden Ray.
on measures
boom deployed

Maritime traffic to the Port of Brunswick resumes on a case-by-case basis.
Salvage operation begins.



Monitor the north bank
River and Bird
from the incident.

4 Precautions taken to ensure the ship is secure during impending heavy weather. Salvage operations are **suspended** due to foul weather on Sept. 15 and **resume** the following day on Sept. 16.



Assess the effectiveness
mitigation strategies. At
least approximately **170**
vessels assisting in the response.

18 Salvage operations continue as **air quality** assessments inside the vessel begin.



on the Golden Ray
progress as teams begin
pollutants from the engine
main fuel tanks.

20 Response teams continue to canvass the shoreline for impacted areas. Approximately **200 responders** and **37 vessels** are assisting in the response.

ST. SIMONS SOUND INCIDENT RESPONSE TIMELINE



GEORGIA
DEPARTMENT OF NATURAL RESOURCES

21 Sporadic discharges observed from M/V Golden Ray. **Skimming and booming** operations intensify due to discharges. More than **5,300 feet** of boom are deployed.



22 Shoreline impacts from the sporadic discharges have been identified. Unified Command deploys **Shoreline Cleanup and Assessment Technique teams** to potential impacted areas.

23 The UC continues to target and mitigate shoreline pollution. More than **200 responders** and **nearly 60 vessels** are engaged in the response.



24 Response teams continue environmental surveys in oil-impacted areas. Oiled vegetation was identified on the west bank of the Back River and **additional boom was deployed** to prevent further impact.

25 Response crews continue removing oily water mixture from the vessel's engine room. **Lightering operations** to remove fuel from the vessel begin.



26 The UC continues to pump and transfer fuel from the Golden Ray's fuel tanks into a barge to **prevent further discharges** and prepare for the safe removal of the vessel.

27 Unified Command responds to pollutant discharges. The discharge was **located and stopped**. Boom is deployed. On water skimming operations were carried out and cleanup teams responded to impacts.



30 Unified Command responds to another fuel discharge from the vessel. More than **14,000 ft of boom is deployed** and skimmers and cleanup teams continue to mitigate impacts along the shoreline. More than **74,000 gallons of fuel have been removed** from the vessel.

OCTOBER



1 More than **106,000 gallons** of fuel have been removed from the vessel by lightering efforts.

ST. SIMONS SOUND RESPONSE T



DEPARTMENT

3 Cleanup teams continue to recover oil from the water and canvass the shoreline to mitigate impacted areas. More than **169,000 gallons** of fuel have been removed from the vessel.



5 Representative Incident Unified Command at DNR's Command comments and questions.

8 Over 213,000 gallons have been lightered from the M/V Golden Ray. Unified Command is operating more than **70 vessels with more than 400 personnel**. Crews prepare the incident site and response assets for heavy weather. Operations resume Oct. 10.



12 More than **100,000 gallons** of fuel have been removed from the vessel. **Determine if the vessel can be safely righted** and if the operation is deemed a success.

20 A **suspected fire is observed** on board the wreck. Crews were not on site due to heavy weather. A firefighting-equipped tugboats sprayed the vessel to control the source of smoke.



21 The Mackay ramp off the vessel is **re-opened**.

29 Crews begin placement of **6,000 tons of rock** next to the Golden Ray's hull to prevent erosion and scouring.



5 The boat ramp at Sicily Island is **re-opened** to the public.

7 Georgia DNR re-opens the Jointer Creek Public Shellfish Harvest Area near Downing Musgrove Causeway.

NOVEMBER

IDENT LINE

ORGIA
URAL RESOURCES

V
ing



e impacts from the sporadic
es have been identified. Unified
and deploys **Shoreline Cleanup
Technique teams** to potential

igate

essels



onse teams continue environmental
eys in oil-impacted areas. Oiled
etation was identified on the west
River and **additional boom was**
event further impact.

oving oily
engine
ns to



he UC continues to pump and transfer
el from the Golden Ray's fuel tanks
to a barge to **prevent further**
and prepare for the safe removal of the

o pollutant
as **located**
loyed.
d out and



nified Command responds to another fuel
ischarge from the vessel. More than 14,000
of **boom is deployed** and skimmers
ams continue to mitigate impacts along the
e than **74,000 gallons of fuel have**
red from the vessel.

MBER

than **106,000 gallons** of fuel have been
ed from the vessel by lightering efforts.

ST. SIMONS SOUND INCIDENT RESPONSE TIMELINE



GEORGIA
DEPARTMENT OF NATURAL RESOURCES

3 Cleanup teams continue to recover oil from the water and canvass the shoreline to mitigate impacted areas. More than **169,000 gallons** of fuel have been removed from the vessel.



5 Representatives of the St. Simons Sound Incident Unified Command host a booth at **DNR's CoastFest 2019** to address comments and questions from the community.

8 Over 213,000 gallons have been lightered from the M/V Golden Ray. Unified Command is operating more than **70 vessels with more than 400 personnel**. Crews prepare the incident site and response assets for heavy weather. Operations resume Oct. 10.



12 More than 225,000 gallons of fuel have been removed from the vessel. **Experts determine the vessel cannot be safely righted and re-floated intact**. The operation is deemed a wreck removal.

20 A **suspected fire is observed** on board the wreck. Crews were not on site due to heavy weather. A firefighting-equipped tugboats sprayed the vessel to control the source of smoke.



21 The Mackay River public access boat ramp off the F.J. Torras Causeway is **re-opened** to the public.

29 Crews begin placement of **6,000 tons of rock** next to the Golden Ray's hull to prevent erosion and scouring.



NOVEMBER



5 The boat ramp at Sidney Lanier Park is re-opened to the public.

7 Georgia DNR re-opens the Jointer Creek Public Shellfish Harvest Area near Downing Musgrove Causeway.



ST. SIMONS SOUND INCIDENT RESPONSE TIMELINE



GEORGIA
DEPARTMENT OF NATURAL RESOURCES

16 Commercial vessel traffic to the Port of Brunswick **resumes 24-hour operations** after being limited to 12 time hours.



20 Response exercise.

21 Bulk fuel **removal from wreck is completed**. Crews begin working to enter main fuel tanks to remove remnants of fuel.

DECEMBER



11 Oil pumping of all Golden Ray is completed. **operations end**.

20 Operations to remove the **ship's rudder and propeller are completed** after weather delays. The pieces are donated to Georgia DNR and placed 20 miles offshore as an artificial reef.

JANUARY



6 The UC announces that the group has selected **Texas Salvage** to do the wreck removal.

19 Hot debris from cutting operation to remove a ramp on the Golden Ray ignites a fire on board that was **put out** by **T&T Salvage firefighting crews** within approximately 25 minutes.

ST. SIMONS SOUND INCIDENT RESPONSE TIMELINE



GEORGIA
DEPARTMENT OF NATURAL RESOURCES

16 Commercial vessel traffic to the Port of Brunswick **resumes 24-hour operations** after being limited to night-time hours.



20 Response crews **conduct boom exercise drill**.

21 Bulk fuel **removal from wreck is completed**. Crews begin working to enter main fuel tanks to remove remnants of fuel.



DECEMBER



11 Oil pumping of all accessible tanks from Golden Ray is completed. **Lightering operations end**.

20 Operations to remove the **ship's rudder and propeller are completed** after weather delays. The pieces are donated to Georgia DNR and placed 20 miles offshore as an artificial reef.



JANUARY



6 The UC announces that the vessel's owner group has selected **Texas-based T&T Salvage** to do the wreck removal

19 Hot debris from cutting operation to remove a ramp on the Golden Ray ignites a fire on board that was **put out by T&T Salvage firefighting crews** within approximately 25 minutes.



MENT
INE

RGIA
AL RESOURCES



s of the St. Simons Sound
Command host a booth
stFest 2019 to address
ns from the community.



and
h
he
ther.

than 225,000 gallons of fuel have
removed from the vessel. **Experts**
ermine the vessel cannot
ted and re-floated intact. The
ned a wreck removal.



ed on
ot on
fighting-
ontrol the

The Mackay River public access boat
ramp off the F.J. Torras Causeway is
re-opened to the public.



,000 tons
Ray's hull to
g.

EMBER

he boat ramp at Sidney Lanier Park is
e-opened to the public.

inter Creek
near Downing



Key Milestones

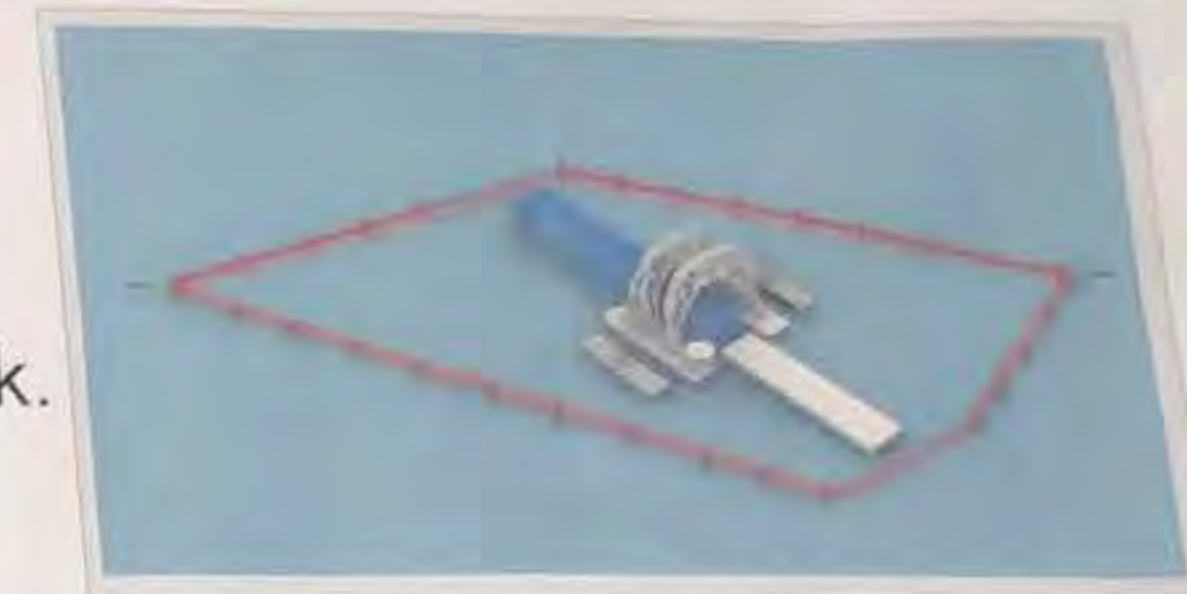
Mobilization Phase

Materials for EPB and wreck removal phase ordered.

Pile driving for EPB.

Final installation of EPB components & prep work.

VB-10,000 arrives in St. Simons Sound.



Removal Phase

VB-10,00 is placed over wreck.

First section is cut, lifted & secured for transport.

Sectional cutting repeated until last section removed.

Removal of all debris & rocks for scouring protection.



Demobilization Phase

EPB and all related components removed.

Final assessment of all shoreline segments.

Demobilization of all resources.

ENVIRONMENTAL PROTECTION BARRIER (EPB)

Layered Mitigation Plan

The EPB is designed to minimize release of pollution into St. Simons Sound.

- Large floating boom is in place to contain surface pollutants.
- Double layer netting is designed to contain subsurface debris.
- The barrier has been designed to account for the strong tidal currents.
- Conventional skimming equipment will be inside and outside the EPB.
- Active water column monitoring via real-time survey equipment during operations.



“Current Buster” equipment will collect pollutants which escape from the wreck.

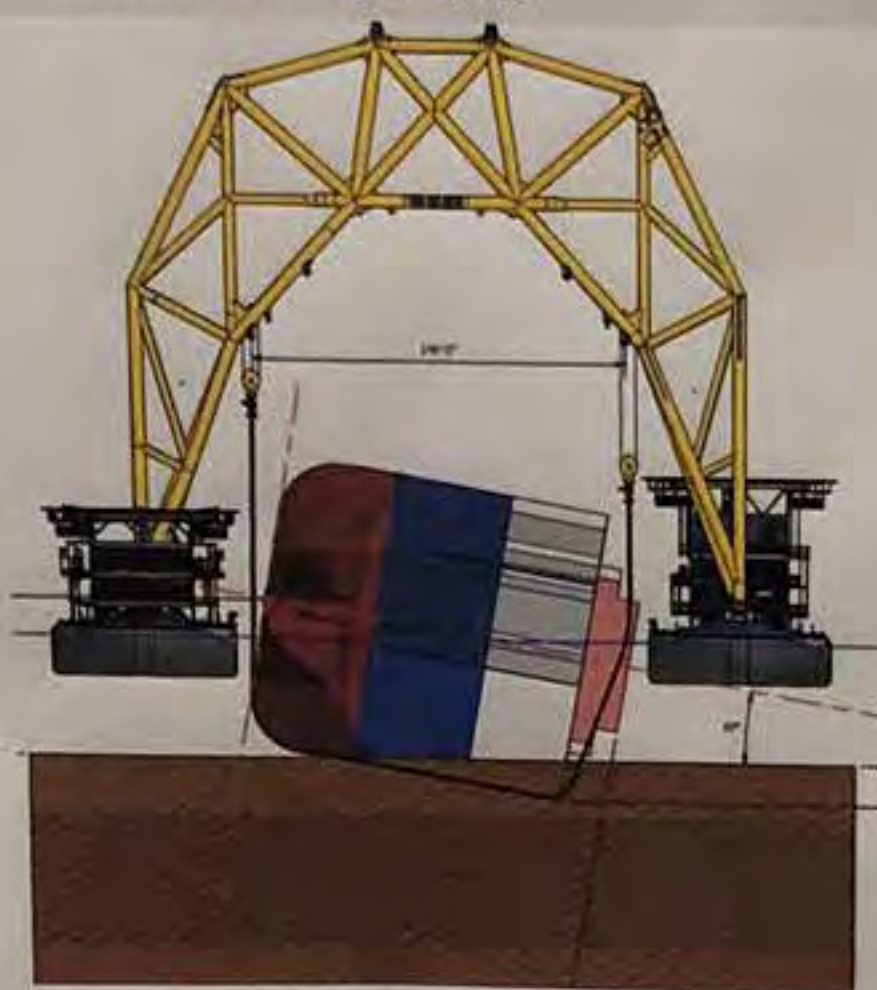
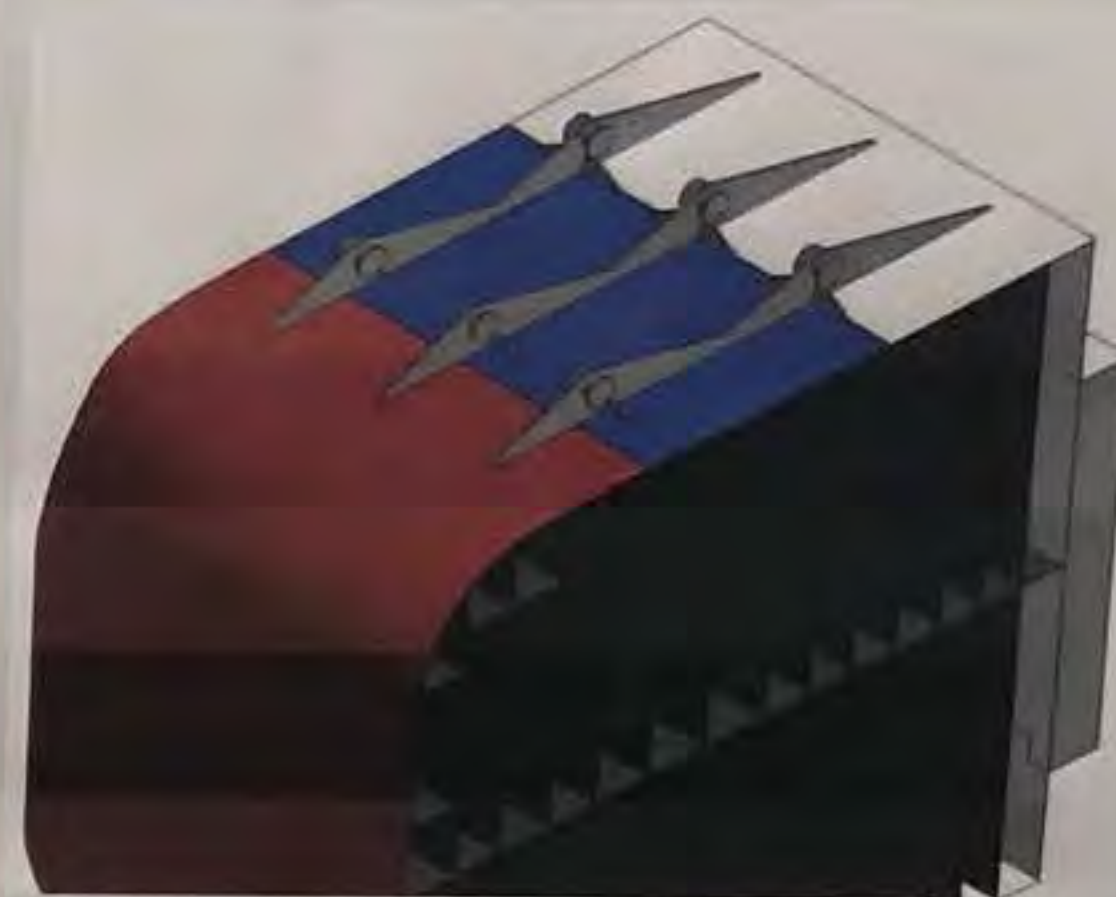
Proven skimming equipment used in conjunction with the barrier design will collect floating pollutants in a high current area such as St. Simons Sound.



REMOVAL OVERVIEW STEPS

Preparing to Cut & Lift

- Lines will be placed under the ship to enable placement of cutting chain.
- Lifting brackets welded to top of wreck.
 - Distributes lifting load.
 - Stabilizes section during lift.
- The section to be cut will be wrapped to contain debris.



Section Cutting

- The US-flagged VB-10,000 floating crane will be positioned over wreck.
- VB-10,000's lifting blocks will operate the cutting chain.
- Once a cut is complete, the VB-10,000 will lift the section onto a barge inside the EPB and secure it for transport.
- Lifting brackets welded to top of wreck.
- Distributes lifting load.
- Stabilizes section during lift.

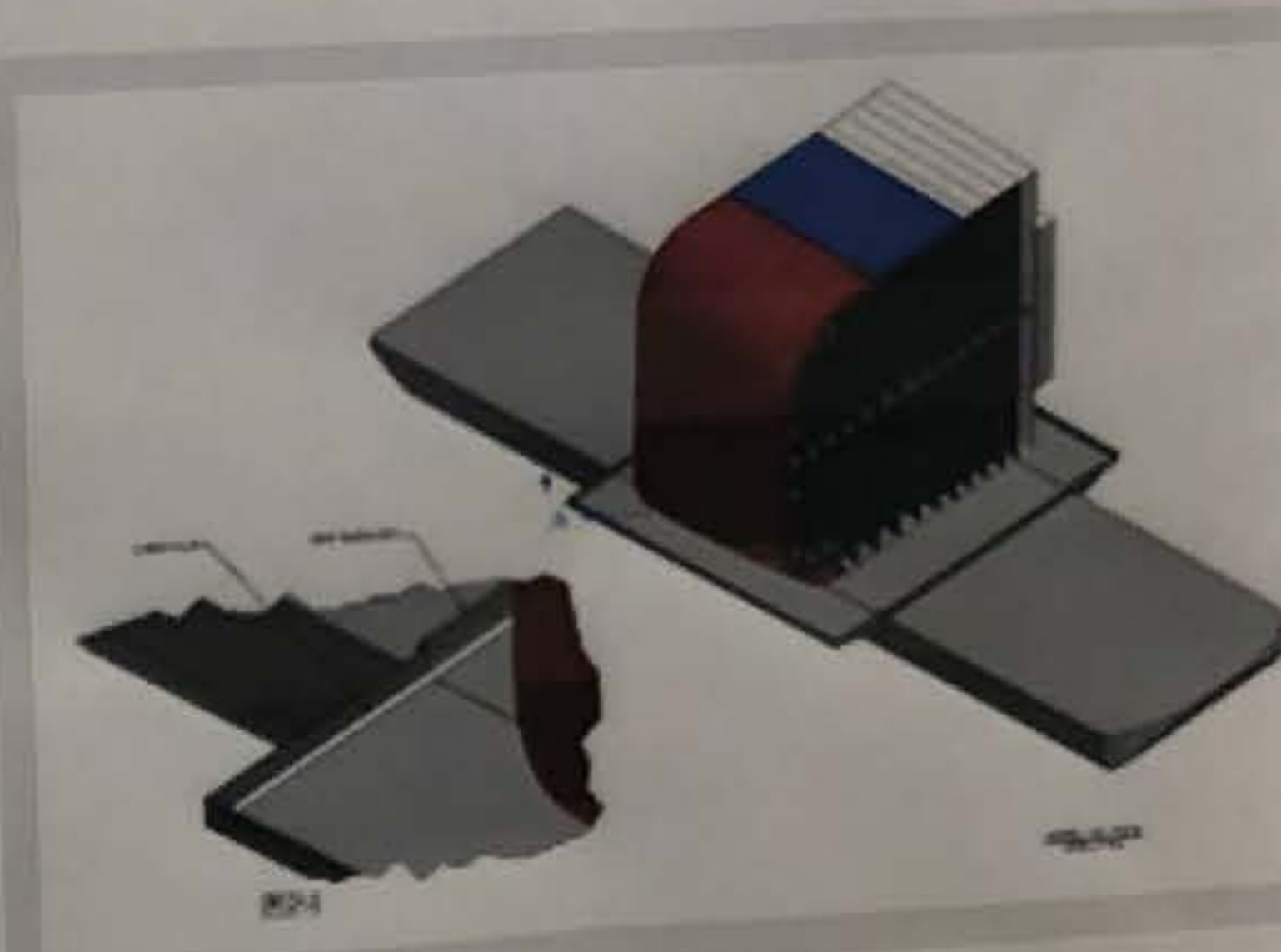
Lifting Preparations



LARGE SECTION REMOVAL OPERATIONS

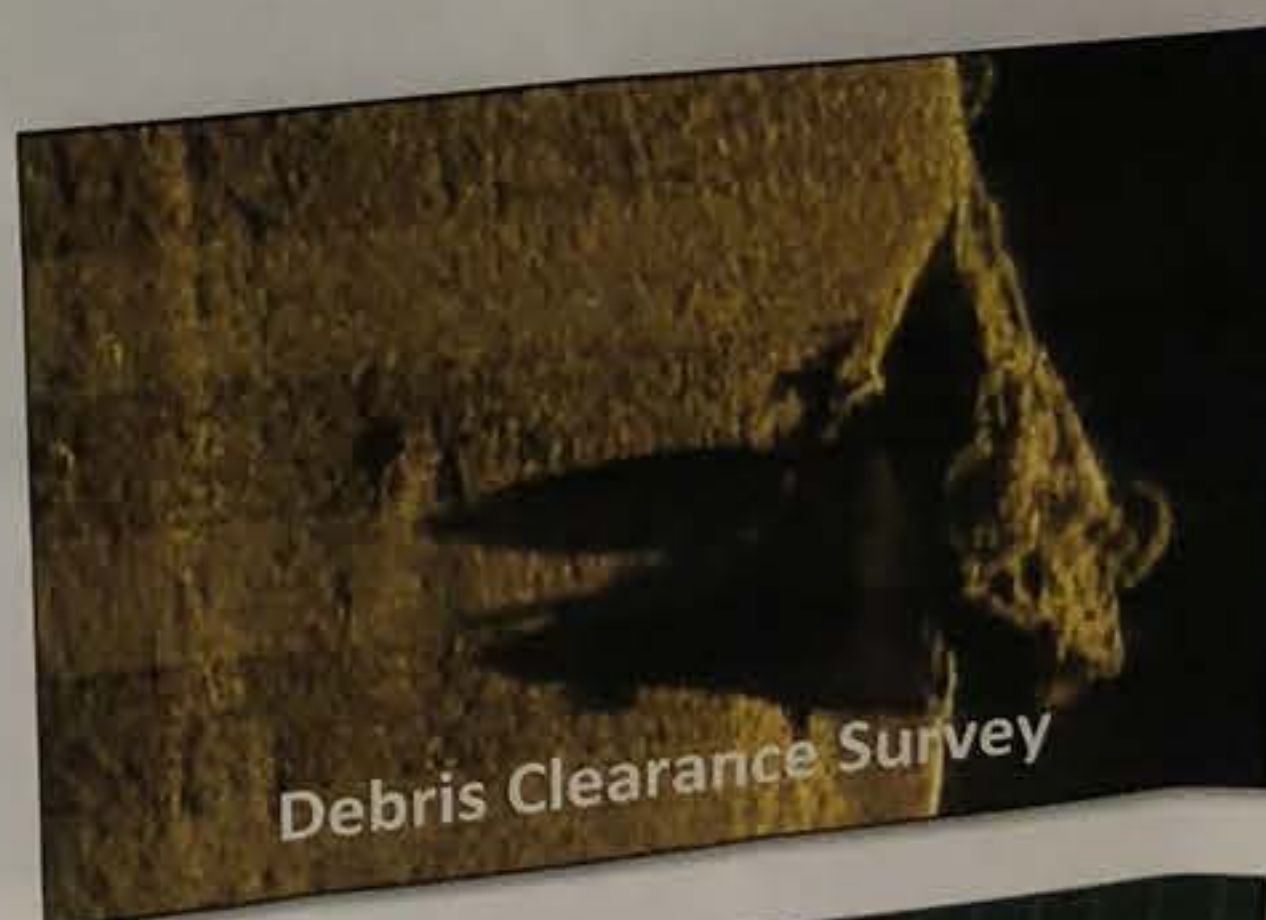
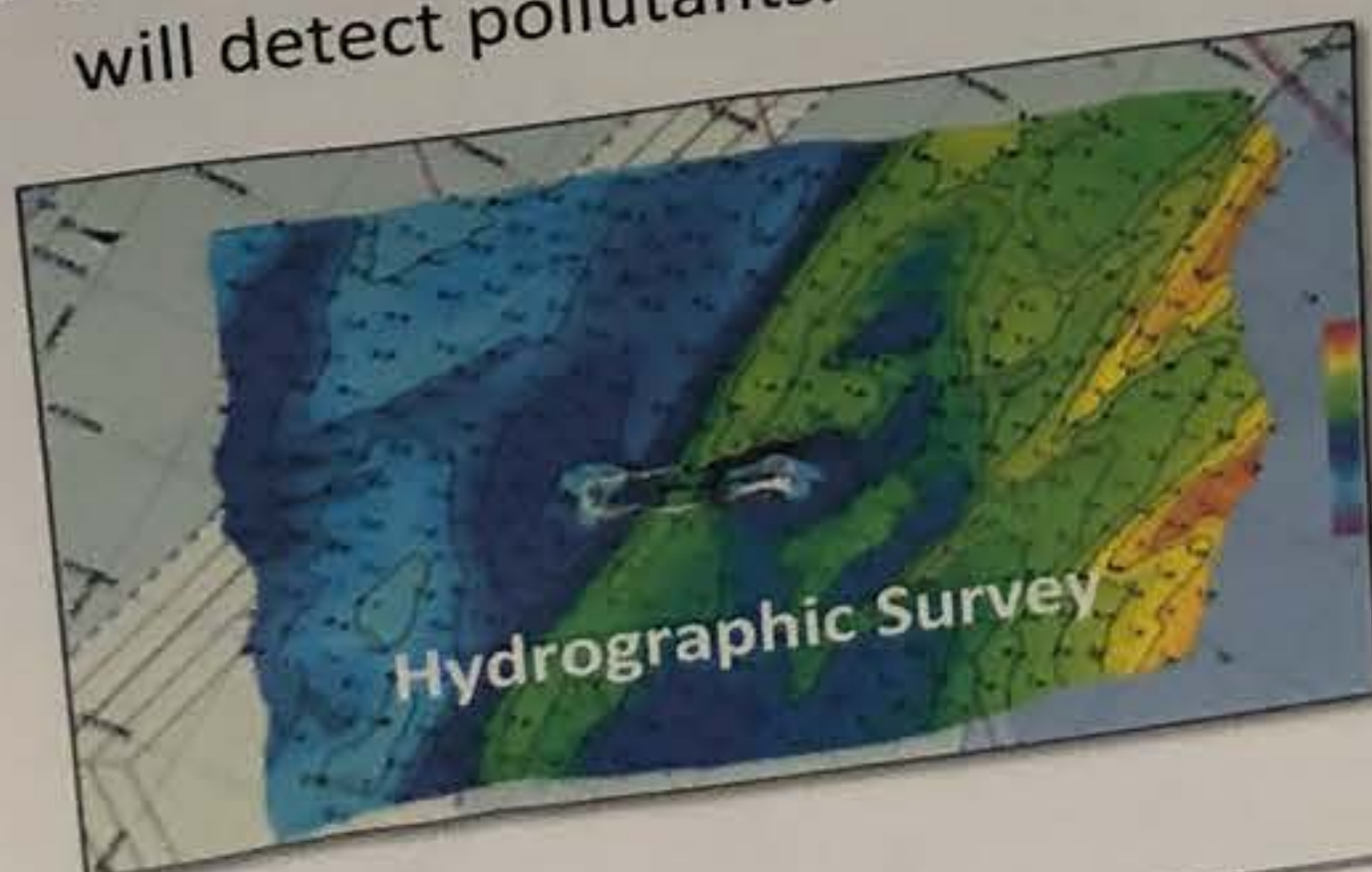
The Lift

- The sections which weigh between 2,700 and 4,100 tons will be lifted by the VB-10,000.
- A deck barge will be positioned in between the VB-10,000 hulls to receive the lifted section.
- Deck barge is designed to contain debris & liquids.

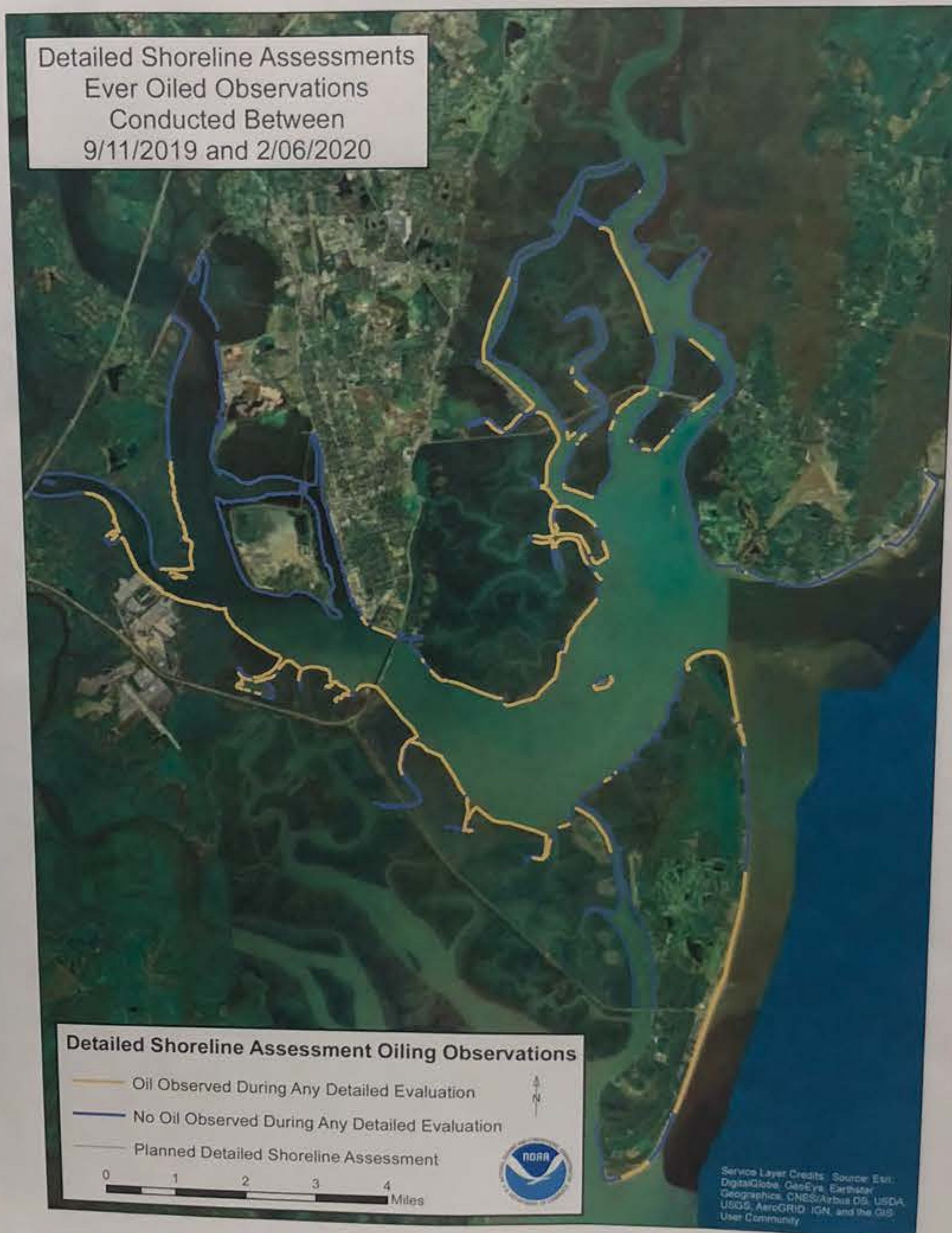


Debris Removal

- Hydrographic surveys will be used to chart the debris on the seafloor which will be identified for removal.
- Crane barges will pick up all debris related to the wreck from the sea floor with grabs and/or magnets and load it into hopper barges for disposal.
- Real time water column monitoring will detect pollutants.



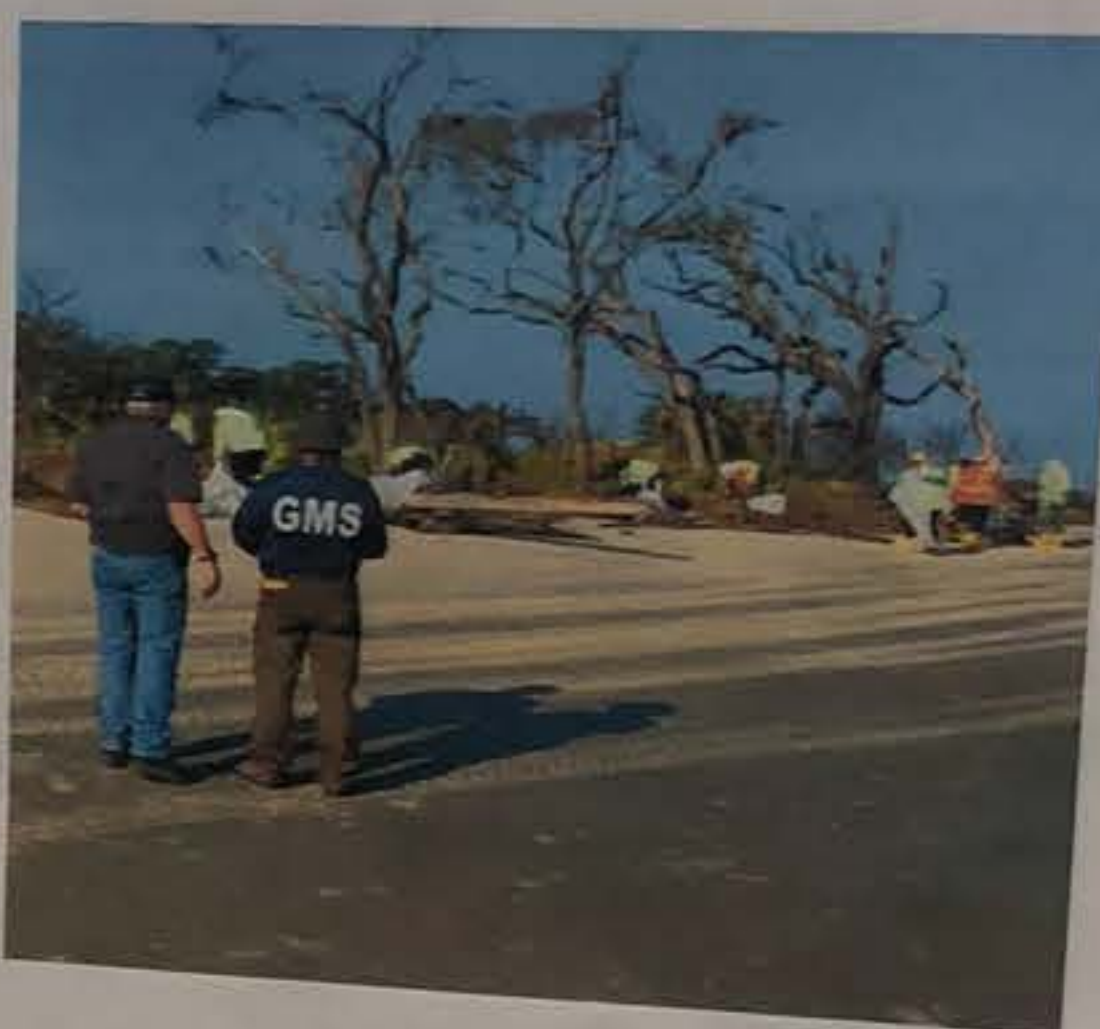
Detailed Shoreline Assessments
Ever Oiled Observations
Conducted Between
9/11/2019 and 2/06/2020



ENVIRONMENTAL ASSESSMENT & OBSERVATION

SCAT TEAMS

Shoreline Cleanup and Assessment Technique (SCAT) is a method for surveying an affected shoreline after an oil spill. Observations and data from SCAT surveys play an important role in the decision-making process for shoreline cleanup.



WHO IS ON A SCAT TEAM?

SCAT teams include people trained in the techniques, procedures, and terminology of shoreline assessment. Teams often consist of people experienced in oil and oil cleanup techniques, geomorphology, ecology, and in some cases, archaeology. Members of a SCAT team may include federal representatives (i.e. NOAA Scientific Support Team or U.S. Coast Guard), state representatives (i.e. Georgia Department of Natural Resources), a representative of the responsible party who owns the vessel (i.e. Gallagher), and other key stakeholders.



THE SCAT PROCESS INCLUDES 8 BASIC STEPS:

Conducting reconnaissance surveys

Segmenting the shoreline

Assigning teams & conducting SCAT surveys

Developing cleanup guidelines & endpoints

Submitting survey reports & shoreline oiling sketches

Monitoring cleanup effectiveness

Conducting post-cleanup inspections

Conducting final evaluation of cleanup activities

SCAT TEAM RESPONSIBILITIES:

- Evaluate oil type and condition.
- Consider shoreline types and coastal ecology.
- Assess oil behavior.
- Recommend cleanup methods.
- Identify environmental and culturally sensitive resources.
- Determine need for and recommend cleanup methods.
- Place constraints on cleanup if necessary, due to ecological, economic, or cultural concerns.



SCAT TEAMS MUST CONSIDER:

- Potential for human exposure, by direct contact or by eating contaminated seafood.
- Extent and duration of environmental impacts if the oil is not removed.
- Natural removal rates.
- Potential for remobilized oil to affect other sensitive resources.
- Likelihood that cleanup may cause greater harm than the oil alone.



RECOVERY



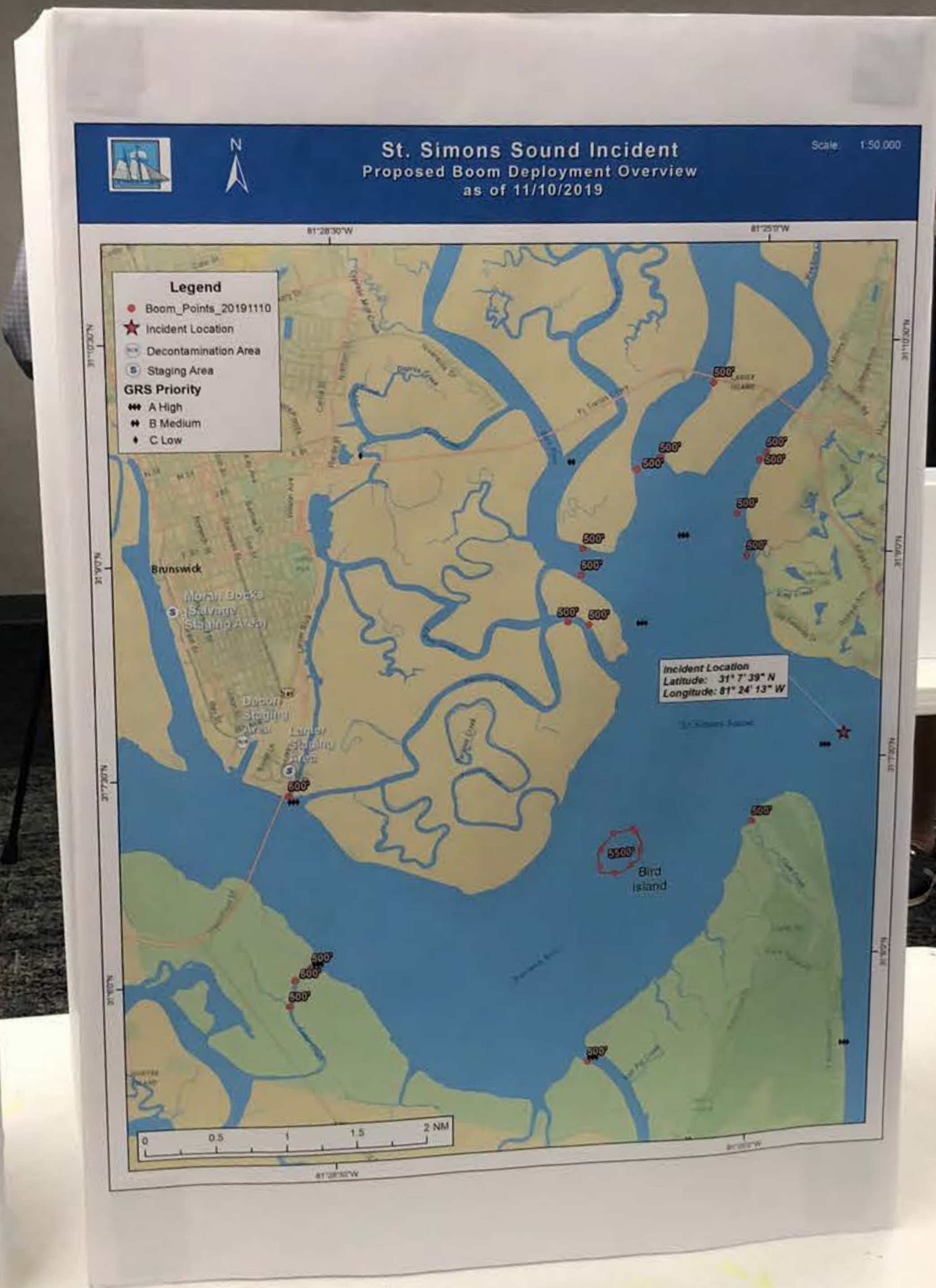

ical float
" under the
also be
"deflection




aterial that
aper out and
bent booms
ontain oil for




an advancing oil slick can be protected with various kinds of
hen conditions are conducive to using them



ON WATER CONTAINMENT & RECOVERY

BOOMING

Booms are floating, physical barriers, made of plastic, metal, or other materials, which slow the spread of oil and keep it contained. Skilled teams deploy booms using mooring systems, such as anchors and land lines.

They commonly place boom:

- Across a narrow entrance to the ocean, such as a stream outlet or small inlet, to close off that entrance so that oil can't pass through into marshland or other sensitive habitat.
- In places where the boom can deflect oil away from sensitive locations, such as shellfish beds or beaches used by birds for nesting habitat.
- Around a sensitive site, to prevent oil from reaching it.



TWO PRIMARY BOOM TYPES

Hard boom is like a floating piece of plastic that has a cylindrical float at the top and is weighted at the bottom so that it has a "skirt" under the water. If the currents or winds are not too strong, booms can also be used to make the oil go in a different direction (this is called "deflection booming").



Sorbent boom looks like a long sausage made out of a material that absorbs oil. If you were to take the inside of a disposable diaper out and roll it into strips, it would act much like a sorbent boom. Sorbent booms don't have the "skirt" that hard booms have, so they can't contain oil for very long.



SKIMMING

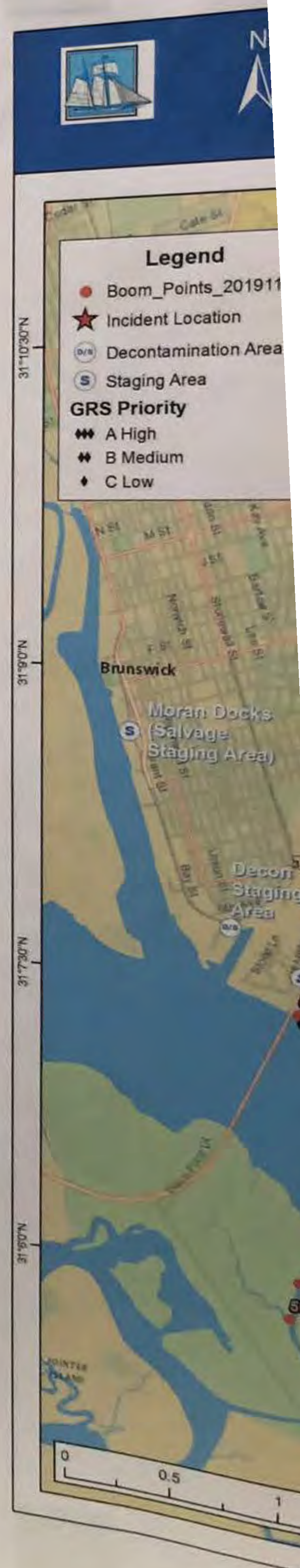
Skimmers are devices that remove floating oil from the sea surface before it reaches sensitive areas along a shoreline. Belt skimmers, pictured, are mounted to response vessels using various arrangements of boom to channel the oil into the skimmer.

Sea conditions, depth, debris and the thickness and viscosity of oil to be skimmed are all factors that influence the type and viability of skimming devices used by response crews in the complex environment around the motor vessel Golden Ray.

Sometimes, two boats will tow a collection boom, allowing oil to concentrate within the boom, where it is then picked up by a skimmer.



During a spill response, sensitive locations threatened by an advancing oil slick can be protected with various kinds of equipment and tactics. These methods are effective only when conditions are conducive to using them.



COMMUNITY CONCERNS

Sound

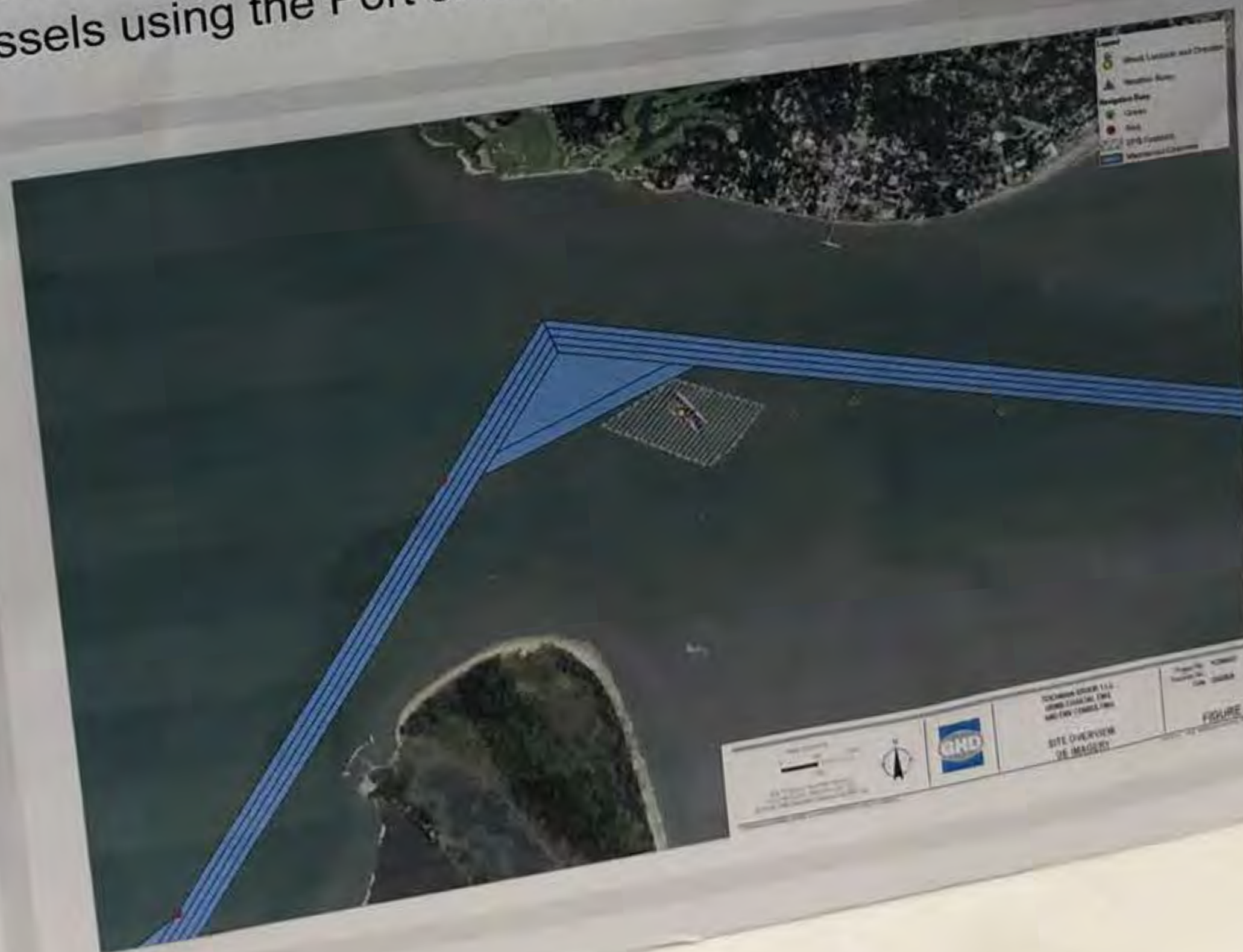
- The construction of the EPB will require 50 to 70 piles be placed around the vessel.
- Pile driving will only take place during daytime hours.

Light

- Each individual cut of the wreck is estimated to take 24 hours.
- Will require operations through the night & illumination.
- Lights will be directed downwards and measures will be taken to reduce light leakage from the worksite.

Vessel Traffic

- Response vessels will continue to use the Lanier & McKay Ramps and this access will remain open to the public.
- A safety zone around the EPB will be in place.
- Efforts will continue to minimize the impact on commercial vessels using the Port of Brunswick.





U.S. DEPARTMENT OF HOMELAND SECURITY

U.S. COAST GUARD



INCIDENT MANAGEMENT HANDBOOK

May 2014

U.S. Coast Guard
COMDTPUB P3120.17B

PHONE NUMBERS FOR COAST GUARD AREA AND DISTRICT COMMAND CENTERS

CG CRITICAL INCIDENT COMMS	800-323-7233
ATLANTIC AREA	757-398-6770
FIRST DISTRICT	617-223-8555
ATLANTIC AREA / FIFTH DISTRICT	757-398-6391
SEVENTH DISTRICT	305-415-6800
EIGHTH DISTRICT	504-589-6225
NINTH DISTRICT	216-902-6117
PACIFIC AREA / ELEVENTH DISTRICT	510-437-3701
THIRTEENTH DISTRICT	206-220-7001
FOURTEENTH DISTRICT	808-535-3333
SEVENTEENTH DISTRICT	907-463-2000
NATIONAL COMMAND CENTER	202-372-2100
NATIONAL RESPONSE CENTER	800-424-8802
DCMS WATCH	757-398-6765

U.S. Department of
Homeland Security

United States
Coast Guard



Commandant
United States Coast Guard

Stop 7516
2703 Martin Luther King Jr Ave SE
Washington, DC 20593-7516
Phone: (202) 372-2231
Fax: (202) 372-2905

COMDTPUB P3120.17B

MAY 21 2014

COMMANDANT PUBLICATION P3120.17B

Subj: U.S. COAST GUARD INCIDENT MANAGEMENT HANDBOOK (IMH)

- Ref:
- (a) Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5), Feb 2003
 - (b) Presidential Policy Directive 8: National Preparedness (PPD-8), Mar 2011
 - (c) National Incident Management System (NIMS), Dec 2008
 - (d) National Response Framework (NRF), May 2013
 - (e) Coast Guard NIMS-NRP Implementation Plan, Dec 2004
 - (f) Alignment with the National Incident Management System and National Response Plan, COMDTINST 16000.27 (series), Jun 2005
 - (g) Incident Command System, COMDTINST 3120.14 (series), Sep 1998
 - (h) Coast Guard Incident Command System Implementation Plan, COMDTINST M3120.15 (series)
 - (i) Coast Guard Connectivity to the National Response Framework, COMDTINST 16000.22 (series), Nov 2009
 - (j) Information and Life Cycle Management Manual, COMDTINST M5212.12 (series)
 - (k) U.S. Coast Guard Personal Property Management Manual, COMDTINST M4500.5 (series), Feb 2013
 - (l) COMMANDANT Memo 16000 of 18 Mar 2011, Final Action Memorandum -Incident Specific Preparedness Review (ISPR) Deepwater Horizon Oil Spill
 - (m) On Scene Coordinator Report Deepwater Horizon Oil Spill, Sep 2011

1. **PURPOSE.** The Coast Guard Incident Management Handbook (IMH) is designed to assist Coast Guard personnel in the use of the National Incident Management System (NIMS) Incident Command System (ICS) during response operations and planned events. The IMH is an easy reference job aid for responders. It is not a policy document, but rather guidance for response personnel.
2. **ACTION.** Area, District, and Sector Commanders, Commanders of Service and Logistics Centers, Commanding Officers of Headquarters Units, Assistant Commandants for Directorates, Judge Advocate General and special staff elements at Headquarters shall ensure compliance with the provisions of this Instruction. Internet release is authorized.
3. **DIRECTIVES AFFECTED.** U.S. Coast Guard Incident Management Handbook, COMDTPUB P3120.17A, dated August 18, 2006 is cancelled.

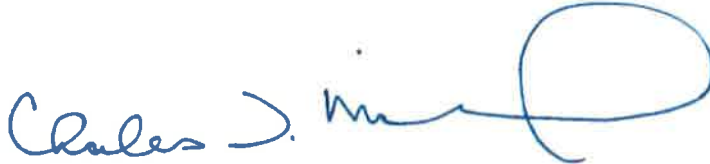
4. BACKGROUND.

- a. The Homeland Security Act of 2002, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5), and Presidential Policy Directive 8: National Preparedness (PPD-8) fundamentally changed how the U.S. prepares for and responds to domestic incidents. The National Preparedness System and NIMS establish a comprehensive approach to incident management and instituted a new national policy and procedures for protection, prevention, mitigation, response, and recovery. The NIMS ICS is a standardized all hazard – all risk approach to managing crisis response operations as well as non-crisis events with principles that can be applied to all types of incidents. The Department of Homeland Security (DHS) required all federal departments and agencies to adopt and fully implement the NIMS ICS by September 2005 as outlined in references (a) through (d).
 - b. This 2014 version of the IMH includes revisions informed by references (b) through (m), after action reports and lessons learned published after 2005, an internal field level review, and an external review by federal, state, local, and private sector maritime partners.
 - c. The IMH is organized so that the generic information applicable to all types of responses is at the front of the document, chapters 1 through 15. 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, chapters 16 through 24, is divided into supplements tailored to eight types of incidents the Coast Guard is likely to respond: Marine Transportation System Recovery, Maritime Security/Antiterrorism; Search and Rescue; Mass Casualty/Mass Rescue; Oil Spill; Hazardous Substance Release (chemical, biological, radiological, and nuclear); Marine Fire and Salvage; and Event Management.
5. REFERENCES. The references in the letter of promulgation provide the strategic references used in the development of the IMH. Each chapter has chapter specific references that provide amplified information appropriate to the content of the chapter.
 6. DISCLAIMER. This document is intended to provide operational guidance to Coast Guard personnel and is not intended to, nor does it, impose legally-binding requirements on any party outside the Coast Guard.
 7. CERTIFICATION AND TRAINING. The Coast Guard has developed Type 3 through Type 1 competencies for many of the positions described in the IMH. Coast Guard NIMS ICS competency and training information can be found at <https://homeport.uscg.mil/ics>.
 8. JOB AID AVAILABILITY. Coast Guard NIMS ICS job aids noted in the IMH can be found on the Internet at <https://homeport.uscg.mil/ics>.
 9. RECORDS MANAGEMENT CONSIDERATIONS. This Instruction has been thoroughly reviewed during the directives clearance process, and it has been determined there are not further records scheduling requirements, in accordance with Federal Records Act, 44 United States Code (U.S.C.) 3101 et seq., National Archives and Records Administration (NARA) requirements, and reference (j). This policy does not create significant or substantial change to existing records management requirements.

10. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. The development of this Instruction and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, and are categorically excluded (CE) under current Coast Guard CE # 33 from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act (NEPA) Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series).
- b. This Instruction will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policies in this Manual 2 COMDTINST M5215.6F 3 must be individually evaluated for compliance with the NEPA, DHS and Coast Guard NEPA policy, and compliance with all other environmental mandates. Due to the administrative and procedural nature of this Manual, and the environmental guidance provided within it for compliance with all applicable environmental laws prior to promulgating any directive, all applicable environmental considerations are addressed appropriately in this Instruction.

11. FORMS/REPORTS. Coast Guard NIMS ICS standard forms included in the IMH and can be found at <https://homeport.uscg.mil/ics>. Coast Guard training courses will incorporate the applicable Coast Guard NIMS ICS standard forms since they can be used for the full range of contingencies. The Federal Emergency Management Agency (FEMA) forms referenced in this Instruction are available at <http://www.fema.gov/national-incident-management-system>.

A handwritten signature in blue ink, appearing to read "Charles J. Michel", with a large, stylized loop at the end.

VADM C. D. Michel
U.S. Coast Guard
Deputy Commandant for Operations

**UNITED STATES COAST GUARD
INCIDENT MANAGEMENT HANDBOOK**

**INCIDENT COMMAND SYSTEM
(ICS)**



**PREPARED BY UNITED STATES COAST GUARD
WASHINGTON, DC 20593**

May 2014 EDITION

**Please provide comments on this publication to the
Coast Guard Headquarters Office of Contingency
Preparedness and Exercise Policy.**

**USCG Commandant (CG-CPE)
2703 Martin Luther King Jr. Ave SE, Stop 7601
Washington, DC 20593- 7601**

**The Adobe .pdf version of this publication can be
downloaded for free at
<https://homeport.uscg.mil/ics>**

**Mobile application versions of this publication are being
developed and once completed can be downloaded for
free at the Apple, Google, and Windows application
stores.**

**For sale by the
U.S. Government Printing Office
Superintendent of Documents
732 North Capitol Street, NW
Washington, DC 20401
Phone: 202-512-0000
<http://www.gpo.gov>
Online bookstore: <http://bookstore.gpo.gov/>**

May 2014

TABLE OF CONTENTS

Chapter 1	Introduction
Chapter 2	Common Responsibilities
Chapter 3	Operational Planning Cycle
Chapter 4	Command and Control Decisions
Chapter 5	Unified Command
Chapter 6	Command Staff
Chapter 7	Operations Section
Chapter 8	Planning Section
Chapter 9	Intelligence/Investigations Section
Chapter 10	Logistics Section
Chapter 11	Finance/Administration Section
Chapter 12	Information Management
Chapter 13	Organizational Guides
Chapter 14	Area Command
Chapter 15	Multiagency Coordination under NRF
Chapter 16	Marine Transportation System Recovery
Chapter 17	Maritime Security (Antiterrorism)
Chapter 18	Search and Rescue (SAR)
Chapter 19	Mass Casualty/Mass Rescue
Chapter 20	Oil Spill
Chapter 21	Hazardous Substance
Chapter 22	Marine Fire and Salvage
Chapter 23	Event Management and National Special Security Events (NSSEs)
Chapter 24	Coast Guard NIMS ICS Forms List
Chapter 25	Glossary, Incident Typing, Acronyms, Map/Chart Symbolology, and Conversions and Equivalents

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 1

INTRODUCTION

The United States Coast Guard (CG) Incident Management Handbook (IMH) is designed to assist CG personnel in the use of the National Incident Management System (NIMS) Incident Command System (ICS) during response operations. The ICS program has adopted the motto *Ordo e Chao* – Order out of Chaos. The IMH is intended to be used as a reference job aid for responders to provide a systematic response process bringing order out of the chaos of incident response. It is not a policy document but rather guidance for response personnel requiring judgment in application.

The CG is a first responder at state, tribal, and local levels and should be prepared to work with additional response personnel from other federal, state, and local agencies, non-governmental organizations (NGOs), and commercial entities. Through the guidance in the IMH, CG response operations align with the NIMS and is able to:

- Create an ICS organization and standard processes that integrate federal, state, tribal, and local agencies, NGOs, and commercial entities into a CG response operation, as the lead federal agency.
- Integrate seamlessly into existing local, tribal, state, federal agencies, NGOs, and commercial entities' ICS, as a supporting agency.

During IMH development, it was recognized that 80% of response operations share common principles and procedures. The other 20% of response operations are unique to the type of incident, such as search and rescue or oil spill. Therefore, generic information applicable to all responses is presented first, followed by incident-specific chapters applicable to unique situations CG responders will likely encounter. For example, the roles and responsibilities

May 2014

of the Planning Section Chief (PSC) are found in the generic section since a PSC's job description under the ICS does not change from one type of incident to another.

An example of incident response escalation is provided in each chapter along with example organization charts depicting how an ICS organization may be developed. Each chapter also provides incident-specific job descriptions that have proven valuable in past response operations.

CG response personnel may come from any component of the CG - Active Duty, Reserve, Auxiliary, or Civilian Employees. Responders should have a basic understanding of NIMS and ICS to ensure they can operate effectively within an ICS organization and use this IMH properly.

Please note that acronyms are used extensively throughout this Handbook; an acronym list can be found in chapter 25.

The IMH and associated job aids, position specific performance qualification system (PQS) task books, along with associated reference materials can be found at <https://homeport.uscg.mil>.

May 2014

CHAPTER 2

COMMON RESPONSIBILITIES

INCIDENT MANAGEMENT TEAM (IMT) MEMBERS

- A. Receive assignment from your agency, which includes the following information:
 - 1. Job assignment (e.g., designation or position).
 - 2. Brief overview of type and magnitude of incident.
 - 3. Resource order number and request number and/or travel orders (TONO).
Note: CG policy does not allow travel without travel orders, or at a minimum, a printout of message traffic identifying the member by name for mobilization.
 - 4. Travel instructions including reporting location and reporting time.
 - 5. Communication instructions (e.g., radio frequency).
- B. Prior to departure.
 - 1. Monitor incident related information from the media, if available.
 - 2. Assess personal Go-Kit and equipment readiness (e.g., medications, money, computer, and medical record) - consider attributes of the incident and climate of location.
 - 3. Inform others as to where you are going and how to contact you.
 - 4. Review the IMH, applicable job aid(s), standard operating procedures (SOPs), regional and local plans, and other relevant documentation.
 - 5. Bring a hard copy of your position-specific PQS.
 - 6. Take advantage of travel time to rest prior to arrival.
- C. Upon arrival at the incident.
 - 1. Check in at the designated location, which may be found at the following locations:
 - a. Incident Command Post (ICP).

May 2014

- b. Incident Base.
 - c. Staging Areas.
 - d. Helibases.
2. Assisting or Cooperating Agency Representatives (AREPs) - report to the Liaison Officer (LOFR) at the ICP after checking in.
3. Direct on-scene assignment check in.

Note: If you are instructed to report directly to an assignment, check in with the Division/Group Supervisor (DIVS) or the Operations Section Chief (OSC).

- D. Upon arrival at assignment.
1. Receive briefing from immediate supervisor.
 2. Acquire work materials.
 3. Abide by organizational code of ethics.
 4. Participate in IMT meetings as appropriate.
 5. Comply with all safety practices and procedures, and report unsafe conditions to your immediate supervisor and the Safety Officer (SOFR).
 6. If relieving someone, obtain a briefing from that person.
 7. Understand assigned communication methods and procedures for area of responsibility (AOR).
 8. Support the collection and reporting of situational information.
 9. Review and adhere to the information management plan, if developed.
 10. Use clear text and ICS terminology in all radio communications – no codes.
 11. Complete forms and reports required of assigned position.
 12. Ensure proper disposition of incident documentation as directed by the Documentation Unit.
 13. Ensure equipment is operational prior to each work period.
 14. Report signs and symptoms of extended incident

May 2014

stress, injury, fatigue, or illness for yourself or coworkers to your supervisor.

15. Brief shift replacement on operation status.

E. Upon notice of demobilization.

1. Respond to demobilization orders.
2. Brief subordinates regarding demobilization.
3. Prepare personal belongings for demobilization.
4. Return all assigned equipment.
5. Receive the Incident Personnel Performance Rating Form (ICS 225-CG) from your supervisor.
6. Participate in after action activities – to include sharing lessons learned.
7. Complete demobilization check-out process before returning to home unit.
8. Notify the Demobilization Unit Leader (DMOB) and home unit of your safe return.

**COMMAND AND GENERAL STAFF, BRANCH
DIRECTORS, UNIT LEADERS, DIVISION/GROUP
SUPERVISORS, MANAGERS, AND TEAM LEADERS**

- A. Upon check-in, receive briefing from Incident Commander (IC), Section Chief, Unit Leader, or Branch Director as appropriate.
- B. Determine status of unit activities.
- C. Determine resource needs.
- D. Order additional unit staff as appropriate.
- E. Confirm dispatch and estimated time of arrival of staff and supplies.
- F. Assign duties to and supervise staff.
- G. Maintain accountability for assigned personnel with regard to exact location(s), personal safety, and welfare at all times, especially when working in or around incident response operations.
- H. Supervise demobilization of unit, including storage of supplies.
- I. Provide the Supply Unit Leader (SPUL) with a list of

May 2014

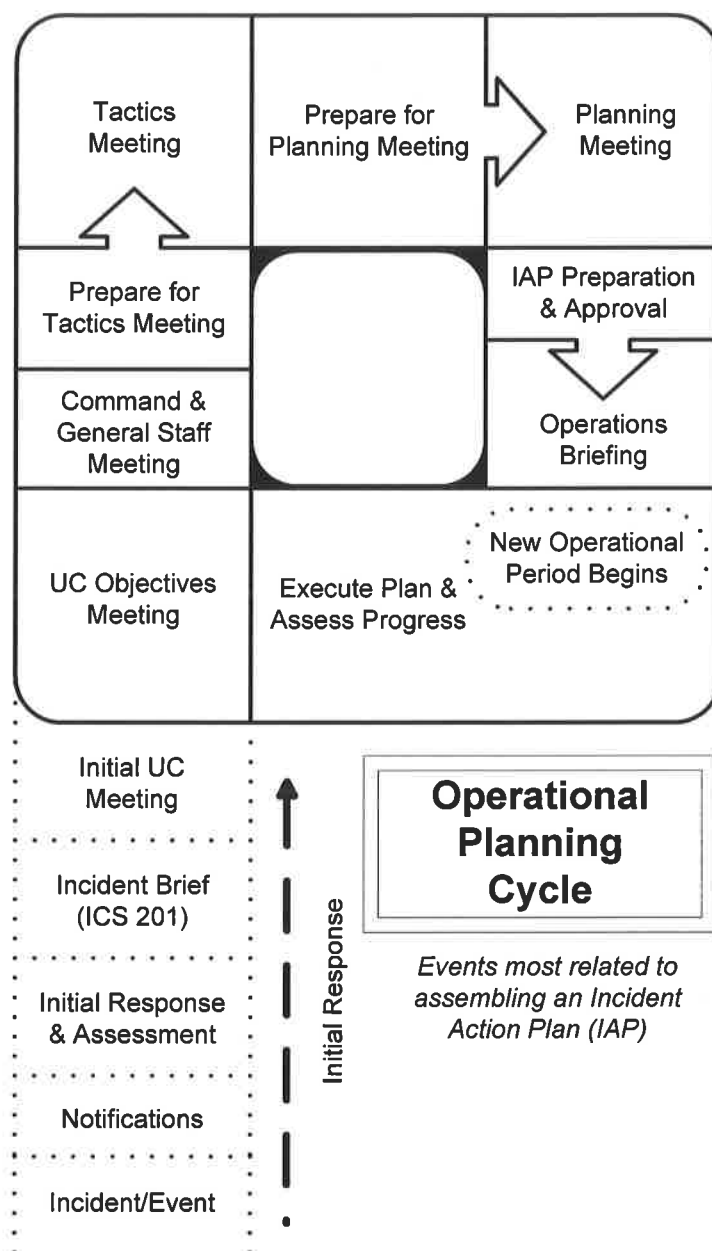
supplies to be replenished.

- J. Maintain unit records, including a Unit Log (ICS 214-CG).
- K. Maintain a personal log of actions, decisions, and events if desired.
- L. Complete ICS 225-CG for subordinates before demobilization.

May 2014

CHAPTER 3

OPERATIONAL PLANNING CYCLE



Reference:

- (a) Coast Guard Contingency Preparedness Planning Manual, Volume 1, COMDTINST M3010.11D

May 2014

INTRODUCTION

The ICS Operational Planning Cycle is the systematic mechanism used to develop and disseminate a safe and effective IAP for each operational period of an incident/event's life cycle.

If the development of the IAP involves classified or law enforcement sensitive information then the IC/UC should hold the unclassified Operational Planning Cycle meeting first and then hold the classified Operational Planning Cycle meeting second with those members of the Incident Management Team (IMT) that have the appropriate clearance and need to know.

Incident/Event - All incidents start as a local response. Incidents usually occur without warning. Events may have months of lead time during which training, practice, drills, and rehearsals may be conducted. Event examples include Op Sails and presidential inaugurations.

Notifications - Several response organizations may be notified of an incident/event by the National Response Center (800-424-8802), responsible party, victim, witness, or other government agency. Agencies will respond according to their own SOPs.

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 during one operational period), can often be coordinated using only an Incident Briefing Form (ICS 201-CG).

Initial Response and Assessment activities are to:

- A. Gain situational awareness.
- B. Assume command.
- C. Determine initial objectives and take action.

May 2014

- D. Organize and direct response assets and members as they arrive and track resources.
- E. Identify appropriate communication methods and Operations and Command frequencies, if using radio communications.
- F. Evaluate current response actions and adjust as needed.
- G. Evaluate potential incident complexity.
- H. Request additional resources if needed.
- I. Provide status reports to the CG Command Center or local Emergency Operations Command (EOC)/dispatch as required and needed.
- J. Request IMT support if not already identified by CG Sector Command or other agency supervisors.
- K. Complete the Incident Briefing Form (ICS 201-CG).

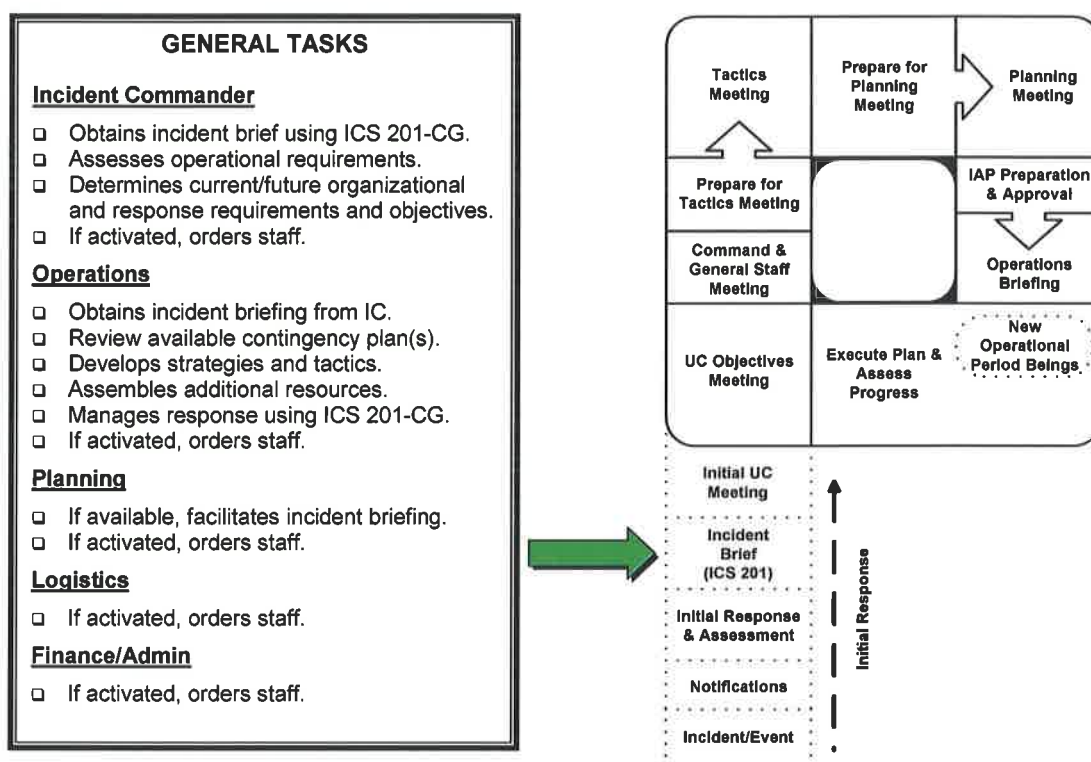
INCIDENT BRIEF (ICS 201-CG)

During the transfer-of-command process from the initial IC an ICS 201-CG-formatted briefing provides an incoming IC/Unified Command (UC) with basic information regarding the current incident situation and resources allotted to the incident. Most importantly the ICS 201-CG functions as the IAP for the initial response, remains in force, and continues to be updated until the response ends or the Planning Section generates the incident's first comprehensive IAP. It is also suitable for briefing individuals newly assigned to the Command and General Staff, incoming tactical resources, as well as needed assessment briefings for the IMT.

ICS 201-CG 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 or PSC (if available).
Attendees:	Prospective IC/UC; Command and General Staff as available.

May 2014



INCIDENT BRIEF (ICS 201-CG) AGENDA

Using ICS 201-CG as an outline, include:

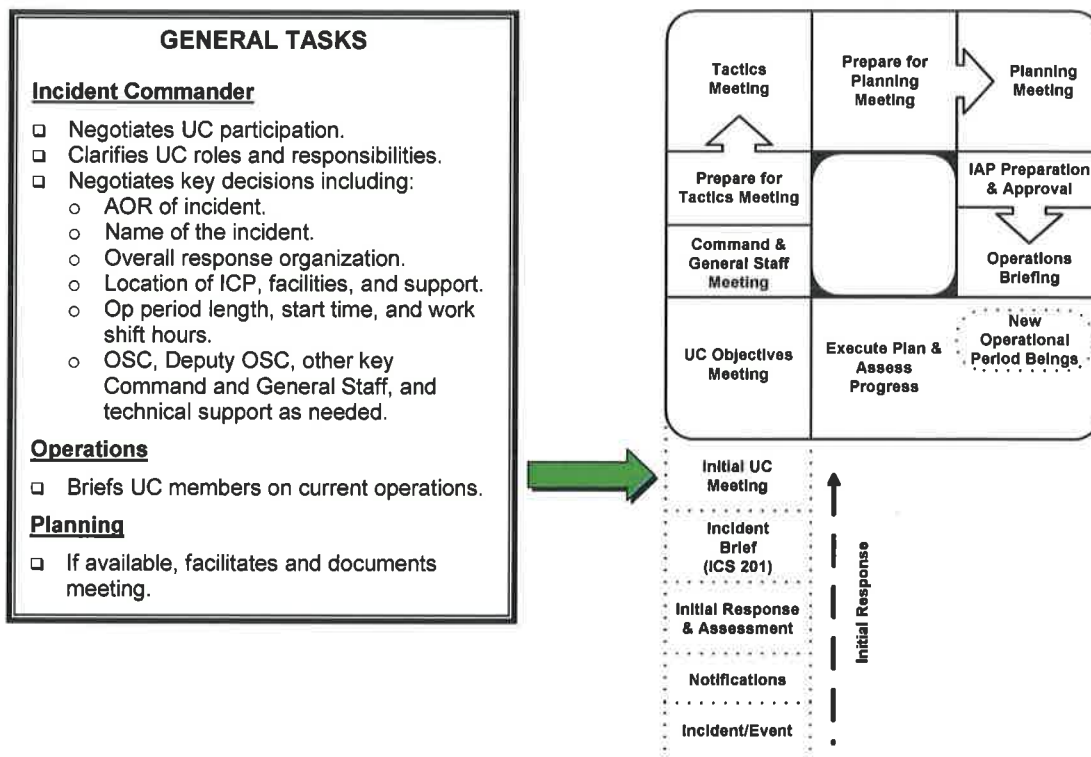
1. Current situation (include territory, exposures, safety concerns, etc.; use map and/or charts).
2. Facilities established.
3. Initial objectives and priorities.
4. Current and planned actions.
5. Current on-scene organization.
6. Methods of communication and current frequencies used.
7. Resource assignments.
8. Resources ordered and/or en-route.
9. Potential incident complexity.
10. Notifications completed.

May 2014

INITIAL UNIFIED COMMAND MEETING

Provides UC members with an opportunity to discuss and concur on important issues prior to the UC Objectives Meeting. The meeting should be brief and all important decisions and direction documented. Prior to the meeting, ICs should review and prepare to address the agenda items. The results of this meeting will help to guide the overall response efforts.

When: UC forms prior to the first meeting.
Facilitator: UC member or PSC (if available).
Attendees: Only ICs that will comprise the UC and the Documentation Unit Leader (DOCL).



May 2014

INITIAL UNIFIED COMMAND MEETING AGENDA

1. Meeting brought to order, and review ground rules and agenda.
2. Identify and include the agencies and organizations that need to be represented in the UC to accomplish the IC/UC objectives.
3. Identify assisting and coordinating agencies and organizations that are needed to accomplish the IC/UC objectives.
4. Validate makeup of newly formed UC, based on chapter 5 criteria.
5. Clarify UC roles and responsibilities.
6. Review agency policies.
7. Negotiate and agree on key decisions which may include:
 - a. UC jurisdictional boundaries and focus (AOR).
 - b. Name of incident.
 - c. Overall response organization, including integration of assisting and cooperating agencies.
 - d. Location of ICP (if not already identified) and other critical facilities, as appropriate.
 - e. Operational period length/start time and work shift hours.
 - f. Command and General Staff composition, including deputies (especially OSC and PSC).
8. Summarize and document key decisions.

UNIFIED COMMAND OBJECTIVES MEETING

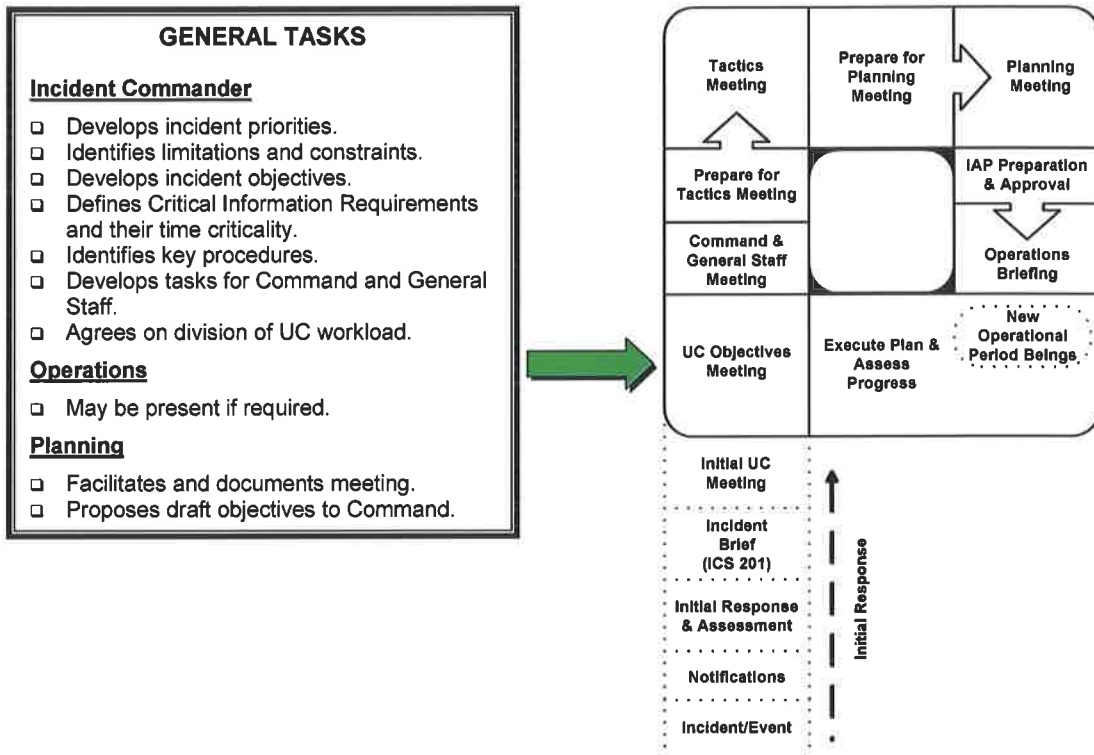
The UC will set response priorities, identify limitations and constraints, develop incident objectives, and establish guidelines for the IMT to follow. For reoccurring meetings, all products will be reviewed and updated as needed. Products resulting from this meeting along with decisions and direction from the Initial UC Meeting will be presented at the Command and General Staff Meeting.

May 2014

When: Prior to Command and General Staff Meeting.

Facilitator: IC/UC Member or PSC (if available).

Attendees: IC/UC Members, selected Command and General Staff, and the DOCL.



UNIFIED COMMAND OBJECTIVES MEETING AGENDA

1. PSC brings meeting to order, conducts roll call, and reviews ground rules and agenda.
2. Review and/or update key decisions.
3. Develop or review and update response Functions, Priorities, Limitations, and Constraints.
4. Develop or review incident objectives.
5. Develop or review Critical Information Requirements (CIR), information flow, and time critical expectations.
6. Develop, or review and update, key procedures which may include:
 - a. Managing sensitive information.

May 2014

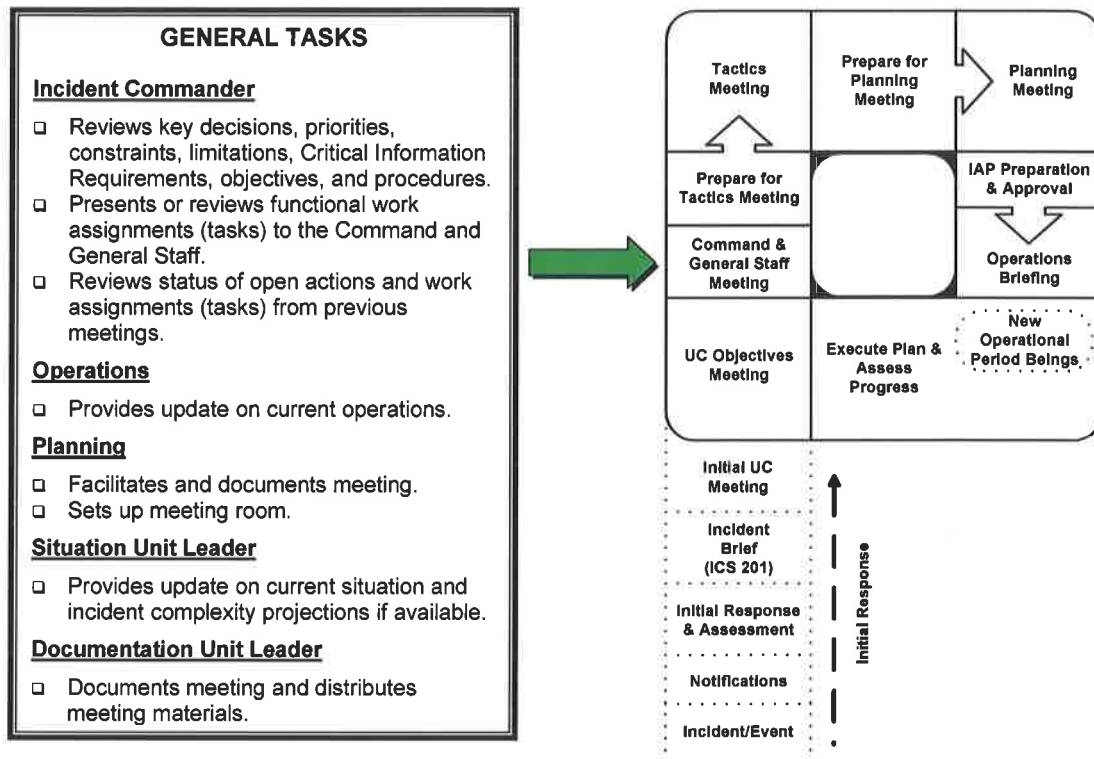
- b. Resource request and ordering process.
- c. Cost sharing and cost accounting.
- d. Operational security issues.
- 7. Develop, or review and update, tasks for Command and General Staff to accomplish using the Incident Open Action Tracking Form (ICS 233-CG).
- 8. Agree on division of UC workload.
- 9. Prepare for the Command and General Staff Meeting.

COMMAND AND GENERAL STAFF MEETING

(Sometimes called STRATEGY MEETING) At the Command and General Staff Meeting the IC/UC will present their decisions and management direction to the Command and General Staff Members. This meeting should clarify and help to ensure understanding among the core IMT members of the decisions, objectives, priorities, procedures, and functional assignments (tasks) that the UC has discussed and reached agreement on. Ensuing Command and General Staff Meetings will cover any changes in command direction, review open actions and status of assigned tasks using the Incident Open Action Tracking Form (ICS 233-CG).

When: Prior to Tactics Meeting.
Facilitator: PSC.
Attendees: IC/UC members, Command and General Staff, Situation Unit Leader (SITL), DOCL, Communications Unit Leader (COML) (if required), Finance/Administration Section Chief (FSC), and the Logistics Section Chief (LSC) (as needed).

May 2014



COMMAND AND GENERAL STAFF MEETING AGENDA

1. PSC brings meeting to order, conducts roll call, covers ground rules, and reviews agenda.
2. SITL conducts situation status briefing.
3. SOFR provides safety status briefing highlighting any near misses or injuries requiring medical attention beyond first aid and ICP/Base/Camp safety issues.
4. IC/UC:
 - a. Provides comments.
 - b. Reviews priorities, limitations, and constraints (if new or changed). Reviews key decisions and procedures (if new or changed).
 - c. Discusses incident objectives.
 - d. Reviews Critical Information Requirements (CIRs) and their time criticality.
 - e. Assigns or reviews functional tasks/open actions using the Incident Open Action Tracking Form (ICS 233-CG).

May 2014

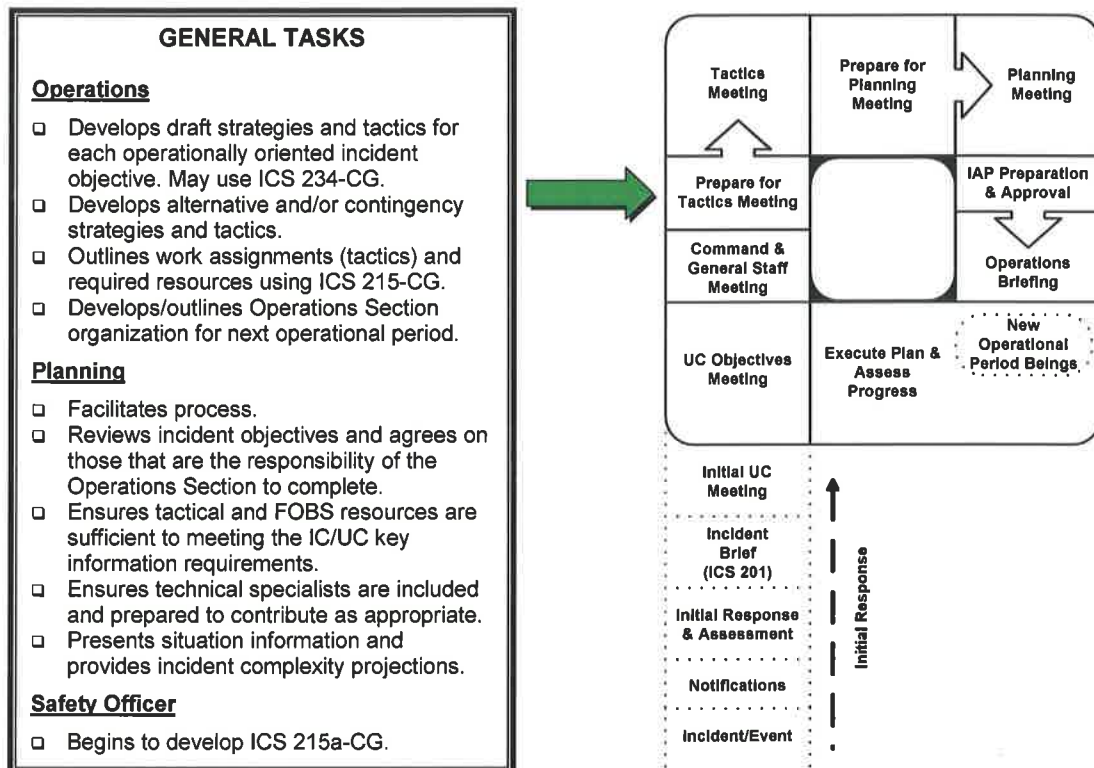
5. PSC facilitates open discussion to clarify priorities, objectives, assignments, issues, concerns, and open actions/tasks.
6. IC/UC provides closing comments.
7. PSC covers next meeting and planning process assignments.

PREPARING FOR THE TACTICS MEETING

During this phase of the Operational Planning Cycle, the OSC, Intelligence/Investigation Section Chief (ISC), and the PSC begin the work of preparing for the upcoming Tactics Meeting. They review incident objectives to determine those that are OSC and ISC responsibility and consider Command priorities. They may draft a Work Analysis Matrix (ICS 234-CG), which helps document strategies and tactics to meet those objectives assigned, and should draft an Operational Planning Worksheet (ICS 215-CG) and an Operations Section and an Intelligence/Investigation (I/I) Section organization chart for the next operational period. The LSC and FSC receive initial requests and begin sourcing resources for next operational period. The SOFR should begin to develop the Incident Action Plan Safety Analysis (ICS 215a-CG). The PSC should facilitate and support this process to the greatest extent possible to ensure that the material, information, resources, etc. to be presented in the Tactics Meeting is organized and accurate. OSC and ISC should have a draft ICS 215-CG with identified requirements completed prior to the tactics meeting.

When:	Prior to Tactics Meeting.
Facilitator:	PSC facilitates process.
Attendees:	None. This is not a meeting but a period of time.

May 2014



TACTICS MEETING

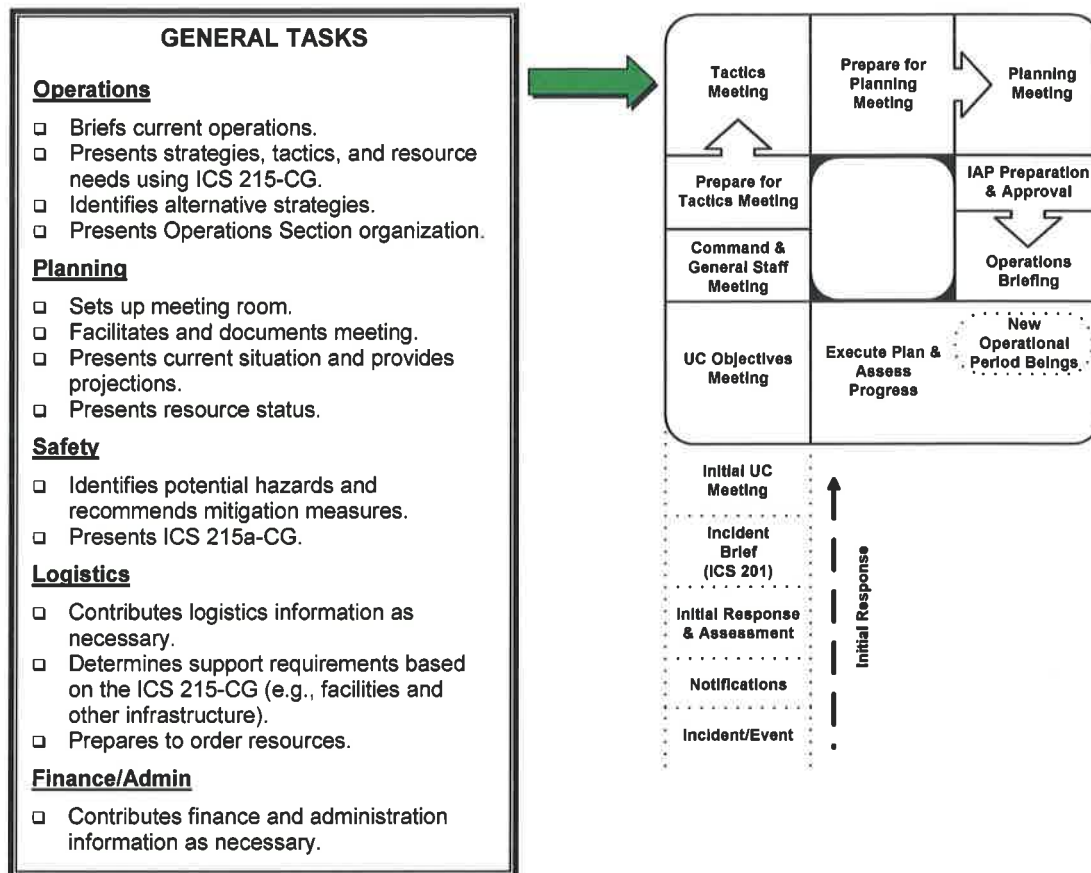
This 30-minute meeting produces operational input needed to support the IAP. The OSC and the ISC may present the ICS 234-CG, if completed, and will present the draft ICS 215-CG. The proposed Section organization will also be presented by OSC and ISC and solidified. The SOFR will present the draft ICS 215a-CG. OSC, ISC, and PSC will solicit input of attendees in order to refine these draft products for full staff approval at the Planning Meeting.

When: Prior to Planning Meeting.

Facilitator: PSC.

Attendees: PSC, OSC, ISC, LSC, FSC, Resource Unit Leader (RESL), SITL, SOFR, DOCL, COML, Technical Specialist (THSP) (as needed).

May 2014



TACTICS MEETING AGENDA

1. PSC brings meeting to order, conducts roll call, covers ground rules, and reviews agenda.
2. SITL reviews the current and projected incident situation.
3. PSC reviews incident operational objectives.
4. OSC reviews the Work Analysis Matrix (ICS 234-CG) strategies and tactics.
5. OSC reviews and/or completes the Operational Planning Worksheet (ICS 215-CG) which addresses work assignments, resource commitments, contingencies, and needed support facilities (e.g., staging areas).
6. OSC reviews and/or completes Operations Section organization chart.
7. ISC reviews the Work Analysis Matrix (ICS 234-CG) strategies and tactics.

May 2014

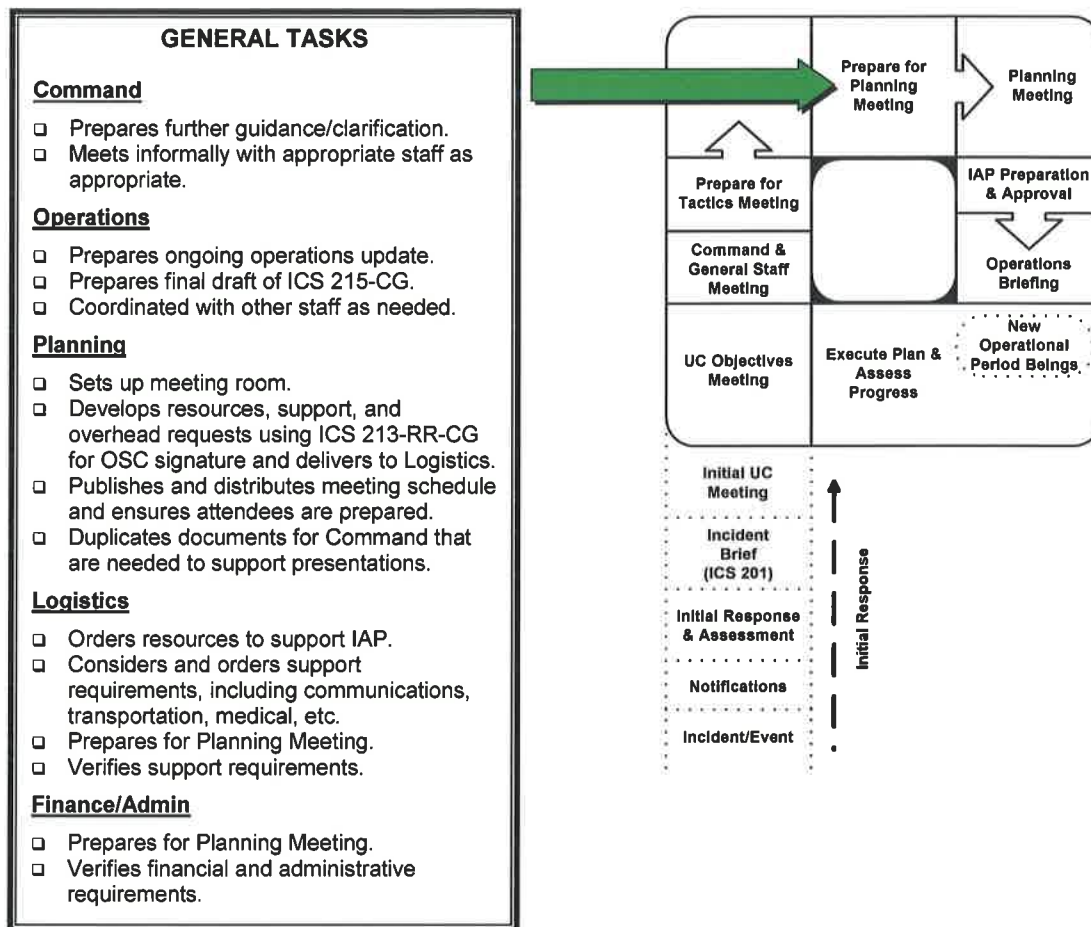
8. ISC reviews and/or completes the Operational Planning Worksheet (ICS 215-CG) which addresses work assignments, resource commitments, contingencies, and needed support facilities (e.g., staging areas).
9. ISC reviews and/or completes I/I Section organization chart.
10. PSC validates linkage between tactics and operational objectives.
11. RESL identifies needed tactical resources.
12. SOFR reviews and/or completes the Incident Action Plan Safety Analysis (ICS 215a-CG) and identifies and resolves any critical safety issues.
13. LSC discusses and resolves any logistics issues.
14. FSC discusses and resolves any finance issues.
15. PSC reviews functional tasks/open actions using the Incident Open Action Tracker (ICS 233-CG).
16. PSC covers next meeting and planning process assignments.

PREPARING FOR THE PLANNING MEETING

The Command and General Staffs prepare for the upcoming Planning Meeting. The PSC ensures the material, information, resources, etc., used or discussed in the Planning Meeting are prepared for presentation during the meeting.

When:	Prior to the Planning Meeting.
Facilitator:	PSC facilitates process.
Attendees:	None. This is not a meeting but a period of time.

May 2014



PLANNING MEETING

This meeting provides an overview of the tactical plan to achieve Command's current direction, priorities, and objectives. The OSC will present the proposed plan to the Command and General Staff for review and comment. OSC will discuss strategies that were considered and chosen to best meet command's direction for the next operational period. The OSC will also briefly discuss how the incident will be managed along with work assignments and resources and support required to implement the proposed plan. This meeting provides the opportunity for Command and General Staff to discuss and resolve any issues and concerns prior to the PSC assembling the IAP. After review and updates are

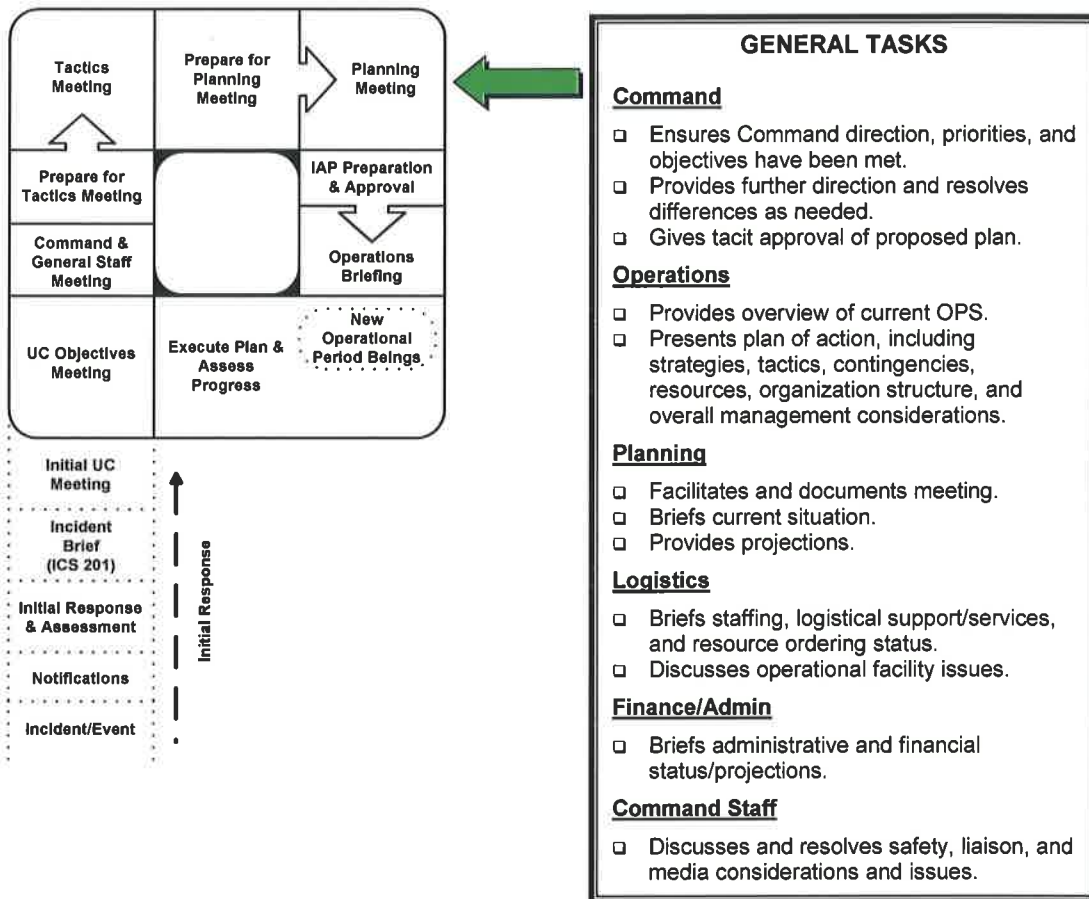
May 2014

made, planning meeting attendees commit to support the plan.

When: After the Tactics Meeting.

Facilitator: PSC.

Attendees: IC/UC, Command Staff, General Staff, SITL, DOCL, COML, and THSP (as required).



PLANNING MEETING AGENDA

1. PSC brings meeting to order, conducts roll call, covers ground rules, and reviews agenda.
2. IC/UC provides opening remarks.
3. SITL provides briefing on current situation, resources at risk, weather/sea forecast, and incident projections.

May 2014

4. SOFR provides safety status briefing highlighting any near misses or injuries requiring medical attention beyond first aid and ICP/Base/Camp safety issues.
5. PSC reviews Command's incident priorities, decisions, and objectives.
6. OSC provides briefing on current operations followed by an overview on the proposed plan including strategies, tactics/work assignments – using the Operational Planning Worksheet (ICS 215-CG), resource commitment, contingencies, Operations Section organization structure, and needed support facilities (e.g., staging areas).
7. ISC provides briefing on current operations followed by an overview on the proposed plan including strategies, tactics/work assignments – using the Operational Planning Worksheet (ICS 215-CG), resource commitment, contingencies, I/I Section organization structure, and needed support facilities (e.g., staging areas).
8. PSC reviews proposed plan to ensure that Command's priorities and operational objectives are met.
9. PSC briefly describes ability to meet all CIRs, as needed.
10. PSC reviews and validates responsibility for any open actions/tasks – using the Incident Open Action Tracker (ICS 233-CG), management objectives, and information management plan (if developed).
11. PSC solicits final input from each Command and General Staff member:
 - a. LSC covers transport, communications, supply, staffing, and resource ordering updates and issues.
 - b. FSC covers fiscal issues.
 - c. Public Information Officer (PIO) covers public affairs and public information issues.
 - d. LOFR covers interagency issues.
 - e. SOFR covers safety issues.

May 2014

12. PSC solicits Command and General Staff members commitment to the proposed IAP.
13. PSC requests Command's approval of the plan as presented. IC/UC may provide final comments.
14. PSC issues assignments to appropriate IMT members for developing IAP support documentation along with deadlines.
15. PSC covers next meeting and planning process assignments.

May 2014

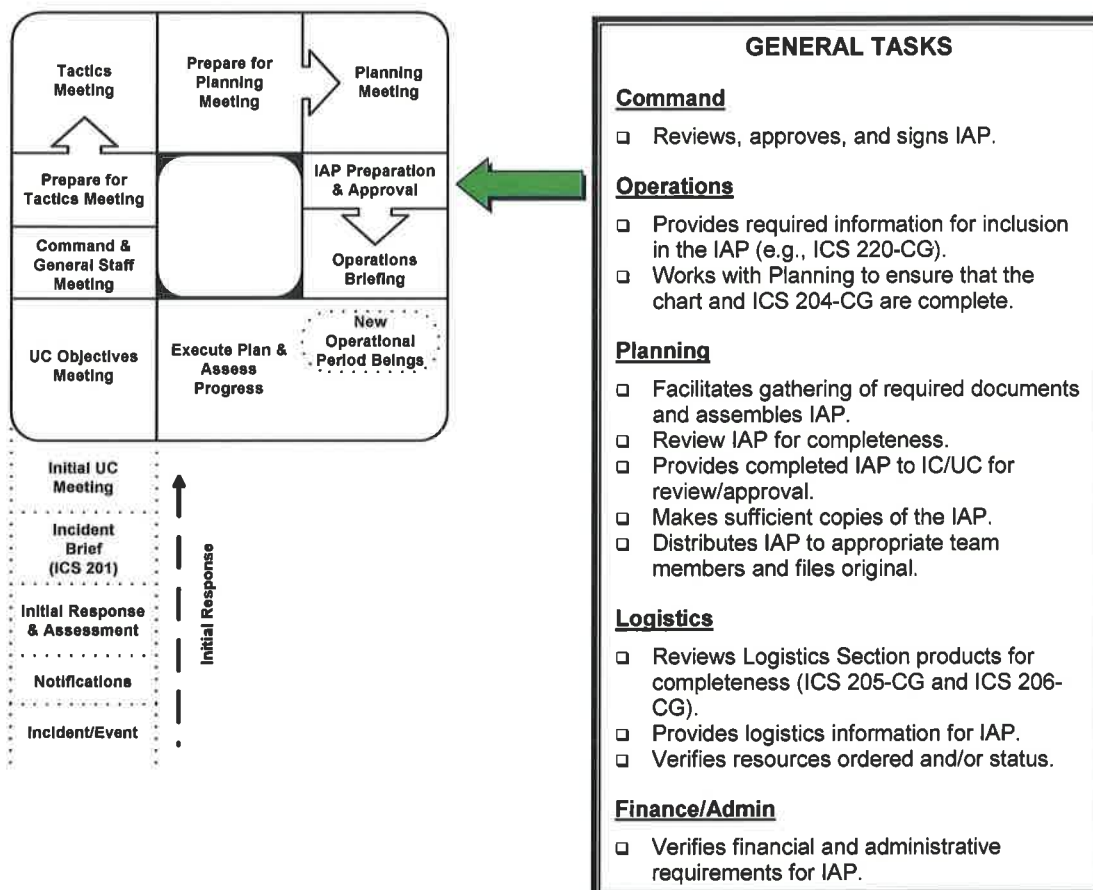
INCIDENT ACTION PLAN PREPARATION AND APPROVAL

Appropriate IMT members must immediately complete the assigned task and/or products from the planning meeting that are needed for inclusion in the IAP. These products must meet the deadline as set by the PSC so that the Planning Section can assemble the IAP components. The deadline must be early enough to permit timely IC/UC review, approval, and duplication of sufficient copies for the Operations Briefing and other IMT members.

When: Immediately following the Planning Meeting, the PSC assigns the deadline for products.

Facilitator: PSC facilitates process.

Attendees: None. This is not a meeting but a period of time.



May 2014

<u>IAP Common Components</u>	<u>Primary Responsibility</u>
1. Incident Objectives (ICS 202-CG)	PSC
2. Organization Assignment List (ICS 203-CG)/ Incident Organization Chart (ICS 207-CG)	RESL
3. Assignment List (ICS 204-CG)	RESL
4. Incident Radio Communications Plan (ICS 205-CG)	COML
5. Medical Plan (ICS 206-CG)	MEDL
6. Incident Map and Chart	SITL
7. Weather, tide forecast	SITL

Optional Components (use as needed)

1. Command Direction (ICS 202a-CG)	PSC
2. Critical Information Requirements (ICS 202b-CG)	PSC
3. Site Safety and Health Plan (ICS 208-CG)	SOFR
4. Air Operations Summary (ICS 220-CG)	AOBD
5. Demobilization Plan	DMOB
6. Transportation Plan	GSUL
7. Decontamination Plan	THSP
8. Waste Management or Disposal Plan	THSP
9. Information Management Plan	SITL
10. Traffic Plan	GSUL
11. Volunteer Management Plan	Volunteer Coord.
12. Other Plans and/or documents, as required	

OPERATIONS BRIEFING

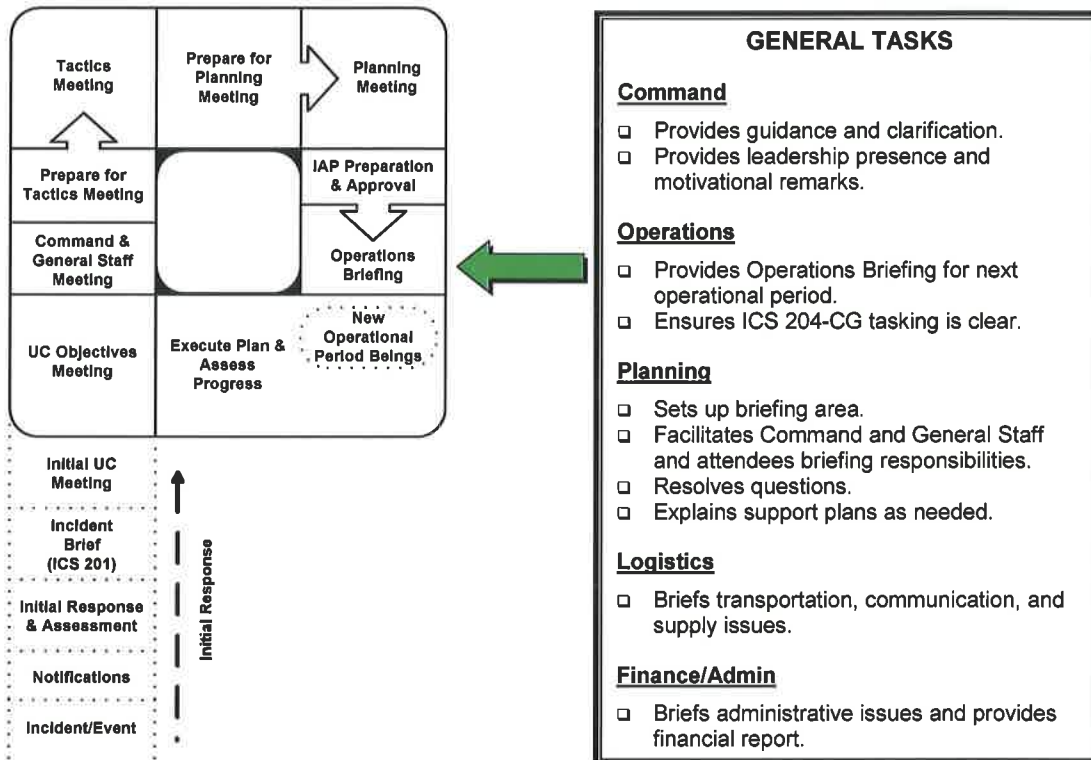
This 30-minute, or less, briefing presents the IAP to the Operations Section oncoming shift supervisors. After this briefing has occurred and during shift change, off-going supervisors should be interviewed by their relief and by the OSC to validate IAP effectiveness. The DIVS may make last minute adjustments to tactics under their purview. Similarly, a supervisor may reallocate resources within that Division/Group to adapt to changing conditions.

May 2014

When: Approximately one hour prior to shift change.

Facilitator: PSC.

Attendees: IC/UC, Command and General Staff, Branch Directors, DIVS, Task Force/Strike Team Leaders (TFL/STL) (if possible), Unit Leaders, others as appropriate.



OPERATIONS BRIEFING AGENDA

1. PSC opens briefing, covers ground rules, agenda, and takes roll call of Command and General Staff and Operations personnel required to attend.
2. PSC reviews IC/UC objectives, operational CIRs and changes to the IAP (e.g., pen and ink changes).
3. IC/UC provides remarks.
4. SITL conducts Situation Briefing.
5. OSC discusses current response actions and accomplishments.
6. OSC briefs Operations Section personnel.

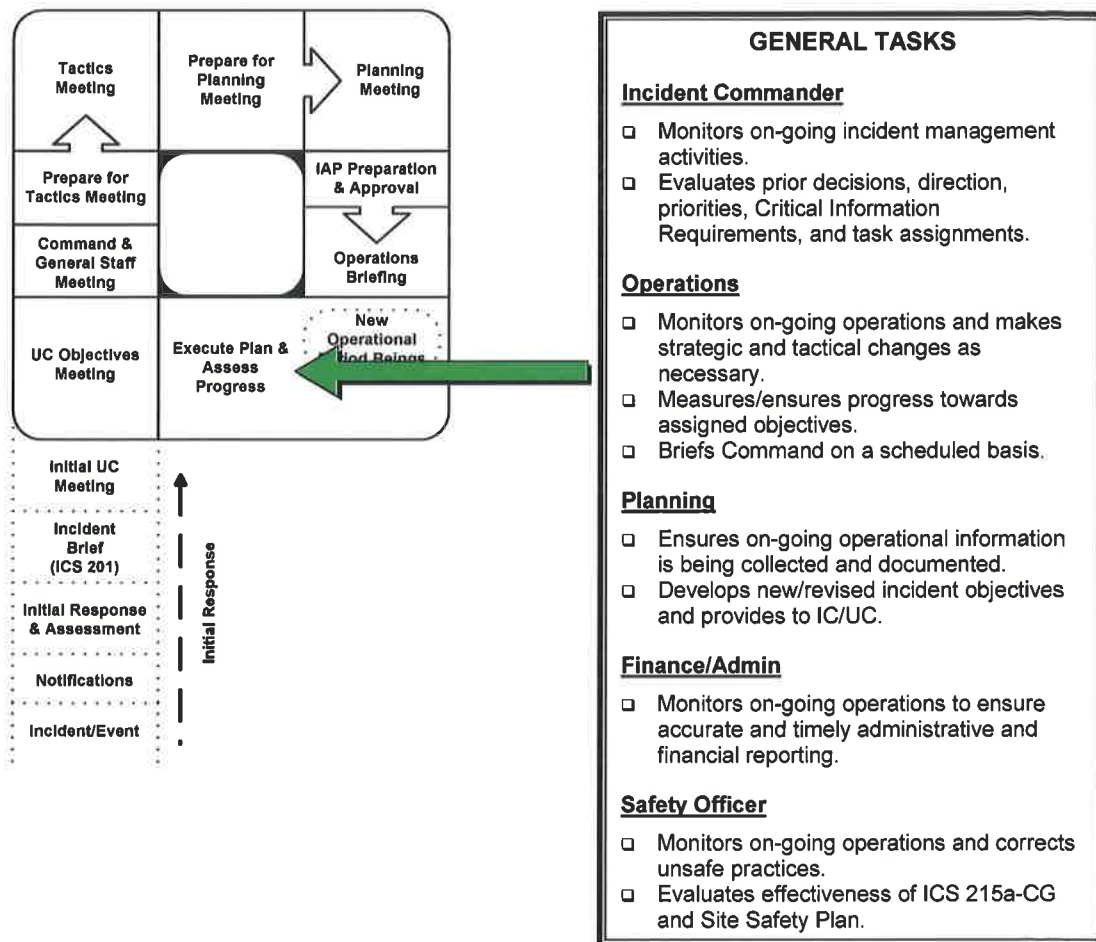
May 2014

7. LSC covers transport, communications and supply updates.
8. FSC covers fiscal issues.
9. PIO covers public affairs and public information issues, LOFR covers interagency issues.
10. SOFR provides a safety briefing.
11. PSC solicits final comments and adjourns briefing.

ASSESS PROGRESS

Assessment is a continuous activity used to help adjust current operations and help plan for future operations. Following the briefing and shift change, all Command and General Staff Section Chiefs will review the incident response progress and make recommendations to the IC/UC in preparation for the next IC/UC Objectives Meeting. This feedback is continuously gathered from various sources, including Field Observers (FOBS), responder debriefs, stakeholders, etc. IC/UC should encourage Command and General Staff to get out of the ICP and view firsthand the areas of the incident they are supporting.

May 2014



SPECIAL PURPOSE MEETINGS

Special Purpose meetings are most applicable to larger incidents requiring an Operational Period Planning Cycle, but may also be useful during the Initial Response Phase.

BUSINESS MANAGEMENT MEETING

The purpose of this meeting is to develop and update the Business Management 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 normally include: FSC, Cost Unit (COST), Procurement Unit Leader (PROC), LSC, SITL, and DOCL.

May 2014

AGENCY REPRESENTATIVE MEETING

This meeting is held to update AREPs and ensure that they can support the IAP. It is conducted by the LOFR, and attended by AREPs. It is most appropriately held shortly after the Planning Meeting in order to present the IAP for the next operational period. It allows for minor changes should the plan not meet the expectations of the AREPs.

INFORMATION STRATEGY MEETING

This meeting is used to establish and revise information management strategies and develop the information management plan. Attendees include the IC/UC, PIO, LOFR, PSC, SITL, COML, and any designated deputies for information management.

MEDIA BRIEFING

This meeting is normally conducted at the Joint Information Center (JIC). Its purpose is to brief the media and the public on the most current and accurate facts. The media briefing is set up by the PIO, moderated by a UC spokesperson, and features AREPs. All presenters should be prepared by the PIO to address anticipated issues. The briefing should be well planned, organized, and scheduled to meet the media's needs.

SECTION/UNIT MEETING

The purpose of this meeting is to keep subordinates (at least down to the unit leader level) informed about IC/UC direction and how the role they play ties into achieving that direction. Section Chiefs should conduct this meeting at least once a day.

May 2014

ANTITERRORISM AND FORCE PROTECTION (AT/FP) MEETING

The purpose of this meeting is to address physical security measures consistent with current Force Protection Conditions (FPCON). AT/FP meetings are necessary for responses in austere environments resulting from an existing or potential terrorist attack. The functional requirements include reviewing adversarial threats, identifying and determining vulnerabilities, assessing risk, and establishing countermeasures. The Facilities Unit Leader (FACL) typically coordinates this meeting. Attendees normally include: LSC, all Support Branch Supervisors, INTO, OSC, and the Staging Area Manager (STAM). The FACL or Security Manager (SECM) will capture information from the meeting and develop an Incident Security Plan.

TECHNICAL SPECIALIST MEETING

Meetings to gather THSPs' input to the IAP.

DEMOBILIZATION PLANNING MEETING

This meeting is held to gather functional requirements from Command, Command Staff, and General Staff that should be included in the incident Demobilization Plan. Functional requirements include: safety, logistic, and fiscal considerations and release priorities to be addressed in the plan. Attendees normally include: Command, OSC, PSC, LSC, FSC, LOFR, SOFR, INTO, PIO, and DMOB. The DMOB then prepares a draft Demobilization Plan to include the functional requirements and distributes to the Command, Command Staff, and General Staff for review and comment.

OPERATIONS BRANCH TACTICAL PLANNING

Branch Tactical Planning is the development of detailed action plans within the Operations Section at the Branch

May 2014

level with Planning Section providing support and coordination.

Branch Tactical Planning may be used when incident complexity requires the OSC and the Planning Section to work directly with Operational Branch Directors to develop a significant number of detailed Branch-specific Strategies, Tactics, and work assignments for each Operational Branch. Each Branch, with support from planning, will complete all of the ICS 204-CGs for their Branch. The Planning Section will combine all of the ICS 204-CGs to form the IAP for OSC/PSC review and IC/UC approval. Branch Tactical Planning will often occur at an incident camp or base that is not co-located with the ICP. Due to the geographic separation, additional support staff will be needed.

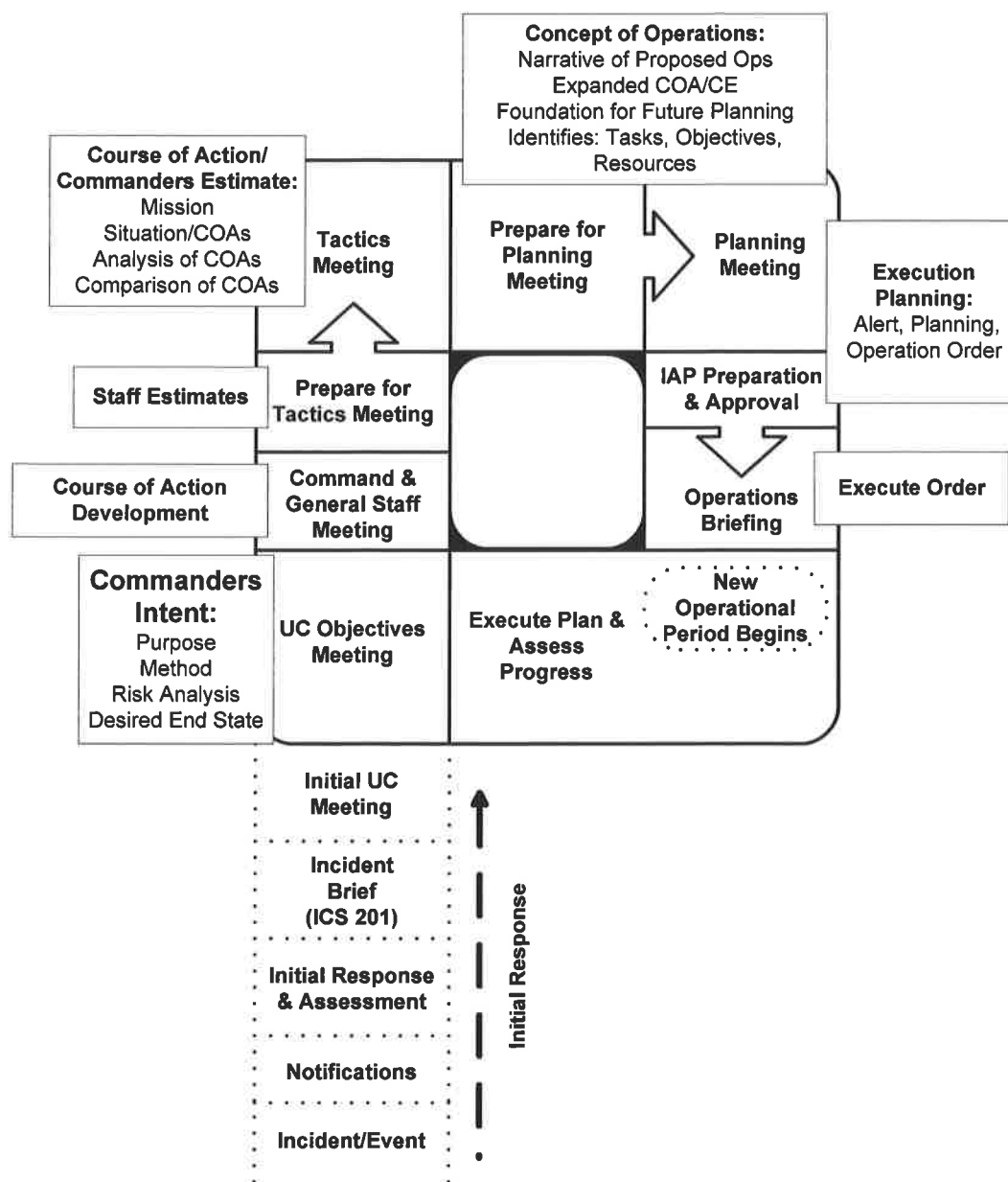
Branch Tactical Planning may also be used when:

- A. The incident becomes so large that there is no single set of objectives that would logically pertain to the entire incident.
 - B. Special technical expertise is needed for planning.
 - C. It is not feasible to prepare and distribute the IAP within the required timeframe.
 - D. There is a need to have separate classified and unclassified portions of the IAP.
-

May 2014

JOINT OPERATION PLANNING PROCESS - ICS OPERATIONAL PLANNING CYCLE COMPARISON

The basic functional activities of the Joint Operational Planning Process (JOPP) and the ICS Operational Planning Cycle are similar. The diagram below correlates the linear JOPP activities around the ICS Planning Cycle.



May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 4

COMMAND AND CONTROL DECISIONS

References:

- (a) Incident Commander Job Aid

INTRODUCTION

The IC, whether acting as a single IC or as part of a UC, is responsible for providing direction and guidance to the IMT. The IC/UC analyzes the overall requirements of the incident and determines the most appropriate direction for the IMT to follow during the response. This is accomplished by identifying incident functions, setting priorities, identifying limitations and constraints, developing response objectives, identifying CIRs and their time criticality, making key decisions, determining IMT operating procedures, assigning work (tasks) to primary staff within the IMT, and assessing progress. Example process assessment factors have been listed below to help the IC/UC analyze their progress. The examples provided here are not specific and should be modified as needed for the response. Reference (a) contains more information.

EXAMPLE DECISIONS/IMT OPERATING PROCEDURES

- A. Name the incident.
- B. Identify and include all organizations that need to be represented in the UC to accomplish the IC/UC objectives.
- C. Identify assisting and coordinating organizations that are needed to accomplish the IC/UC objectives.
- D. Integrate Assisting and Cooperating Agencies.
- E. Identify support facilities and locations (ICP, Base, JIC etc.).
- F. Define the operational period and hours of operation.
- G. Issue delegation of authority to staff.

May 2014

- H. Manage information flow to media.
- I. Manage sensitive and classified information.
- J. Manage resource requesting/ordering process, cost sharing, and cost accounting.
- K. Manage operational security issues.
- L. Determine Command and General Staff composition, including deputies (especially OSC and PSC).
- M. Determine IMT procedures/function.
- N. Determine UC functionality.

EXAMPLE KEY FUNCTIONS

- A. Safety.
- B. Public health protection.
- C. Search and rescue.
- D. Oil spill response.
- E. Hazardous substance release response.
- F. Source control
- G. Marine fire fighting.
- H. Salvage.
- I. Environmental protection.
- J. Security.
- K. Wildlife.
- L. Investigation.
- M. Evidence collection.
- N. Family assistance.
- O. Medical support.
- P. Air monitoring.
- Q. Stakeholder outreach.
- R. Media relations.
- S. Communications.
- T. Information management.

EXAMPLE INCIDENT PRIORITIES

- A. Safety of responders and the public.
- B. Homeland security.
- C. Incident stabilization.

May 2014

- D. Environmental impact.
- E. Transportation infrastructure and/or maritime commerce restoration.
- F. Information management and situation awareness.
- G. Property protection.
- H. Investigation and/or apprehension of those responsible.
- I. Crime scene preservation and evidence collection.
- J. Threat/attack prevention.

EXAMPLE LIMITATIONS (RESTRAINTS) AND CONSTRAINTS

Limitations and Constraints are descriptions of actions that the IC/UC must do or can't do based on agency authority, jurisdiction, law, ordinance, or other agency direction. The below list of items provides a memory trigger and will need further development under incident specific conditions to form a complete list of limitations and constraints.

- A. Restricted visibility.
- B. Weather and work environment.
- C. Geography and terrain.
- D. Limited specialized resources and shortfalls.
- E. Staffing shortfalls.
- F. Crew rest requirements.
- G. Interagency communications.
- H. Cost constraints.
- I. Affected population. Includes children, individuals with disabilities and others with access and functional needs, those from religious, racial, and ethnically diverse backgrounds, and/or people with language barriers.
- J. Multiple resource ordering processes.
- K. Conflicting jurisdictional or statutory authorities.
- L. Delegation of authority limitations.
- M. Media coverage.
- N. Public confidence and perception.

May 2014

- O. Potential for adverse economic or environmental impacts.
- P. Mass public hysteria.
- Q. Large scale evacuation.
- R. Site security and perimeter.
- S. Evidence preservation requirements.
- T. Potential for secondary explosive device.
- U. Exclusion zones.
- V. Oil composition.
- W. Hazardous substance properties.
- X. Radiation dose rates.
- Y. Personal protective equipment (PPE) requirements.
- Z. Unknown extent of contamination.
- AA. Availability of waste sites.
- BB. Security and classification issues.

EXAMPLE INCIDENT OBJECTIVES

Objectives are the IC/UC's desired outcomes. The IC/UC sets incident objectives that are specific, measurable, attainable, realistic, and time-sensitive. The objectives are also flexible enough to allow for strategic and tactical alternatives. The examples are provided to help establish incident objectives.

Safety

- A. Provide for the safety and welfare of citizens and response personnel.
- B. Provide for the safety and security of responders and maximize the protection of public health and welfare.
- C. Conduct an operational risk assessment and ensure controls are in place to protect responders and the public.

Search and Rescue (SAR)

- A. Locate and evacuate all passengers and crew.
- B. Search for and rescue persons in distress.

May 2014

- C. Provide life-saving assistance to all persons in distress.
- D. Evacuate survivors to a place of safety for further medical treatment.
- E. Mobilize resources to locate, rescue and/or evacuate, transport, and support all personnel involved in the incident, both on water and on shore.
- F. Conduct joint agency SAR efforts.
- G. Conduct Urban Search and Rescue.
- H. Complete survivor accountability.

Mass Care, Emergency Assistance, Housing, and Human Services

- A. Establish medical triage and arrange for transport to hospital.
- B. Complete triage of injured survivors and transport to hospital.
- C. Account for and provide temporary shelter for displaced survivors.
- D. Implement accountability process to account for passengers and crew with 100% accuracy.
- E. Develop and implement an evacuation plan.

Marine Transportation System (MTS) Recovery

- A. Identify impacts to MTS infrastructure and cargo flow.
- B. Identify constraints on port operations as a result of an incident.
- C. Determine and recommend MTS stabilization and short-term recovery activities needed to restore basic functionality of the MTS.
- D. Support private sector efforts to adjust cargo flow.
- E. Restore basic functionality of MTS infrastructure to facilitate the rapid resumption of commerce.

Fire/Salvage

- A. Commence firefighting operations to contain, extinguish, and overhaul fire.

May 2014

- B. Coordinate and support firefighting activities.
- C. Conduct damage/stability assessment of vessel.
- D. Develop and implement the salvage and tow plan.

Site Security/Port, Waterways, and Coastal Security/Law Enforcement

- A. Implement security awareness measures including evaluation of changes in incident effects, response conditions, and secondary threats including potential targeting of first responders and contamination.
- B. Implement measures to isolate, contain, and stabilize the incident including the establishment and adjustment of security perimeters.
- C. Implement agency and maritime community security plans including Area Maritime Security Plans (AMSP) to deter and prevent multiple security incidents.
- D. Establish incident security plan including identification badges.
- E. Respond to potential and actual security threats.
- F. Implement scene integrity and evidence preservation procedures.
- G. Implement procedures that ensure a coordinated effort is in place for investigation and evidence collection, storage, and disposal.
- H. Investigate cause of incident.
- I. Identify and implement witness and passenger recovery location(s).
- J. Establish and continue enforcement of safety and security zones.
- K. Establish and/or conduct shoreline security to coincide with incident activities and enhanced prevention requirements.
- L. Perform maritime law enforcement (MLE) as required.
- M. Implement Federal Aviation Administration (FAA) air space closure and monitoring for compliance.
- N. Identify and protect high profile targets.

May 2014

- O. Ensure operations are conducted in a low/high-profile manner.

Waterways Management

- A. Conduct port assessment and establish priorities for facilitating commerce.
- B. Develop and implement a transit plan to include final destination and berth for vessel(s).
- C. Identify safe refuge/berth for impacted vessels.
- D. Establish and maintain close coordination for possible movement of national or homeland security assets.
- E. Restore maritime commerce and operations.

Oil Spills and Hazardous Substance Release

- A. Initiate actions to stop or control the source, and minimize the total volume released.
- B. Determine oil and hazardous substance fate and effect (trajectories), identify sensitive areas, develop strategies for protection, and conduct pre-impact shoreline debris removal.
- C. Contain, treat, and recover spilled materials from the water's surface or, in the case of offshore oil wells or pipelines, at the discharge point.
- D. Conduct an assessment and initiate shoreline cleanup efforts.

Environmental

- A. Identify and protect environmentally sensitive areas, including wildlife, habitats, and historic properties.
- B. Clearly identify and delineate between environmentally sensitive or historical areas which are or may be affected by incident response activities and those areas that have been affected by the incident.
- C. Identify threatened species and prepare to recover and rehabilitate injured wildlife.

May 2014

- D. Investigate the potential for and, if feasible, use alternative technologies to support response efforts.

Radiological/Nuclear Weapons Incident

- A. Identify the source and radioactive isotope and implement measures to isolate, contain, stabilize, and prevent spread/re-suspension of the source.
- B. Develop initial plume projections.
- C. Conduct monitoring operations to determine extent of contamination and validate plume projections.
- D. Develop and implement radiological protective actions and control zones.
- E. Develop and implement population and first responder radiation dose limits and monitoring plan.
- F. Assess environmental and agricultural impacts.
- G. Develop population re-entry plan.
- H. Assess weapon status and condition.
- I. Develop and implement a weapon recovery, consequence management, and disposal plan.
- J. Develop and implement radiation decontamination plan.

Management

- A. Maintain situational awareness through a systematic and planned process for tasking, collecting, processing, analyzing, and disseminating information.
- B. Coordinate remote sensing activities to satisfy CIRs.
- C. Manage a coordinated interagency response effort that reflects the composition of UC.
- D. Establish an IMT that can meet the initial and long-term challenges required for incident mitigation.
- E. Inform the public, stakeholders, and the media of response activities.
- F. Identify all appropriate organization mandates, practices, and protocols for inclusion in the incident response effort.

May 2014

- G. Identify and address social, political, and economic issues.
- H. Implement a coordinated response with law enforcement (LE) and other responding agencies including the EOC(s) and Joint Field Office (JFO).
- I. Evaluate all planned actions to determine potential impacts on social, political, and economic entities.
- J. Identify competing response activities between LE and mitigation to ensure that they are closely coordinated.
- K. Establish a Family Assistance Program and assign a coordinator.
- L. Establish a Volunteer Management Program and assign a coordinator.
- M. Establish a Vessels of Opportunity Program and assign a coordinator.
- N. Develop and implement multi-language/culture outreach program.
- O. Ensure appropriate financial accounting practices are adhered to.
- P. Establish internal resource request and external resource ordering procedures and adherence.
- Q. Establish an incident documentation system.
- R. Establish an information transfer process to facilitate communications with stakeholders and organizations.
- S. Validate information accuracy and quality if higher level CIR reporting thresholds are met during the response.

EXAMPLE CRITICAL INFORMATION REQUIREMENTS

CIRs are a comprehensive list of information requirements that the IC/UC has identified as critical to facilitate timely decision making. See chapter 12 for more information on CIRs.

- A. Accountability of personnel.
- B. Status of MTS/port status.
- C. Damage to infrastructure.

May 2014

- D. Fatalities and/or Injuries.
- E. Equipment casualties (CASREP).
- F. Total volume of oil spilled or rate of discharge.
- G. Facilities status.
- H. Command objective completed.
- I. Resource status and statistics.
- J. Operational asset tracking.
- K. Critical Infrastructure/Key Resources (CI/KR).
- L. Environmental data.
- M. Environmental resources at risk as result of the incident and the response.
- N. Environmental impact.
- O. Incident specific critical resources.
- P. All other geospatial information.
- Q. Wildlife impacts.
- R. Cultural/historical impacts and/or concerns.
- S. Social media field observations or trends.
- T. Political interests and concerns.
- U. Media interests and concerns.
- V. Stakeholder interests and concerns.

EXAMPLE TASKS/WORK ASSIGNMENTS

In addition to operational and management objectives, the IC/UC will assign tasking not captured in the IAP. These work assignments (tasks) are typically captured on an Incident Open Action Tracker (ICS 233-CG) during meetings. Some examples of common tasks (work assignments) are:

Safety Officer (SOFR)

- A. Develop a Site Safety and Health Plan (ICS 208-CG) including support facilities and monitor for compliance.
- B. Establish a stop-work protocol.
- C. Implement practices that allow for the safety and welfare of non-responders.

May 2014

- D. Report any serious incidents, accidents, or injuries immediately to the IC/UC.
- E. Work with Logistics to ensure that appropriate communications are in place to support the response effort.
- F. Identify safety and risk management factors and monitor for compliance for both the public and responders.
- G. Determine assistant SOFR requirements based upon incident size and complexity and request any additional resources or support.

Public Information Officer (PIO)

- A. Develop a media strategy and obtain IC/UC approval prior to implementation.
- B. Develop public and social media information plan.
- C. Establish contact with other Public Information personnel.
- D. Locate and establish a JIC.
- E. Coordinate with the LOFR to provide talking points to IC/UC for press briefings, VIP visits, and town hall meetings.
- F. Keep IC/UC informed of any potential adverse political, social, and economic impacts.

Liaison Officer (LOFR)

- A. Develop an action plan to ensure communication and coordination with appropriate stakeholders and submit draft of plan to IC/UC for review and approval.
- B. Develop interagency/intra-agency information dissemination plan.
- C. Keep IC/UC informed of any adverse stakeholder concerns, feelings and/or relationships that may develop.
- D. Ensure external entities, such as EOCs, are informed of IC/UC direction.
- E. Staff AREPs to deploy to external entities.

May 2014

- F. Keep IC/UC appraised of political and/or stakeholder sensitivities.
- G. Coordinate with PIO on communication strategies and VIP visits.

Legal Specialist

- A. Attend all IC/UC briefings.
- B. Identify potential legal issues stemming from the incident.
- C. Research issues and brief IC/UC or the appropriate IMT members on possible solutions and alternatives.
- D. Coordinate with LOFR to ensure communication with stakeholders.

Intelligence

- A. Identify critical intelligence needs, develop intelligence flow plan, and brief the IMT.
- B. Ensure that all requests for information (RFIs) are delivered and the Command is briefed on all Field Intelligence Reports (FIR).
- C. Coordinate interagency intelligence organizations: Joint Terrorism Task Force (JTTF), Fusion Centers, etc.
- D. Screen intelligence information for Operational Security (OPSEC)/Sensitive Security Information (SSI) classification.

Planning

- A. Develop the Information Management Plan based on the IC/UC CIRs.
- B. Ensure that all RFIs are managed appropriately and the Command is briefed on all responses.
- C. Develop a common operational picture (COP) based on the CIRs.
- D. Ensure that all external information reporting is approved by Command prior to release.
- E. Develop a long-term IMT staffing plan.

May 2014

- F. Brief IMT staff on document control system including the handling and storing of secure documents.
- G. Provide all documents that need review or approval by Command at least one hour prior to implementation or release.

Finance/Admin

- A. Provide Command with a summary daily cost estimate (burn rate).
- B. Establish a claims system, publish the process, and brief the IMT on the process.
- C. Advise Command of unusual high-cost specialized equipment use.

Logistics

- A. Develop and brief the IMT on the internal resource request and external resource ordering process and monitor for compliance.
- B. Establish credentialing process for responders.
- C. Provide Critical Incident Stress Management (CISM) services to responders.
- D. Establish appropriate security at each incident support facility.
- E. Establish non-secure and secure communication for both internal and external use and brief IMT staff.
- F. Provide personnel staffing status summary.

GUIDANCE FOR ACHIEVING “BEST RESPONSE”

The UC and their Command and General Staffs have a shared goal to achieve a “Best Response.” Ultimately, a “Best Response” will minimize the adverse impacts and consequences of the incident, and maximize public confidence and stakeholder satisfaction.

Under the “Best Response” model, a successful response must address several Key Business Drivers. Each of these Key Business Drivers is linked to certain Critical Success

May 2014

Factors – these are the things that a response should accomplish to be considered successful.

	Key Business Drivers	Critical Success Factors
Response Organization	Human Health & Safety	• No public injuries or hazardous exposures • No worker injuries or hazardous exposures • Health and safety concerns reported
	Natural Environment	• Source of discharge secured • Product contained • Sensitive areas protected • Resource damage minimized
	Economy	• Economic impact minimized
	Public Communication	• Positive media coverage • Positive public perception • Accurate and timely information provided to the public
	Stakeholder Service & Support	• Minimize impact • Stakeholders well informed • Positive meetings • Prompt handling of claims
	Organization	• Implement an effective and efficient ICS organization • Mobilize and effectively use response resources

The IC/UC and their Command and General Staffs should always consider the “Best Response” concept while managing operational and support/coordination functions.

May 2014

EXAMPLE PROGRESS ASSESSMENT CHECKLIST

- ☐ Is progress being made toward achieving objectives and completing tasks?
- ☐ Are the objectives still appropriate?
- ☐ Are operations being conducted safely?
- ☐ Is the response organization size appropriate?
- ☐ Is the response organization structure appropriate?
- ☐ Are there gaps in incident information?
- ☐ Is media coverage satisfactory?
- ☐ Are local governments and citizens involved appropriately?
- ☐ Have impacted federally recognized tribes been consulted?
- ☐ Are external information demands being met?
- ☐ Are legal issues being addressed?
- ☐ Is the response organization working together effectively?
- ☐ Is the response organization communicating effectively?
- ☐ Is the workload distributed appropriately?
- ☐ Are efforts being duplicated?
- ☐ Is there an appropriate work-rest schedule for members on the IMT?
- ☐ Is the morale of the IMT satisfactory?
- ☐ Is the stress level reasonable?
- ☐ Are support facilities sufficient?
- ☐ Is the contingency plan sufficient?
- ☐ Are operations compliant with the ICS framework?
- ☐ Are demobilization plans appropriate?

May 2014

CHAPTER 5

UNIFIED COMMAND

Reference:

- (a) Incident Commander Job Aid

INTRODUCTION

The UC is a structure that brings together the “ICs” of all major organizations that have jurisdictional authority for the incident to coordinate an effective response while carrying out their own organization’s jurisdictional responsibilities. A UC links responding organizations to the incident and provides them a forum to make decisions together. Under a UC, organizations should blend together throughout the ICS organization to create an integrated response team. Further information can be found in reference (a).

To be a member of the UC, a participating organization must have underlying statutory authority or legal obligation to carry out proposed response action and have jurisdiction within the area affected by the incident. Members of the UC may also include agencies, organizations, private industries, or owners and operators of waterfront facilities and vessels bringing large amounts of tactical and support resources to the table.

WHY ESTABLISH A UC?

The need for UC arises when incidents:

- A. Cross geographic boundaries (e.g., two states or international boundaries).
- B. Involve various governmental levels (e.g., federal, state, tribal, and local).
- C. Involve a vessel or facility (e.g., Responsible Party (RP) for a pollution threat).
- D. Involve a private industry.

May 2014

- E. Impact multiple functional responsibilities (e.g., SAR, fire, oil spill, and emergency medical services (EMS)).
- F. Some combination of the above.

UC FUNCTIONALITY

The UC is responsible for overall management of an incident. The UC directs incident activities including the development and implementation of incident objectives, strategies, and approves ordering and releasing of resources.

While the UC structure is an excellent vehicle – and the only nationally recognized vehicle – for tactical-level incident command, coordination, cooperation, and communication, the duly authorized UC members must make the system work successfully. The UC should develop synergy using the significant capabilities brought by its diverse members. While varied perspectives on UC and contentious issues arising from the incident may cause disagreement, resolution can be reached by using the UC framework, which provides a forum and process to resolve problems and find solutions. The UC is not a committee; in a situation where consensus cannot be reached, the UC member representing the agency with the most legal/jurisdictional authority would normally be deferred to for the final decision. Inability to provide clear incident objectives and response direction means that UC has failed.

UC COMPOSITION

UC composition for a specific incident will be determined on a case-by-case basis taking into account:

- A. The specifics of the incident.
- B. Determinations outlined in existing response plans.
- C. Decisions reached during the initial meeting of the UC.

The composition of the UC may change as an incident progresses in order to account for changes in the situation.

May 2014

In order to keep the UC limited in size, and therefore efficient, it is recommended that one federal agency be the lead agency to coordinate activities and actions among the various federal agencies involved; this concept applies to state and tribal representation on the UC as well. UC members of other organizations should be encouraged to participate on the IMT in the functions that best suit their expertise. UC members may also be assigned individual legal and administrative support from their own organizations. Participation in the UC occurs without any organization abdicating authority, responsibility, or accountability.

In addition to selecting the primary agency/organization to staff critical IMT staff positions at the Incident Command (e.g., PIO, LOFR, OSC, and PSC), UC members should also agree on the number of personnel/organizations filling deputy positions. Deputy Section Chiefs can run the Section while the Section Chief is in meetings and help manage span of control issues within the Section.

Note: The UC may assign Deputy ICs to assist in carrying out IC/UC responsibilities.

To be considered for a UC position, the involved organization:

- A. Must have jurisdictional authority or functional responsibility under a law or ordinance for the incident.
- B. Must have incident or response operations impact on the organization's AOR.
- C. Must be specifically charged by law or ordinance with commanding, coordinating, or managing a major aspect of the incident response.
- D. Should have full organization authority to make decisions and execute all of the tasks assigned to the IC on behalf of their organization.

May 2014

- E. Should have the resources to support participation in the response organization.

UC members are expected to:

- A. Agree on incident priorities, objectives, constraints/limitations, decisions, response organization, assignments, and procedures (e.g., logistical, ordering, cost accounting, and sensitive information).
- B. Commit to speak with “one voice” through the PIO or JIC, if established.
- C. Have the authority to commit organization resources and funds, assign agency resources, and authorize the release of public and inter/intra agency information to the incident.
- D. Have the capability to sustain a 24/7 commitment to the incident.
- E. Possess a cooperative attitude.
- F. Have a thorough understanding of the incident and ICS Operational Planning Cycle.

If an organization is not represented in UC it can:

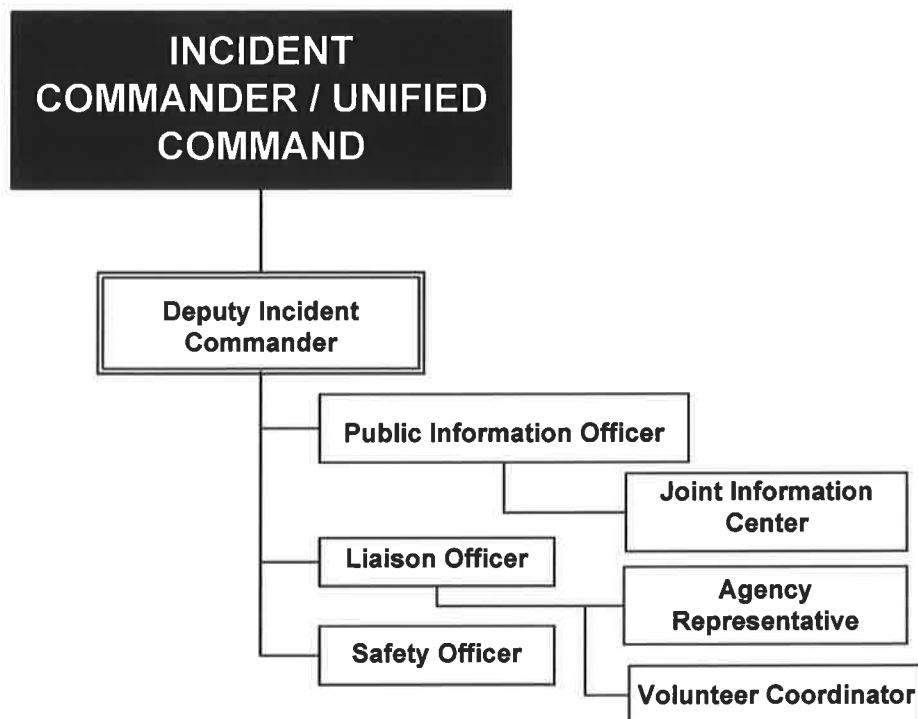
- A. Serve as an assisting agency, cooperating agency, AREP, or company representative who has direct contact with the LOFR.
- B. Staff a position within the IMT. (Local organizations provide significant local geographic knowledge which can be used to support Operations or Planning functions.)
- C. Provide stakeholder input to the LOFR for environmental, economic, social, or political issues.
- D. Serve as a THSP.
- E. Provide input directly to a member of the UC.

May 2014

CHAPTER 6

COMMAND STAFF

ORGANIZATION CHART



References:

- (a) Incident Commander Job Aid
- (b) Public Information Officer Job Aid
- (c) Joint Information Center Job Aid
- (d) National Response Team Joint Information Center Model
- (e) Liaison Officer Job Aid
- (f) Safety Officer Job Aid
- (g) Safety and Health Training for Emergency Response Operations, COMDTINST 6260.31B

May 2014

POSITION DESCRIPTIONS

INCIDENT COMMANDER (IC)

The IC's responsibility is the overall management of the incident. During many incidents command activity is carried out by a single IC, while other incidents require that command activities and responsibilities are carried out by multiple ICs as a UC. The IC is selected based on qualifications and experience. Reference (a) should be reviewed regarding the responsibilities and duties of the IC.

The IC may have Deputy ICs, who may be from the same organization or from an assisting agency. The Deputy IC must have the same qualifications as the IC, as they must be ready to take over that position at any time. When span of control becomes an issue for the IC, a Deputy IC may be assigned to manage the Command Staff.

The major responsibilities of the IC are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing from the prior IC (ICS 201-CG).
- C. Determine incident objectives and general direction for managing the incident.
- D. Establish priorities.
- E. Establish an appropriate ICS organization.
- F. Establish an ICP.
- G. Brief Command Staff and Section Chiefs.
- H. Ensure planning meetings are scheduled as required.
- I. Approve and authorize the implementation of an IAP.
- J. Approve the Site Safety and Health Plan (ICS 208-CG), if developed.
- K. Ensure that adequate safety measures are in place.
- L. Establish the incident specific CIRs and time criticality of the information.
- M. Coordinate activity for all Command and General Staff.
- N. Identify and coordinate with key people and officials.

May 2014

- O. Approve requests for additional resources or for the release of resources.
- P. Keep agency administrator informed of incident status.
- Q. Approve the use of trainees, volunteers, and CG Auxiliary personnel.
- R. Authorize release of information to the news media.
- S. Ensure Incident Status Summary (ICS 209-CG) is completed and forwarded to appropriate higher authority.
- T. Order the demobilization of the incident when appropriate.
- U. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

PUBLIC INFORMATION OFFICER (PIO)

The PIO is responsible for developing and releasing information about the incident to the media and public. Only one PIO will be assigned for each incident, including incidents operating under UC and multi-jurisdiction incidents.

The PIO may have assistants as necessary, and the assistants may come from other assisting organizations. The PIO and JIC Job Aids, references (b) through (d), should be reviewed regarding the organization and duties of the PIO.

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

The major responsibilities of the PIO are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine from the IC if there are any limits on information release.
- C. Develop media strategy and public information plan.
- D. Represent and advise the IC/UC on all public information matters relating to the incident.
- E. Develop material for use in media briefings.

May 2014

- F. Obtain IC approval of media releases.
- G. Inform media and conduct media briefings.
- H. Monitor and utilize social media as approved by the IC/UC.
- I. Arrange tours, interviews, and briefings.
- J. Coordinate information sharing and distribution with the LOFR.
- K. Assist in the development of the Information Management Plan.
- L. Manage the JIC if established. Recommend use of the National Response Team (NRT) JIC Model.
- M. Assign a JIC manager if a JIC is established.
- N. Evaluate the need to establish JICs at additional site locations.
- O. Obtain media information that may be useful to incident planning.
- P. Maintain current information summaries and/or displays on the incident and provide this information to assigned personnel.
- Q. Brief Command on PIO issues and concerns.
- R. Coordinate with the Environmental Unit Leader (ENVL) and LOFR to address media and stakeholder risk perceptions and obtain technical content for external messages.
- S. Ensure that all required organization forms, reports, and documents are completed prior to demobilization.
- T. Have debriefing session with the IC prior to demobilization.
- U. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

LIAISON OFFICER (LOFR)

Incidents that are multi-jurisdictional, or have several organizations involved, may require the establishment of the LOFR position on the Command Staff. Only one primary LOFR will be assigned for each incident, including incidents

May 2014

operating under UC and multi-jurisdiction incidents. The LOFR is assigned to the incident to be primary coordinator for the liaison network, including Assisting and Cooperating AREPs.

The LOFR is a conduit of information and assistance between organizations and does not normally have delegated authority to make decisions on matters affecting an organization's participation in the incident; however, the IC/UC may assign additional responsibilities or authorities to the LOFR in order to effectively manage complex incidents.

Due to the complexity or scope of the incident, the LOFR may require one or more Assistant Liaison Officers (ALOFs) in the ICP or field in order to maintain a manageable span of control. **The ALOF is a representative of the UC and is not a representative of any specific organization.**

The LOFR Job Aid (reference (e)) should be reviewed regarding the organization and duties of the LOFR/ALOF.

The major responsibilities of the LOFR are:

- A. Review Common Responsibilities in chapter 2.
- B. Serve as the primary coordinator for the liaison network, including AREPs and state, tribal, and local governments.
- C. Maintain a list of Assisting and Cooperating AREPs, including name, agency, and contact information. Monitor check-in sheets daily to ensure that AREPs are identified.
- D. Assist in establishing and coordinating interagency contacts.
- E. Participate in Command and General Staff Meetings, Planning Meetings, Operations Briefings, and other meetings and briefings as required.
- F. Assist in the development of the Information Management Plan.

May 2014

- G. Develop stakeholder coordination plan, including periodic public meeting schedules, if needed.
- H. Implement the Information Management Plan.
- I. Keep organizations supporting the incident response aware of incident status.
- J. Arrange consultations with federally recognized tribes as appropriate.
- K. Monitor incident operations to identify current or potential intra-organizational problems.
- L. Determine need for a Volunteer Coordinator (Note: If there are a significant number of volunteers the Volunteer Coordinator will transition to become the Volunteer Unit Leader under the PSC.)
- M. Coordinate response resource needs for Natural Resource Damage Assessment (NRDA) activities with the OSC during oil spill and hazardous substance release responses.
- N. Coordinate response resource needs for incident investigation activities with the OSC.
- O. Coordinate with PIO on media and stakeholder communications about risk perceptions.
- P. Coordinate information sharing and distribution with the PIO.
- Q. Coordinate with PIO to develop and implement social media strategy by providing input on social media uses and interface with stakeholders and the public.
- R. Coordinate with the ENVL to address stakeholder and public risk perceptions by assessing pollutant/hazard situation and obtaining technical content for stakeholder engagement.
- S. Coordinate activities of visiting dignitaries.
- T. Brief Command on agency issues and concerns.
- U. Ensure that all required organizations forms, reports, and documents are completed prior to demobilization.
- V. Have debriefing session with the IC prior to demobilization.

May 2014

W. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

AGENCY REPRESENTATIVE (AREP)

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

An AREP is an individual assigned to an incident from an assisting or cooperating agency. The AREPs report to the LOFR, or to the IC in the absence of a LOFR.

The CG may receive multiple different AREPs into a CG led Unified Command organization. Simultaneously, the CG may also deploy CG members away from the unit/Incident Command Post to serve as the CG agency representative (CG-AREP) at another Incident Command Post, Federal, State, or Local EOC, JFO, RRCC, NRCC, or a Tribe during an incident response. The CG-AREP serves as a conduit of information flow and operational support and coordination between the CG and the other agency or ICP. The CG-AREP may or may not be given an incident specific delegation of authority by the CG operational commander directing their deployment, which may include authority to make decisions on matters affecting that agency's participation at the incident.

The major responsibilities of the AREPs are:

- A. Review Common Responsibilities in chapter 2.
- B. Ensure that all agency resources are properly checked in at the incident.
- C. Obtain briefing from the LOFR or IC.
- D. Inform assisting or cooperating agency personnel on the incident that the AREP position for that agency has been filled.
- E. Attend briefings and planning meetings as required.

May 2014

- F. Provide input on the use of agency resources unless resource THSPs are assigned from the agency.
- G. Cooperate fully with the IC and the General Staff on agency involvement at the incident.
- H. Serve as the conduit of information flow and operational support/coordination between the ICP and their home agency.
- I. Ensure the well-being of agency personnel assigned to the incident.
- J. Advise the LOFR of any special agency needs or requirements.
- K. Report to home agency dispatch or headquarters on a pre-arranged schedule.
- L. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- M. Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- N. Have a debriefing session with the LOFR or IC before demobilization.
- O. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SAFETY OFFICER (SOFR)

The SOFR is to develop and recommend measures to ensure personnel safety and occupational health of not only response workers, but also the public, and to anticipate, recognize, assess, and control hazardous and unsafe conditions or situations.

There is only one SOFR for each incident; however, the SOFR may have Assistance Safety Officers (ASOFs), or THSPs as needed. ASOFs maybe be ordered or requested due to a specific skill set they possess, and which is required during incident response. An ASOF may come from the same organization as the SOFR or other another organization. ASOFs may have responsibilities pertaining to

May 2014

specialized areas (e.g., air operations, occupational health, hazardous substances, salvage, diving, and sanitation).

To accomplish all of these functions the SOFR and/or support staff should frequently travel to operational areas, base camps, staging areas, and other locations involving incident activity to identify health and safety hazards, and to verify compliance with applicable federal, state, and local health and safety regulations and with the Incident Health and Safety Plan (HASP).

If there is a significant risk to public health or high likelihood of public evacuation, the CG should immediately contact the state or local EOC for support regarding public health and request an ASOF for Public Health.

Further information regarding the SOFR or ASOF positions can be found in reference (f) and (g).

The major responsibilities of the SOFR are:

- A. Review Common Responsibilities in chapter 2.
- B. Ensure an incident-specific HASP, required by 29 CFR 1910.120, is developed specifically for the incident response. The Site Safety and Health Plan (ICS 208-CG) is a tool designed to assist in meeting the requirements of a HASP under 29 CFR 1910.120.
- C. Participate in Tactics and Planning Meetings, and other meetings and briefings as required.
- D. Identify hazardous situations associated with the incident.
- E. Review the IAP for safety and occupational health implications.
- F. Provide safety and occupational health advice in the IAP for assigned responders.
- G. Use Risk Based Decision Making (RBDM) methodologies to conduct Operational Risk Management (ORM) for the incident.

May 2014

- H. Develop and implement intervention measures to prevent unsafe acts.
- I. Stop observed or reported unsafe acts. (Seek guidance and clarity from the IC/UC on the scope and limitation of authority.)
- J. Investigate accidents that have occurred within the incident area and determine if new safety and occupational health measures are needed.
- K. Identify, communicate and document safety, occupational, and environmental health hazards, needs, and concerns.
- L. Track and report accidents, injuries, and illnesses.
- M. Support reporting of accidents and mishaps using the ICS 237-CG (Incident Mishap Reporting Record).
- N. Ensure all contractors and volunteers hired/brought in, meet and are aware of appropriate safety/health training levels, the HASP, and safety/health measures to achieve the response strategies. (A translator may be needed to achieve this goal.)
- O. Identify the need for and assign deputies, assistants, and THSPs as needed.
- P. Review and provide input to the Medical Plan (ICS 206-CG).
- Q. Review and provide input to the traffic plan, if developed, for both land and vessel traffic.
- R. Develop the Incident Action Plan Safety Analysis (ICS 215a-CG) to document hazards as well as mitigation strategies.
- S. Serve as the IC/UC representative in meetings with federal, state, or local occupational safety and health authorities and stakeholders.
- T. Brief Command on safety and occupational health issues and concerns.
- U. Ensure that all required organization forms, reports, and documents are completed prior to demobilization.

May 2014

- V. Have debriefing session with the IC prior to demobilization.
- W. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

ASSISTANT SAFETY OFFICER FOR PUBLIC HEALTH

The ASOF for Public Health supports the SOFR during complex incidents involving public health concerns by assessing and forecasting public health needs, performing environmental surveillance for public health, and develop public health communications. The ASOF for Public Health should be a public health generalist, preferably from a public health agency, with broad knowledge of public health disciplines exercised during incident response.

The major responsibilities of the ASOF for Public Health are:

- A. Establish liaisons to maintain situational awareness with all key public health organizations (e.g., federal, state, tribal, and local agencies, NGOs, and commercial entities) within the incident boundaries.
- B. Provide immediate briefings to the SOFR and IC/UC regarding any public health emergencies or eminent threats.
- C. Conduct public health surveillance, including mental and behavioral health and communicable and non-communicable disease.
- D. Develop risk communications and public health information including web content and social media.
- E. Develop recommended general environmental health measures, to include hygiene, sanitation, waste management, food, water, shelter, safety and security, and population protective measures (e.g., evacuation vs. shelter in place).
- F. Conduct environmental monitoring, including sampling, analysis, and interpretation, and ensure data is available to assess potential health impact on populations at risk.

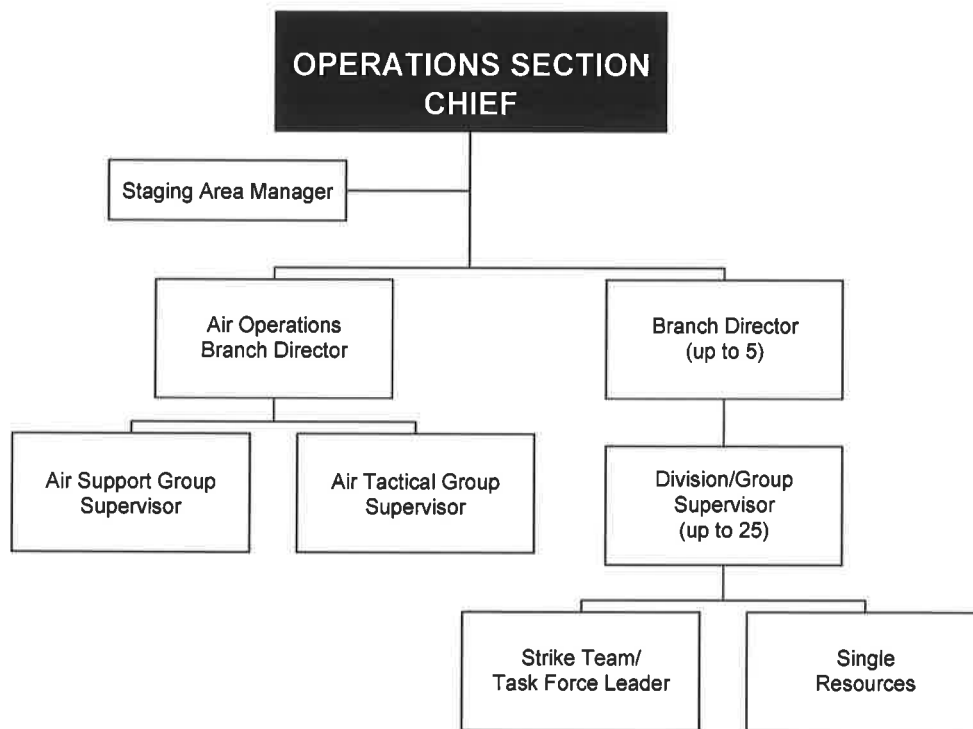
May 2014

- G. Identify communicable and non-communicable disease issues.**
- H. Track status of public health resources and recommend additional resources that are needed to sustain public health work and operations.**
- I. Participate in planning processes as appropriate.**
- J. Provide public health input to situational reports.**
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.**

May 2014

CHAPTER 7

OPERATIONS SECTION



Reference:

- (a) Operations Section Chief Job Aid
- (b) Division/Group Supervisor Job Aid
- (c) Coast Guard Air Operations Manual, COMDTINST M3710.1(series)

May 2014

POSITION DESCRIPTIONS

OPERATIONS SECTION CHIEF (OSC)

The OSC, a member of the General Staff, is responsible for the management of tactical operations directly in support of the primary mission. The OSC is normally selected from the organization with the most jurisdictional or functional responsibility for the incident.

The OSC activates and supervises ICS organization elements in accordance with the IAP, and directs IAP implementation. The OSC also directs the preparation of operational plans, requests or releases resources, monitors operational progress, makes expedient changes to the IAP when necessary, and reports those changes to the IC/UC. The OSC Job Aid, reference (a), should be reviewed regarding the organization and duties of the OSC.

The OSC may have Deputy OSC(s), who may be from the same organization as the OSC or from an assisting organization. Deputy OSCs must have the same qualifications as the person for whom they work, as they must be ready to take over as OSC at any time. During a complex incident response the OSC may assign a Deputy OSC to supervise on-scene operations (major responsibilities (D) through (K) listed below) while the OSC participates in the incident planning process (major responsibilities (L) through (W) listed below).

The major responsibilities of the OSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain briefing from IC.
- C. Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
- D. Supervise Operations Section field personnel.
- E. Implement the IAP for the Operations Section.

May 2014

- F. Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources as necessary.
- G. Ensure the RESL is advised of changes in the status of resources assigned to the Operations Section.
- H. In coordination with the SOFR, ensure that Operations Section personnel execute work assignments while following approved safety practices.
- I. Monitor the need for and request additional resources to support operations as necessary.
- J. Assemble and/or demobilize Branches, Divisions, Groups, and task force/strike teams as appropriate.
- K. Identify and use staging areas.
- L. Evaluate and monitor the current situation for use in next operational planning period.
- M. Convert operational incident objectives into strategic and tactical options, which may be documented on a Work Analysis Matrix (ICS 234-CG).
- N. Coordinate and consult with the PSC, SOFR, Marine Transportation System Recovery Unit Leader (MTSL), THSPs, modeling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
- O. Identify kind, type, and number of resources required to support selected strategies.
- P. Determine the need for any specialized resources.
- Q. Divide work areas into manageable units.
- R. Implement air space de-confliction plans as required.
- S. Determine the need for an Air Branch Director.
- T. Request Captain of the Port (COTP) Safety or Security Zone or FAA Temporary Flight Restriction declaration around/over the incident response zone when warranted.
- U. Develop work assignments and allocate tactical resources based on strategic requirements using the Operational Planning Worksheet (ICS 215-CG).

May 2014

- V. Coordinate the development of the Operational Planning Worksheet (ICS 215-CG) with the SOFR to mitigate safety risks.
- W. Participate in the planning process and the development of the tactical portions of the IAP, including the Assignment List (ICS 204-CG) and Air Operations Summary (ICS 220-CG).
- X. Review and approve final ICS 204-CG(s) prior to IAP approval.
- Y. Assist with development of long-range strategic, contingency, and demobilization plans.
- Z. Develop recommended list of Operations Section resources to be demobilized and initiate recommendation for release when appropriate.
- AA. Receive and implement applicable portions of the incident Demobilization Plan.
- BB. Participate in operational briefings to IMT members as well as briefings to the media and visiting dignitaries.
- CC. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

OPERATIONS BRANCH DIRECTOR (OPBD)

The OPBDs are under the direction of the OSC and responsible for the implementation of the portion of the IAP appropriate to the Operations Branch when activated.

The major responsibilities of the OPBD are:

- A. Review Common Responsibilities in chapter 2.
- B. Identify Divisions, Groups, and resources assigned to the Operations Branch.
- C. Ensure that DIVS have a copy of the IAP.
- D. Implement IAP for the Operations Branch.
- E. Provide the OSC alternative or contingency strategies and tactics, including a list of additional resources needed in the Staging Area.

May 2014

- F. Review the Assignment List (ICS 204-CG) for Divisions/Groups within the Operations Branch and modify the lists based on the effectiveness of current operations.
- G. Assign specific work tasks to DIVS.
- H. Supervise Operations Branch operations.
- I. Resolve logistic problems reported by subordinates.
- J. Attend Planning Meetings as requested by the OSC.
- K. Ensure that the Resource and Situation Units are advised of changes in the status of resources assigned to the Operations Branch through the chain of command.
- L. Report to OSC when the IAP is to be modified, additional resources are needed, surplus resources are available, or hazardous situations or significant events occur.
- M. Approve accident and medical reports (home agency forms) originating within the Operations Branch.
- N. Evaluate the demobilization of excess resources well in advance of demobilization.
- O. Assemble and demobilize Branches, Divisions, Groups, and task force/strike teams as appropriate.
- P. Debrief with OSC and/or as directed at the end of each shift.
- Q. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DIVISION/GROUP SUPERVISOR (DIVS)

The DIVS reports to the OSC (or OPBD when activated). The DIVS 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. Further information can be found in reference (b).

The major responsibilities of the DIVS are:

- A. Review Common Responsibilities in chapter 2.
- B. Identify resources assigned to the Division/Group.

May 2014

- C. Provide the IAP to subordinates, as needed.
- D. Review Division/Group assigned tasks and incident activities with subordinates.
- E. Implement the IAP for Division/Group.
- F. Assemble and demobilize task force/strike teams as appropriate.
- G. Supervise Division/Group resources and make changes as appropriate.
- H. Ensure that RESL is advised of all changes in the status of resources assigned to the Division/Group through the chain of command.
- I. Coordinate activities with adjacent Division/Group.
- J. Determine the need for assistance on assigned tasks.
- K. Submit situation and resource status information to the Branch Director or the OSC as directed.
- L. Coordinate with FOBS assigned by the SITL.
- M. Report hazardous situations, special occurrences, or significant events (e.g., accidents, mishaps, sickness, and discovery of unanticipated sensitive resources) to immediate supervisor and SOFR.
- N. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- O. Resolve logistics problems within the Division/Group.
- P. Participate in the development of Branch plans for the next operational period, as requested.
- Q. Evaluate the demobilization of excess resources well in advance of demobilization.
- R. Debrief as directed at the end of each shift.
- S. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

STRIKE TEAM/TASK FORCE LEADER (STL/TFL)

The STL/TFL reports to the OSC, OPBD, or DIVS and is responsible for performing assigned tactical activities. The STL/TFL reports work progress, resources status, and other

May 2014

important information, and maintains work records on assigned personnel.

The major responsibilities of the STL/TFL are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain briefing from person you are relieving.
- C. Obtain briefing from supervisor.
- D. Review tasks with and assign tasks to subordinates.
- E. Monitor work progress and make changes when necessary.
- F. Keep supervisor informed of progress and any changes.
- G. Report hazardous situations, special occurrences, or significant events (e.g., accidents, mishaps, sickness, and discovery of unanticipated sensitive resources) to immediate supervisor and SOFR.
- H. Coordinate with FOBS assigned by the SITL.
- I. Coordinate activities with adjacent strike teams, task forces, and single resources.
- J. Travel to and from active assignment area with assigned resources.
- K. Retain control of assigned resources while in available or out-of-service status.
- L. Submit situation and resource status information through chain of command, DIVS/OPBD/OSC, as appropriate.
- M. Debrief as directed at the end of each shift.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SINGLE RESOURCE LEADER

The Single Resource Leader is in charge of a single tactical resource.

The major responsibilities of the Single Resource Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Review assignments.

May 2014

- C. Obtain briefing from person you are relieving.
- D. Obtain necessary equipment and supplies.
- E. Review weather and environmental conditions for assignment area.
- F. Brief subordinates on safety measures.
- G. Report hazardous situations, special occurrences, or significant events (e.g., accidents, mishaps, sickness, and discovery of unanticipated sensitive resources) to immediate supervisor and SOFR.
- H. Monitor work progress.
- I. Ensure adequate communications with supervisor and subordinates.
- J. Keep supervisor informed of progress and any changes.
- K. Coordinate with FOBS assigned by the SITL.
- L. Inform supervisor of problems with assigned resources.
- M. Brief relief personnel and advise them of any change in conditions.
- N. Return equipment and supplies to appropriate unit.
- O. Complete and turn in time and use records on personnel and equipment.
- P. Debrief as directed at the end of each shift.
- Q. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

STAGING AREA MANAGER (STAM)

The STAM is under the direction of the OSC and is responsible for managing all activities within a Staging Area.

The major responsibilities of the STAM are:

- A. Review Common Responsibilities in chapter 2.
- B. Proceed to staging area.
- C. Obtain briefing from person you are relieving.
- D. Establish staging area layout.
- E. Determine any support needs for equipment, support staff, feeding, sanitation, and security.
- F. Establish check-in function as appropriate.

May 2014

- G. Ensure security of staged resources using assets with authority, jurisdiction, and adequate capabilities to provide security.
- H. Establish check-in areas for identification and traffic control.
- I. Request maintenance service for equipment at staging area as appropriate.
- J. Respond to requests for resource assignments. (Note: Requests may be directly from the OSC or via the Incident Communications Center (ICC).)
- K. Obtain and issue receipts for supplies distributed and received at staging area. (i.e. radio equipment)
- L. Determine required resource levels from the OSC.
- M. Advise the OSC when reserve levels reach minimums.
- N. Maintain and provide status to Resource Unit of all resources in staging area.
- O. Maintain staging area in orderly condition.
- P. Coordinate with FOBS assigned by the SITL.
- Q. Ensure resources that are in the staging area and are scheduled for demobilization follow the Demobilization Plan if developed.
- R. Demobilize the staging area in accordance with the Demobilization Plan, or per OSC direction when no Demobilization Plan has been developed.
- S. Debrief with OSC or as directed at the end of each shift.
- T. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

AIR OPERATIONS BRANCH DIRECTOR (AOBD)

The AOBD is ground-based and primarily responsible for preparing the Air Operations Summary (ICS 220-CG) and the air operations portion of the IAP, and for providing logistical support and direction to aircraft and personnel supporting incident response. The Air Operations Summary (ICS 220-CG) serves a similar purpose as the Assignment List (ICS 204-CG) by assigning and managing aviation

May 2014

resources on the incident. After the IAP is approved, the AOBD is responsible for overseeing the tactical and logistical assignments of the Air Operations Branch. In coordination with the Logistics Section, the AOBD is responsible for providing logistical support to aircraft and personnel operating on the incident. The AOBD liaises with air stations and other agencies that are providing aircraft and aircrews to the incident. Effective coordination with assisting air stations is particularly important when an Air Operations Branch desires to fly an aircrew made up of personnel from different organizations.

The Air Operations Summary (ICS 220-CG) may or may not be completed depending on the needs of the incident response. Individual aircrews retain responsibility to ensure their aircraft are operated in accordance with their own organization's restrictions, guidelines, and directives. It is also the responsibility of individual aircrews to keep the AOBD informed of their organization's restrictions, guidelines, and directives that may affect their ability to execute incident assignments.

The AOBD will ensure that organization directives, to include reference (c), flight manuals, and unit restrictions, will not be violated by incident response aircraft (e.g., flight hours, hoist limitations, and night flying).

The creation of an Air Operations Branch should be considered only after the number of air resources exceeds what would be assigned to an Air Operations Group.

The major responsibilities of the AOBD are:

- A. Review Common Responsibilities in chapter 2.
- B. Organize preliminary air operations.
- C. Supervise all air operations activities associated with the incident.
- D. Report to the OSC on air operations activities.

May 2014

- E. Implement FAA air space closure and air space de-confliction plans to conduct operations as required.
- F. Oversee creation of air task orders or flight schedules to mitigate safety risk of aircraft operations in confined or saturated air space.
- G. Coordinate airspace use with the FAA.
- H. Request declaration or cancellation of Temporary Flight Restrictions (TFRs) in accordance with applicable Federal Aviation Regulations and post Notice to Airmen (NOTAM).
- I. Attend the Tactics and Planning Meetings to exchange information for development of the Air Operations Summary (ICS 220-CG) and to confirm the number and type of aircraft needed for the next operational period.
- J. Participate in preparation of the IAP through the OSC, ensuring that the air operations portion includes the Air Traffic Control (ATC) requirements of assigned aircraft.
- K. Coordinate with the COML to designate air tactical and support frequencies.
- L. Ensure reliable communication between the Air Operations Branch and air units.
- M. Perform operational planning for air operations including emergency evacuation procedures of injured responders.
- N. Prepare the Air Operations Summary (ICS 220-CG), and provide the summary along with incident maps and copies of the IAP to the Air Support Group and Fixed-Wing Bases.
- O. Develop an aviation site safety plan in coordination with SOFR.
- P. Consider requesting an ASOF with aviation safety certifications to work within the Air Operations Branch as a THSP or for the SOFR.
- Q. Report safety concerns, special incidents, and accidents to the SOFR.
- R. Evaluate helibase and helispot locations.

May 2014

- S. Establish procedures for emergency reassignment of aircraft.
- T. Coordinate approved flights of non-incident aircraft in the TFRs.
- U. Manage airspace deconfliction.
- V. Coordinate with appropriate Command Centers and the remote sensing coordinator through normal channels on incident air operations activities.
- W. Coordinate with trustee agencies and ENVL on flight restrictions and recommendations regarding threatened or endangered species and/or indigenous and migrating birds.
- X. Consider requests for logistical use of incident aircraft.
- Y. Facilitate aircrew debriefs by INTO, SITL, FOBS, etc.
- Z. Arrange for an accident investigation team when warranted.
- AA. Implement noise abatement procedures as necessary.
- BB. Debrief OSC at the end of each operational period as directed.
- CC. Maintain a Unit Log (ICS 214-CG) and forward to the DOCL for disposition.

AIR TACTICAL GROUP SUPERVISOR (ATGS)

The ATGS is primarily responsible for the coordination of aircraft operations during incident response. The ATGS has airborne and ground responsibilities. The airborne responsibilities of this position are similar to those of an airborne SAR On-Scene Commander on a Search and Rescue case or the Air Mission Commander for an Aviation Special Mission. The ATGS reports to the AOBD.

The major responsibilities of the ATGS are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a copy of the IAP from the AOBD, including Air Operations Summary (ICS 220-CG).
- C. Participate in AOBD planning activities.

May 2014

- D. Participate in air operations planning activities.
- E. Coordinate air space de-confliction via air task orders or flight schedules for aircraft involved in incident response
- F. Inform AOBD of Air Tactical Group activities.
- G. Identify resources and supplies dispatched for the Air Tactical Group.
- H. Request special air tactical items from appropriate sources through Logistics Section.
- I. Coordinate activities with AOBD.
- J. Obtain assigned ground-to-air frequency for airbase operations from the COML or Incident Radio Communications Plan (ICS 205-CG).
- K. Inform AOBD of capability to provide night flying service.
- L. Ensure compliance with each organization's operations checklist for day and night operations.
- M. Maintain a Unit Activity Log (ICS 214-CG) and forward to the DOCL for disposition.

AIR SUPPORT GROUP SUPERVISOR (ASGS)

The ASGS is primarily responsible for supporting aircraft and aircrews. This includes providing fuel and other supplies, providing maintenance and repair of aircraft, keeping records of aircraft activity, and enforcing safety regulations. The ASGS reports to the AOBD.

The major responsibilities of the ASGS are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a copy of the IAP from the AOBD, including the Air Operations Summary (ICS 220-CG).
- C. Participate in air operations planning activities.
- D. Liaise with aircrews, aircraft home units, assigned maintenance staff, and the IMT to coordinate logistical issues such as maintenance, fueling, hangar space/aircraft parking, berthing, meals, and ground transportation.
- E. Inform AOBD of group activities.

May 2014

- F. Identify resources and supplies dispatched for the Air Support Group.
- G. Determine personnel and equipment requirements at each airbase.
- H. Request special air support items from appropriate sources through Logistics Section.
- I. Coordinate activities with AOBD.
- J. Obtain assigned ground-to-air frequency for airbase operations from the COML or Incident Radio Communications Plan (ICS 205-CG).
- K. Inform AOBD of capability to provide night flying operations.
- L. Ensure compliance with each agency's operations checklist for day and night operations.
- M. Ensure dust abatement procedures are implemented at helibases and helispots.
- N. Provide crash-rescue service for helibases and helispots.
- O. Ensure aircraft are decontaminated prior to demobilization.
- P. Maintain a Unit Activity Log (ICS 214-CG).

MISSING PERSONS GROUP SUPERVISOR

The Missing Persons Group directs missing persons operations and activities, as well as Family Assistance Center activities involving missing persons.

The major responsibilities of the Missing Persons Group Supervisor are:

- A. Implement missing persons information reporting, documentation, security, assessment, categorization, consolidation, tracking, storage, and dissemination.
- B. In coordination with the PIO, develop authorized information and instructions for reporting missing person information to the media, the public, governmental

May 2014

- agencies, nongovernmental organizations, and private entities/individuals.
- C. Locate missing persons.
- D. Conduct required missing persons notifications.
- E. Ensure proper documentation regarding:
 - 1. Potential missing persons.
 - 2. Actual missing persons.
 - 3. Actual missing persons located.
- F. In coordination with vessel owner(s), establish one or more Family Assistance Centers and/or appropriate facilities/areas.
- G. Collect and protect required information: records, images, DNA reference samples, investigative evidence, forensic evidence, digital and multimedia evidence, and non-evidence property regarding missing persons.
- H. Activate one or more of the following positions depending upon the complexity of the incident:
 - 1. Missing Persons Coordinator.
 - 2. Family Assistance Center Coordinator.

MASS FATALITY MANAGEMENT GROUP SUPERVISOR

The Mass Fatality Management Group directs mass fatality management operations.

The major responsibilities of the Mass Fatality Management Group are:

- A. Implement mass fatality management operations and activities.
- B. Implement decedent information reporting, documentation, security, assessment, categorization, consolidation, tracking, storage, and dissemination.
- C. In coordination with the Missing Persons Group Supervisor, provide notifications, updates, and obtain information through Family Assistance Centers regarding decedents and unidentified persons.

May 2014

- D. Request Disaster Mortuary Operational Response Teams (DMORT) or other similar resources.
- E. Establish processes to identify all decedents.
- F. Conduct decedent notifications to the appropriate persons; and document notification information.
- G. Mitigate mass fatality-related public health hazards.
- H. Coordinate with the medical examiner/coroner to determine the cause and manner of death of each of the decedents and the final disposition of each of the decedents.
- I. Coordinate with the appropriate authority to issue death certificates.
- J. Collect required information, data, records, images, DNA reference samples, investigative evidence, forensic evidence, digital/multimedia evidence, and non-evidence property regarding decedents.

Activate one or more of the following positions depending upon the complexity of the incident:

- 1. Mass Fatality Management Coordinator.
- 2. Field Site/Recovery Coordinator.
- 3. Morgue/Postmortem Examinations Coordinator.
- 4. Victim Identification Coordinator.
- 5. Family Assistance Center Coordinator.
- 6. Quality Assurance Coordinator.

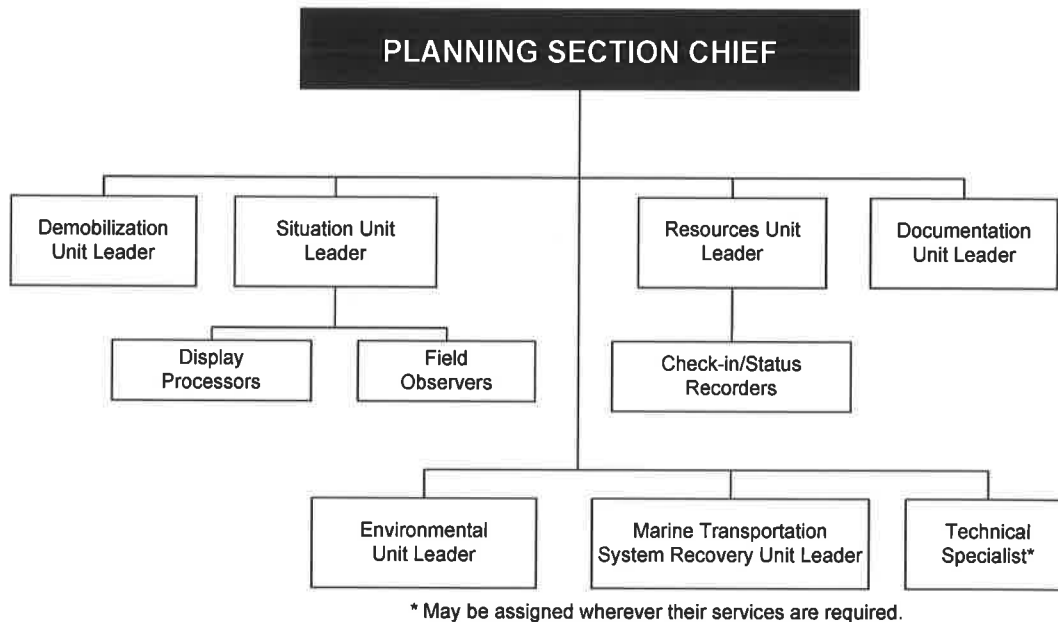
TECHNICAL SPECIALISTS (THSP)

Certain incidents or events may require the use of THSPs who have specialized knowledge and expertise. THSPs are managed by the Planning Section but may be assigned to any Section where their services are required. See chapter 8 and the THSP Job Aid for more detailed information on THSPs.

May 2014

CHAPTER 8

PLANNING SECTION



Note: If all Planning Section Units are established then a Deputy PSC should be considered to manage span of control.

References:

- (a) Planning Section Chief Job Aid
- (b) Resource Unit Leader Job Aid
- (c) Situation Unit Leader Job Aid
- (d) Coast Guard Intelligence Manual, COMDTINST M3800.6 (series)
- (e) Information and Life Cycle Management Manual, COMDTINST M5212.12 (Series)
- (f) Documentation Unit Leader Job Aid
- (g) Demobilization Unit Leader Job Aid
- (h) Marine Transportation System Recovery Unit Leader Job Aid

May 2014

POSITION DESCRIPTIONS

PLANNING SECTION CHIEF (PSC)

The PSC is a member of the General Staff and responsible for the development of the IAP, the collection, evaluation, dissemination, and use of incident information and maintaining status of assigned and demobilized resources. The PSC Job Aid, reference (a), should be reviewed regarding the organization and duties of the PSC.

The PSC may have Deputy PSCs, who may be from the same agency as the PSC or from an assisting agency. The Deputy PSC 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 PSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Collect, process, display, and disseminate incident information.
- C. Assist OSC in the development of response strategies.
- D. Supervise preparation of the IAP.
- E. Facilitate planning meetings and briefings.
- F. Supervise the tracking of incident personnel and resources through the Resources Unit.
- G. Assign personnel already on-site to ICS organizational positions as appropriate.
- H. Oversee information management processes and plans, including the development and approval of the Information Management Plan (if needed, see chapter 11).
- I. Ensure the accuracy of all information being produced by Planning Section Units with special attention to IC/UC CIRs and their reporting requirements.

May 2014

- J. Support information requirements and reporting schedules for Planning Section Units (e.g., Resources Unit and Situation Unit).
- K. Establish special information collection activities as necessary (e.g., weather, environmental, and toxics).
- L. Assemble information on alternative strategies.
- M. Provide periodic predictions on incident potential.
- N. Keep IMT apprised of any significant changes in incident status.
- O. Oversee preparation and implementation of the Incident Demobilization Plan.
- P. Incorporate plans (e.g., traffic, medical, communications, and site safety) into the IAP.
- Q. Develop other incident supporting plans (e.g., salvage, transition, and security).
- R. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

RESOURCE UNIT LEADER (RESL)

The RESL is responsible for maintaining the status of all assigned tactical resources and personnel at an incident. This is achieved by overseeing the check-in of all tactical resources and personnel, and using a status system that indicates the current location and status of all these resources. Reference (b), should be reviewed regarding the organization and duties of the RESL.

The major responsibilities of the RESL are:

- A. Review Common Responsibilities in chapter 2.
- B. Establish the check-in function at incident locations.
- C. Prepare the Organization Assignment List (ICS 203-CG) and Incident Organization Chart (ICS 207-CG).
- D. Prepare appropriate parts of the Assignment List (ICS 204-CG).
- E. Maintain a master roster of all tactical resources checked in at the incident and post their current status

May 2014

and location using the Resource Status Card (ICS 219) or an electronic resource tracking system.

- F. Request resources from LSC via the Resource Request Message (ICS 213-RR-CG).
- G. Attend meetings and briefings as required by the PSC.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

CHECK-IN/STATUS RECORDER (SCKN)

SCKNs work for the RESL to check-in incident personnel at check-in locations and ensure that all resources assigned to an incident are accounted for.

The major responsibilities of the SCKN are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain required work materials, including Check-in Lists (ICS 211-CG), Resource Status Cards (ICS 219) and status display boards or T-card racks.
- C. Post signs so that arriving resources can easily find incident check-in location(s).
- D. Record check-in information on Check-in Lists (ICS 211-CG).
- E. Transmit check-in information to the RESL.
- F. Forward completed Check-in Lists (ICS 211-CG) and Status Change Cards (ICS 210) to the RESL.
- G. Receive, record, and maintain resource status information on Resource Status Cards (ICS 219) for incident-assigned tactical resources, and overhead personnel.
- H. Maintain files of Check-in Lists (ICS 211-CG).
- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SITUATION UNIT LEADER (SITL)

The SITL is the primary node for information management, which may include both unclassified and classified

May 2014

information. The SITL is responsible for collecting, processing, organizing and disseminating incident information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident. The SITL may prepare future projections of incident growth, maps, and intelligence. The SITL Job Aid, reference (c), should be reviewed regarding the organization and duties of the SITL.

The major responsibilities of the SITL are:

- A. Review Common Responsibilities in chapter 2.
- B. Begin collection and analysis of incident data as soon as possible.
- C. Prepare, post, and disseminate resource and situation status information as required, including special requests.
- D. Request and direct Display Processor(s) (DPRO) and/or FOBS as needed.
- E. Develop the Information Management Plan, as required, in coordination with PIO, LOFR, OSC, PSC, INTL, LSC, and COML for IC/UC approval.
- F. Collect, process, organize and disseminate incident information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident.
- G. Prepare future projections of incident growth, maps, intelligence, and other incident specific predictions as requested by the PSC.
- H. Coordinate with COML to develop capabilities and capacities to support the information management methodologies.
- I. Prepare the Incident Status Summary (ICS 209-CG).
- J. Provide charts, maps, and overlay imagery.
- K. Conduct situation briefings at meetings and briefings as required by the PSC.

May 2014

- L. Develop and maintain master chart(s)/map(s) of the incident.
- M. Display master chart(s)/map(s) of incident in the ICP common area for all responders to view.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DISPLAY PROCESSOR (DPRO)

The DPRO works for the SITL and is responsible for the display of incident status information obtained from FOBS, resource status reports, photographs, video, and other imagery.

The major responsibilities of the DPRO are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine:
 - 1. Location of work assignment.
 - 2. Numbers, types and locations of displays required.
 - 3. Priorities.
 - 4. Map/Chart requirements for the IAP.
 - 5. Time limits for completion.
- C. Obtain necessary equipment and supplies.
- D. Assist SITL in analyzing and evaluating field reports.
- E. Develop required displays in accordance with time limits for completion. Examples of displays include:
 - 1. GIS information.
 - 2. Demographic information.
 - 3. Incident projection data.
 - 4. Enlargement of ICS forms.
- F. Manage the available COP.
- G. Ensure the accuracy of the information displayed.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

FIELD OBSERVER (FOBS)

The FOBS work for the SITL and are responsible for collecting situation information from personal observations at the incident.

The major responsibilities of the FOBS are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine:
 - 1. Location of assignment.
 - 2. Type of information required.
 - 3. Priorities.
 - 4. Time limits for completion.
 - 5. Method of communication.
 - 6. Method of transportation.
- C. Obtain necessary equipment and supplies.
- D. Coordinate with OSC, OPBD, DIVS, STL/TFL, single resources, and STAM.
- E. Gather data to support the CIR.
- F. Gather data related to:
 - 1. Perimeters of the incident.
 - 2. Locations of trouble spots.
 - 3. Weather conditions.
 - 4. Hazards.
 - 5. Progress of operations.
 - 6. Status of resources.
- G. Be prepared to identify all facility locations (e.g., Helispots, Division, and Branch boundaries).
- H. Report information to the SITL by established procedure.
- I. Immediately report any condition that may be a safety hazard to personnel.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

DOCUMENTATION UNIT LEADER (DOCL)

The DOCL is responsible for the maintenance of accurate, up-to-date incident documentation which is critical to post-incident analysis. Examples of incident documentation include IAP(s), incident reports, communication logs, injury claims, and situation status reports. Some of the documents may originate in other sections. The DOCL should ensure each section is maintaining and providing appropriate documents. The DOCL will provide duplication and copying services for all other sections. The Documentation Unit will store incident files for legal, analytical, and historical purposes in accordance with the standards set forth in reference (e). The DOCL Job Aid, reference (f), should be reviewed regarding the organization and duties of the DOCL.

The major responsibilities of the DOCL are:

- A. Review Common Responsibilities in chapter 2.
- B. Set up work area and begin organization of incident files.
- C. Develop a documentation plan to include archival of all incident specific information data as defined in the Information Management Plan.
- D. Coordinate with the COML to ensure electronically stored information meets legal documentation and archival requirements.
- E. To the greatest extent possible the data archive should be readily recoverable and searchable.
- F. Ensure appropriate level of documentation storage is maintained based on the level of classification of the information being stored.
- G. Maintain the Incident Open Action Tracker (ICS 233-CG).
- H. Establish duplication service and respond to duplication requests.
- I. File all official forms and reports.
- J. Develop a Freedom of Information Act (FOIA) plan in coordination the LOFR and with appropriate legal input.

May 2014

- K. Review records for accuracy and completeness, and inform units of errors or omissions.
- L. Provide incident documentation as requested.
- M. Organize files for submitting final incident documentation package.
- N. Submit incident documentation to the operational commander for maintenance and disposition per reference (d).
- O. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DEMOBILIZATION UNIT LEADER (DMOB)

The DMOB is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be very complex, requiring a separate planning activity. Note that not all organizations require specific demobilization instructions.

Further information regarding the DMOB position can be found in reference (g). Example Demobilization Plans can be found at <https://homeport.uscg.mil/ics>.

The major responsibilities of the DMOB are:

- A. Review Common Responsibilities in chapter 2.
- B. Review incident resource records to determine the likely size and extent of demobilization effort and develop a resource matrix.
- C. Coordinate demobilization with AREPs.
- D. Monitor the on-going Operations Section resource needs.
- E. Identify surplus resources and probable release time.
- F. Establish communications with off-incident facilities, as necessary.
- G. Develop an Incident Demobilization Plan that should include:
 - 1. General information section.

May 2014

2. Responsibilities section.
 3. Release priorities.
 4. Release procedures (including unique procedures needed for Reserve members).
 5. Demobilization Checkout Form (ICS 221-CG).
 6. Directory.
- H. Prepare appropriate directories (e.g., maps and instructions) for inclusion in the demobilization plan.
 - I. Track all demobilized tactical resources and overhead personnel to their home unit.
 - J. Distribute demobilization plan (on and off-site).
 - K. Provide status reports to appropriate requestors.
 - L. Ensure that sections and units understand their specific demobilization responsibilities.
 - M. Supervise execution of the Incident Demobilization Plan.
 - N. Brief the PSC on demobilization progress.
 - O. Review DMOB Job Aid, reference (f).
 - P. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

LESSONS LEARNED COLLECTION MANAGER (LLCM)

The LLCM works for the DMOB and is responsible for managing active and passive collection of responder observations, insights, and lessons at an incident.

The major responsibilities of the LLCM are:

- A. Review Common Responsibilities in chapter 2.
- B. Manage the Lessons Learned Collection Team(s).
- C. Develop a lessons learned collection process.
- D. Gather and provide pertinent lessons learned and best practices from previous incidents or events to each activated Section.
- E. Coordinate with the Command and General Staff to capture emerging issues, corrective actions, and potential lessons learned.

May 2014

- F. Prepare, distribute, and collect standard collection forms to identify emerging issues, recommended corrective actions, and lessons learned.
- G. Analyze incident or event observations.
- H. Identify corrective actions and potential lessons learned from collected observations and best practices.
- I. Manage the development of the after action report.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

ENVIRONMENTAL UNIT LEADER (ENVL)

The ENVL is responsible for environmental matters associated with the response, including strategic assessment, modeling, surveillance, and environmental monitoring and permitting. The ENVL prepares environmental data for the Situation Unit. The ENVL should be from a public environmental or natural resource management agency to ensure compliance with applicable laws, regulations, and ordinances.

The National Oceanic and Atmospheric Administration (NOAA) Scientific Support Coordinator (SSC) will work closely with the Environmental Unit but does not typically fill the ENVL position.

THSPs frequently assigned to the Environmental Unit may include sampling, response technologies, trajectory analysis, weather forecast, resources at risk, shoreline cleanup assessment, historical/cultural resources, and waste disposal. The major responsibilities of the ENVL are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing and special instructions from the PSC.
- C. Coordinate actions with the NOAA SSC.
- D. Identify sensitive areas and recommend response priorities.

May 2014

- E. Following consultation with natural resource trustees, provide input on wildlife protection strategies (e.g., removing oiled carcasses, pre-emptive capture, hazing, capture, and treatment).
- F. Support the development of the Information Management Plan to ensure appropriate tasking, data collection, assessment, validation, and dissemination of information is conducted.
- G. Develop an Environmental Risk Communications enclosure to the Information Management Plan to assess and address stakeholder perceptions and concerns about environmental, safety, health risks, and hazards.
- H. Coordinate with the LOFR, PIO, and SOFR to sample, compile, and assess data for stakeholder coordination plan, social media plan, and risk communications appendix (e.g., sample results, pollutant transport and fate, seafood safety, and dispersant).
- I. Coordinate with the SSC and LOFR to develop an academia coordination plan as needed to address pollutant transport, fate, extent of contamination, and potential hazards to the public.
- J. Determine the extent, fate, and effects of contamination.
- K. Acquire, distribute, and provide analysis of weather forecasts.
- L. Monitor the environmental consequences of response actions.
- M. Develop Shoreline Cleanup and Assessment Plans.
- N. Identify the need for and prepare any special advisories or orders.
- O. Identify the need for and obtain permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions.
- P. Historical/Cultural Resources THSP, based on consultation with the FOSC, identifies and develops

May 2014

plans for protection of affected historical/cultural resources.

- Q. Evaluate the opportunities to use various response technologies.
- R. Develop Disposal Plans.
- S. Develop a plan for collecting, transporting, and analyzing samples.
- T. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

MARINE TRANSPORTATION SYSTEM RECOVERY UNIT LEADER (MTSL)

The MTSL is responsible for planning infrastructure recovery for transportation security incidents (TSI) and other incidents that significantly impact the MTS. The MTSL will track and report on the status of the MTS, understand critical recovery pathways, recommend courses of action, and provide all MTS stakeholders with an avenue of input to the response organization. The MTSL prepares transportation data for the Situation Unit and daily situation briefs applying core Essential Elements of Information (EELs). Additional MTS related details can be found in chapter 16. The MTSL Job Aid, reference (h), should be reviewed regarding the organization and duties of the MTSL.

The major responsibilities of the MTSL are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing and special instructions from the PSC.
- C. Support Operations Section Staff elements that are established for MTS Recovery.
- D. Review the Area Contingency Plan (ACP).
- E. Review the AMSP and associated recovery procedures and priorities.
- F. Identify and implement supporting MTS Recovery Plans, where available.

May 2014

- G. Incorporate MTS security and recovery into ICS planning cycle.
- H. Advise the IC/UC and PSC of maritime security issues associated with MTS recovery and latest EEI from port community stakeholders in coordination with the Maritime Security, LE, oil, hazardous substances, and SAR Groups.
- I. Identify, track, and report impacts to the MTS based on the incident specific CIRs and EEIs in the Common Assessment & Reporting Tool (CART).
- J. Coordinate and consult with MTS stakeholders, and solicit periodic and standardized feedback from impacted stakeholders.
- K. Ensure MTS equities are captured in the information requirements established by the IC/UC.
- L. Support the development of the Information Management Plan to ensure appropriate tasking, collection, and dissemination of information.
- M. Identify resources, agencies involved, and courses of action for the recovery of public infrastructure such as Aids to Navigation (ATON), communications systems, and federal channels.
- N. Recommend prioritized system stabilization and recovery courses of action including ATON, dredging, salvage, cleanup, and repair.
- O. Monitor the economic consequences of recovery actions (see Economic Impact Reporting Procedures in chapter 16).
- P. Coordinate with operational elements to ensure IC/UC objectives are achieved and CIRs are met.
- Q. Identify the need for and prepare any special advisories or orders (e.g., Safety and Security Zones).
- R. Monitor the capability of the port to operate and support national cargo flow needs.
- S. Report performance and cargo flow limitations.

May 2014

- T. As needed, assist IC/UC, PSC, and OSC in prioritization of critical infrastructure needed to be brought to operational status.
- U. Recommend priorities for cargo flow resumption, taking into consideration criticality, dependencies, types, amounts, flow sequence, and timing, as appropriate.
- V. Develop traffic management plans and priorities.
- W. Identify MTS issues and resulting maritime supply chain impacts that could necessitate implementation of relief measures outside the impacted area (e.g., industry redirection of ships or cargo streams).
- X. Brief the IC/UC on the MTS issues and impacts to be discussed with MTS Stakeholders.
- Y. For incidents impacting more than one CG Sector, provide information to support management of regional issues, including local area impacts that will be felt outside of the immediate response area, such as export delays.
- Z. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TECHNICAL SPECIALISTS (THSP)

Certain incidents or events may require the use of THSPs who have specialized knowledge and expertise. THSPs are managed by the Planning Section but may be assigned to any Section where their services are required.

The major responsibilities of the THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Provide technical expertise and advice to Command and General Staff as needed.
- C. Attend meetings and briefings as appropriate to clarify and help to resolve technical issues within area of expertise.
- D. Attend press briefings and/or public open house meetings as needed for subject matter expertise.

May 2014

- E. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

Other major responsibilities that might apply to the THSP:

- A. Provide technical expertise during the development of the IAP and other support plans.
- B. Work with the SOFR to mitigate unsafe practices.
- C. Work closely with LOFR to help facilitate understanding among stakeholders and special interest groups.
- D. Be available to attend press briefings to clarify technical information.
- E. Research technical issues and provide findings to decision makers.
- F. Troubleshoot technical problems and provide advice on resolution.
- G. Review specialized plans and clarify meaning.

The following are examples of THSPs. This is not a complete list but examples of the many kinds of THSPs that may be used with a possible location for the position in the ICS organization. However, **the IC/UC may assign THSPs to any location within the ICS organization based on incident need.** For example, the CISM Specialist is normally assigned in Logistics under the Medical Unit Leader (MEDL); however, an additional CISM Specialist is often assigned in the Command Staff working directly for the IC/UC. Please see the THSP job aid for more information on each of the positions.

- A. Command Staff.
 - 1. Legal specialist.
 - 2. Senior Enlisted Technical Specialist.
 - 3. Senior CG Auxiliary Technical Specialist.
(Recommended when 15 or more CG Auxiliary members/units are activated to support the incident).
 - 4. Chaplain.
 - 5. Sexual Assault Response Coordinator.

May 2014

6. Volunteer Coordinator.
 7. Scientific Support Coordinator.
 8. Source Control Support Coordinator.
 9. NIMS/National Response Framework (NRF) Technical Specialist.
- B. Operations.
1. Air Tanker/Fixed Wing Coordinator.
 2. Helicopter Coordinator.
 3. Helibase Manager.
 4. Helispot Manager.
- C. Planning.
1. Documentation Technical Specialist.
 2. Environmental Technical Specialist.
 3. Geographic Information System Technical Specialist.
 4. Historian.
 5. Salvage and Engineering Technical Specialist.
 6. Situation Report Technical Specialist.
 7. Training Technical Specialist.
 8. Weather Observer.
 9. Volunteer Technical Specialist/Coordinator.
 10. Remote Sensing Coordinator.
 11. CG Investigative Service Technical Specialist.
- D. DCMS Deployable Support Elements (DSEs) and other Logistics Technical Specialists.
1. Aviation Support Technical Specialist.
 2. Camp Manager.
 3. MRTT Technical Specialist.
 4. Family Assistance Technical Specialist.
 5. Contingency Communications Manager.
 6. Human Resource Technical Specialist.
 7. Receiving and Distribution Manager.
 8. Personnel Accountability Manager.
 9. Personnel Processing Technical Specialist.
 10. CG Auxiliary Personnel Technical Specialist.
 11. Reserve Personnel Technical Specialist.

May 2014

E. Finance and Administration:

- 1. Mission Assignment Manager.**
- 2. Pollution Removal Funding Authorization (PRFA) & Military Interdepartmental Purchase Request (MIPR) Manager.**
- 3. Oil Pollution Act (OPA-90) Claims Specialist (NPFC Claims Manager).**

May 2014

CHAPTER 9

INTELLIGENCE/INVESTIGATIONS SECTION

Reference:

- (a) NIMS Intelligence/Investigation Function Guidance and Field Operations Guide, October 2013
- (b) Coast Guard Intelligence Manual, COMDTINST M3800.6 (series)
- (c) 40 C.F.R §300, National Oil and Hazardous Substances Pollution Contingency Plan
- (d) USCG Marine Safety Manual, Volume V, Investigations and Enforcement, COMDTINST M16000.10 (series)
- (e) Classified Information Management Program, COMDTINST M5510.23 (series)

May 2014

APPLICATION AND IMPLEMENTATION GUIDANCE

Activation and implementation of the Intelligence/ Investigation (I/I) Section as described in reference (a) is generally driven by three activities.

- A. Marine Casualty Investigation.
- B. Intelligence driven preventive PWCS operations.
- C. Criminal Investigation.

This activity driven application the I/I Section is needed due to the different levels of sub-specialties and integration of the I/I Section into the full IMT during these two similar concepts.

The type of investigation dictates the level of integration allowed between the I/I Section and the full IMT. Guidance for all three activities is outlined below.

The first activity, and most typical in the Coast Guard, is the activation of an I/I Section during a marine casualty investigation.

The second activity is the activation of an I/I Section for enhanced preventive operations conducted based on intelligence, but without an actual incident occurring. An example would be a port security level increase to MARSEC 2 based on intelligence.

The third activity is the activation of an I/I Section during a criminal investigation.

May 2014

**INTELLIGENCE/INVESTIGATION SECTION CHIEF (ISC) -
MARINE CASUALTY INVESTIGATION APPLICATION**

The ISC – Marine Casualty primary function is to conduct an investigation to determine the cause(s) of the incident and guide appropriate agency enforcement options.

The secondary responsibility of the ISC is to provide Command intelligence information that could have a direct impact on the safety of response personnel or influence response activities. Due to span of control and security clearance requirements this may require the creation of a Deputy ISC for Intelligence with intelligence related skills and security clearances to support the intelligence functions of the I/I Section.

Deputy ISCs may be from the same organization as the ISC or from an assisting organization. Deputy ISCs – Marine Casualty may include members from the National Transportation Safety Board (NTSB), Bureau of Safety and Environmental Enforcement (BSEE), Chemical Safety Board, Occupational Safety and Health Administration (OSHA), and/or the vessel's international flag state.

A marine casualty investigation in accordance with ref (d) requires greater autonomy and less integration of the I/I Section. Because the vessel or facility owner (sometimes designated as the "Responsible Party" under ref (c)) is often a member of the Unified Command and integrated throughout the response organization. Since the Responsible Party may have some liability for the marine casualty or be the subject of a criminal investigation, the investigative portion of the I/I Section must maintain an appropriate level of autonomy from the Unified Command to ensure sensitive investigative information is not shared with the Responsible Party.

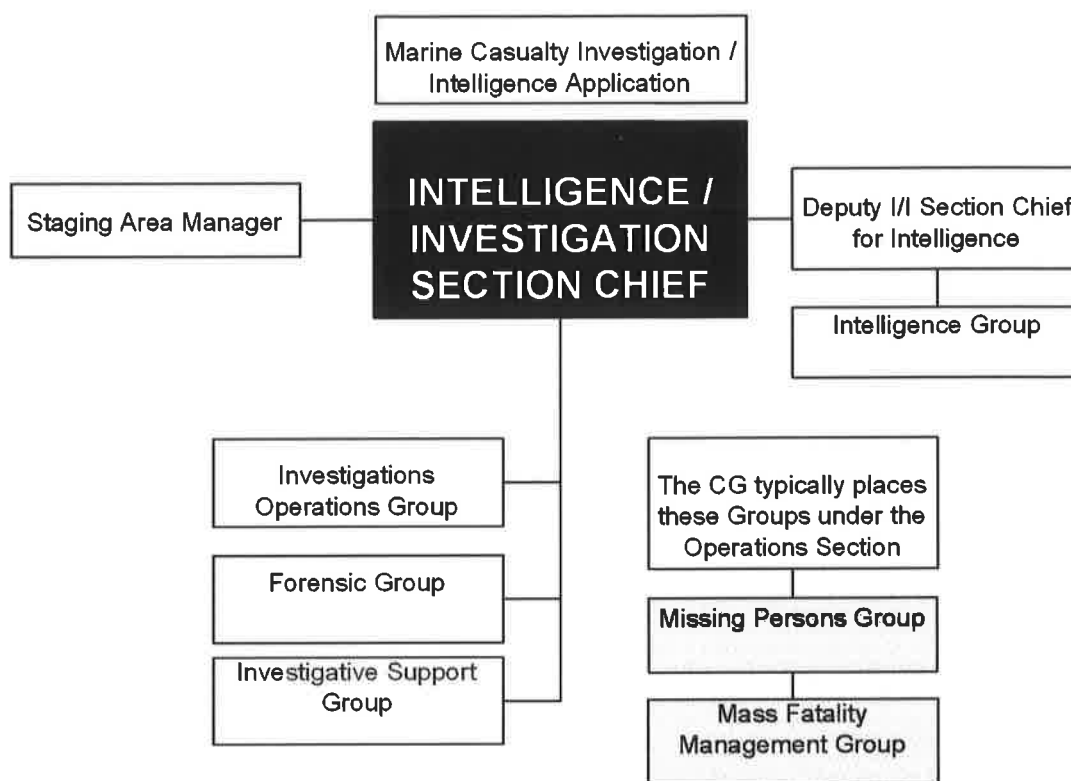
Under these circumstances the I/I Section should be established as a Section, with the ISC as a member of the

May 2014

General Staff, and integrated as much as possible into the incident management team without compromising the investigation.

Integration includes proper check in with RESL; coordination with the Operations Section regarding access to the incident scene; use of Logistics Section supported facilities, safety equipment, facilities, communications equipment, and transportation; and cost documentation by the Finance/Admin Section.

May 2014



INTELLIGENCE/INVESTIGATION SECTION CHIEF (ISC) - INTELLIGENCE DRIVEN APPLICATION

Intelligence driven activities without an actual incident do not involve parties subject to investigation, therefore full integration of the I/I Section into the Incident Management Team is possible. Full integration provides the highest level of coordination between I/I Section activities and the Operations Section activities. The only limiting factor in the extent of integration is the operational security of information, level of security clearance, and "need to know" of the non-I/I Section incident management team members.

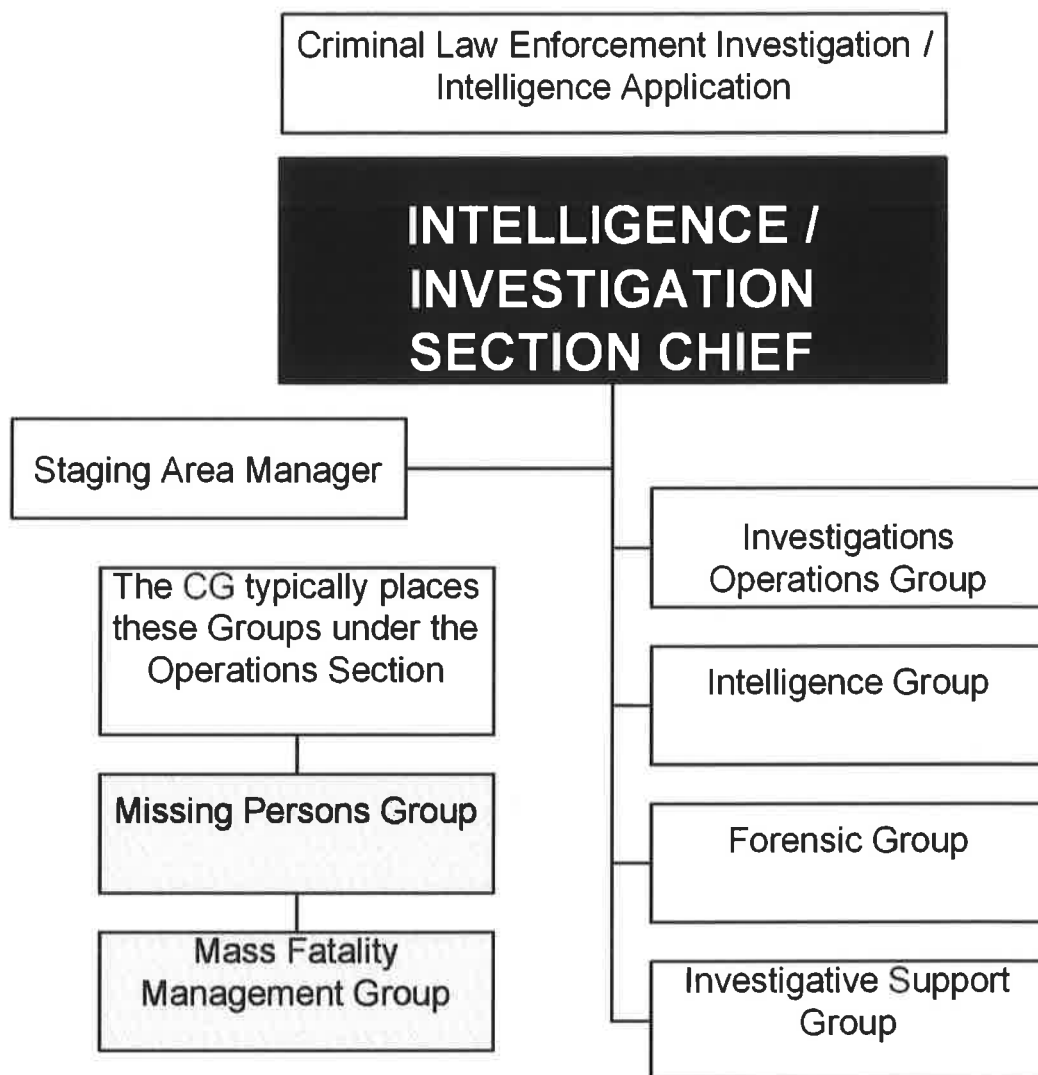
Under this scenario the ISC and I/I activities are primarily focused on intelligence gathering and support. Ports, Waterways, and Coastal Security (PWCS) resources, strategies, and tactics should remain under the purview of the OSC.

May 2014

**INTELLIGENCE/INVESTIGATION SECTION CHIEF (ISC) -
CRIMINAL INVESTIGATION / INTELLIGENCE DRIVEN
APPLICATION**

Criminal Law Enforcement (LE) and Intelligence related scenario application and implementation also does not typically include parties subject to the investigation in the unified command and requires full integration of the I/I Section into the Incident Management Team. Full integration provides the highest level of coordination between I/I Section activities and the Operations Section activities. The only limiting factor in the extent of integration is the operational security of information and the level of security clearance and need to know of the non-I/I Section incident management team members.

May 2014



POSITION DESCRIPTIONS

INTELLIGENCE/INVESTIGATION SECTION CHIEF

The ISC, a member of the General Staff, is responsible for the management of intelligence and investigation activities. The ISC is normally selected from the organization with the most jurisdictional or functional responsibility for the intelligence or investigation activities.

The responsibility of the ISC is to provide Command intelligence information that could have a direct impact on

May 2014

the safety of response personnel and influence the disposition of maritime security assets involved in the incident response.

The ISC activates and supervises ICS organization elements in accordance with the IAP and directs IAP implementation. The ISC also directs the preparation of intelligence and investigation plans, requests and releases resources, monitors operational progress, makes expedient changes to the IAP when necessary, and reports those changes to the IC/UC. The NIMS Intelligence/Investigation Function Guidance and Field Operations Guide, reference (a), provides additional guidance.

Reference (a) places a significant functional responsibility upon the ISC. The list of major responsibilities is a comprehensive list derived from reference (a). Actual responsibilities of the ISC will be incident/situation dependent. The use of Deputies is highly encouraged based upon workload and specialty knowledge needs.

The major responsibilities of the ISC are:

Generic responsibilities of the ISC:

- A. Review Common Responsibilities in chapter 2.
- B. Evaluate and request sufficient supervisory staff for both operational and planning activities.
- C. Supervise I/I Section personnel in executing work assignments while following approved safety practices.
- D. Evaluate I/I operations and make adjustments to the organization, strategies, tactics, and resources as necessary.
- E. Advise RESL of changes in the status of resources assigned to the I/I Section.
- F. Monitor the need for and request additional resources to support I/I operations.
- G. Identify and use staging areas.

May 2014

- H. Identify kind, type, and number of resources required to support selected strategies.
- I. Determine the need for any specialized resources.
- J. Work with the PSC and OSC to develop I/I aspects and components of the IAP, including incident objectives, strategies, tactics, and priorities; information on resources, reserves, services, and support; and I/I operations.
- K. Review and approve final I/I Section related ICS 204-CG prior to IAP approval.
- L. Coordinate planned activities with the SOFR to ensure compliance with safety practices.
- M. Ensure that activities related to the formulation, documentation, and dissemination of the IAP and other planning activities do not jeopardize the investigation, intelligence sources, violate operations security or information security procedures, measures, or activities.
- N. Assist with development of long-range strategic contingency and demobilization plans.
- O. Develop list of I/I Section resources to be demobilized and initiate recommendation for release.
- P. Receive and implement applicable portions of the incident Demobilization Plan.
- Q. Participate in meetings and briefings as required.
- R. Coordinate with the PIO to develop I/I related public information for release.
- S. Coordinate with the PIO to ensure that public information-related activities do not violate or contradict operations security or information security procedures.
- T. Conduct debriefing session with the IC/UC prior to demobilization.
- U. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

Investigation related responsibilities of the ISC:

- A. Supervise the marine casualty investigation.

May 2014

- B. Support the development of investigation related CIRs.
- C. In coordination with the OSC, develop and implement procedures to prevent interference with investigations activities.
- D. Manage evidence collection, chain of custody, and disposition.
- E. Frequently communicate and coordinate with the OSC regarding tactical intelligence/investigations-related activities (e.g., execution of a warrant, arrests, physical surveillance, electronic surveillance, etc.), and involve the respective legal authorities (e.g., prosecutors' office, magistrates, and courts of jurisdiction) as required.
- F. Provide investigation briefings to the appropriate agencies as requested.

Intelligence related responsibilities of the ISC:

- A. Provide intelligence briefings to the IC/UC as requested.
- B. Establish liaison with and incorporate LE and intelligence agencies including the CG Investigative Service (CGIS), Federal Bureau of Investigation (FBI)/Joint Terrorism Task Force (JTTF), and state and local police departments as appropriate.
- C. Support the development of intelligence related CIRs.
- D. Provide intelligence briefings in support of the Operational Planning Cycle.
- E. Collect and analyze incoming intelligence information from all sources for applicability, significance and reliability.
- F. Provide the SITL with periodic updates of intelligence and investigation situation status as allowed by operations security or information security requirements.
- G. Review the IAP for intelligence and investigation implications.
- H. Conduct first order analysis on all incoming intelligence and fuse all applicable incoming intelligence with current intelligence holdings in preparation for briefings.

May 2014

- I. In coordination with the DOCL, establish and maintain systematic, cross-referenced intelligence records and files.
- J. Prepare all required intelligence reports and plans.
- K. Evaluate the current situation, and estimate the potential future situation.
- L. Support the SITL in the development of an accurate common operating picture to maximize situational awareness.
- M. Support the COML in development and implementation of an incident-specific Communications Plan, particularly if secure communications systems or security protocols are appropriate.
- N. Request a sufficient number of communications devices, including secure communications devices (e.g., secure telephone equipment, mobile Sensitive Compartmented Information Facility (SCIF), and secure video teleconference system).
- O. Implement audio, data, image, and text communications procedures, measures, and activities throughout the command structure to facilitate the sharing of classified information, sensitive compartmented information, and sensitive information.

INVESTIGATIVE OPERATIONS GROUP SUPERVISOR (IOGS)

The Investigative Operations Group manages and directs the overall investigative effort for the ISC. The IOGS is the primary case investigator.

The major responsibilities of the IOGS are:

- A. Support development of the investigations portions of the IAP.
- B. Conduct the investigation.
- C. Document investigative leads and tasks in the assignment log or database.

May 2014

- D. Collect, invoice, safeguard, and analyze all physical, forensic, digital, multimedia, and investigative evidence.
- E. Develop investigative reports and materials associated with the results of each assigned investigative lead or task and cross reference with the related evidence.
- F. Coordinate with the Intelligence Group to examine and analyze all investigative leads and tasks.
- G. Categorize each investigative lead and task as closed (no further action or new leads generated) or open (additional action required).
- H. Pursue each assigned investigative lead or task and conduct subsequent follow-up investigative tasks.
- I. Provide a chronological record of the significant intelligence/investigations information, activities, decisions, directives, and results to the DOCL.
- J. Obtain required legal advice, services, and documents.
- K. In coordination with the DOCL, establish and maintain systematic, cross-referenced documentation and records management system.
- L. Incorporate into the Investigations Group or coordinate with the designated investigative supervisor(s) or investigator(s) assigned to each crime scene, and each involved investigative scenes, morgue, hospital, and off-incident facilities.
- M. Uses investigative techniques and tactics including, but not limited to:
 - 1. Nontechnical and technical canvasses.
 - 2. Interviews and interrogations.
 - 3. Prisoner/suspect debriefings.
 - 4. Identification procedures.
 - 5. Searches and seizures.
 - 6. Database/Record queries.
 - 7. Electronic communication investigative records acquisition and analysis.
 - 8. Physical surveillance.
 - 9. Electronic surveillance.

May 2014

10. Acquisition and analysis of records and other evidence.
 11. Polygraph examinations.
 12. Undercover officer and confidential informant operations.
 13. Activation and use of tiplines, hotlines, and/or call centers.
 14. Dissemination of alarms, "Be on the Lookout" messages, alerts, warnings, and notices.
 15. Obtaining and securing of sources of investigatory data, such as flight data recorders, cockpit voice recorders, vehicle electronic data recorders, radar data, and 911 tapes.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

Depending upon the complexity of the investigation the IOGS may activate one or more of the positions:

- A. Assignment Manager.
- B. Recorder.
- C. Evidence Manager.
- D. Physical Surveillance Coordinator.
- E. Electronic Surveillance Coordinator.
- F. Electronic Communication Records Coordinator.
- G. Tactical Operations Coordinator.

INTELLIGENCE GROUP SUPERVISOR (IGS)

The Intelligence Group is responsible for three major functions: (1) information intake and assessment; (2) operations security, operational security, and information security; and (3) information/intelligence management.

The SITL is the primary node for overall information management - both unclassified and classified information.

The IGS is responsible for providing incident awareness and assessment in support of and in coordination with the SITL.

May 2014

The IGS can provide data and information from a wide variety of sources (e.g. government and commercial satellites, government and non-government aircraft, various ground and ship-based platforms, and people from various organizations).

As an incident rises in complexity or involves a more substantial amount of sensitive information and information management methodologies there may be a need to establish an IGS. The IGS is established within the I/I Section to facilitate accurate and efficient information flow with the SITL and other planning units. A formal Information Management Plan should be developed when the IGS is staffed due to the complexity of the incident and information requirements.

Note 1: Information is only of value if the people who need it have access to it in a useable form. The principle of "write to release" should be followed at all times to ensure that regardless of information sources, the final product is available to those who need it. For example, a raw image from a sensitive source may be classified, but an unclassified Keyhole Markup Language (KML) or shape file may be produced from that image that is unclassified and releasable.

Note 2: Although intelligence information may be used to cue law enforcement activity, intelligence information shall NOT be used as a basis for legal documentation (e.g., warrant applications and accusatory instruments) or used in any way that might subject the intelligence and/or sources to the discovery process in the case of criminal prosecution.

The major responsibilities of the IGS are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain appropriate workspaces and information technology support.

May 2014

- C. Support the SITL in the development, management, and execution of the Information Management Plan.
- D. Document, secure, organize, evaluate, collate, process, exploit, and analyze intelligence/investigation information.
- E. Identify, document, analyze, validate, produce, and resolve intelligence information needs, requests for intelligence, intelligence gaps, standing and ad hoc intelligence requirements.
- F. Produce periodic "collection plan" in support of the Information Management Plan.
- G. Produce periodic "production plan" to support information requirements.
- H. Provide Planning Section with periodic updates of intelligence issues that impact operations.
- I. Answer intelligence questions and advise Command and General Staff, as appropriate.
- J. Coordinate with participating LE and intelligence agencies including the Interagency Remote Sensing Coordination Cell (IRSCC), National Geospatial-Intelligence Agency (NGA), FBI/JTTF, and NGO, State, Tribal, and local police departments as necessary in order to share information as required in the information management plan.
- K. Coordinate with IRSCC to support the collection of CIR using available remote sensing assets.
- L. As the incident dictates, embed FOBS or display processors with intelligence backgrounds in the Situation Unit.
- M. Implement operations security and information security procedures for the incident management team.
- N. Coordinate with the Counterintelligence Staff Officer at LANTAREA or PACAREA when dealing with national security issues to include national security investigations or operations security concerns.

May 2014

- O. Disseminate classified and sensitive information to personnel who have the required clearance, access, and “need to know”. Ensure compliance with all associated “caveats”.
- P. Collect tactical and strategic intelligence/investigations information using appropriate, authorized, and lawful techniques and activities.
- Q. Use intelligence requirements to manage and direct intelligence collection efforts.
- R. Provide language translation and deciphering and decryption services.
- S. Make requests for intelligence/investigations information to the appropriate governmental agencies, nongovernmental organizations, private sector entities/individuals, the media, and the public.
- T. Document and produce as needed finished and raw intelligence/investigations information.
- U. Produce unclassified or classified tear line reports regarding appropriate classified information.
- V. Produce classified information and/or access-controlled sensitive compartmented information and/or restricted information that is properly classified, declassified, or downgraded for the intended audience.
- W. Disseminate intelligence/investigations information, documents, requirements, and products.
- X. Transmit threat information/intelligence immediately to the IC/UC, the OSC, and other authorized personnel.
- Y. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

Depending upon the complexity of the incident, the Intelligence Group Supervisor may activate one or more of the following positions:

- A. Information Intake and Assessment Manager.
- B. Requirements Coordinator.
- C. Collection Coordinator.

May 2014

- D. Processing and Exploitation Coordinator.
- E. Analysis and Production Coordinator.
- F. Dissemination Coordinator.
- G. Critical Infrastructure and Key Resources Protection Coordinator.
- H. Classified National Security Information Security Officer.

FORENSIC GROUP SUPERVISOR

The Forensic Group is responsible for managing crime scenes and processing forensic evidence, digital and multimedia evidence, and decedents. The Forensic Group ensures proper examinations, analyses, comparisons, and enhancements of forensic evidence, digital and multimedia evidence and decedents by the appropriate laboratories, analytical service providers, and morgues. The Forensic Group coordinates with the Mass Fatality Management Group and the medical examiner/coroner on matters related to the examination, recovery, and movement of decedents.

The major responsibilities of the Forensic Group Supervisor are:

- A. Determine the number of crime scenes and decedents.
- B. Identify the size, configuration, and boundary for each crime scene.
- C. Control access to each of the crime scenes and decedents.
- D. Prevent contamination, alteration, loss, or destruction of forensic, digital, and multimedia evidence and decedents.
- E. Document the name, rank/title, agency, and identification number of each person who enters a crime scene or touches, searches, disturbs or moves the decedents.
- F. Coordinate communication between personnel processing crime scenes and decedents and the case investigator, case supervisor, medical examiner/coroner, and other appropriate personnel.

May 2014

- G. Deliver forensic evidence, digital and multimedia evidence, and decedents to one or more suitable laboratories, analytical service providers, and/or morgue facilities.
- H. Ensure that the receiving laboratory, analytical service provider, and/or morgue examines, analyzes, and compares forensic evidence, digital and multimedia evidence, and decedents in priority order.
- I. Deliver forensic evidence, digital and multimedia evidence, and decedents to the designated facility or site in an appropriate time for storage, detainment, and disposal.
- J. Implement forensic debris and post-blast crime scene activities.
- K. Use crime scene reconstruction techniques and subject matter experts.
- L. Prepare records and reports regarding forensic evidence, digital and multimedia evidence, and decedents.
- M. Avoid prematurely releasing crime scenes and decedents located at the crime scenes.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

Depending upon the complexity of the incident, the Forensic Group Supervisor may activate one or more of the following positions:

- A. Crime Scene Coordinator.
- B. Bomb Operations Coordinator.
- C. Chemical, Biological, Radiological, Nuclear/Hazardous Materials Evidence Coordinator.
- D. Forensic Evidence Analysis Manager (including digital and multimedia evidence).

May 2014

INVESTIGATIVE SUPPORT GROUP SUPERVISOR

The Investigative Support Group works closely with the Command and General Staffs, particularly the Logistics Section and Planning Section, to ensure that necessary resources, services, and support are obtained for the I/I Section.

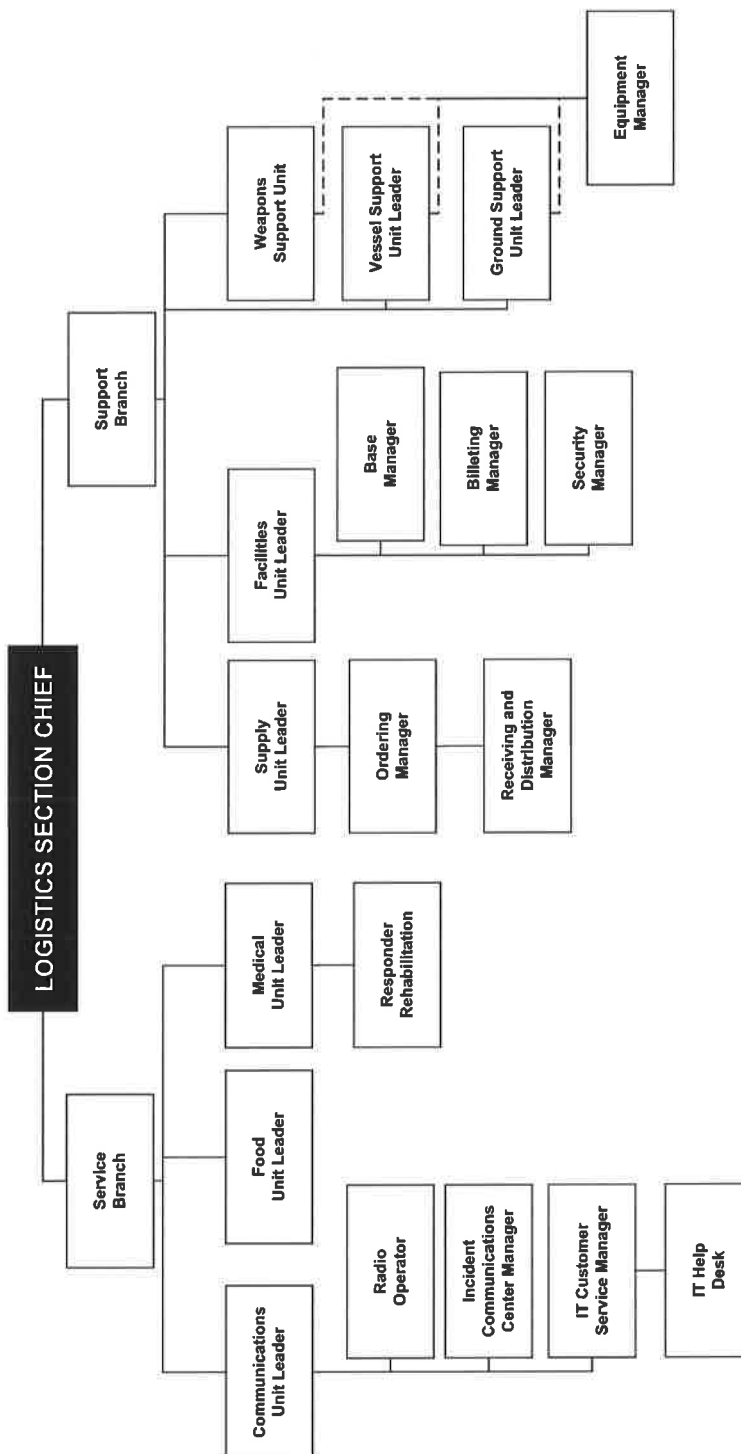
The major responsibilities of the Investigative Support Group Supervisor are:

- A. Determine and activate I/I Section staging areas at an appropriate location; ensure a Staging Area Manager is designated for each of the activated staging areas.
- B. Request personnel, equipment, vehicles, aircraft, watercraft, supplies, facilities, infrastructure, networks, and other operational and support resources through the RESL.
- C. Coordinate with Logistics to provide required support resources.
- D. Implement accountability procedures and activities for I/I operational and support resources.
- E. Develop investigative support-related records and reports.
- F. Coordinate with RESL to document I/I resources.
- G. In coordination with RESL and FACL develop and implement identification, access/entry control, and badging procedures and measures.
- H. In coordination with RESL and FACL validate and issue incident specific credentials.
- I. In coordination with the RESL ensure I/I personnel resources are checked in, available, assigned, or listed as out of service.

May 2014

CHAPTER 10

LOGISTICS SECTION



10-1

LOGISTICS SECTION

May 2014

Reference:

- (a) Logistics Section Chief Job Aid
- (b) Information and Life Cycle Management Manual, COMDTINST M5212.12 (Series)
- (c) Information Management Job Aid
- (d) Obtaining Personnel Resources to meet Surge Requirements, COMDTINST 5400.1 (Series)
- (e) Ordnance Manual, COMDTINST M8000.2 (Series)

May 2014

POSITION DESCRIPTIONS

LOGISTICS SECTION CHIEF (LSC)

The LSC is a member of the General Staff and is responsible for providing facilities, services, people, and material in support of the incident. The LSC participates in the development and implementation of the IAP and supervises the branches and units within the Logistics Section. The LSC Job Aid, reference (a), should be reviewed regarding the organization and duties of the LSC.

The LSC may have Deputy LSCs, who may be from the same agency or from an assisting agency. The Deputy LSC 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 LSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Organize the Logistics Section.
- C. Assign work locations and work tasks to Section personnel.
- D. Notify the Planning Section/Resources Unit of activated Logistics Section Units, including names and locations of assigned personnel.
- E. Assemble and brief Logistics Branch Directors and Unit Leaders.
- F. Participate in the planning process.
- G. Determine and supply immediate incident resource and facility needs.
- H. Coordinate and process requests for additional resources.
- I. In conjunction with Command, develop and advise all Sections of the IMT resource request process, the resource approval process, and use of CG Resource Request form (ICS 213-RR).

May 2014

- J. Develop resource ordering process with FSC.
- K. Review proposed tactics for upcoming operational period to ensure ability to provide resources and logistical support.
- L. Advise Command and other Section Chiefs on resource availability to support incident needs.
- M. Identify long-term service and support requirements for planned and expected operations.
- N. Oversee development of the Communications Plan (ICS 205), Medical Plan (ICS 206), Transportation Plan and Traffic Plan, as required.
- O. Provide input to the Information Management Plan.
- P. Identify logistical resource needs for incident contingencies.
- Q. Determine the type and amount of resources ordered and enroute to include reporting of status/location.
- R. Advise Section Chiefs on resource limitations, constraints, and appropriateness.
- S. Advise on current service and support capabilities.
- T. Participate in Business Management Meeting with the FSC.
- U. Request and/or set up expanded ordering processes as appropriate to support incident.
- V. Recommend Logistics Section resources to be demobilized and prioritize release order.
- W. Provide Logistics Section requirements to be included in the Demobilization Plan to DMOB.
- X. Receive and implement applicable portions of the incident Demobilization Plan.
- Y. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SERVICE BRANCH DIRECTOR (SVBD)

The SVBD is activated under the supervision of the LSC and is responsible for the management of all service activities at

May 2014

the incident. The Branch Director supervises the operations of the Communications, Medical, and Food Units.

The major responsibilities of the SVBD are:

- A. Review Common Responsibilities in chapter 2.
- 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 Log (ICS 214-CG) and forward to DOCL for disposition.

COMMUNICATIONS UNIT LEADER (COML)

The COML is responsible for developing plans, obtaining, distributing, and supporting operation of computer and radio incident communications equipment and the data management infrastructure to support information flow in compliance with reference (b) and (c).

The major responsibilities of the COML are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine Unit personnel needs.
- C. Supervise Communications Unit activities.
- D. Support development and implementation of the Information Management Plan.
- E. Prepare and implement the Incident Radio Communications Plan (ICS 205-CG).

May 2014

- F. Obtain communications equipment and data management infrastructure.
- G. Develop contingency communications.
- H. Ensure the ICC and Message Center are established.
- I. Establish appropriate communications distribution and maintenance locations within the Incident Base.
- J. Ensure communications systems are installed, tested, and maintained.
- K. Ensure an equipment accountability system is established.
- L. Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan (ICS 205-CG).
- M. Establish and maintain the data management infrastructure to include hardware, software, and data to support information management.
- N. Establish and maintain automatic data processing computer information technology (IT) services for all facilities when available.
- O. Provide technical information as required on:
 - 1. Adequacy of communications systems currently in operation.
 - 2. Geographic limitation on communications systems.
 - 3. Equipment capabilities and limitations.
 - 4. Amount and types of equipment available.
 - 5. Anticipated problems in the use of communications equipment.
- P. Recover equipment from Units being demobilized.
- Q. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

INCIDENT COMMUNICATIONS CENTER MANAGER (INCM)

The INCM is responsible for managing the operations and administration of the ICC.

May 2014

The major responsibilities of the INCM are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain and review the IAP to determine the incident organization and Incident Radio Communications Plan (ICS 205-CG).
- C. Set up the ICC and order equipment and supplies as needed.
- D. Ensure adequate Radio Operator (RADO) staffing and scheduling in the ICC.
- E. Set-up Message Center location as required.
- F. Implement a system to receive, issue, and track communications equipment.
- G. Implement a document filing system to track loss and damage reports, ICS 213-CGs, ICS 214-CGs, communications logs, etc.
- H. Record unusual communications system errors and issues in the Unit Log (ICS-214-CG).
- I. Ensure functionality and operation of equipment.
- J. Provide a briefing to relief personnel that includes current activities, equipment status, and any unusual communications situations.
- K. Turn in appropriate documents to the COML.
- L. Demobilize the ICC per the Incident Demobilization Plan.
- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

RADIO OPERATOR (RADO)

The RADO is responsible for passing accurate and timely information from sender to receiver and following through with an accurate and timely response to the sender if needed. The RADO works within the ICC for the INCM.

The major responsibilities of the RADO are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Obtain and review the IAP to determine the incident organization and Incident Radio Communications Plan (ICS 205-CG).
- C. Inventory and check in/out equipment using the Accountable Property Assignment Record (T-Card) (ICS 219-9).
- D. Conduct equipment checks.
- E. Ensure user is trained and capable on checked-out equipment.
- F. Request service on any inoperable or marginal equipment.
- G. Document all calls.
- H. Receive and transmit messages within and external to the incident.
- I. Maintain files of Status Change Cards (ICS 210) and General Messages (ICS 213).
- J. Record unusual communications system errors and issues in the Unit Log (ICS-214-CG).
- K. Provide a briefing to relief personnel on:
 - 1. Current activities.
 - 2. Equipment status.
 - 3. Any unusual communications situations.
- L. Turn in appropriate documents to the INCM.
- M. Demobilize the ICC in accordance with the Incident Demobilization Plan.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

INFORMATION TECHNOLOGIES CUSTOMER SERVICE MANAGER (ITSM)

The ITSM provides subject matter expertise in IT/telecommunications (TELECOM) customer service to CG and interagency end-users at all levels.

The major responsibilities of the ITSM are:

- A. Review Common Responsibilities in chapter 2.
- B. Supervise the establishment of IT Help Desk.
- C. Oversee the verification of customer account status.
- D. Provide guidance in the completion of the Resource Request Message (ICS 213-RR-CG) forms for IT-related services and equipment.
- E. Provide IT/TELECOM customer service to CG or interagency end-users at all support levels.
- F. Review requests for IT/TELECOM support using CGFIXIT.
- G. Perform IT/TELECOM requisitions.
- H. Validate IT/TELECOM requests for compliance with CG enterprise architecture standards.
- I. Process requests for non-standard software for submission to the CG IT Change Configuration Board for approval or disapproval.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

INCIDENT COMMUNICATION TECHNICIAN (COMT)

The COMT reports to the COML and provides TELECOM services.

The major responsibilities of the COMT are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing from the supervisor.
- C. Install, program, and service TELECOM equipment.

May 2014

- D. Troubleshoot hardware and software TELECOM problems.
- E. Maintain TELECOM records as assigned.
- F. Install wiring and switches, as needed.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

INFORMATION TECHNOLOGIES HELP DESK MANAGER (HELP)

The HELP provides subject matter expertise in IT/TELECOM customer service.

The major responsibilities of the HELP are:

- A. Review Common Responsibilities in chapter 2.
- B. Under direction of the ITSM, manage operations of the IT Help Desk.
- C. Coordinate with the Centralized Service Desk and local IT staff to establish an IT Help Desk.
- D. Coordinate with Centralized Service Desk to populate any active directory email distribution lists.
- E. Assist with the coordination of a shared resource portal.
- F. Assist the ITSM with the completion of all necessary ICS forms.
- G. Provide IT/TELECOM customer service to CG or interagency end-users.
- H. Instruct and advise individuals on the CG network access and procedures.
- I. Process requests for IT/TELECOM support using CGFIXIT.
- J. Conduct IT/TELECOM transition services as directed.
- K. Provide out-briefing for Help Desk transition activities.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

MEDICAL UNIT LEADER (MEDL)

The MEDL, under the direction of the SVBD or LSC, is primarily responsible for the development of the Medical Plan, providing medical care, overseeing health of response personnel, obtaining medical aid and transportation for injured and ill response personnel, coordinating with other functions to resolve health and safety issues, and preparation of medical reports and records. Medical care for disaster victims is typically managed by the OSC and detailed in the IAP.

The major responsibilities of the MEDL are:

- A. Review Common Responsibilities in chapter 2.
- B. Participate in Logistics Section/Service Branch planning activities, providing relevant medical input for strategy development.
- C. Establish the Medical Unit.
- D. Prepare the Medical Plan (ICS 206-CG).
- E. Coordinate with SOFR, Operations, hazardous substance specialists, and others on proper personnel protection procedures for incident personnel.
- F. Prepare procedures for major medical emergency.
- G. Develop transportation routes and methods for injured incident personnel.
- H. Ensure incident personnel patients are tracked as they move from origin, to the care facility, and to final disposition.
- I. Provide continuity of medical care for incident personnel.
- J. Declare major medical emergency as appropriate.
- K. Provide or oversee medical and rehab care delivered to incident personnel.
- L. Monitor health of incident personnel including excessive incident stress.
- M. Respond to requests for medical aid, medical transportation, and medical supplies.

May 2014

- N. Prepare and submit authorizations, reports, and administrative documentation related to injuries, compensation, or death of incident personnel, in conjunction with Finance/Admin Section.
- O. Coordinate personnel and mortuary affairs for incident personnel fatalities.
- P. Provide oversight and liaison for injured response personnel across the emergency medical care system.
- Q. Implement procedures to protect medical records and Personally Identifiable Information (PII) in accordance with the Health Insurance Portability and Accountability Act (HIPAA).
- R. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

RESPONDER REHABILITATION MANAGER (REHB)

The REHB reports to the MEDL 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 REHB are:

- A. Review Common Responsibilities in chapter 2.
- B. Designate the responder rehabilitation location and have the location announced on the radio using radio designation "Rehab."
- C. Coordinate with MEDL to request medical personnel to evaluate the medical condition of personnel being rehabilitated.
- D. Request necessary resources for rehabilitation of personnel (e.g., water, food, juice, and personnel).
- E. Release rehabilitated personnel for reassignment.
- F. Maintain appropriate records and documentation, forward to DOCL for disposition.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

FOOD UNIT LEADER (FDUL)

The FDUL is responsible for supplying the food needs for all tactical responders and overhead personnel, including all remote locations such as staging areas, as well as providing food for personnel unable to leave tactical field assignments. Food for disaster victims is typically managed under the Operations Section.

The major responsibilities of the FDUL are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine food and water requirements.
- C. Determine the method of feeding to best fit each facility or situation.
- D. Obtain necessary equipment and supplies.
- E. Ensure that well-balanced menus are provided.
- F. Account for responders who use incident supplied food services. Provide the information to FSC for modifying per diem rates on orders.
- 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 Food Unit personnel as appropriate.
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SUPPORT BRANCH DIRECTOR (SUBD)

The SUBD is activated under the direction of the LSC and is responsible for the development and implementation of logistics plans in support of the IAP. The SUBD supervises the operations of the Supply, Facilities, Ground Support, and Vessel Support Units.

May 2014

The major responsibilities of the SUBD are:

- A. Review Common Responsibilities in chapter 2
- B. Obtain work materials.
- C. Identify Support Branch personnel dispatched to the incident.
- D. Determine support operations in coordination with the LSC and SVBD.
- E. Prepare organization and assignments for support operations.
- F. Assemble and brief Support Branch personnel.
- G. Determine if assigned Support Branch resources are sufficient.
- H. Track progress of Branch and Unit work assignments.
- I. Resolve problems associated with requests from the Operations Section.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SUPPLY UNIT LEADER (SPUL)

The SPUL is primarily responsible for receiving, inventorying, storing, and distributing all supplies, tactical resources, and personnel for the incident, including non-expendable supplies and equipment.

The major responsibilities of the SPUL are:

- A. Review Common Responsibilities in chapter 2.
- B. Participate in Logistics Section/Support Branch planning activities.
- C. Receive and respond to requests for personnel, supplies, and equipment.
- D. Order, receive, distribute, and store supplies and equipment.
- E. Determine the type and amount of supplies, tactical resources, and personnel ordered and enroute to include reporting of status and location.

May 2014

- F. Review the IAP for information on operations of the Supply Unit.
- G. Develop and implement safety and security requirements.
- H. Service reusable equipment.
- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

ORDERING MANAGER (ORDM)

The ORDM is responsible for placing all orders for personnel, resources, supplies, and equipment for the incident. The ORDM reports to the SPUL.

The major responsibilities of the ORDM are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain necessary organization(s) order forms.
- C. Establish ordering procedures.
- D. Set up filing system.
- E. Establish name and telephone numbers of organization(s) personnel receiving orders.
- F. Obtain roster of incident personnel who have ordering authority.
- G. Obtain list of previously ordered supplies and equipment.
- H. Order personnel from the appropriate agency dispatch center or EOC. Reference (d) describes processes and procedures for ordering CG personnel.
- I. Obtain a daily staffing report and provide information to the LSC and RESL.
- J. Enter and track orders in the appropriate organization financial software such as a Financial Procurement Desktop (FPD), IMT specific order tracking system, or database.
- K. Identify and resolve duplication of orders.
- L. Ensure order forms are filled out correctly.
- M. Place orders in a timely manner.
- N. Consolidate orders, when possible.

May 2014

- O. Identify times and locations for delivery of supplies and equipment.
- P. Keep Receiving and Distribution Manager (RCDM) informed of orders placed.
- Q. Submit all ordering documents to the Documentation Control Unit through the SPUL before demobilization.
- R. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

RECEIVING AND DISTRIBUTION MANAGER (RCDM)

The RCDM is responsible for receiving and distributing all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The RCDM reports to the SPUL.

The major responsibilities of the RCDM are:

- A. Review Common Responsibilities in chapter 2.
- B. Order required personnel to operate supply area.
- C. Organize the physical layout of the supply area.
- D. Establish procedures for operating in 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 reports and supply records to the SPUL.
- J. Notify ORDM of supplies and equipment received.
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

FACILITIES UNIT LEADER (FACL)

The FACL is primarily responsible for the setup, maintenance, and demobilization of incident facilities (e.g., Incident Base, ICP, and staging areas), as well as security services required to support incident operations. The FACL

May 2014

provides sleeping and sanitation facilities for incident personnel and manages Incident facility operations. Each facility is assigned a manager who reports to the FACL and is responsible for operation of the facility. The FACL reports to the SUBD.

The major responsibilities of the FACL are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing from the SUBD or the LSC.
- C. Receive and review a copy of the IAP.
- D. Participate in Logistics Section/Support Branch planning activities.
- E. In conjunction with the Finance/Admin Section, determine locations suitable for incident support facilities and secure permission to use through appropriate means.
- F. Inspect facilities prior to occupation and document conditions and preexisting damage.
- G. Determine requirements for each facility, including the ICP.
- H. Prepare layouts of incident facilities.
- I. Notify Unit Leaders of facility layout.
- J. Activate incident facilities.
- K. Provide Facility Managers and personnel to operate facilities.
- L. Provide sleeping facilities.
- M. Provide security services.
- N. Provide food and water service.
- O. Provide sanitation and shower service.
- P. Provide facility maintenance services (e.g., sanitation, lighting, clean up, and trash removal).
- Q. Inspect all facilities for damage and potential claims.
- R. Demobilize incident facilities.
- S. Maintain facility records.
- T. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

BILLETING MANAGER (BIMG)

The BIMG determines lodging requirements for the incident and coordinates personnel lodging in hotels, motels, and camps. The BIMG reports to the FACL

The major responsibilities of the BIMG are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine lodging requirements.
- C. Assist responder personnel with obtaining lodging by identifying available lodging and coordinating the leasing of lodging.
- D. Conduct periodic lodging surveys to track continuing lodging availability.
- E. Administer and monitor contracts for lodging.
- F. Maintain a copy and monitor the execution of the contract and all modifications.
- G. Coordinate the termination of the contract for lodging.
- H. Manage responder lodging assignments.
- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SECURITY MANAGER (SECM)

The SECM is responsible for providing safeguards needed to protect personnel and property from loss or damage. The SECM reports to the FACL.

The major responsibilities of the SECM are:

- A. Review Common Responsibilities in chapter 2.
- B. Establish contacts with local LE, as required.
- C. Ensure facility and personnel security requirements are met.
- D. Develop Security Plan for incident facilities.
- E. Coordinate with ISC as appropriate to ensure the safety and security of incident facilities.

May 2014

- F. Contact the Resource Use Specialist for crews or AREPs to discuss any special custodial requirements that may affect operations.
- G. Request required personnel support to accomplish work assignments.
- H. Ensure security of classified material and systems.
- I. Ensure that support personnel are qualified to manage security problems.
- J. Adjust Security Plan for personnel and equipment changes and releases.
- K. Coordinate security activities with appropriate incident personnel.
- L. Keep the peace, prevent assaults, and settle disputes.
- M. Prevent theft of all government and personal property.
- N. Document all complaints and suspicious occurrences.
- O. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

BASE MANAGER (BCMG)

The BCMG is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the Incident Base. The BCMG reports to the FACL.

The major responsibilities of the BCMG are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine personnel support requirements.
- C. Obtain necessary equipment and supplies.
- D. Ensure that all facilities and equipment are setup and properly functioning.
- E. Supervise the establishment of sleeping and sanitation facilities, including showers.
- F. Make sleeping area assignments.
- G. Adhere to all applicable safety and health standards and regulations.

May 2014

- H. Ensure that all facility maintenance services are provided.
- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

GROUND SUPPORT UNIT LEADER (GSUL)

The GSUL is primarily responsible for management of tactical equipment, vehicles, mobile ground support equipment and fueling services; transportation of personnel, supplies, food and equipment in support of incident operations; and implementing the Traffic Plan for the incident.

The major responsibilities of the GSUL are:

- A. Review Common Responsibilities in chapter 2.
- B. Participate in Support Branch/Logistics Section planning activities.
- C. Develop and implement the Traffic Plan in coordination with the ENVL.
- D. Support out-of-service resources.
- E. Notify the Resources Unit of all status changes on support and transportation vehicles.
- F. Arrange for and activate fueling, maintenance, and repair of ground resources.
- G. Maintain the Support Vehicle Inventory (ICS 218).
- H. Provide transportation services.
- I. Collect information on use of rented equipment.
- J. Requisition maintenance and repair supplies (e.g., fuel and spare parts).
- K. Maintain incident roads.
- L. Ensure vehicles are decontaminated prior to demobilization.
- M. Submit reports to SUBD as directed.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

VESSEL SUPPORT UNIT LEADER (VSUL)

The VSUL 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 VSUL are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing from the SUBD or the LSC.
- C. Participate in Support Branch/Logistics Section planning activities.
- D. Coordinate development of the Vessel Routing Plan in coordination with the ENVL.
- E. Coordinate vessel transportation assignments with the Protection and Recovery Branch or other sources of vessel transportation.
- F. Coordinate water-to-land transportation with the Ground Support Unit, as necessary.
- G. Maintain a prioritized list of transportation requirements that need to be scheduled with the transportation source.
- H. Support out-of-service vessel resources, as requested.
- I. Arrange for fueling, dockage, maintenance, and repair of vessel resources, as requested.
- J. Maintain the Support Vehicle Inventory (ICS 218).
- K. Ensure vessels are decontaminated prior to demobilization.
- L. Submit reports to SUBD as directed.
- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

EQUIPMENT MANAGER (EQPM)

The EQPM provides service, repair, and fuel for all apparatus and equipment, transportation for support vehicles and vessels, and maintains records of equipment use and service provided. The EQPM may work for either the GSUL, VSUL, or SUBD depending upon support needs.

The major responsibilities of the EQPM are:

- A. Review Common Responsibilities in chapter 2.
- 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.
- E. Prepare schedules to maximize use of available transportation.
- F. Provide transportation and support vehicles and vessels for incident use.
- G. Coordinate with AREP on service and repair policies, as required.
- H. Inspect equipment condition and ensure coverage by equipment agreement.
- I. Determine supplies needed to maintain equipment in an efficient operating condition (e.g., gasoline, diesel, oil, and parts) and place orders with the Supply Unit.
- J. Maintain the Support Vehicle Inventory (ICS 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. Ensure equipment is decontaminated prior to demobilization.
- O. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

WEAPONS SUPPORT UNIT LEADER (WEPS)

The WEPS is responsible for developing and implementing the Weapons Support Plan for the incident (see reference (e)). Since most weapons will be supported by their own organization personnel, the WEPS may be requested to arrange for maintenance, storage, and repair of weapons, ammunition, and ordnance on a case-by-case basis.

Major responsibilities of the WEPS are to:

- A. Review Common Responsibilities in chapter 2.
- B. Determine small arms, ordnance, pyrotechnics, and ammunition requirements of the operation.
- C. Arrange for the issuance, retrieval, transportation, and storage of small arms and associated gear.
- D. Ensure weapons, ammunition, pyrotechnics, and ordnance are securely stored in accordance with the owner-organization's particular standards when not in use.
- E. Order and maintain adequate supplies to properly maintain weapons.
- F. Assist incident personnel, small boats, or other operational resources with the acquisition, handling, and use of pyrotechnics.
- G. Ensure personnel are trained and qualified by their agency as competent to carry and use weapons and ordnance.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

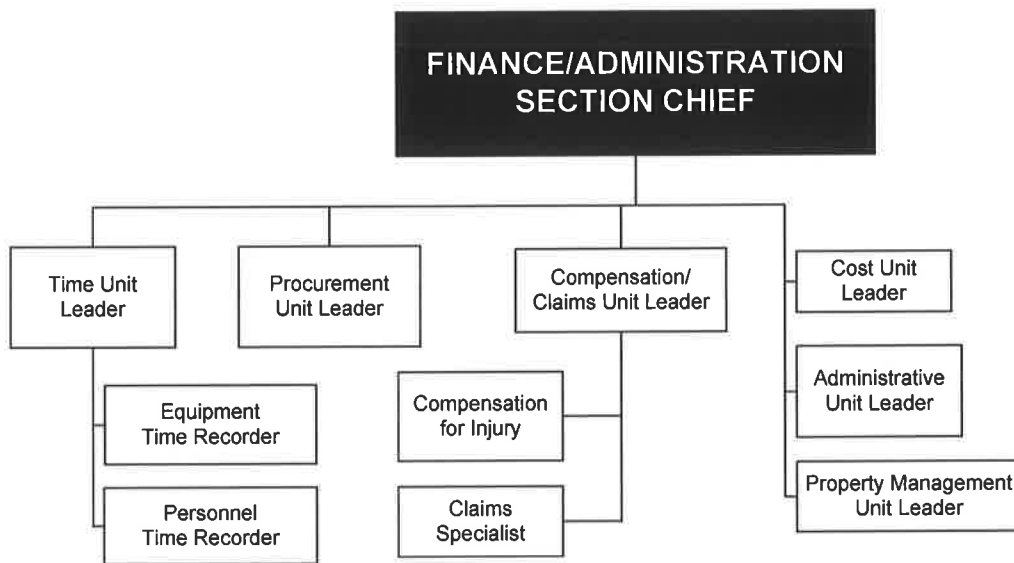
TECHNICAL SPECIALISTS (THSP)

Certain incidents or events may require the use of THSPs who have specialized knowledge and expertise. THSPs are managed by the Planning Section but may be assigned to any Section where their services are required. See chapter 8 for more detailed information on THSP.

May 2014

CHAPTER 11

FINANCE/ADMINISTRATION SECTION



Reference:

- (a) Finance/Administration Section Chief Job Aid
- (b) National Pollution Funds Center (NPFC) FOSC Financial Management Checklist
- (c) U.S. Coast Guard Personal Property Management Manual, COMDTINST M4500.5 (series)

May 2014

POSITION DESCRIPTIONS

FINANCE/ADMINISTRATION SECTION CHIEF (FSC)

The FSC is a member of the General Staff and responsible for all financial, administrative, and cost analysis aspects of the incident and supervising members of the Finance/Admin Section. The FSC should review references (a) and (b) regarding the organization and duties of the FSC and the financial management issues that may develop during a response.

The FSC may have Deputy FSCs who may be from the same organization as the FSC or from an assisting organization. The Deputy FSC must have the same qualifications as FSC as they must be ready to take over that position at any time.

The major responsibilities of the FSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Participate in incident planning meetings and briefings as required.
- C. Review operational plans and provide alternatives where financially appropriate.
- D. Manage all financial aspects of an incident.
- E. Identify all funding sources and ceilings for the response operation.
- F. Provide financial and cost analysis information, as requested.
- G. Gather pertinent information from briefings with responsible agencies.
- H. Develop an operating plan for the Finance/Admin Section.
- I. Fill supply and support needs.
- J. Meet with Assisting and Cooperating AREPs, as needed.

May 2014

- K. Maintain daily contact with each organization(s) administrative headquarters on Finance/Admin matters.
- L. Coordinate with the RESL to ensure that all personnel time records are accurately completed.
- M. Transmit information to home agencies according to policy.
- N. Provide financial and administrative input to demobilization planning.
- O. Ensure that all funding obligation documents initiated at the incident are properly prepared and completed.
- P. Brief organization administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- Q. Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
- R. Receive and implement applicable portions of the incident Demobilization Plan.
- S. Participate in Business Management Meeting with the LSC.
- T. Actively manage incident funds, differentiating between the various funding sources used to carry out response activities.
- U. Ensure that financial recording software is open and access to the accounting line is established for the incident.
- V. Ensure that obligations are entered in financial recording software.
- W. Ensure that reconciliation of financial management systems is performed in accordance with current CG guidance.
- X. Adhere to CG undelivered orders policy and procedures.
- Y. Conduct Finance Section status meetings as required.
- Z. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

TIME UNIT LEADER (TIME)

The TIME is responsible for equipment and personnel time recording and for managing the commissary operations.

The major responsibilities of the TIME are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine incident requirements for time recording function.
- C. Determine resource needs.
- D. Contact appropriate organization personnel or AREP regarding organization-specific time recording requirements.
- E. Ensure that daily personnel time recording documents are prepared and in compliance with each organizations policy.
- F. Maintain separate logs for overtime hours.
- G. Submit cost estimate data forms to the COST, as required.
- H. Maintain records security.
- I. Ensure that all records are current and complete prior to demobilization.
- J. Release time reports from assisting organization personnel to the respective AREPs prior to demobilization.
- K. Develop and implement procedures to protect Personally Identifiable Information (PII).
- L. Brief the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
- M. Coordinate with RESL to obtain copies of all check in/check out records each day.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

EQUIPMENT TIME RECORDER (EQTR)

Under supervision of the TIME, the EQTR is responsible for overseeing the recording of time for all equipment assigned to an incident.

The major responsibilities of the EQTR are:

- A. Review Common Responsibilities in chapter 2.
- B. Setup the EQTR function in the location designated by the TIME.
- C. Ensure the GSUL, VSUL, and ASGS 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 twelve hours after equipment arrival at the incident.
- G. Submit data to TIME for cost effectiveness analysis.
- H. Maintain current posting on all charges or credits for fuel, parts, and services.
- I. Verify all time data and deductions with owners/operators of equipment.
- J. Ensure official records are printed from applicable CG information systems for cutters, boats, and aircraft current status.
- K. Ensure government vehicle mileage, license number, type, and make of vehicle are recorded using local records.
- L. Complete all forms according to organization specifications.
- M. Close out forms prior to demobilization.
- N. Distribute copies per organization and incident policy.
- O. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

PERSONNEL TIME RECORDER (PTRC)

Under supervision of the TIME, the PTRC is responsible for overseeing the recording of time for all personnel assigned to an incident.

The major responsibilities of the PTRC are:

- A. Review Common Responsibilities in chapter 2.
- B. Establish and maintain a file for incident personnel 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. Ensure that time reports are signed.
- G. Close out time documents prior to personnel leaving the incident.
- H. Coordinate with the Administration Unit Leader (ADMN) on recording civilian personnel overtime as separate record.
- I. Distribute all time documents according to organization policy.
- J. Maintain a log of overtime hours worked and give to the TIME daily.
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

PROCUREMENT UNIT LEADER (PROC)

The PROC is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

May 2014

Although the PROC works within the IMT in support of the IC/UC, specific procurement policies, authorities, and procedures, which include emergency authorization procedures to expedite purchases, cannot be circumvented by the IC/UC. CG members serving as the PROC shall execute all procurements in accordance with the policies and procedures established by the CG Head of the Contracting Activity, Commandant (CG-91).

The major responsibilities of the PROC are:

- A. Review Common Responsibilities in chapter 2.
- B. Review incident needs and any special procedures with Unit Leaders, as needed.
- C. Coordinate with local jurisdiction on plans and supply sources.
- D. Obtain the Incident Procurement Plan.
- E. Prepare and authorize contracts, building, and land-use agreements.
- F. Draft memoranda of understanding (MOUs) as necessary.
- G. Establish contracts and agreements with supply vendors.
- H. Provide for coordination between the ORDM and all other procurement organizations supporting the incident.
- I. Ensure that a system is in place that meets organization property management requirements.
- J. Ensure proper accounting for all new property in coordination with the Property Management Unit Leader (PROP).
- K. Interpret contracts and agreements to resolve disputes within delegated authority.
- L. Coordinate with the Compensation/Claims Unit for processing claims.
- M. Coordinate with the SPUL and COST to ensure all obligations are entered in financial recording software and all costs are reconciled prior to demobilization.

May 2014

- N. Coordinate with the SPUL and the PROP to ensure all orders and purchases are screened for possible accountable/reportable property.
- O. Complete final processing of contracts and send documents for payment.
- P. Coordinate cost data in contracts with the COST.
- Q. Brief the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
- R. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

COMPENSATION/CLAIMS UNIT LEADER (COMP)

The COMP 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 COMP are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing from the FSC.
- C. Establish contact with the incident MEDL, SOFR and LOFR (or AREPs if no LOFR is assigned).
- D. Determine the need for Compensation for Injury Specialists (INJRs), and Claims Specialists (CLMS), and order personnel as needed.
- E. Establish a compensation for injury work area within or as close as possible to the Medical Unit.
- F. Review the Medical Plan (ICS 206-CG).
- G. Review and coordinate procedures for handling claims with the Procurement Unit.
- H. Brief the CLMS on incident activity.
- I. Periodically review logs and forms produced by the CLMS to ensure that they are complete, entries are timely and accurate, and that they are in compliance with organization requirements and policies.

May 2014

- J. 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.
- K. Keep the FSC briefed on Compensation/Claims Unit status and activity.
- L. Demobilize unit in accordance with the Incident Demobilization Plan.
- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

COMPENSATION FOR INJURY SPECIALIST (INJR)

Under the supervision of the COMP, the INJR 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 INJR are:

- A. Review Common Responsibilities in chapter 2.
- B. Co-locate the Compensation for Injury Specialist with the Medical Unit when possible.
- C. Establish procedure with MEDL on prompt notification of injuries or fatalities.
- D. Obtain a copy of Medical Plan (ICS 206-CG).
- 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. Coordinate with MEDL to keep informed on status of injured and/or hospitalized personnel.
- I. Obtain all witness statements from SOFR and/or MEDL and review for completeness.
- J. Maintain a log of all injuries occurring at the incident.
- K. Coordinate or handle all administrative paperwork on serious injuries or fatalities.

May 2014

- L. Coordinate with appropriate organizations(s) to assume responsibility for injured personnel in local hospitals after demobilization.
- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

CLAIMS SPECIALIST (CLMS)

Under the supervision of the COMP, the CLMS is responsible for managing all claims-related activities (other than injury) for an incident.

The major responsibilities of the CLMS are:

- A. Review Common Responsibilities in chapter 2.
- 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 organization.
- J. Keep the COMP advised on the nature and status of all existing and potential claims.
- K. Ensure the use of correct organization forms.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

COST UNIT LEADER (COST)

The COST is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

May 2014

The major responsibilities of the COST are:

- A. Review Common Responsibilities in chapter 2.
- B. Obtain a briefing from the FSC.
- C. Coordinate with organizations 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 FSC.
- H. Ensure all cost documents are accurately prepared.
- I. Maintain cumulative incident cost records.
- J. Ensure CG cost documentation captures all costs associated with the incident using the Pollution Incident Daily Resources Report (CG-5136).
- K. Coordinate with TIME to ensure all personnel and equipment are captured in CG cost documentation using the CG-5136.
- L. Coordinate with the PROC and SPUL to ensure all obligations are entered in financial recording software.
- M. Complete account reconciliations as required by current CG financial policy.
- N. Complete all records prior to demobilization.
- O. Provide reports to the FSC.
- P. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

ADMINISTRATION UNIT LEADER (ADMN)

The ADMN is responsible for all administrative personnel issues at a response.

The major responsibilities of the ADMN are:

- A. Review Common Responsibilities in chapter 2.
- B. Set up Administration Unit.

May 2014

- C. Ensure Administration Unit supports all organization personnel assigned to the IMT.
- D. Request Administration Unit resources.
- E. Organize Administration Unit work force.
- F. Implement use of all necessary CG personnel management software tools (e.g., TPAX, WEBTA, DIRECT ACCESS, and TMT).
- G. Ensure personnel assignment and organization travel orders are accurate.
- H. Provide pay and travel support to personnel.
- I. Ensure reporting personnel meet organization requirements for assignment to the IMT.
- J. Validate travel orders for all assigned civilian and military personnel.
- K. Validate time cards for all civilian personnel.
- L. Track leave for all assigned Reserve military personnel ensuring routine updates to personnel records prior to demobilization from incident.
- M. Establish other organization points of contact (POCs) for non-CG personnel working at incident if not included in the Unit staff.
- N. Ensure eligible personnel know how to document overtime according to organization policy.
- O. Process civilian overtime paperwork for appropriate organization signature prior to demobilization from incident.
- P. Alert Command and General Staff to sensitive issues that require CG personnel intervention.
- Q. Provide advice and recommendations on personnel matters.
- R. Manage administrative databases and spreadsheets used for analyses and decision making.
- S. Review, analyze, and provide advice on human resource management issues.
- T. Ensure compliance with Privacy Act requirements to maintain the confidentiality of personnel documents.

May 2014

- U. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

PROPERTY MANAGEMENT UNIT LEADER (PROP)

The PROP is responsible for all accountable property procured during a response. This position becomes more critical during Type 1 or 2 incidents, but should be considered an active role during any response.

The major responsibilities of the PROP are:

- A. Review Common Responsibilities in chapter 2.
- B. Set up property management unit.
- C. Request Property Management Unit resources.
- D. Organize Property Management Unit work force.
- E. Adhere to guidance provided in the reference (c).
- F. Coordinate with the SPUL and PROC to ensure all orders and purchases are screened to identify accountable or reportable property items that would need to be entered into the appropriate organization property tracking software (e.g., Oracle Financial).
- G. Designate a Property Administrator responsible for entries into property tracking software.
- H. Ensure documentation is maintained on recorded property to include, but not limited to the Resource Request Message (ICS 213-RR-CG) and invoice.
- I. Record location of accountable property and complete a physical inventory (including a joint inventory when transferring property to another Property Custodian).
- J. Depending on the size of the area affected by the incident, designate Property Custodians to ensure logistical control and accountability over the disbursed property.
- K. Ensure individuals responsible to maintain and monitor the item signs a Custody Receipt for Personal Property Pass (DHS 560-1) or the ICS-219-9A.

May 2014

- L. Ensure all property assigned to the incident is appropriately marked and identifies ownership.
- M. Ensure property assigned to the incident is transferred back to or disposed of in accordance with owning organization regulations or funding source requirements.
- N. Establish procedures for the use of property passes for accountable and non-accountable government-owned property required for field operations.
- O. Designate custodial areas and property custodians in writing.
- P. Ensure reportable and/or accountable property is reviewed by the organization that provided the funding before action for disposal is taken.
 - 1. If the issuing organization wants property returned, use a Requisition and Invoice/Shipping Document (DD Form 1149).
 - 2. If the issuing organization does not want property returned, advertise the property to other CG Units in vicinity of the incident. No cost should be incurred to the incident account for shipping of property. Use DD Form 1149 to transfer property to other CG Unit.
 - 3. If property is to be disposed of, complete an Issue Release/Receipt Document (DD Form 1348-1a) and follow Defense Logistics Agency (DLA) procedures for disposal.
- Q. Ensure all property documents are available to CG Unit responsible for reimbursement billing.
- R. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TECHNICAL SPECIALISTS (THSP)

Certain incidents or events may require the use of THSPs who have specialized knowledge and expertise. THSPs are managed by the Planning Section but may be assigned to any Section where their services are required. See chapter 8 for more detailed information on THSPs.

May 2014

POLLUTION REMOVAL FUNDING AUTHORIZATION (PRFA) & MILITARY INTERDEPARTMENTAL PURCHASE REQUEST (MIPR) MANAGER:

The National Pollution Funds Center (NPFC) Case Officer or the Shore Infrastructure Logistics Center (SILC) can provide Case Officers or Contracting Officers to assist the FOSC with management and coordination on funding issues with other government agencies (OGAs). This position should be filled during a Type 1 or 2 Incident. The Case Manager should have direct access to the FOSC/IC to eliminate delays in funding OGAs and make the FOSC aware of emerging issues with each OGA. The Case Manager will work in the Finance Section as an independent function, but not directly for the FSC.

OIL POLLUTION ACT (OPA-90) CLAIMS SPECIALIST

(NPFC CLAIMS MANAGER): Depending on the significance of an oil spill, the demand for coordinating claims due to oil spill may require the NPFC to provide a NPFC Claims Manager for a period of time to answer questions on OPA-90 claims processes.

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 12

INFORMATION MANAGEMENT

References:

- (a) National Response Framework
- (b) National Incident Management System
- (c) Information Management Job Aid
- (d) Situation Unit Leader Job Aid

May 2014

INTRODUCTION

Regardless of the size or complexity of an incident the IC/UC is responsible for both mission execution and public perception to achieve a successful response. Successful mission execution may not equate to a successful response operation if the IC/UC fail to properly manage public perceptions of the response – before, during, and after operations.

INFORMATION MANAGEMENT DEFINITIONS

- A. **Critical Information Requirements (CIRs)** are a comprehensive list of information requirements that the IC/UC has identified as critical to facilitate timely decision making.
- B. **Essential Elements of Information (EElS)** are subsets of a CIR which provide greater detail on the information needed to meet the CIR.
- C. **Data** is the rawest form of information as it has not yet been confirmed or evaluated against other data. Data may come from a wide variety of inputs, including operational assets, eyewitness reports, field observations, social media, and weather reports.
- D. **Information** is created when data is assembled, organized, and verified to develop a clear picture. Information constantly evolves as more data is added and the picture becomes clearer. Information sharing is what keeps everyone on the same page.
- E. **Intelligence** is the result of analyzing information and adding findings, conclusions, and recommendations for action.

INFORMATION CYCLE

The IC/UC must define what their CIRs are to ensure the most accurate and appropriate data is gathered by both operational assets and other IMT members. Each piece of data is gathered and synthesized together to create usable

May 2014

information. Information is then disseminated internally to Operations and other IMT members to inform them and modify actions to support operational execution. Information is also reported outside of the IMT to ensure organization leadership, stakeholders, and the public are informed. The IMT should continually obtain feedback on the information reported or disseminated to ensure that the information being provided is accurate and useful.



INCIDENT INFORMATION

Incident information is needed to:

- A. Understand the current situation.
- B. Predict the probable course of incident events.
- C. Prepare immediate, short-term, and long-term strategies and plans for the incident.
- D. Submit required incident status reports.

INFORMATION MANAGEMENT RESPONSIBILITIES

- A. IC/UC: Creates CIRs and owns the data gathered and information developed during the course of the response. Validates and authorizes the dissemination of intelligence.

May 2014

- B. PIO: Supports the creation of CIRs to meet information needs of the public and media. Primary disseminator of external information.
- C. LOFR: Supports the creation of CIRs to meet information needs of assisting and cooperating agencies, and federal, state, tribal, and local government officials. Primary disseminator of interagency and intra-agency information.
- D. OSC: Supports the creation of CIRs to meet operational execution needs.
- E. ISC: Supports the creation of CIRs to meet information needs of Investigation, Law Enforcement, anti-terrorism, and counter-terrorism related issues. Provides link between the SITL and data sources, including remote sensing, to achieve the CIRs. Primary disseminator of classified information.
- F. PSC: Oversees the incident information management processes and plans, unless a Deputy Incident Commander for Information Management has been assigned this responsibility.
- G. SITL: Serves as the IC/UC's central hub of information in the IMT. Coordinates the flow of information to meet the IC/UC CIRs.
- H. COML: Establishes and maintains communications and data management infrastructure.
- I. NOAA Scientific Support Coordinator and ENVL: Supports the creation of the CIRs. Maintains oversight of environmental and scientific data integrity. Supports the DOCL to ensure archiving processes for scientific data are maintained and accessible to the scientific community and trustee agencies.

INFORMATION MANAGEMENT CROSSWALK

The Information Management Ownership Crosswalk table provides a picture of primary and secondary ownership of the management of information.

May 2014

Information Management Ownership Crosswalk								
	Tasking	CIR Development	Gathering	Verify, Synthesize, & Analyze	Validation & Authorization	Dissemination - Internal	Dissemination - External	Customer or User
IC/UC	P	P	X		P	X	P	P
PIO		X	X	X	X		Media	P
LOFR		X	X	X	X	X	Stakeholders	P
SOFR			X					
OSC	X	P	X	X		P		P
ISC	X	P	X	X	X	P	Intelligence & Investigation Community	P
PSC	X					X	X	Plan Manager
SITL			X	P	X	P		Plan Developer
MTSL			X	P	X		MTSL Community	P
RESL			X	X		X		
LSC		X	X	X			LSC Community	P
COML			X	P	X			
FSC			X	X			FSC Community	P

P = Primary Role

X = Supporting Role

12-5

INFORMATION MANAGEMENT

May 2014

FORMAL INFORMATION MANAGEMENT

The IC/UC must identify those trigger points for an incident that necessitate the need to formally document the information management functions, assignments, and information requirements.

Typically Type 2 and Type 1 incidents will require the need to formally develop CIRs and a written information management plan signed by the IC/UC.

Information Management includes both classified and unclassified information. This may necessitate the need for a classified section of the Information Management Plan.

CRITICAL INFORMATION REQUIREMENTS

CIRs are a comprehensive list of information requirements that the IC/UC has identified as critical to facilitate timely decision making. CIRs will likely need further clarification based on the incident specific facts to form a fully developed CIR.

The Secretary of Homeland Security has established the following CIRs that CG ICs should include in their incident CIRs if appropriate to the response operations. The full list of DHS CIRs and EEIs, Area CIRs, and District CIRs can be obtained from your local CG Command Center.

DHS CIRS

- A. Facts, estimates, and projections about the threat, incident, event, or storm (seventeen scenario-specific categories with associated EEIs).
- B. DHS readiness and preparedness.
 - 1. National Terrorism Advisory System (NTAS).
 - 2. DHS protective measures and actions.
- C. Other federal, state, and local readiness and mitigation actions.
 - 1. Evacuation plans and estimates.

May 2014

2. Continuity of government (COG).
3. Changes to security levels or U.S. conditions of readiness.
- D. Critical authorities.
 1. Stafford Act and other applicable national emergency acts.
 2. Spill of National Significance (SONS) & Oil Spill Liability Trust Fund.
 3. Other laws, acts, and agreements requiring implementation (e.g., transportation waivers, and Economy Act).
- E. Life saving resources/shortages.
 1. Status of first responders.
 2. Life saving and other critical response/recovery actions.
 3. Status of food, water, shelter, power, and communications.
 4. Critical resource gaps, unmet needs, and medical shortfalls.
 5. Status of CG Reserve personnel.
 6. Status of DoD/National Guard Bureau (NGB) Personnel (Defense Support of Civil Authorities (DSCA)).
- F. Damage and restoration.
 1. Critical infrastructure and key resources (CIKR) (Level One) damage estimates and restoration actions.
 2. Other CIKR damage estimates.
 3. DHS resource damage estimates and estimated recovery times.
- G. People.
 1. Status of U.S. public (in general).
 2. Status of DHS personnel.
 3. Status of federal government surge personnel.
- H. Health and Safety.
 1. Major health concerns and estimates.

May 2014

- 2. Quarantine and similar health and safety plans.
- I. Response and recovery organization and leadership.
 - 1. Lead agency, response, and recovery organization(s).
 - 2. Key leaders.
- J. Long-term recovery and economic impacts.
 - 1. Estimates on long-term recovery operations.
 - 2. Economic and other strategic national and long-term consequences.
 - 3. Economic and other strategic international long-term consequences.
- K. Public information guidance.
- L. Weather and seas.

Short descriptions of the CIRs should be documented on the Critical Information Requirements Form (ICS 202b).

Fully actionable CIRs should be documented on the Incident Open Action Tracker (ICS 233-CG) or within the Information Management Plan.

A fully actionable CIR should contain six parts:

- A. What is to be reported?
- B. How quickly it is to be reported?
- C. Who is reporting the information?
- D. Who is receiving the information?
- E. How is the information being provided?
- F. Is the information required to be provided on a recurring basis or only as needed?

CIRs should have a time factor as part of the requirement; some will require immediate reporting and others may require reporting on a regular schedule. Similarly some information will have shorter usefulness and reports of information older than a defined amount of time may be of little use for operational decisions. For example, the accuracy of the location of a drifting object degrades the further you get in time from the reporting time.

May 2014

CIRs and EEIs should always be related to incident priorities and objectives.

Examples of actionable CIRs:

All IMT members shall immediately report any fatalities or injuries requiring medical attention beyond first aid to the IC/UC.

The PIO shall provide the SITL field observations posted on social media by the public that warrant IC/UC action within forty-five minutes of the posting.

The OSC shall report the location of the drifting vessel to the SITL every 30 minutes.

INFORMATION MANAGEMENT PLAN

The Information Management Plan is only developed during incidents that involve a significant number of CIRs, substantial media/political involvement, upon activation of the IGS, and/or complex information processing.

The Information Management Plan outline and best practices can be found in reference (c).

PLANNING P TASKS (AS NEEDED)

INITIAL IC/UC MEETING

IC/UC develop CIRs and identify validation and dissemination authorities.

COMMAND AND GENERAL STAFF MEETING

IC/UC brief CIRs as needed to ensure coordination with and support for the information management processes.

TACTICS MEETING

SITL/Deputy PSC evaluate the Information Management Plan, which includes the IC/UC CIRs, with operational

May 2014

strategies, tactics, and resource requirements. If gaps are identified between the information collection needs and planned capabilities, additional operational assets or FOBS resources may be required to close the gap.

PLANNING MEETING

PSC briefly describes ability to meet all CIRs.

OPERATIONS BRIEFING

PSC highlights the CIRs tasked to Operations and their reporting time criticalities.

INFORMATION MANAGEMENT-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

DEPUTY IC FOR INFORMATION MANAGEMENT OR DEPUTY PSC FOR INFORMATION MANAGEMENT

As incident complexity increases there will likely be a need to assign a Deputy IC for Information Management (for some Type 1 and Type 2 incidents) or a Deputy PSC for Information Management (for some Type 2 or Type 3 incidents) to oversee the information management processes and plans, including the Information Management Plan. Either Deputy position is established by the IC/UC during highly complex incidents to manage and consolidate all disparate data into meaningful and actionable knowledge. The Deputy for Information Management must ensure that CIRs are managed effectively, and information is validated, analyzed, and judiciously disseminated in a timely manner both internally and externally. If a Deputy position is not established the PSC retains all of these responsibilities.

The major responsibilities of the Deputy IC for information Management or Deputy PSC for Information Management are:

May 2014

- A. Manage incident information management processes and plans.
- B. Oversee development and tracking of the incident Information Management Plan in coordination with PIO, LOFR, OSC, PSC, SITL, INTL, LSC, and COML.
- C. Oversee the identification and development of capabilities to support the information cycle process.
- D. Support information requirements by establishing reporting schedules for Planning Section Units (e.g., Resources Unit and Situation Unit) in the Information Management Plan.
- E. Ensure data accuracy.
- F. Oversee the development of the Documentation Plan, which includes a process to archive incident-specific data and information as defined in the Information Management Plan.
- G. Coordinate with the PIO, LOFR, ENVL, MTSL, and INTL for all external reporting of information.
- H. Oversee creation of the incident specific COP to include developing incident specific COP/geospatial information protocols.
- I. Develop a daily information report for IC/UC delivery to the organization executive(s).
- J. Oversee the FOIA process.

May 2014

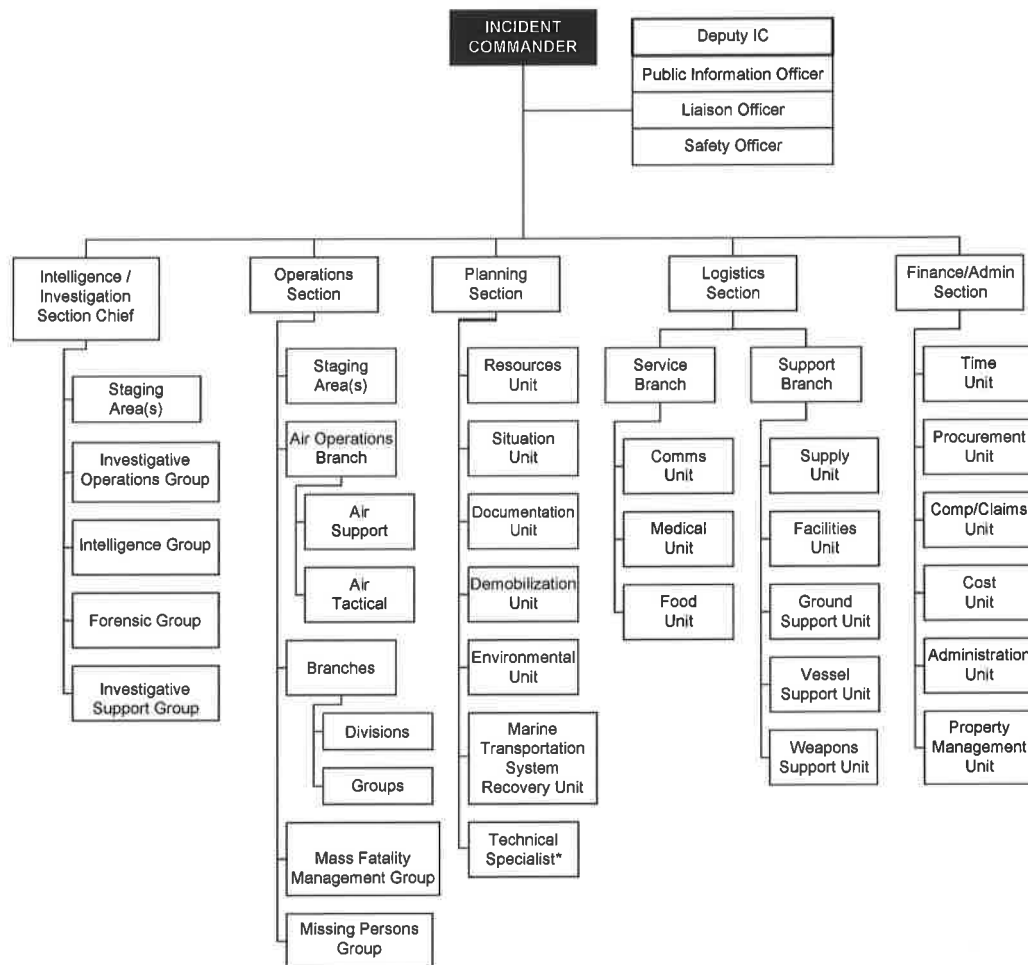
THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 13

ORGANIZATIONAL GUIDES

INCIDENT COMMAND SYSTEM ORGANIZATION CHART



* May be assigned wherever their services are required.

May 2014

GENERIC RESPONSE ORGANIZATIONAL DEVELOPMENT

MODULAR DEVELOPMENT

ICS is a flexible system that is response centric in its organizational development—only those positions and functions that are needed for the response operation are filled. If a position is not filled then the next higher level position assigned is responsible to perform those functions. For example: During a Type 4 Incident the Initial IC/UC are responsible for all of the Planning, Logistics, and Finance/Admin tasks if members are not assigned to perform those functions.

The below series of examples of modular ICS organizational development illustrate one method of expanding the ICS organization based on incident complexity. The examples shown are not meant to be restrictive or imply that this is the only way to build an ICS organizational structure. Scenario specific example organization charts can be found in the scenario specific chapters.

TYPE 4 INITIAL RESPONSE ORGANIZATION - Initial response resources are managed by the initial IC who will handle all Command and General Staff responsibilities. A UC may be established based on location and cause of the incident.

TYPE 3 – TYPE 2 EXTENDED RESPONSE ORGANIZATION - As an incident grows in complexity, task and functional requirements to support operations will expand. With the additional support needs additional personnel will be needed to staff the Command and General Staff, and Unit Leader positions.

TYPE 1 – TYPE 2 COMPLEX RESPONSE ORGANIZATION - Experience and judgment is required to develop the best organizational construct to address

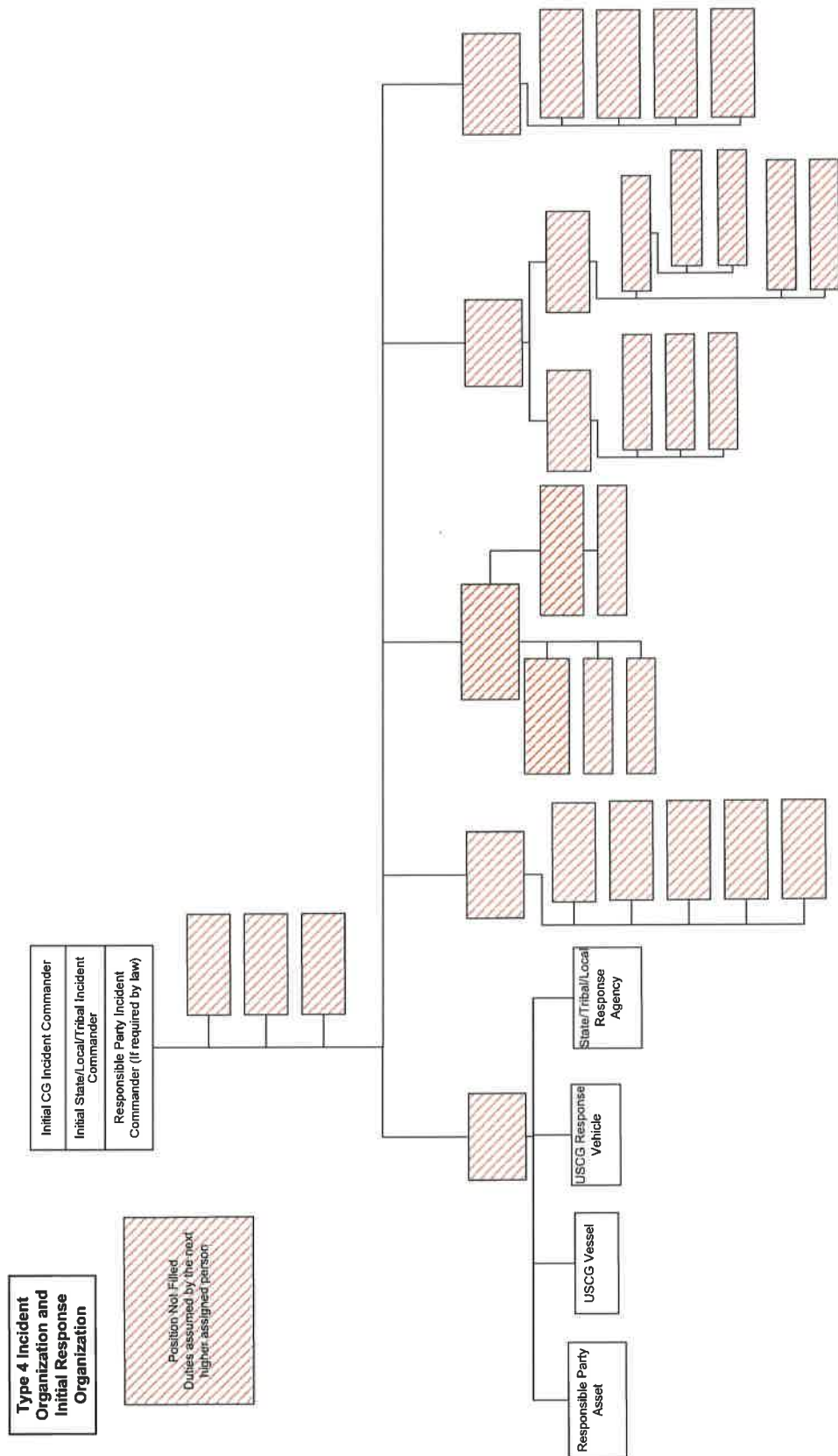
May 2014

complexities of the incident or event. Complexities may result from operational, jurisdictional, functional, political, and/or geographic issues. There is not one optimal organizational construct for any scenario.

Flexibility within NIMS ICS, as described in the FEMA NIMS ICS-400 Advanced Incident Command course, affords incident commanders the authority to adjust the response organization based on the complexity of the incident. Incident commanders may determine that it is necessary to take an element that by default functions at the Branch or Group level in Operations and elevate its representation within the organization to be managed by a Deputy Operations Section Chief or Deputy Incident Commander based on the increased size, complexity, or consequence of that element.

**TYPE 1 – TYPE 2 BRANCH TACTICAL PLANNING
RESPONSE ORGANIZATION** - Branch Tactical Planning includes planning and logistics support staff directly assigned at the branch level and typically in a different location than the ICP.

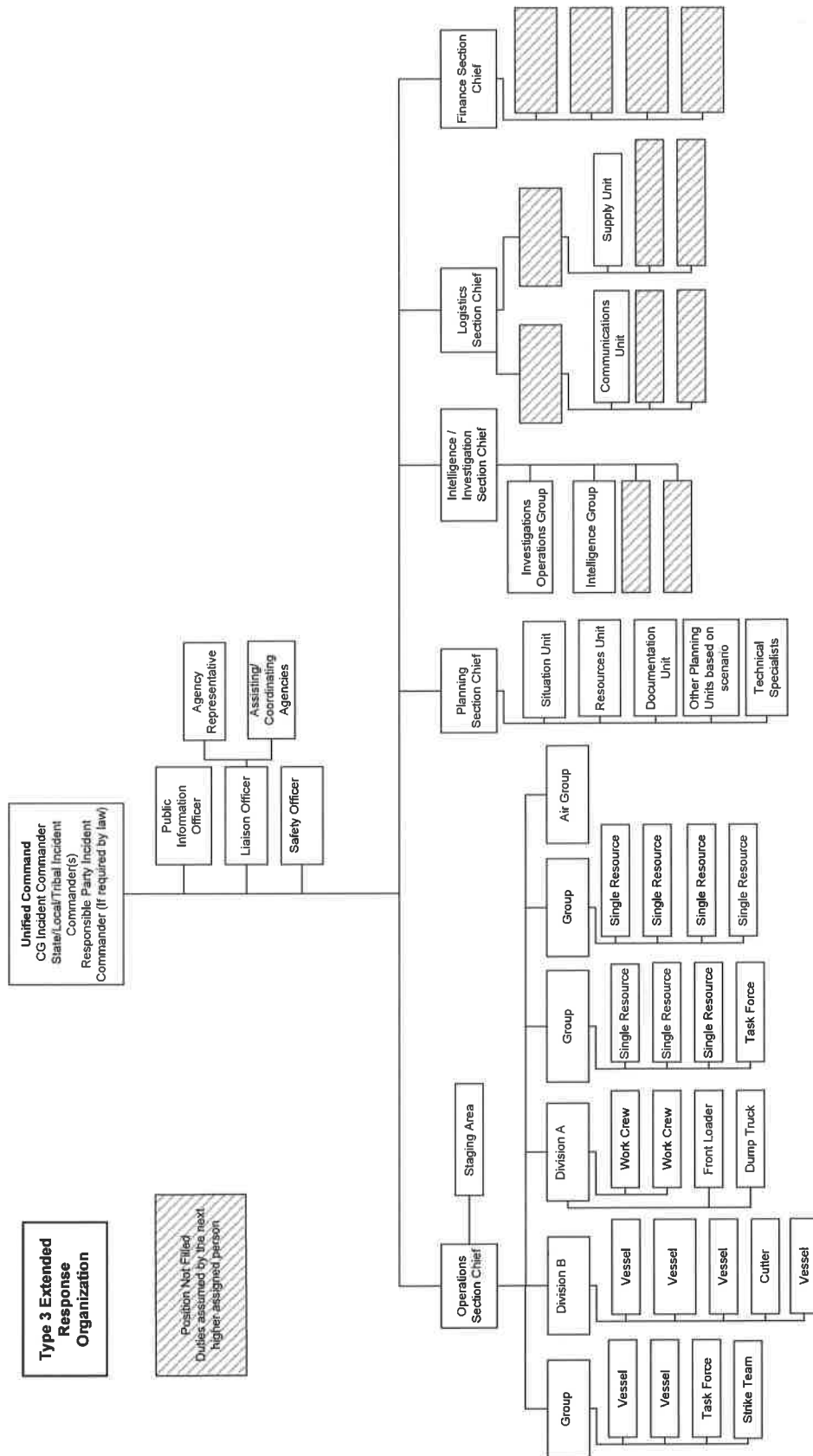
May 2014



13-4

ORGANIZATIONAL GUIDES

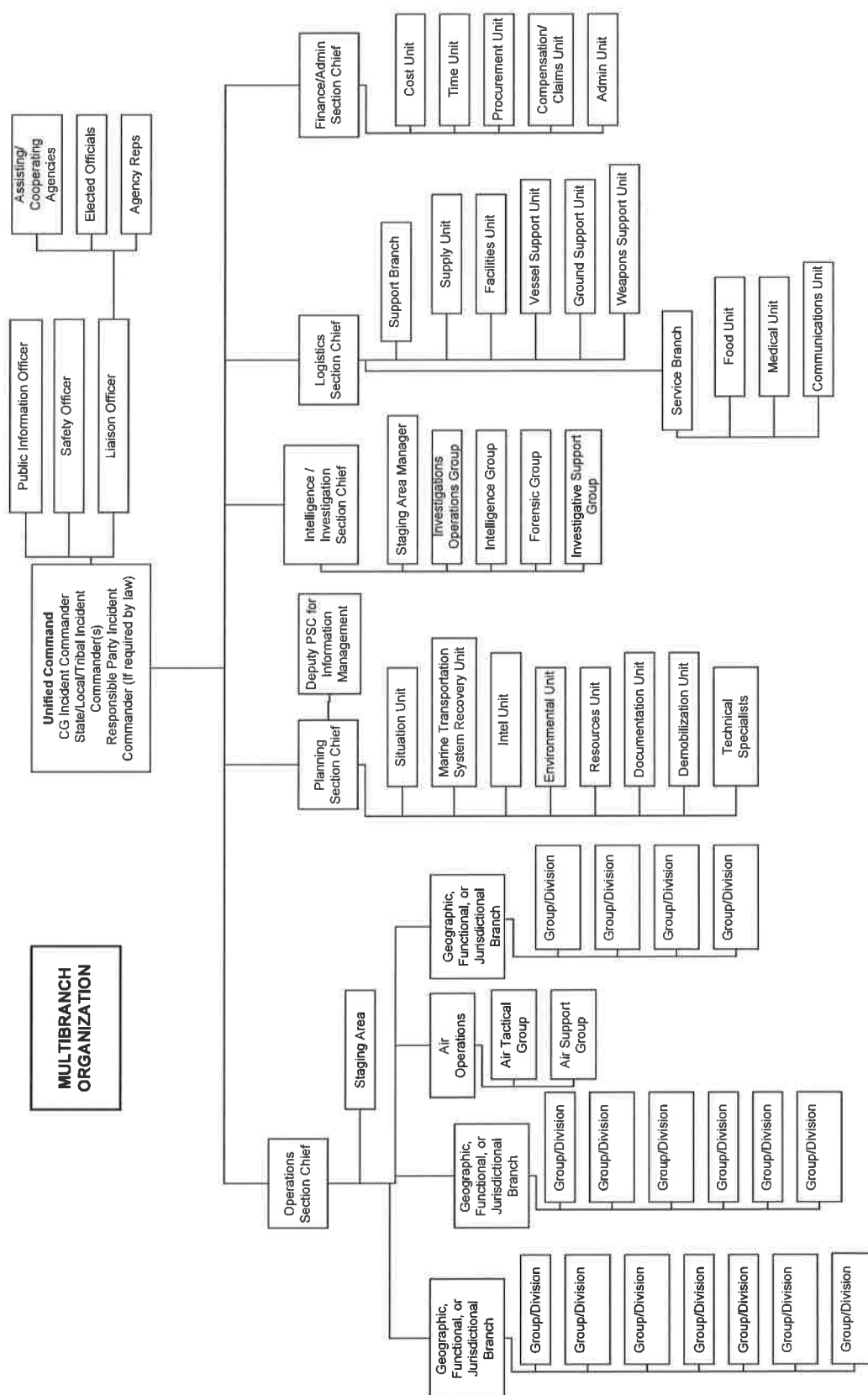
May 2014



13-5

ORGANIZATIONAL GUIDES

May 2014



13-6

ORGANIZATIONAL GUIDES



ORGANIZATIONAL GUIDES

May 2014

ICS ORGANIZATION GUIDE					
IC/UC	1. Incident Commander - one per incident. Unless incident is multi-jurisdictional.				
	2. Multi-jurisdictional incidents establish Unified Command.				
	<u>INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS</u> (PER TWELVE (12) HOUR OPERATIONAL PERIOD or SHIFT)				
	(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)				
	<u>UNIT POSITION</u> <u>DIVISIONS/GROUPS)</u>	<u>SIZE OF INCIDENT (NUMBER OF</u>			
		2	5	10	15 25
COMMAND STAFF	Deputy Incident Commander		1	2	3 4
	Public Information Officer	One Per Incident 1			
	Assistant Public Information Officer		1	3	5 7
	Joint Information Center Staff	See JIC Manual.			
	Liaison Officer	One Per Incident			
	Assistant Liaison Officer	Dependent upon number of jurisdictions impacted not incident size.			
	Safety Officer	One Per Incident			
	Assistant Safety Officer		1	3	4 5
	Operations Section Chief	One Per Operational Period			
OPERATIONS	Deputy Operations Section Chief	1	1	2	2 3
	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 Branch Director		1	1	1 1
	Air Tactical Group Supervisor	1	1	1	1 1
	Helicopter Coordinator	As Needed			
	Air Support Group Supervisor	1	1	1	1 1
	Helibase Manager	One Per Helibase			
	Helispot Manager	One Per Helispot			
	Staging Area Manager	One Per Staging Area			
	Intelligence/Investigation Section Chief	One Per Incident			
	Deputy Intelligence/Investigation Section Chief	1	1	2	3 4
INTELLIGENCE/ INVESTIGATION	Investigation Operations Group	One Per Incident			
	Intelligence Group	One Per Incident			
	Forensic Group	One Per Incident			
	Investigative Support Group	One Per Incident			
	Planning Section Chief	One Per Incident			
	Deputy Planning Section Chief	1	1	1	2 3
PLANNING	Resource Unit Leader	1	1	1	1 1
	Assistant Resource Unit Leader			1	1 2
	Status Recorders	1	2	3	3 4
	Check-In Recorders	As Needed			
	Situation Unit Leader	1	1	1	1 1
	Assistant Situation Unit Leader			1	1 2
	Display/Report Processor		1	1	1 2
	SITREP/OPSUM Processors	1	1	1	2 2
	Field Observer		1	2	2 4
	Weather Observer	As Needed			
	Marine Transportation Unit Leader	As Needed, Incident Dependent			
	Environmental Unit Leader	As Needed, Incident Dependent			
	Intel Unit Leader	As Needed, Incident Dependent			

May 2014

LOGISTICS	Documentation Unit Leader		1	1	1	1
	Demobilization Unit Leader		1	1	1	1
	Lessons Learned Collection Manager		1	1	1	1
	Lessons Learned Collection Team			1	2	3
	Technical Specialists	As Needed				
	Logistics Section Chief	One Per Incident				
	Deputy Logistics Section Chief				1	2
	Service Branch Director	As Needed				
	Communications Unit Leader	1	1	1	1	1
	Incident Communications Center Manager	As Needed, based on operational periods, radio circuits, and number of users.				
	Radio Operator	As Needed, based on operational periods, radio circuits, and number of users.				
	IT Customer Service Manager		1	1	2	2
	IT Help Desk			1	2	2
	Communications Technician		1	2	4	4
	Medical Unit Leader	1	1	1	1	1
	Medical Unit Support Staff	As Needed				
	Food Unit Leader		1	1	1	1
	Food Unit Support Staff (each camp)	As Needed				
	Support Branch Director	As Needed				
	Supply Unit Leader		1	1	1	1
	Camp Supply Support Staff (each camp)	As Needed				
	Ordering Manager		1	1	1	1
	Receiving/Distribution Manager		1	1	1	1
	Recorders		1	1	2	2
	Supply Unit Staff		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
	Facility Unit Staff		6	6	12	12
	Vessel Support Unit Leader	1	1	1	1	1
	Ground Support Unit Leader	1	1	1	1	1
	Equipment Manager		1	1	1	1
	Equipment Timekeeper		1	1	1	1
	Mechanics	1	1	3	5	7
	Drivers	As Needed				
	Operators	As Needed				
FINANCE / ADMIN	Finance/Administration Section Chief	One Per Incident				
	Deputy Finance/Admin Section Chief					1
	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

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 14

AREA COMMAND

1. Introduction	14-2
2. Area Command	14-2
3. Unified Area Command Activation Criteria	14-3
4. Unified Area Command Activation Guidance	14-4
5. AC Activation Guidance	14-4
6. Authority and Command Relationships	14-5
7. Unified Area Command Size	14-6
8. Unified Area Command Responsibilities	14-6

May 2014

AREA COMMAND

The purpose of an Area Command (AC) is to oversee the management of an incident, focusing primarily on strategic assistance and direction, and resolve competition for scarce response resources. An AC is activated depending on the complexity of the incident and incident management span-of-control considerations. This organization does not supplant an IC/UC, but supports it by providing strategic direction and oversight of incident management. An AC also prioritizes incident activities, allocates or reallocates critical resources to support identified needs, and ensures incident information is distributed appropriately. Execution of tactical operations and coordination remains the responsibility of the on-scene IC/UC as does setting incident-specific objectives and managing incident-specific tactical operations and support.

Note: The CG is developing a comprehensive AC guide to provide additional guidance that will include:

- A. General AC doctrine.
- B. AC staffing and position responsibilities.
- C. AC operational period and development of the AC management plan.
- D. AC forms and instructions.

UNIFIED AREA COMMAND

The Unified Area Command (UAC) is an expansion of the singular Area Commander position to include multiple organizations in command. UAC is similar in concept and application to the UC described in chapter 5. As a component of ICS, the UAC is a structure that brings together the “Area Commanders” of all major organizations that have jurisdictional authority for the incident to coordinate an effective response while carrying out their own organization’s jurisdictional responsibilities. A UAC links responding organizations to the separate incident commands that may be established and provides them a

May 2014

forum to make strategic decisions together. Under a UAC, organizations may blend together throughout the ICS organization, creating an integrated response team.

To be a member of the UAC, a participating organization must have underlying statutory authority or legal obligation to carry out proposed response action and have jurisdiction within the area affected by the incident. Members of the UAC may also include agencies, organizations, private industries, or owners and operators of waterfront facilities and vessels that have a substantial role in the strategic management of the entire response operation.

The UC guidance provided in chapter 5 should be applied to the establishment of a UAC at a more strategic level in the organization.

UNIFIED AREA COMMAND ACTIVATION CRITERIA

When an incident reaches a complexity that requires an AC the COTP, Sector Commander, District Commander, Area Commander, or Commandant will be the authority to establish a UAC when the CG is the lead response agency. This is accomplished in coordination with the affected state, tribal, local organizations, and the Responsible Party, if designated, to ensure coordination for command, planning, logistical, and fiscal matters. A CG-led UAC should include organizations that have underlying statutory authority or legal obligation to carry out proposed response action, and have jurisdiction within the area affected by the incident.

There may be times when multiple incidents occur within one Sector Commander AOR where incidents are competing for the same resources or when incidents cross multiple state or local jurisdictions, necessitating the activation of a UAC. The CG Area Commander may be designated by the Sector Commander or the Sector Commander may fulfill the Area Commander role.

May 2014

Factors to consider when deciding to activate a UAC include but are not limited to:

- A. A complex incident overwhelming local and regional CG assets.
- B. An incident that overlaps Sector or District boundaries.
- C. An incident that overlaps multiple local, tribal or state boundaries.
- D. An incident that crosses international borders.
- E. The existence of, or the potential for, a high level of national political and media interest.
- F. Significant threat or impact to the public health and welfare, natural environment, property, or economy over a broad geographic area.
- G. More than one active incident competing for the same resources.

If the CG is not the lead response agency, the CG should be prepared to support a UAC, or other command and control or coordination structure, activated by another federal, state, tribal, or local agency in one of four ways:

- A. As a member of the UAC.
- B. As an assisting agency.
- C. As a coordinating agency.
- D. With an AREP.

Note: For oil spill response operations, the Responsible Party may activate an AC to manage their own internal equities; however, overall incident management should be maintained through a UC led by the FOSC and include the affected states and Responsible Party.

UAC ACTIVATION GUIDANCE

The need for an UAC may arise when there are multiple incidents and/or a spill of national significance (SONS). The UAC will determine critical resource allocation. For multiple incidents, UAC may also establish incident prioritization.

May 2014

When the decision is made to activate an AC, the following actions should occur:

- A. An Area Commander is designated by the Captain of the Port, Federal On-Scene Coordinator, Sector Commander, District Commander, Area Commander, or the Commandant.
- B. Area Commander and deputy(ies) are delegated clear succession of command authority.
- C. If an incident is multi-jurisdictional, the AC is established using UC concepts and principles. If a UAC is established, members will typically consist of organization executives possessing the highest level of response authority possible.
- D. Determine appropriate location for the Area Command Post.

AUTHORITY AND COMMAND RELATIONSHIPS

A UAC is typically established by the Captain of the Port, Federal On-Scene Coordinator, Sector Commander, or District Commander based on applicable legal authorities and policies. When a UAC is activated, the District Commander should notify and designate the CG Area Commander in writing and delegate appropriate authority, as required. This will eliminate confusion and provide CG Area Commander's authority to oversee management of incidents. The CG Area Commander will subsequently delegate appropriate authority, if needed, for specific incidents to respective Coast Guard ICs.

The Coast Guard IC and incident UCs must recognize critical priorities established by the UAC. IC/UCs must understand that acquisition of critical resources and services is balanced with the priorities established for the entire geographic area of impact. IC/UCs may have to adjust incident strategies, tactical objectives, and resource assignments due to changes in resource availability during a

May 2014

given operational period. The UAC should afford IC/UCs as much flexibility as possible in implementing their respective IAPs within the strategic direction and objectives provided.

IC/UCs, under the designated UAC, are responsible to and part of the overall UAC organizational structure. IC/UCs request and receive resources from the designated ordering point(s) (e.g., dispatch center, EOC, and/or CG Command Center) subject to priorities set by the UAC. The UAC may reallocate critical resources assigned from one incident to another incident based on incident priority.

UNIFIED AREA COMMAND SIZE

The UAC should be a small flexible team (5-20 members) comprised of highly experienced incident management personnel possessing the organizational authority to oversee and provide strategic priorities, objectives, critical resource allocation, and communicate direction to the IC/UC.

UNIFIED AREA COMMAND RESPONSIBILITIES

The UAC does not have direct operational responsibilities—it does hold responsibility for and provides strategic direction to the incident response, but leaves IC/UCs to provide tactical direction.

Specific UAC responsibilities for incidents are:

- A. Develop broad objectives for the impacted area(s).
- B. Coordinate the development of individual incident objectives and strategies.
- C. Prioritize incidents or geographic incident areas.
- D. Allocate assigned critical resources as established priorities change. Reallocate resources as needed.
- E. Ensure incidents are properly managed.
- F. Ensure appropriate organizations are included in the response operation with the appropriate level of authority.

May 2014

- G. Ensure effective communications across stakeholders (e.g., the public, media, Congress, state, local, and tribal governments).
- H. Ensure incident management objectives are met and do not conflict with other organizations' policies.
- I. Identify critical resource needs and report them to the established Area and District Command Centers, state dispatch centers, EOCs, and Multiagency Coordination (MAC) groups as appropriate.

It is important to ensure IC/UCs have a clear understanding of organization objectives, expectations, limitations, and constraints related to the incidents. Ensure ICs fully understand and are aligned with UAC priorities and expectations.

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 15

MULTIAGENCY COORDINATION UNDER THE NRF

1. Introduction	15-2
2. Multiagency Coordination System and Facilities	15-2
3. Joint Field Office/Unified Coordination	15-3
4. Coast Guard Connectivity	15-5
5. Coast Guard's Role Under the NRF	15-6
6. Coordination between the IC/UC and JFO	15-9

References:

- (a) Presidential Policy Directive 8: National Preparedness
- (b) National Response Framework
- (c) National Incident Management System
- (d) Federal Emergency Management Agency Incident Management Handbook, FEMA B-761
- (e) Coast Guard Connectivity to the National Response Framework, COMDTINST 16000.22 (series)
- (f) Federal Emergency Management Agency Mission Assignments: Operational Acceptance and Execution, COMDTINST 3006.1 (series)

May 2014

INTRODUCTION

This chapter provides doctrine for the CG role in MAC as prescribed by references (a) through (f). The Presidential Policy Directive 8: National Preparedness (PPD-8), NRF, and the NRF Annexes guide how the nation responds to all types of disasters and emergencies. The NRF is built on the NIMS and provides scalable, flexible, and adaptable coordination structures to deliver the Response mission area core capabilities identified in the National Preparedness Goal (NPG). Core capabilities are the activities the nation must accomplish to be secure and resilient.

The multi-agency coordination structures under the NRF do not replace on-scene Incident Commands or Area Commands, but support and provide broader coordination of incident-related activities. Execution of tactical operations and coordination remains the responsibility of the Incident Command and/or Area Command. The NRF does not supplant an organization's statutory authority or provide any additional authorities. Any tactical operations must be carried out in accordance with an organization's inherent authority.

CG AS A SUPPORTING AGENCY

The NRF and supporting Annexes provide a federal mechanism to provide support to State and Tribal response capabilities when requested through FEMA under the Stafford Act. The Coast Guard serves as the Primary or Supporting Agency under most of the ESFs.

CG AS A SUPPORTED AGENCY

The NRF and supporting Annexes provide a federal mechanism to provide support to the CG should the CG exceed our capabilities or need capabilities that are not available within the CG.

May 2014

STAFFORD ACT AND MISSION ASSIGNMENTS

The Mission Assignment (MA) process is the mechanism that FEMA uses to task other federal agencies to provide support under the Stafford Act. While the majority of MAs are issued at the JFO, certain MAs can be issued by the RRCC and NRCC to support response operations.

Appendix D of the FEMA IMH and reference (f) provide additional details on FEMA MAs and the CG process for receiving and accepting MAs.

MULTIAGENCY COORDINATION SYSTEM AND FACILITIES

To coordinate support above the field level, the MAC System uses a set of fixed or temporary facilities. In each state, and many tribal and local jurisdictions, one or more EOCs are maintained as the fixed facilities providing this coordination. The FEMA's ten Regions each have a Regional Response Coordination Center (RRCC) and FEMA maintains the National Response Coordination Center (NRCC) as an element of the National Operations Center (NOC) to carry out MAC. JFOs are temporary federal facilities established for this purpose for an incident response.

JOINT FIELD OFFICE/UNIFIED COORDINATION

JOINT FIELD OFFICE (JFO)

The JFO is a temporary federal facility that provides a central location for coordination of response efforts by the private sector, NGO, and all levels of government. The JFO is lead by the Unified Coordination Group (UCG) that oversees the Unified Coordination Staff.

May 2014

FEMA INCIDENT MANAGEMENT HANDBOOK, FEMA B-761

The FEMA IMH guides FEMA led coordination functions at JFOs, as opposed to the tactical field operations guided by this Handbook or FEMA's NIMS Emergency Response - Field Operations Guide (ER-FOG).

The FEMA IMH is primarily designed for FEMA personnel deployed to support a disaster or emergency. However, it is also intended to educate FEMA partners providing assistance at a JFO on key incident-level emergency management functions. The concepts in the FEMA IMH are applicable to FEMA support operations during incidents involving both presidential declarations under the Stafford Act and non-Stafford Act incidents involving federal-to-federal support.

CG members deploying to a FEMA JFO, or Area or District levels of CG response operations, should be familiar with the FEMA IMH as it forms the basis from which FEMA personnel will carry out their assigned missions in the field.

ACTIVATION OF A JOINT FIELD OFFICE

When DHS determines that a JFO is necessary, DHS will identify agencies to serve as part of the UCG located at the JFO. The UCG will coordinate (usually by teleconference) to define the JFO requirements. DHS tasks Emergency Support Function (ESF) #5 to stand up a JFO and provide core staffing, which is led by FEMA. Other agencies provide additional UCG staff at the JFO based on the nature of the incident, typically through the activation of other ESFs.

UNIFIED COORDINATION GROUP

The UCG is the leadership element located at the JFO comprised of senior leaders representing federal and state interests and when appropriate, tribal and local

May 2014

governments, and the private sector. The UCG's purpose is to identify and achieve shared objectives. The UCG provides support to on-scene response efforts and conducts broader support operations that may extend beyond the incident site to achieve unity of effort.

For Stafford Act incidents, a Federal Coordinating Officer (FCO) is designated and will be responsible for establishing the UCG. The composition of the UCG varies from incident to incident depending on the scope and nature of the disaster and the assets needed. For example, a UCG for a natural disaster involving presidential disaster declarations set forth in the Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 (Stafford Act) typically consists of the FCO, the State Coordinating Officer, and representatives of other federal organizations with primary jurisdiction, which may include the CG. The FCO is the lead FEMA representative in the UCG.

Chapter 3 of the FEMA IMH provides additional detail on the UCG.

ORGANIZATION OF THE JOINT FIELD OFFICE

The FEMA IMH provides a detailed description of the JFO organization and functional responsibilities.

COAST GUARD CONNECTIVITY

FEMA COORDINATION CENTERS

The Coast Guard, per reference (e), shall maintain connectivity with and provide AREPs to the FEMA MAC centers listed in appendix B of the FEMA IMH. CG AREPs are requested or included when the CG operational commander determines that significant coordination with FEMA is needed that cannot be accomplished through steady-state coordination mechanisms.

May 2014

STATE EMERGENCY OPERATIONS CENTERS

CG AREPs should be familiar with their particular state's resource request system. In some events both the state EOC and the FEMA RRCC and/or JFO will be activated. In this case all CG AREPs need to coordinate closely to avoid duplicate requests for support.

LOCAL EMERGENCY OPERATIONS CENTERS

Sectors should ensure local EOCs within their AOR are staffed by CG AREPs; coordination with local organizations is crucial for effective incident response and recovery. When multiple EOCs are located within an affected region and a regional EOC is activated, a Sector should focus limited resources at the regional EOC instead of each individual local EOC. Sectors unable to provide CG AREPs due to operational commitments should request CG AREP staffing from the District.

COAST GUARD AGENCY REPRESENTATIVES

CG AREPs should have knowledge of all CG missions and roles in all ESFs. They should also have access to ESF subject matter experts (SMEs) in incidents that require more detailed CG involvement, such as air operations or a large oil spill, and connectivity to the proper CG command echelon able to commit or decline resource requests. CG AREPs need to be of a rank that is comparable to those with whom he/she will be interacting. The CG AREP is the primary link between the CG and the other federal, state, tribal, and local organizations that have jurisdiction over the incident, but commands should consider having an ESF SME present in the EOC or RRCC to assist with fielding detailed information or resource requests.

May 2014

COAST GUARD'S ROLE UNDER THE NRF

ESF #9 - SEARCH AND RESCUE

ESF #9 refers to SAR responses where federal SAR resources are needed to provide lifesaving assistance to state, tribal, and local authorities, which includes support from local SAR Coordinators and Mission Coordinators.

See chapter 18 for detailed ESF #9 coordination and execution guidance.

ESF #10 - OIL AND HAZARDOUS MATERIALS RESPONSE

ESF #10 refers to oil and hazardous materials responses where federal support is provided in response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials. ESF #10 may be activated under one of the following conditions:

- A. In response to a disaster for which FEMA determines that federal assistance is required to supplement the response efforts of the affected state and local governments, under the Stafford Act.
- B. In anticipation of a major disaster or emergency that is expected to result in a Stafford Act declaration.

ESF #10 responses to oil and hazardous materials incidents are generally carried out in accordance with the National Oil and Hazardous Substances Pollution Contingency Plan (NCP). FOSCs respond on scene at the tactical level, and Regional Response Teams (RRTs) and the National Response Team (NRT) may be activated to coordinate ESF #10 interagency actions and provide support to the FOSC. Some procedures in the NCP may be streamlined or may not apply. Stafford Act funding may be used to address oil and hazardous materials incidents that are not at pre-existing sites.

May 2014

The Environmental Protection Agency (EPA) serves as the primary agency for ESF #10 actions in the inland zone, and CG serves as the primary agency for ESF #10 actions in the coastal zone. Precise boundaries are determined by EPA-CG agreements and identified in federal regional contingency plans. For incidents affecting both, EPA is the primary agency and DHS or CG serves as the deputy.

When activated to respond to a Stafford Act incident, ESF #10 primary agencies develop work priorities and activity in coordination with state, tribal, and/or local governments and coordinate activities with them as appropriate at the ICP, JFO, and state or local EOCs.

ESF #13 - PUBLIC SAFETY AND SECURITY

ESF #13 refers to the NRF Public Safety and Security Annex. ESF #13 facilitates coordination of public safety and security among federal, state, tribal and local organizations, as well as among other ESFs to ensure that the ESF-13 activities are consistent with stated incident management missions and objectives. The CG is a supporting agency to ESF #13 and may be called upon to support ESF #13 requests by state or tribal governments through FEMA. The CG legal staff should be consulted prior to acceptance of any ESF #13 MA.

ESF #8 - PUBLIC HEALTH AND MEDICAL SERVICES

ESF #8 provides the mechanism for coordinated federal assistance to supplement CG and state, tribal, and local resources in response to a public health and medical disaster and/or during a developing potential health and medical emergency. Chapter 19, Mass Casualty/Mass Rescue, details the seamless interaction that is needed between the CG and state, tribal, and local public health and medical service agencies to save the most lives possible during a mass casualty and/or mass rescue incident.

May 2014

COORDINATION BETWEEN THE IC/UC AND JFO

For an effective response, the JFO and the on-scene IC/UC/AC must work together in a cooperative manner. Coordination will take place both at the senior level (e.g., between the Command and UCG) and at the staff levels (e.g., between the IC/UC/AC Planning Section and the JFO Planning Section, and SOFR and Safety Coordinator). Based on the incident objectives and IAP established by the IC/UC, the JFO establishes broader objectives and creates a JFO-level IAP as described in chapter 9 of the FEMA IMH. Basic CG staffing requirements for a JFO are the same as an RRCC but will be scaled to the severity and nature of the incident. There should be a primary CG AREP supervising a small team of CG SMEs. This team should consist of at least one SME for the incident type (e.g., oil, hazardous substance, SAR) and at least one SME for mission/asset expertise (e.g., aviation or on-water assets). The CG AREP should request assistance or admin support as needed.

FACILITATION BETWEEN THE JFO AND IC/UC

To facilitate cooperation, the IC/UC should provide the following to the JFO:

- A. Incident priorities.
- B. Copy of each IAP.
- C. Progress updates with identified challenges.
- D. Critical needs and resource shortfalls (and the impact of not receiving required resources).
- E. Political, social, economic, and environmental impacts.
- F. Long-term projections.
- G. Contact directory.
- H. Meeting schedules.

May 2014

In turn, the JFO:

- A. Provides requested resources.
- B. Coordinates broader objectives with those established by the IC/UC.
- C. Addresses resource and policy issues raised by the IC/UC.
- D. Synchronizes planning cycle with IC/UC planning cycle, as appropriate.
- E. Distributes contact directory.
- F. Provides copy of the JFO IAP.

May 2014

CHAPTER 16

MARINE TRANSPORTATION SYSTEM RECOVERY

1. Introduction	16-2
2. Marine Transportation System Recovery	16-2
3. MTS Recovery Specific NIMS ICS Positions and Task Descriptions	16-8

References:

- (a) Recovery of the Marine Transportation System for Resumption of Commerce, COMDTINST 16000.28 (series)
- (b) National Response Framework
- (c) National Disaster Recovery Framework
- (d) Maritime Transportation Security Act of 2002
- (e) 33 CFR Subchapter H – Maritime Security
- (f) Guidelines for Development of Area Maritime Security Committees and Area Maritime Security Plans Required for U.S. Ports, NVIC 9-02
- (g) Security and Accountability for Every Port Act of 2002
- (h) Marine Transportation System Recovery Job Aid

May 2014

MARINE TRANSPORTATION SYSTEM RECOVERY

The CG, as lead federal agency for the MTS, established protocols and procedures per reference (a) to facilitate the recovery of the MTS following a significant transportation disruption and to work effectively with maritime stakeholders to ensure the expeditious resumption of trade. The goals of MTS recovery are to facilitate the return of critical infrastructure and essential government and commercial marine services to a functional, if not pre-disaster, status (i.e., short-term recovery), and assist in providing a bridge to permanent restoration measures (i.e., long-term recovery). The following MTS recovery definitions apply:

- A. Transportation disruption - Any significant delay, interruption, or stoppage in the flow of trade caused by a natural disaster, heightened threat level, act of terrorism, or TSI.
- B. Short-term recovery - MTS infrastructure has been returned to service and is capable of operations at some level. Activities, policies, or mitigation strategies aimed at recovery are considered to be achievable in 90 days or less.
- C. Long-term recovery - MTS infrastructure has been returned to pre-incident condition or has the capacity to operating at pre-incident levels. Activities, policies, or mitigation strategies aimed at long-term recovery may take longer than 90 days.

MTS recovery is a scalable framework and cooperative process. The key elements of the MTS recovery process supported by the IC/UC are:

- A. System stabilization.
- B. Short-term recovery.
- C. Transition from short-term recovery to long-term recovery.

May 2014

MTS RECOVERY PLAN

The MTS Recovery Plan is available to each port area and is included in the AMSP per references (d), (e), and (f). The plan contains specific EEIs that should be reviewed and guide MTS recovery planning. Area Maritime Security (AMS) Salvage Response Plans are also available within the AMSP per reference (g). System stabilization and short-term recovery discussed in the AMSP focus on:

- A. Waterways and navigation systems.
- B. Port and waterways area critical infrastructure.
- C. Commercial vessels and associated cargo flow.
- D. Offshore energy.
- E. Monitoring systems.

MTS RECOVERY PLANNING

The MTSL may be activated by the CG prior to or in conjunction with activation of an IMT. MTSL functions are supported by reference (h), which is posted on the CG Homeport website in the MTS Recovery Unit (MTRU) Community folder.

The MTSL should consider the Area Maritime Security Committee (AMSC) recommendations for staffing of the MTRU. The MTRU is typically staffed by a core of CG personnel and supplemented by interagency and marine industry SMEs. The private sector has extensive knowledge of port operations and facilities, cargo flow, labor, and operating system and intermodal dependencies, which helps to identify alternative transportation routes and cargo processing options. MTS recovery planning should also be conducted in coordination with the NOAA Scientific Support Coordinator and the ENVL to identify environmental issues of concern.

The MTRU assists the MTSL in performing the following functions:

May 2014

- A. Track, document, and report MTS status in CART.
- B. Understand critical recovery pathways.
- C. Recommend Courses of Action (COAs).
- D. Provide pertinent MTS stakeholders an avenue of input to the response organization.
- E. Provide recommended priorities for cargo flow resumption and vessel movement.
- F. Identify long-term recovery issues and needs.

Note: When developing priorities for resumption of cargo flow and vessel movements, the MTSL should focus on the necessity of the cargo or vessel movement rather than the economic value.

MTS RECOVERY PRODUCTS

MTSL products may be used by the Operations Section to execute incident-specific tasks using the Assignments List (ICS 204-CG) within an operational period. These tasks should help facilitate cargo flow and vessel movement within the port or port areas following a significant disruption of the MTS. Some examples of MTSL products are: vessel queue management and cargo flow prioritization schemes, accepted COAs relating to the status of the port, facility, infrastructure, and systems.

MTS RECOVERY STATUS REPORTING

The CG has established MTS recovery status reporting requirements that are designed to support the information needs of both DHS and the IC/UC. MTS recovery reporting requirements specified by the CG provide information needed by the IC/UC, external customers, and by government at all organizational levels to expedite the restoration of the MTS thereby facilitating the restoration of commerce.

The MTSL prepares MTS recovery status reports for the Situation Unit and daily situation briefs using core EEIs and

May 2014

other pertinent information. EEIs include status and impact to deep-draft shipping, aids to navigation, bulk liquid facilities, bridges, vessel salvage, and wrecks obstructing waterways. Other pertinent information may include the availability of utilities and intermodal connections, as well as cascading effects on the supply chain reported to the MTSL. This information is included in the ICS-209-MTS (Executive Summary) - an automatically generated MTS status report that is available in real-time by registered users of CART. If CART is not available for MTS documentation and reporting an ICS-209-MTS should be completed every 24 hours or as directed by the PSC.

MTS RECOVERY EEI

Baseline MTS recovery EEIs in 26 categories have been populated in CART. Baseline EEIs serve as a starting point for tracking incident-specific impacts and for informing incident management activities.

COMMON ASSESSMENT REPORTING TOOL (CART)

CART [<https://cart.uscg.mil>] is an online database used by all COTP zones as the primary means for tracking and reporting MTS recovery status. CART includes an automated report generation feature that is accessible to users at all CG command levels.

The CART automated report generation function satisfies CG reporting requirements required by reference (a). If CART is not available, MTS status reports will be prepared using the report template specified by reference (a). Submit manually generated MTS status reports to the Situation Unit for inclusion as supporting information. An electronic copy of the template is posted on the CG Homeport website in the MTSRU Community documents. Access is granted to persons with a need to know; access instructions are on the CART homepage.

May 2014

ECONOMIC IMPACT REPORTING PROCEDURES

Financial impacts are an important consideration but difficult to validate and do not provide a complete basis for informing response and recovery priorities. Determining the economic impact of an incident is not a prescribed MTS recovery function and is outside of CG expertise. Some incidents may nevertheless incite demands to provide incident impact financial information. If requirements for reporting financial impact (e.g., data call to inform higher-level response and tasking from the IC), the following guidance applies:

- A. Cite the source(s) of economic data included in incident files and reports.
- B. State the economic impacts (as made known to the MTSRU) in terms of port capacity, throughput, functional relationships, and cascading effects in layman's terms.
- C. Do not include economic dollar value of impacts in the CART database or event files.

Requests for specific economic financial information and incident-specific economic risk assessments may be referred to Commandant (CG-FAC) through the pertinent CG District and Area Commander. Commandant (CG-FAC) will normally coordinate with the DHS Office of Infrastructure Protection's Homeland Infrastructure Threat and Risk Analysis Center (HITRAC) to develop economic impact assessments.

CYBER IMPACTS ON THE MTS

An incident that impairs the performance or availability of cyber systems that control the operation of MTS infrastructure and equipment, or systems that manage cargo inventory and cargo flow operations could necessitate MTS recovery measures to facilitate maritime commerce. Cyber disruptions that become severe enough to necessitate the use of MTS recovery protocols will be monitored, documented, and reported. However, CG role and

May 2014

responsibilities with respect to restoration of non-CG cyber systems are beyond the scope of the MTS Recovery Plan.

Additional detail can be found in references (a) through (h).

TRANSITION TO LONG-TERM RECOVERY

MTS recovery activities that are planned and conducted by the Incident Command facilitate the transition from response and short-term recovery to long-term community recovery measures. Long-term community recovery is administered under the National Disaster Recovery Framework (NDRF) and its six recovery support functions, which includes the Infrastructure Systems Recovery Support Function. The response and recovery stages of an incident overlap, and some system stabilization and short-term recovery measures may serve as initial steps for long-term recovery activities. Once the transition to the recovery phase of incident management has occurred and the Incident Command has demobilized, long-term recovery needs dependent on the MTS will generally be supported through CG steady-state operations and activities. The following planning principles apply:

- A. Each organization is responsible for the recovery of its own capital infrastructure. Government and private entities are primarily responsible for the recovery of infrastructure and systems under their control and ownership, and for trade and operations conducted by these entities.
- B. Organizations that do not have a designated long-term recovery role under the NDRF or other applicable policies and directives will generally support long-term recovery through normal steady-state operations. The tempo and extent of facilitation are guided by long-term community recovery needs and existing agency authorities.

May 2014

- C. During incident management activities, the Incident Command helps facilitate the transition to long-term recovery; this facilitation role is subsequently filled by the Captain of the Port after the IC/UC stands down. The MTSRU assists by coordinating with MTS stakeholders to identify and report long-term recovery issues and needs in relation to the MTS.

MTS RECOVERY - SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

INCIDENT COMMANDER (IC)

The IC is responsible for facilitating stabilization and short-term recovery of the MTS.

PLANNING SECTION CHIEF (PSC)

The PSC advises the IC/UC when the impact to a port area or implications of a transportation disruption necessitate MTS recovery planning support or have reached one or more of the national-level MTS recovery reporting thresholds per reference (a), as follows:

- A. Port closure greater than 72 hours.
- B. One-way port or waterway traffic for greater than 48 hours.
- C. Maritime Security (MARSEC) Level 2 at multiple ports.
- D. MARSEC Level 3 at any major port.

OPERATIONS SECTION CHIEF (OSC)

The OSC conducts MTS recovery operations in accordance with the IAP. The OSC may establish task-specific functional groups such as wreck identification, salvage response, decontamination, and vessel queue management.

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 17

MARITIME SECURITY (ANTITERRORISM)

- | | |
|---|------|
| 1. Introduction | 17-3 |
| 2. Area Maritime Security | 17-5 |
| 3. Maritime Security (Antiterrorism) Specific
Tasks and NIMS ICS Positions | 17-8 |

May 2014

References:

- (a) Maritime Security and Response Operations Manual, COMDTINST M16600.6 (series)
- (b) National Response Framework
- (c) National Strategy for Maritime Security
- (d) National Maritime Transportation Security Plan
- (e) Maritime Transportation Security Act of 2002
- (f) Maritime Security Response Operations Program Performance Plan
- (g) National Response Options Matrix
- (h) 33 CFR Subchapter H – Maritime Security
- (i) Area Maritime Security Plan Development Process, COMDTINST 16601.28 (series)
- (j) Guidelines for Development of Area Maritime Security Committees and Area Maritime Security Plans Required for U.S. Ports, NVIC 9-02
- (k) Public Law 106-390/42 U.S.C. 5121, et seq. The Robert T. Stafford Disaster Assistance and Emergency Relief Act
- (l) Financial Resource Management Manual (FRMM), COMDTINST M7100.3 (series)
- (m) Maritime Infrastructure Recovery Plan (MIRP)
- (n) Critical Incident Communications, COMDTINST 3100.8 (series)
- (o) Marine Safety Manual Vol VII, Port Security, COMDTINST 16000.12 (series)
- (p) Physical Security and Protection Manual, COMDTINST M5530.1 (series)

May 2014

INTRODUCTION

Maritime security (antiterrorism), as used in this chapter, refers to:

- A. AMS measures used to reduce the vulnerability of the MTS, individuals, and property to terrorist and other hostile acts (e.g., prevention and defensive-oriented protection).
- B. Limited response and containment by local forces.
- C. Immediate measures used for the initial MTS response and thereafter to reestablish MTS functions and cargo flow.

Maritime security (antiterrorism) activities for the MTS are conducted before an incident occurs, during incident response, and during recovery operations. These activities seek to deter and prevent incidents, protect maritime CIKR, and support MTS recovery. Where LE or maritime security (counterterrorism) response is required during incident management, maritime security (antiterrorism) is a supporting activity.

CONTINUING MARITIME SECURITY (ANTITERRORISM) REQUIREMENTS DURING INCIDENT MANAGEMENT

Maritime security (antiterrorism) requirements are a continuing responsibility during incident management per references (a) through (p), regardless of the initiating hazard or cause of an incident. An event which is or threatens to become a maritime TSI triggers prearranged enhanced maritime security (antiterrorism) measures within the affected area to protect the MTS, with an emphasis on protecting maritime CIKR. Such an event would likely result in the Commandant implementing additional security measures (antiterrorism) as well as changes in MARSEC Level and force protection levels within the MTS. These actions are guided by references (a), (g), and (p).

May 2014

Non-security incidents may also require enhanced maritime security (antiterrorism) measures to protect the MTS. During incident management, enhanced local maritime security (antiterrorism) measures may also be required by higher authorities through MARSEX level changes or other threat information.

MARITIME SECURITY (MARSEC) LEVELS

Maritime security emphasis is governed by the MARSEC Levels set by the Commandant in consultation with the Secretary of Homeland Security as outlined in reference (a). Changes to MARSEC Levels are informed by National Terrorist Advisory System (NTAS) Alerts and other intelligence; however the Commandant may change MARSEC Level without an NTAS Alert.

An increase in MARSEC Level may be unnecessary in the absence of an appreciable maritime threat. Likewise, a reduction in MARSEC Level might not immediately follow the expiration of an NTAS Alert if the Commandant determines a continued need for elevated Port, Waterways, and Coastal Security (PWCS) activities.

MARITIME SECURITY DIRECTIVES

As stated in 33 CFR 101.405, when the CG determines that additional security measures are necessary due to a threat assessment or to a specific threat against the MTS, the CG may issue a MARSEC Directive setting forth mandatory security measures. Each owner or operator of a vessel or facility subject to a MARSEC Directive must comply with the MARSEC Directive.

AREA MARITIME SECURITY

AMS under the MTSA, reference (e), and implementing regulations found in reference (h) cover the full preparedness continuum of prevention, protection,

May 2014

mitigation, response, and recovery. The IMT should focus on developing measures, procedures, and strategies for preventing and responding to a maritime TSI, and facilitating the recovery of the MTS following a maritime TSI.

AREA MARITIME SECURITY DURING INCIDENT MANAGEMENT

The AMSP provides an existing local maritime security foundation, including coordination and communications arrangements with the port community for initiating incident management by a UC for a marine transportation emergency or TSI. The IC/UC should ensure the coordination of AMS activities across all Groups and Divisions and maritime-related support of ESFs.

Facility and Vessel Security Plans provide facility or vessel specific strategies and tactics to support response to an incident involving maritime assets.

AREA MARITIME SECURITY COMMITTEES (AMSCs)

AMSCs plan and coordinate support amongst port stakeholders; they are not response entities for the purpose of incident management.

The IC/UC and the IMT should use the existing knowledge and preparedness work of the local AMSC when developing Objectives, Strategies, and Tactics.

The AMSC in the development of the AMSP has:

- A. Identified maritime CIKR in the AOR and provided recommended response strategies.
- B. Identified likely areas of risk within the AOR through annual risk-based assessments.
- C. Developed recommended mitigation strategies and implementation methods.
- D. Developed detailed additional security measures for increased MARSEC Levels.

May 2014

- E. Pre-identified interagency response and recovery organizational constructs, responsibilities, capabilities, and procedures for security response and MTS recovery.

AREA MARITIME SECURITY PLANS (AMSPs)

An AMSP is not a response plan, but a coordination plan focused on awareness, preparedness, and prevention with supporting plans for salvage response and MTS recovery. The AMSP identifies roles, responsibilities, and resources very broadly and is generally limited to determining who will respond, what their roles will be, what resources they can provide, and procedures that they will use.

AMSPs are designated as SSI and safeguarded in accordance with 49 C.F.R. §1520. AMSPs are supporting plans to references (a), (c), (e), (h) and (j). Plan content is specified by reference (i).

The IC/UC should leverage the preapproved communication and coordination processes amongst port stakeholders, LE, and public officials in the AMSP to:

- A. Identify and reduce vulnerabilities to security threats in and near the MTS.
- B. Implement special procedures to ensure marine safety and the safety and readiness of personnel, installations, and equipment.
- C. Coordinate prevention and protection procedures during response.
- D. Facilitate and support coordinated MTS recovery and restoration activities.

AMSPs and ACPs may be implemented simultaneously requiring additional agencies and stakeholders to be included in the incident management organization.

May 2014

**MARITIME SECURITY (ANTITERRORISM) - SPECIFIC ICS
POSITIONS AND TASK DESCRIPTIONS**

ICS positions and tasks specific to maritime security (antiterrorism) incidents are described below.

INCIDENT COMMANDER

- A. Review maritime security (antiterrorism) responsibilities as delineated in the AMSP for the AOR of the incident.
- B. Determine required maritime security measures based on the MARSEC Level.
- C. Comply with critical incident communications requirements in reference (m).
- D. Ensure that Operations has developed Divisions or Groups to accomplish maritime security related objectives.
- E. Assist the CG Component Commander in coordinated maritime security (antiterrorism) and MTS response and recovery operations consistent with the AMSP.
- F. Determine the antiterrorism support requirements for military outloads (MOL) in or through the affected area.

AREA MARITIME SECURITY GROUP

- A. Coordinate the implementation of MARSEC Level changes.
- B. Monitor and report attainment of MARSEC Level measures and deficiencies.
- C. Assist the IC in meeting critical incident communications requirements in reference (m).
- D. Implement AMSP contingency arrangements and procedures.
- E. Coordinate AMS oversight and support with AMSC.
- F. Coordinate AMS support for LE, oil and hazardous substance incidents, SAR, MOL, and MTS recovery activities.

May 2014

CHAPTER 18

SEARCH AND RESCUE

1. Introduction	18-3
2. Search and Rescue Response	18-3
3. SAR Organizational Construct Example	18-6
4. Key Areas to a Successful SAR Response	18-8
5. SAR Specific ICS Positions and Task Descriptions	18-8
6. SAR System Specific Functions	18-12
7. Technical Specialists and Equipment	18-13
8. ESF #9	18-13

May 2014

References:

- (a) International Aeronautical and Maritime Search and Rescue Manual, Volumes I and II
- (b) U.S. National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IMSAR)
- (c) National Search and Rescue Plan, 1999
- (d) U.S. Coast Guard Addendum to the National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IMSAR), COMDTINST M16130.2 (series)
- (e) 14 U.S. Code 88- Saving Life and Property
- (f) National Incident Management System
- (g) National Response Framework
- (h) Emergency Support Function #9 Annex
- (i) The Catastrophic Incident Search and Rescue Addendum (CISAR)
- (j) CG Mass Rescue Operations (MRO) Program, COMDTINST 16711.2 (series)
- (k) Boat Operations and Training (BOAT) Manual Vol I, COMDTINST M16114.32 (series)
- (l) CG Air Operations Manual, COMDTINST M3710.1 (series)

May 2014

INTRODUCTION

SAR efforts focus on finding and assisting persons in actual or apparent distress and are carried out using a well-defined SAR response system per references (a) through (d). The guidance in these references is based on international agreements that U.S. SAR services are obligated to follow to maximize the effectiveness of SAR operations, particularly when working with other military services, SAR authorities of other nations, and ships or aircraft at sea. When an emergency warrants responses in addition to SAR, the NIMS ICS organizational structure is used for response management per references (e) and (f). Examples of other activities that are often closely associated with SAR include search and recovery, salvage, investigation, fire-fighting, and pollution response. Reference (g) provides the CG SAR authority independent of any international agreements.

This chapter describes CG SAR and ESF #9 responsibilities and examples of ICS organizational structures that will provide supervision and control of essential functions during a SAR incident. SAR operations are conducted in accordance with references (b) through (d) which define SAR responsibilities and provide guidance to federal agencies with civil SAR responsibilities. Additional guidance can be found in references (a) and (e) through (l).

SEARCH AND RESCUE RESPONSE

ICS AND SAR SYSTEM INTERFACE

For large incidents that involve both SAR and non-SAR activities, the SMC will initiate and coordinate SAR response in accordance with references (a) through (e).

The SMC (or SMC designee) 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.

May 2014

Further description and duties of the SMC are discussed in the SAR System Specific Functions later in this chapter.

In addition to the standard NIMS ICS terminology used during typical incident response, SAR personnel will use standard SAR terminology and procedures described in references (a) through (d) regardless of the scope of the SAR response. While some NIMS ICS terminology and/or acronyms are the same as SAR terminology, such as Aircraft Coordinator, there are terms that are similar but have different meanings, functions, authorities, and responsibilities. For example, the NIMS ICS acronym OSC (Operations Section Chief) and the SAR system acronym OSC (On-Scene Coordinator) are not the same. The SAR system terminology is an internationally recognized standard lexicon and cannot be changed.

CLOSING OR SUSPENDING A SAR CASE IN AN ICS STRUCTURE

Only organizations designated as SAR Coordinators, as the CG is for maritime regions, have the authority to close or suspend a SAR case. For example, the local Fire Chief does not have the authority to suspend a maritime SAR case even though they may fill the IC role during a marine fire incident. Per reference (a), the IC may continue the SAR mission beyond the time a SAR case would normally be suspended due to humanitarian considerations, the large number of people involved, or a forecast of greatly improved search conditions.

TRANSITION FROM SAR TO OTHER MISSIONS

For the majority of incidents, a SAR response will be completed or suspended by the time the ICS structure is fully in place. As the SAR mission winds down and other missions take precedence (e.g., search and recovery), the SMC may be designated to serve as a Branch Director or

May 2014

DIVS in Operations to manage on-scene operations other than SAR. Likewise, Search and Rescue Units (SRUs) may also be reassigned to other operations in the ICS structure once the SAR mission is concluded.

NATURAL DISASTERS

There are five natural disasters that commonly require CG SAR and federal ESF #9 support: earthquakes, floods, hurricanes, tornadoes, and tsunamis – SAR response to each type of disaster is unique. A basic understanding of the type of disaster and the potential impact the disaster can have on a community can greatly assist SAR responders in SAR operations.

INLAND SAR

Inland SAR due to floods is common when large weather systems create torrential or sustained rains, or ice melt conditions require specialized resources. It is also essential that the SOFR and staff are well acquainted with inland SAR-related hazards as they will be operating in especially dangerous working environment.

When flooding occurs state and local organizations pool their resources to handle SAR as best they can; however, these organizations can become overwhelmed and may seek federal assistance.

Although the CG does not conduct swift water rescues, it does have unique resources that can assist with inland SAR - Disaster Assistance Response Teams (DARTs). These highly mobile teams are unique to the CG western river sectors and consist of personnel and trailers loaded with flood punts, which are flat-bottomed boats designed to operate in the shallow waters typically found in flooded areas. DARTs are tasked by the SMC and provide SAR support, transport victims, provide essential waterborne logistic support, and maintain access to flooded areas for

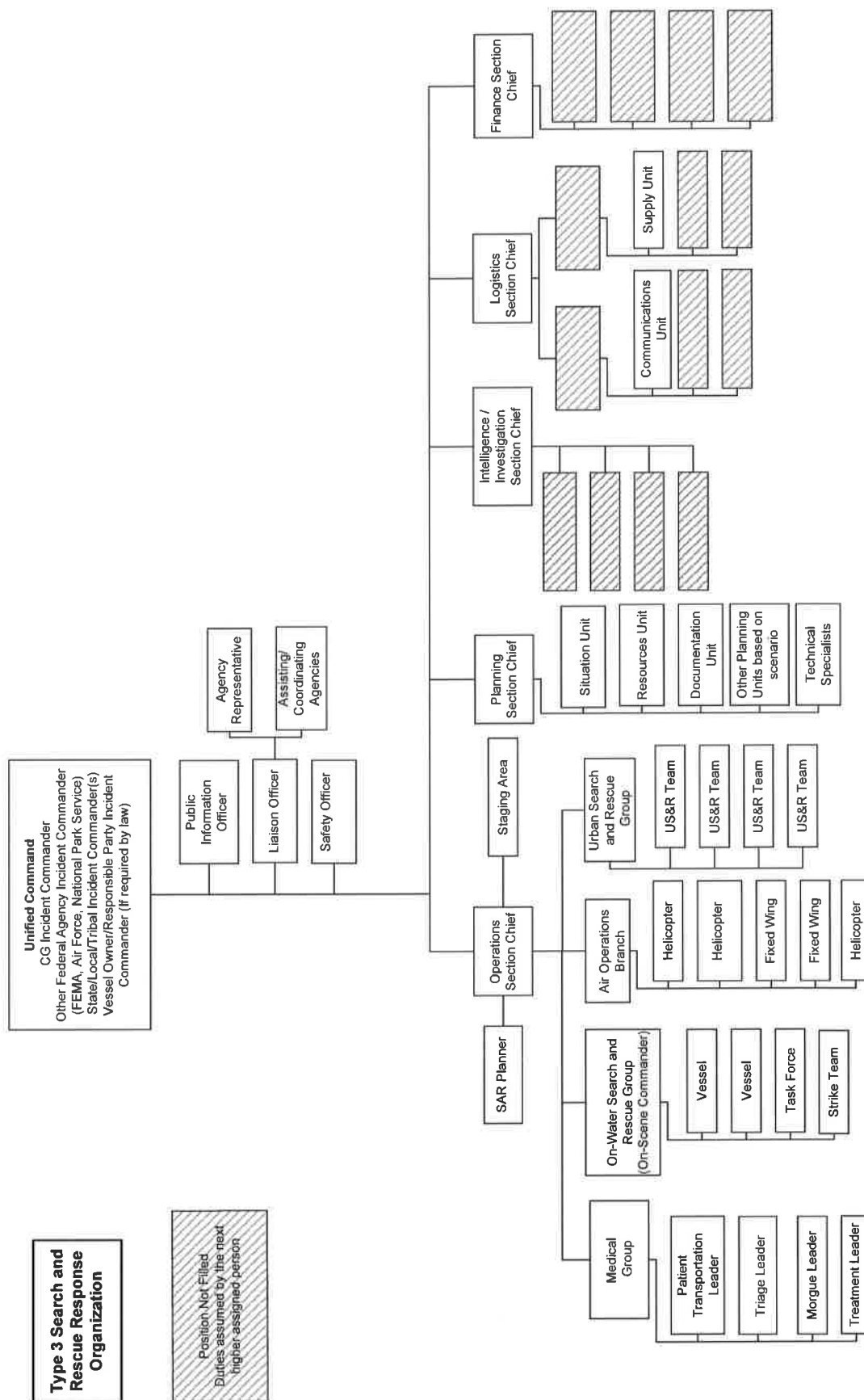
May 2014

key response personnel. Contact LANTAREA (LANT-35), District 8 (dr), and/or District 9 (dr) for DART support.

SAR ORGANIZATIONAL CONSTRUCT EXAMPLE

Below is an example of one way to organize operations during a SAR response; baseline organizational constructs can be found in chapter 13. Experience and judgment are required to develop the best organizational construct to address complexities of an incident. This example also provides standardized terms and names of branches and groups.

May 2014



18-7

SEARCH AND RESCUE

May 2014

KEY AREAS TO A SUCCESSFUL SAR RESPONSE

The SMC is the authority responsible for SAR response no matter where that person is placed within the ICS organization. The IC/UC and SMC objectives, strategies, and tactics must be aligned to ensure the maximum potential for saving life. This may require Branch-level planning to be conducted exclusively for the SAR Branch if the SMC is serving as the Branch Director vice an IC or OSC.

SAR - SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to SAR incidents are described below. A general description of SAR response system-specific functions is also included.

INCIDENT COMMANDER

The IC of an incident that includes a SAR mission must recognize that the SMC is obligated to carry out the SAR mission in accordance with references (a) through (i). The IC may 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. SAR responses that include non-SAR activities include search and recovery, AMS, salvage, investigation, pollution response, and fire-fighting.

The major responsibilities of the IC in addition to those outlined in chapter 6 are:

- A. Ensure the ICP accommodates the following 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.

May 2014

- B. 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.
- C. Establish a Medical Group to coordinate emergency medical care, including transportation to medical facilities for Person On Board (POB) of a distressed vessel or craft.
- D. Immediately assign or request a PIO to provide initial information to the media.
- E. Establish a JIC to provide timely information on progress of SAR efforts and outline future actions. Ensure the JIC is staffed to meet information demands from the media, community, and general public.
- F. Conduct press briefings. Include the SMC if the IC is not the designated SMC.
- G. Coordinate with the SMC to notify next of kin as soon as possible.
- H. Hold daily briefings with next of kin to provide updates on mission progress and future actions. Ensure briefings are held prior to releasing new information to the media.

Note: For cases involving airline crashes, the airlines are responsible for making next of kin notifications.

- I. Ensure that next of kin lodging options are located near each other and easily accessible to facilitate daily briefings for SAR activities involving a large number of victims, especially mass casualty or prolonged search.
- J. Establish an area where next of kin can receive daily briefings, preferably a central location to where next of kin are lodged.
- K. If unable to personally provide daily next of kin briefings, assign a senior officer who is not engaged in the SAR operation to provide next of kin daily briefings as a primary task.
- L. Prior to suspending search efforts notify next of kin of SAR efforts.

May 2014

- M. Use fatigue standards found in references (i) and (j) and applicable policies of the organization providing the SRU for response operations.

Note: When the potential for saving life is minimal, SRUs will not be put at unnecessary risk, nor should they continue SAR when their use may preclude their availability for other missions.

OPERATIONS SECTION CHIEF (OSC)

The OSC of an incident that includes a SAR mission must recognize that the SMC is obligated to carry out the SAR mission in accordance with references (a) through (d). The OSC may be the designated SMC; however, separate individuals should carry out the OSC and SMC functions if the operational tempo and/or span of control warrant it. If the OSC is also the SMC then the SMC responsibilities apply in addition to the standard OSC responsibilities.

SAR SYSTEM-SPECIFIC FUNCTIONS

The roles and responsibilities described herein are provided for the IC. The SMC and SAR On-Scene Coordinators are to use guidelines and procedures set forth in references (a) through (d) and in SOPs.

SAR COORDINATOR

The SAR Coordinator (SC), assigned at the District or Area level, oversees the SAR response and has the authority to suspend a SAR case. Although there are incidents where the SC has delegated suspension authority to the SMC in accordance with reference (d), these types of incidents are unlikely to involve an ICS organization. When the IC is designated, the SMC function will be placed under the umbrella of the ICS organizational structure, typically in the SAR Group or Branch in Operations.

May 2014

SAR MISSION COORDINATOR (SMC)

The SMC manages the SAR response to an incident and is assigned at the Sector or District level. The SMC shall be designated in writing with a copy on file at the local Sector or District Command Center, in accordance with reference (k). In the CG, the SMC designation is made by a command center that serves as a Rescue Coordination Center (RCC) or Rescue Sub-Center (RSC).

The major responsibilities of the SMC are:

- A. Gather detailed information relating to the distress situation.
- B. Issue an Urgent Marine Information Broadcast (UMIB) to inform mariners in the area of the distress situation and to instruct them appropriately.
- C. Conduct SAR operations per references (a) through (i).
- D. Assign a SAR On-Scene Coordinator, as appropriate.
- E. Use search planning tools to develop search plans that optimally use available resources.
- F. Ensure all SAR documentation is provided to the DOCL (e.g., copies of SITREPs, logs, SAR Action Plans, photo, and video).

SAR ON-SCENE COORDINATOR

The SAR On-Scene Coordinators manages the on-scene SAR using the resources made available by the SMC and should safely carry out the SAR Action Plan in accordance with references (a) through (i). The SAR On-Scene Coordinators may serve as a Branch Director or Group Supervisor to manage on-scene operations after the SAR mission is concluded and other missions continue, such as search and recovery.

The major responsibilities of the SAR On-Scene Coordinators are:

May 2014

- A. Establish and maintain communications with the SMC.
- B. Assume operational control and coordination of all SRUs assigned until relieved or the mission is completed.
 - 1. Establish and maintain communications with all SRUs using assigned on-scene channels.
 - 2. Establish a common altimeter setting for all on-scene aircraft.
 - 3. Obtain necessary information from arriving SRUs, provide an initial brief and search instructions, and provide advisory air traffic service to aid pilots in maintaining separation from one another.
 - 4. Obtain "operations reports" from aircraft.
- C. Carry out SAR Action Plan.
 - 1. Receive and evaluate all sighting reports and divert SRUs to investigate sightings.
 - 2. Obtain search results from departing SRUs.
- D. Submit sequentially numbered SITREPs to the SMC at regular intervals.

TECHNICAL SPECIALISTS AND EQUIPMENT

RESCUE SWIMMER

All CG Air Stations with helicopters have highly trained rescue swimmers who are emergency management technician (EMT) qualified and trained to deploy from a helicopter to recover an incapacitated victim from the water, day or night.

SELF-LOCATING DATUM MARKER BUOY (SLDMB)

All CG Air Stations and many CG surface units and small boat stations are equipped with self-locating datum marker buoys (SLDMB). These SLDMBs provide high-quality, extended-duration water current information and frequent, high-resolution (GPS-based) position information independent of an on-scene unit. Reference (d) provides detailed information on SLDMBs.

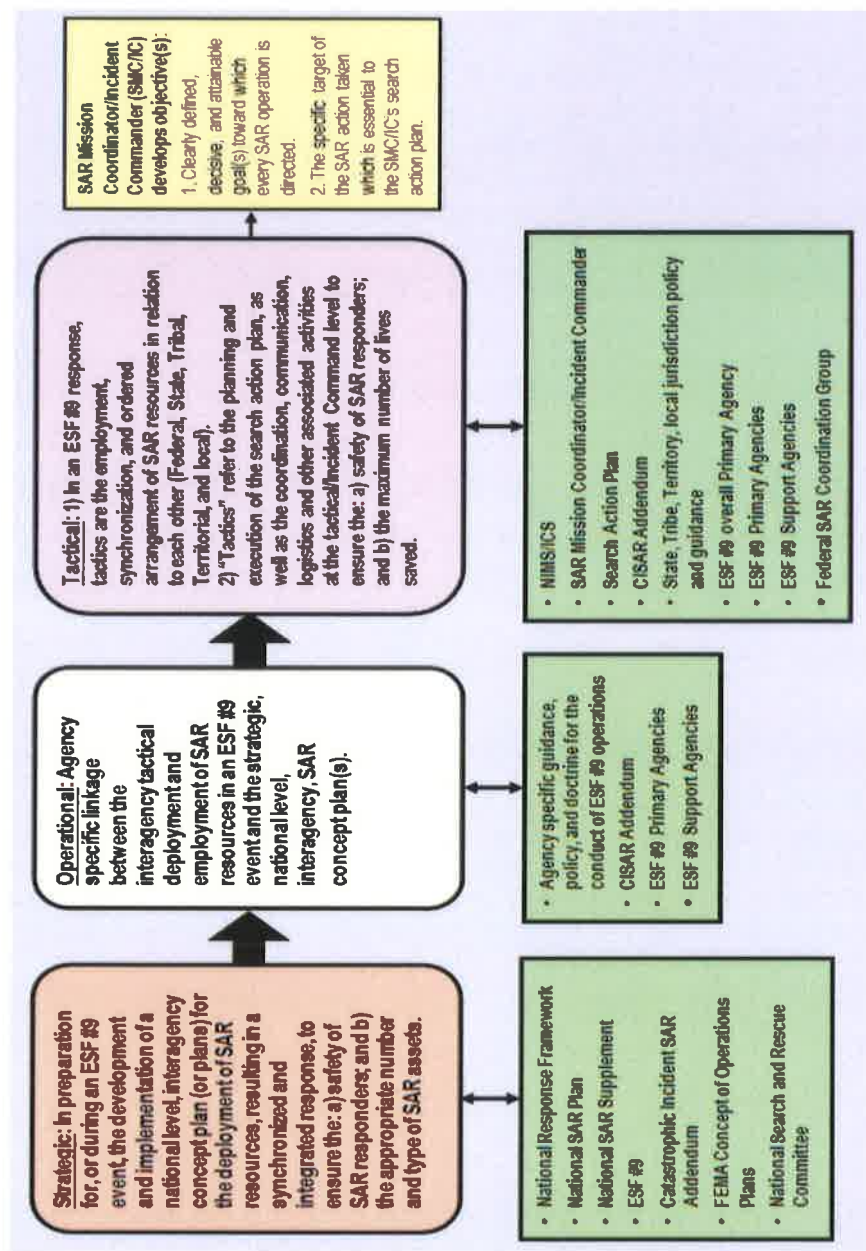
May 2014

ESF #9 SEARCH AND RESCUE

Federal assistance under ESF #9 coordinates the assignment of federal SAR resources used during lifesaving operations in support of a federal or state agency. ESF #9 assistance is scalable to meet the specific needs of each incident as it is based upon the nature and magnitude of the incident and the capabilities of state, tribal, and local SAR resources. Federal SAR assistance is normally conducted under an ESF #9 MA.

The figure below conceptually represents the planning process, interagency coordination, and conduct of ESF #9 SAR operations.

May 2014



May 2014

While FEMA coordinates the overarching planning and conduct of disaster response operations under the Stafford Act, the strategic, national-level, interagency ESF #9 planning and guidance is coordinated through the National Search and Rescue Committee (NSARC). The federal agencies of NSARC that are responsible for ESF #9 operations are:

- A. FEMA Urban Search and Rescue (US&R).
- B. U.S. Coast Guard.
- C. National Park Service (NPS).
- D. Department of Defense (DoD)/ Commander, U.S. Northern Command (CDRUSNORTHCOM)/
Commander, U.S. Pacific Command (CDRUSPACOM).

At the operational level, these ESF #9 Primary Agencies are responsible for the:

- A. Conduct of ESF #9 operations.
- B. Development of agency-specific plans, doctrine, training, tactics, techniques, and procedures for the conduct of ESF #9 operations.

At the tactical level, the ESF #9 Primary Agencies conduct Critical Incident Search and Rescue (CISAR) operations at the request of the state or SAR authority.

FEMA: ESF #9 Coordinator

FEMA serves as the ESF #9 Coordinator.

The major responsibilities of the ESF #9 Coordinator are to:

- A. Activate ESF #9 when an anticipated or actual incident may result in a request for SAR response.
- B. Designate the incident specific Primary Agency for an ESF #9 SAR response.
- C. Coordinate with other ESFs to ensure the most expedient and efficient resources are mobilized.

May 2014

ESF #9 Primary Agencies		
Type of SAR	Primary Agency	Operational Overview
US&R	FEMA	Includes operations for natural and man-made disasters, catastrophic incidents, and structural collapse that primarily require FEMA US&R task force response. The National US&R Response System includes FEMA US&R task forces, Incident Support Teams (ISTs), and technical specialists in accordance with the National Search and Rescue Plan (NSP), reference (c).
Maritime/Coastal/ Waterborne SAR	CG	Includes operations for natural and man-made disasters that primarily require CG air, ship, boat, and response team operations. The federal maritime/coastal/waterborne SAR response includes CG resources in accordance with the NSP.
Land SAR	NPS and DoD	Includes operations that require aviation and ground forces to meet mission objectives other than maritime/coastal/waterborne and structural collapse SAR operations as described above.

ESF #9 lists the duties and responsibilities of each Primary Agency.

May 2014

ESF #9 Incident Specific Overall Primary Agency

The purpose of the ESF #9 incident specific overall Primary Agency is to coordinate the provisioning and response of federal SAR resources (both Primary and Support Agencies) to the requesting federal, state, tribe, or local agency as rapidly as possible.

In order to expedite resource requests, the ESF #9 incident specific overall Primary Agency should have representatives at key response coordination locations (e.g., NRCC, RRCC, JFO, IMAT, state, tribal, and local Incident Commands, and EOCs).

The ESF #9 incident specific overall Primary Agency representatives:

- A. Should understand how ESF #9 resources are requested, deployed, and employed under reference (c) as well as through the MA process.
- B. Have available ESF #9 Primary and Support Agency contact information.
- C. Assist in coordinating which ESF #9 agencies will provide requested SAR resources.

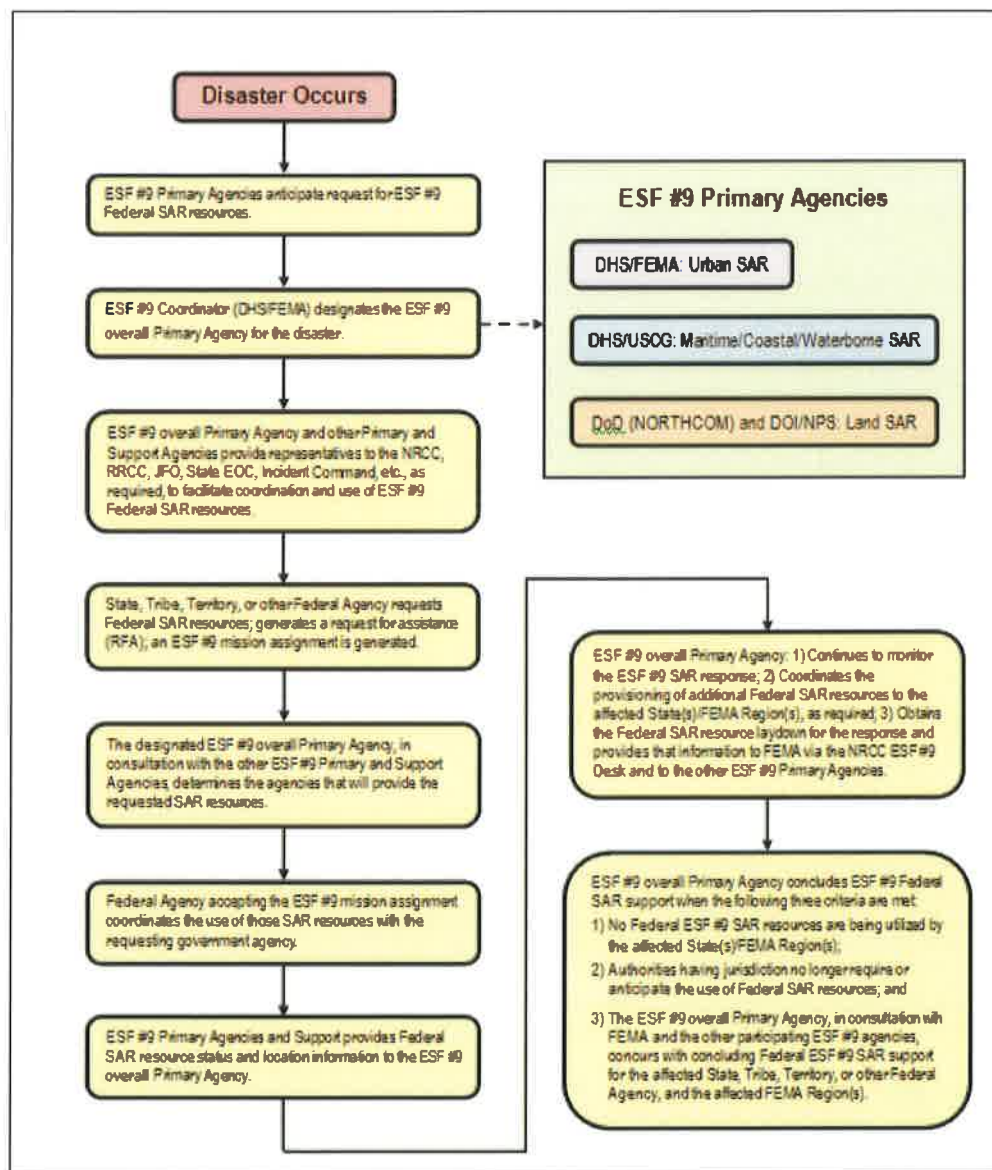
The Federal Agency designated as ESF #9 incident specific overall Primary Agency will:

- A. Determine what SAR resources are available from the ESF #9 Primary Agencies. Recommend if additional resources are needed.
- B. Provide a consolidated list of federal, state, and local SAR resources to FEMA and the other ESF #9 Primary Agencies on a daily basis, or as required.
- C. Provide incident reports, assessments, and situation reports (SITREPs) on a daily basis, or as required.
- D. Coordinate integration of federal SAR resources in support of the federal, state, tribal, or local agency requesting the support.

May 2014

- E. Coordinate the assignment of additional support assets.
- F. As required, provide representation at FEMA's NRCC, JFO, and state, tribal, and local EOCs.

The figure below outlines the processes the ESF #9 incident specific overall Primary Agency, Primary Agencies, and Supporting Agencies follow to accomplish ESF #9 objectives.



May 2014

CG Responsibilities under ESF #9

Other ESF #9 Primary Agencies will provide support to the incident specific overall Primary Agency, as required; major responsibilities for the CG are as follows.

As a Primary Agency:

1. Designate a SAR Mission Coordinator (SMC) who will carry out SAR along the navigable waterways and tributaries in the SMC's AOR.
2. Coordinate assigned resources.
3. Coordinate response from an agency-designated command center (Area/District/Sector), the Rescue Coordination Center, Rescue Sub-Center, or Joint Rescue Coordination Center nearest to the affected area.

As a Support Agency:

1. Provide CG resources and capabilities as appropriate.

May 2014

CHAPTER 19

MASS CASUALTY/MASS RESCUE

- | | |
|---|------|
| 1. Introduction | 19-3 |
| 2. Mass Casualty/Mass Rescue Incident
Command and Coordination Organization
Construct Example | 19-4 |
| 3. Mass Casualty/Mass Rescue Specific ICS
Positions and Task Definitions | 19-7 |

May 2014

References:

- (a) National Response Framework
- (b) National Incident Management System
- (c) IMO/ICAO International Aeronautical and Maritime Search & Rescue Manual, Vols. I and II
- (d) U.S. National Search and Rescue Supplement to the International Aeronautical and Maritime Search & Rescue Manual
- (e) National Search and Rescue Plan, 1999
- (f) Addendum to the National Search and Research Manual, COMDTINST 16130.2 (series)
- (g) Coast Guard Mass Rescue Operations (MRO) Program, COMDTINST 16711.2
- (h) FEMA Operational Templates and Guidance for EMS Mass Incident Deployment, June 2012
- (i) Military Dive Operations Multiservice Tactics Techniques and Procedures Manual
- (j) Coast Guard Diving Policies and Procedures Manual, COMDTINST M3150.1 (series)
- (k) New York Fire Department Study "Fire Department of New York Multiple Casualty Incident Command Structure",
<http://www.usfa.fema.gov/pdf/efop/efo45102.pdf>

May 2014

INTRODUCTION

The CG continuously prepares for maritime mass rescue/mass casualty incidents as described and required in reference (a) through (g). CG Sectors and Districts work closely with state and local governments to develop integrated contingency plans and response procedures. The guidance in this chapter should be used to help develop inter and intra-agency contingency plans and incident management structures for a mass casualty/mass rescue incident.

Note: The CG uses the term “mass rescue” while state, tribal, and local organizations may use the terms “mass casualty”, “multi-casualty”, or “mass care” as described in reference (h). These terms are generally interchangeable for the purposes of this Handbook.

Due to the rapid and dynamic response needed to save lives the CG should focus first on incident command and coordination with state, tribal, and local fire and EMS organizations. State, tribal, and local fire and EMS officials are critical partners to successfully saving the most lives possible during a mass casualty/mass rescue incident. Only after command and coordination systems and structures are developed, and the dynamic nature of the initial response is lessened, will the IC/UC be able to begin IAP development. This may require the IC/UC to remain in the initial response (stem of the Planning P) phase for an extended period of time.

For mass casualty/mass rescue incidents near shore where notifications are typically received through the 911 system as well as very high frequency (VHF) radio, the CG should be prepared for state, tribal, and local organizations to quickly establish an ICP. The ICP will normally be established at a predesignated location identified in Mass Rescue and state, tribal, local Emergency Operation Plans. If the predesignated

May 2014

ICP location is not appropriate to the response operations fire and EMS organizations will typically establish an ICP as close as possible to the incident site. The CG should be prepared to send Command and General Staff to support the ICP established by the fire and EMS organizations while recognizing that on water response operations continue to be directed from the CG Command Center, which should be included in the incident organization as the On-Water SAR Branch.

MASS CASUALTY/MASS RESCUE INCIDENT COMMAND AND COORDINATION ORGANIZATION CONSTRUCT EXAMPLE

Below is an example of how to organize operations during a mass casualty/mass rescue response; baseline organizational constructs can be found in chapter 13. The example shown is not meant to imply that this is the only way to build an ICS organizational structure. Experience and judgment are required to develop the best organizational construct to address complexities of an incident. The example provides some standardization of terms and names of branches and groups.

Due to the magnitude and large response organization needed to respond to a mass casualty/mass rescue incident the initial response organization may expand rapidly requiring multiple Groups and Divisions, and even Branches. The organizational chart below is focused on the Operations Section organization with the understanding that the IMT organization of Planning, Logistics, and Finance and Administration will be established as described in chapter 13.

Primary operational functions that should be included in a mass casualty/mass rescue incident include:

- A. On-Water SAR.
- B. On-Land SAR.

May 2014

C. Medical triage, treatment, and transport.

The initial response IC/UC will need to immediately determine which agency will staff the OSC position and which will support as Deputy OSCs. This decision should not be based on authority or jurisdiction hierarchy but rather on the primarily functions, knowledge, and skills needed to manage patients and affect optimal patient care. The CG, even if serving as the lead federal agency, may or may not be the most appropriate OSC during a mass casualty/mass rescue scenario. This decision by the IC/UC will have to be balanced against other operations that are being conducted since mass casualty/mass rescue incidents are rarely single discipline events and usually involve some combination of fire, EMS, oil, hazardous substances, LE, and public works response activities.

Reference (k) is a study of EMS involvement in several Mass Casualty/Mass Rescue responses. This study included CG Mass Casualty/Mass Rescue response operations conducted in coordination with the New York Fire Department and finds that in a Multi-casualty scenario during the period of time when victim care is most critical to save lives, the UC and specifically the OSC will need to make critical decisions regarding patient care, movement, and transfer. These individuals will be involved with employing the START triage system to decide the best courses of management to allocate resources to do the most good for the highest number of patients. It may mean making the decision to divert the many hands needed for cardiopulmonary resuscitation (CPR) on pulseless, breathless patients to a higher number of critical but likely salvageable patients.

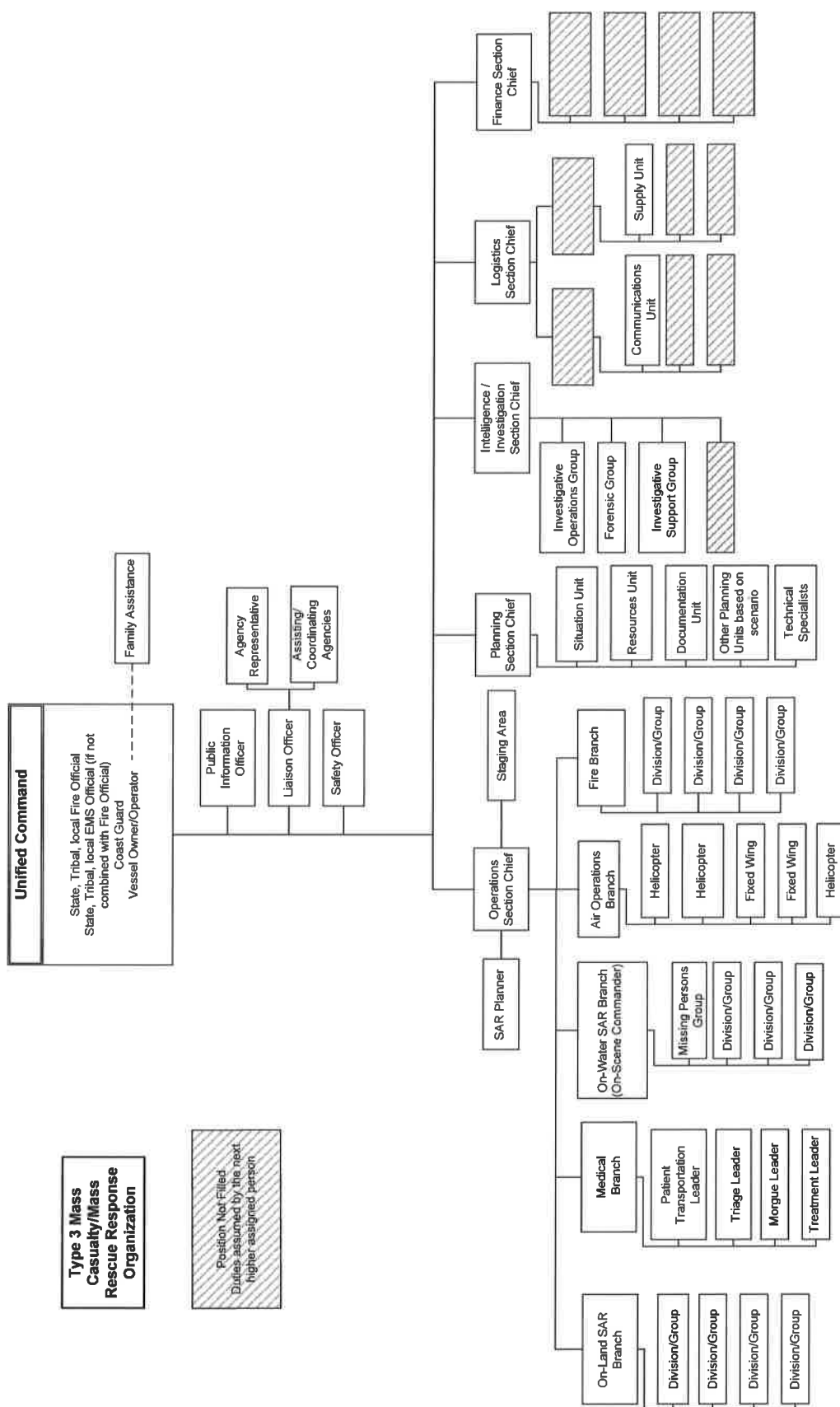
The OSC must be familiar with mutual aid agreements from other organizations and geographic areas near the incident. Municipal, volunteer, private, and hospital units that are responding need to be coordinated.

May 2014

The OSC and Medical Branch Director should have intimate knowledge of local hospital capabilities, staffing, and availability to avoid sending too many patients to any one hospital or to hospitals that cannot treat the victims' injuries, for example burns or trauma.

Many large city fire departments have cross-trained members in both Fire and EMS to help fill these roles during a Mass Casualty/Mass Rescue Incident.

May 2014



May 2014

MASS CASUALTY/MASS RESCUE - SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to mass casualty/mass rescue incidents are described below, and are described in detail in reference (h).

MEDICAL GROUP SUPERVISOR

The Medical Group Supervisor is responsible for the implementation of the IAP within the Medical Group. This includes the direction and execution of Medical Group planning for the assignment of resources within the Medical Group. The Medical Group Supervisor reports to the OSC and supervises the Triage, Treatment, and Patient Transportation Leaders as well as the Medical Supply Coordinator. The Medical Group controls activities within the medical area in order to ensure the best possible emergency medical care to patients during a multi casualty/mass rescue incident.

The major responsibilities of the Medical Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Review Group/Division Assignments for effectiveness of current operations and modify as needed.
- C. Supervise Medical Group Activities.
- D. Report to OSC on Medical Group activities.
- E. Coordinate with the state, tribal, or local medical director, if available.
- F. Participate in the development of the IAP, through the OSC, and review the general control objectives including alternate strategies as appropriate.
- G. Recommend treatment area locations if needed and isolate the Morgue (black) and Minor (green) Treatment Areas away from Immediate (Red) and Delayed (Yellow) Treatment Areas.

May 2014

- H. Consider use of a Contaminated Patient Treatment Area (blue) and determine how to differentiate between contaminated and decontaminated patients.
- I. Request LE and medical examiner involvement as needed.
- J. Collect, review, and compile casualty information.
- K. Request additional personnel sufficient to handle the magnitude of the incident.
- L. Determine the amount and types of additional medical resources and supplies needed for incident response (e.g., medical caches, backboards, litters, and cots).
- M. Establish communications with and direct the Patient Transportation Leader.
- N. Ensure activation of the hospital alert system, local EMS, and health organizations.
- O. Direct and/or supervise on-scene personnel from organizations such as the medical examiner's office, NGOs, LE, private ambulance companies, county health organizations, and hospital volunteers.
- P. Supervise patient decontamination.
- Q. Conduct applicable notifications.
- R. Ensure proper security, traffic control, and access to the medical area.
- S. Direct medically trained personnel in coordination with the appropriate Treatment Leader(s).
- T. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TRIAGE LEADER

The Triage Leader reports to the Medical Group Supervisor and supervises the Triage Personnel/Litter Bearers. The Triage Leader assumes responsibility for providing triage management and movement of patients from the triage area.

The major responsibilities of the Triage Leader are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Develop a triage organization sufficient to handle the situation.
- C. Inform Medical Group Supervisor of resource needs.
- D. Implement the triage process.
- E. Coordinate movement of patients from the triage area (incident site) to the appropriate treatment area.
- F. Supervise patient decontamination.
- G. Conduct applicable notifications.
- H. Give periodic status reports to Medical Group Supervisor.
- I. Maintain security and control of the triage area.
- J. Establish a morgue with medical examiner personnel.
- K. Establish an area for contaminated casualties if necessary.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TREATMENT LEADER

The Treatment Leader reports to the Medical Group Supervisor. The Treatment Leader assumes responsibility for treatment, preparation for transport, and movement of patients to ambulance staging areas(s).

The major responsibilities of the Treatment Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Develop a treatment organization sufficient to handle the situation.
- C. Direct and supervise treatment dispatch to Immediate (red), Delayed (yellow), Minor (green), and Contaminated (blue) Treatment Areas.
- D. Ensure continued triage of patients and re-locate as necessary throughout the treatment areas.
- E. In coordination with the Triage Leader, Manage the movement of patients from the triage area to treatment areas.
- F. Request sufficient medical supplies.

May 2014

- G. Coordinate treatment activities with the Patient Transportation Leader.
- H. Direct the movement of patients to ambulance loading area(s).
- I. Give periodic status reports to the Medical Group Supervisor.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

PATIENT TRANSPORTATION LEADER

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

The major responsibilities of the Patient Transportation Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Establish communications with hospital(s).
- C. Designate ambulance staging areas(s).
- D. Direct the transportation of patients.
- E. Record patient information and destination.
- F. Direct the off-incident transportation of patients as determined by the Medical Communications Coordinator.
- G. Establish communications with Ambulance Coordinator(s) and Helispot Manager.
- H. Coordinate requests for air ambulance transportation through the Air Operations Branch.
- I. Coordinate the establishment of the helispot(s) with the Medical Group Supervisor and the Helispot Manager.
- J. Request additional ambulances, as required.
- K. Notify Ambulance Coordinator(s) of ambulance requests.

May 2014

- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

MORGUE LEADER

The Morgue Leader reports to the Medical Group Supervisor and is responsible for morgue area activities until relieved by the Office of the Coroner or Medical Examiner.

The major responsibilities of the Morgue Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Assess resource needs and order as needed.
- C. Coordinate all morgue area activities with investigative authorities.
- D. Keep the morgue area off limits to unauthorized personnel.
- E. Coordinate with LE and assist the Coroner's Office or Medical Examiner's Office as necessary.
- F. Keep the identity of deceased persons confidential.
- G. Maintain appropriate mortuary records and forward to DOCL for disposition.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

FAMILY ASSISTANCE

Family Assistance provides services to victims' family members, coordinates activities, lodging, food, spiritual and emotional needs, and transportation to special events (e.g., press conferences, memorial services), and any special needs that may assist victims' family members.

The vessel owner or operator is responsible for the establishment and management of Family Assistance, though the NTSB typically provides this assistance for major transportation disasters.

The major responsibilities of Family Assistance are:

May 2014

- A. Review Common Responsibilities in chapter 2.
- B. Coordinate with the Medical Group Supervisor and local and state authorities (e.g., medical examiner, local LE, emergency management, hospitals).
- C. Conduct daily coordination meetings with the IC/UC to review daily activities, resolve problem areas, and synchronize future family support operations and activities.
- D. Coordinate and provide briefings to victims' families.
- E. Ensure that an adequate number of Family Assistance personnel are present and rotated adequately.
- F. Establish and maintain a 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 equipment and supplies through the LSC.
- I. Ensure adequate lodging and/or sleeping arrangements are made for family members of the victims.
- J. Ensure that security needs for the victims' family members are addressed.
- K. Ensure that Family Assistance communications are centrally coordinated.
- L. Ensure that Family Assistance transportation scheduling is centrally coordinated.
- M. The following agencies provide similar family assistance during emergencies and may be able to aid:
 - 1. American Red Cross (ARC).
 - 2. Department of Health and Human Services (HHS).
 - 3. FEMA.
 - 4. NTSB.
- N. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

NATIONAL DISASTER MEDICAL SYSTEM-DISASTER MEDICAL ASSISTANCE TEAMS

The National Disaster Medical System (NDMS) is a federally coordinated system that augments the nation's medical response capability. The purpose of the NDMS is to supplement an integrated national medical response capability for assisting State and local authorities in dealing with the medical impacts of major peacetime disasters and to provide support to the military and the Department of Veterans Affairs (VA) medical systems in caring for casualties evacuated back to the U.S. from overseas armed conventional conflicts.

The NRF uses the NDMS as part of HHS's Office of Preparedness and Response, under ESF #8 - Health and Medical Services, to support federal agencies in the management of the federal medical response to major emergencies and federally declared disasters. Its components include:

- A. Disaster Medical Assistance Teams (DMAT).
- B. Disaster Mortuary Operational Response Teams (DMORT).
- C. National Veterinary Response Team (NVRT).
- D. National Medical Response Team (NMRT).

May 2014

CHAPTER 20

OIL SPILL

1. Background	20-2
2. Oil Spill Response Organizational Construct Example	20-3
3. Oil Spill-Specific ICS Positions and Task Descriptions	20-5

References:

- (a) National Response Framework
- (b) National Incident Management System
- (c) 40 CFR §300, National Oil and Hazardous Substances Pollution Contingency Plan
- (d) 30 CFR §254, Oil Spill Response Requirements for Facilities Located Seaward of the Coast Line
- (e) Spill of National Significance Response Management, COMDTINST 16465.6
- (f) NRT Use of Volunteers Guidelines for Oil Spills, 2012
- (g) NRT Programmatic Agreement on the Protection of Historic Properties During Emergency Response under the NCP, 1997
- (h) 16 U.S.C. 470f, National Historic Preservation Act of 1966, Section 106

May 2014

BACKGROUND

The CG is the lead federal agency for pollution response in coastal zones and provides pre-designated FOSCs to direct and coordinate pollution response.

The NCP is the primary regulation for pollution response. A UC and its Command and General Staffs should be extremely familiar with the contents of the NCP. The NCP outlines national response priorities which can be summarized as follows:

- A. Ensure the safety of human life.
- B. Stabilize the situation by securing/removing the source.
- C. Use all tactics in a coordinated manner.

In addition to the NCP, the UC should follow the applicable Regional Contingency Plan (RCP) and ACP. These plans should designate a FOSC and a State On-Scene Coordinator (SOSC) to be part of the UC.

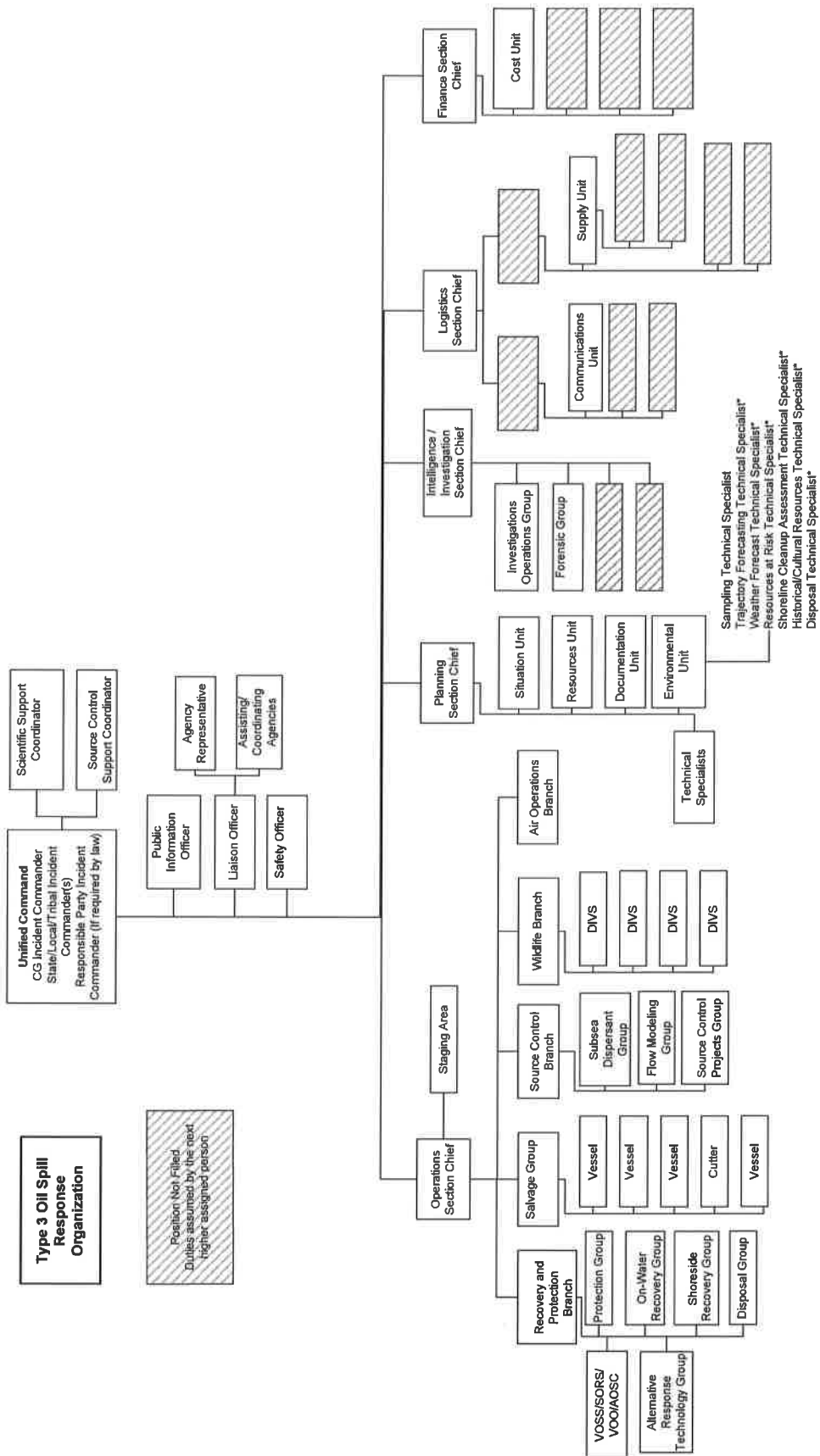
If a Responsible Party (RP) has been identified, then a Facility Response Plan (FRP), Vessel Response Plan (VRP), or Oil Spill Response Plan (OSRP) is required to be enacted as appropriate. However, at any time, facilities or vessels may enact their FRP/VRP/OSRP, if deemed appropriate. These plans pre-identify a spill management team and other response resources. The RP is expected to become a member of the UC.

May 2014

OIL SPILL RESPONSE ORGANIZATIONAL CONSTRUCT EXAMPLE

Below is an example of how to organize operations during an oil spill response; baseline organizational constructs can be found in chapter 13. The example shown is not meant to imply that this is the only way to build an ICS organizational structure. Experience and judgment are required to develop the best organizational construct to address complexities of an incident. The example provides some standardization of terms and names of branches and groups.

May 2014



20-4

OIL SPILL

May 2014

OIL SPILL-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to oil spill incidents are described below.

NATIONAL INCIDENT COMMANDER

The National Incident Commander (NIC) for oil discharges may be designated and perform the functions described in reference (c).

INCIDENT COMMANDER

The IC for oil discharges will, whenever possible and practical, be included in the UC typically positioned under one of the following:

- A. The pre-designated FOSC.
- B. The pre-designated SOSC.
- C. The pre-designated Tribal On-Scene Coordinator (TOSC).
- D. The representative of the RP IC.

In addition to the tasks detailed in chapter 6, the major responsibilities of the IC/UC specific to oil discharges are to:

- A. Ensure the safety of human life.
- B. Implement the NCP, RCP, ACP, and other appropriate plans.
- C. Initiate a preliminary assessment of the oil spill.
- D. Classify discharge as a minor, medium, or major spill or potential incident.
- E. Determine if the source is secured or is an ongoing, uncontrolled discharge.
- F. Ensure notification of the appropriate state organizations which may be impacted.
- G. Ensure prompt notification of the oil spill to natural resources trustees.

May 2014

- H. Recommend Area or District activation of the NRT and/or RRT, if appropriate.
- I. Assess the need for the use of special teams.
- J. Manage the Endangered Species Act consultation process.
- K. Manage alternative response technology approval, resources, and usage in accordance with the ACP, RCP, and NCP.

BRANCH DIRECTORS

To install the appropriate span of control in an IMT during an oil spill response, Branches may be established by function or geography.

Typical functional Branches may consist of:

- A. Recovery and Protection.
- B. Air Operations.
- C. Wildlife.
- D. Source Control.

Typical geographic Branches may consist of:

- A. Offshore.
- B. Near-shore
- C. Coastal.
- D. Inland.

Geographic branches may be further subdivided by North, South, East, West, Central, or mile-marker. The functional and geographic Branches noted above are not all inclusive.

SCIENTIFIC SUPPORT COORDINATOR

The SSC is a THSP and is defined in the NCP as the principal advisor to the FOSC for scientific issues. If the Environmental Unit has been established and the SSC is serving in the Command Staff, the SSC should also coordinate with the ENVL.

May 2014

Generally, SSCs and their Scientific Support Teams (SSTs) are provided by NOAA in the coastal zones and by EPA in the inland zones. The FOSC can request SSC support directly from the SSC assigned to the area or from an RRT agency member.

During an oil spill response, the SSC serves on the FOSC's staff and may at the request of the FOSC lead an SST and be responsible for providing scientific support for operational decisions and for coordinating on-scene scientific activity. Additionally, SSCs may be designated by the FOSC as the principal advisors for scientific issues, communication with the scientific community, and coordination of requests for assistance from federal and state agencies regarding scientific studies.

The major responsibilities of the SSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Attend planning meetings.
- C. Determine resource needs.
- D. Provide trajectory forecasting, including the actual location of oil, to the Situation Unit.
- E. Seek consensus on scientific issues affecting the response.
- F. Facilitate in the Endangered Species Act consultation process.
- G. Develop a prioritized list of resources at risk, including threatened and endangered species, in conjunction with Natural Resource Trustee Representatives and the FOSC's Historical/Cultural Resources THSP.
- H. Provide environmental hazards information of the spilled product.
- I. Evaluate and compare the environmental impacts of countermeasures, cleanup methods, and response endpoints.
- J. Integrate knowledge from government agencies, universities, community organizations, and industry to

May 2014

assist the FOSC in evaluating the hazards and potential effects of an oil release and in developing response strategies

- K. Facilitate the FOSC's work with the lead administrative trustee for natural resources to ensure coordination between damage assessment data collection efforts and data collected in support of response operations.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SOURCE CONTROL SUPPORT COORDINATOR (SCSC)

The SCSC is a THSP and is the principal advisor to the FOSC for source control issues. The SCSC serves on the FOSC's staff and is responsible for providing source control support for operational decisions and for coordinating on-scene source control activity.

During a source control issue involving a loss of well control or pipeline incident on the Outer Continental Shelf, the SCSC and other source control THSPs are provided by BSEE. In addition to the SCSC, source control THSPs can be inserted throughout the response organization, as needed, to ensure those operators are adequately supported and integrated into the overall response. During a source control issue involving a loss of well control or pipeline incident, the SCSC and other source control THSPs can be provided by the BSEE Regional Office.

The major responsibilities of the SCSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Attend planning meetings.
- C. Determine resource needs.
- D. Provide governmental well intervention expertise.
- E. Provide analysis of proposed well operations.
- F. Provide engineering and inspection resources for well intervention and oil and gas processing.

May 2014

- G. Provide worse case discharge forecasting for flow modeling to the SITL.
- H. Seek consensus on source control issues affecting the response.
- I. Facilitate the surface blowout or subsea source control consultation process, which includes input from government agencies, universities, community organizations, and industry.
- J. Quantify the flow rate information of the source.
- K. Evaluate and compare the environmental impacts of countermeasures, spill abatement methods, and source control endpoints.
- L. Integrate knowledge from government agencies, universities, community organizations, and industry to assist the FOSC in evaluating the hazards and potential effects of the subsea oil release and source control strategies.
- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

NATURAL RESOURCE DAMAGE ASSESSMENT (NRDA) REPRESENTATIVE

NRDA Representatives are responsible for coordinating NRDA needs and activities of the trustee team. NRDA activities generally do not occur within the structure, processes, and control of the ICS; however, many NRDA activities overlap with the environmental assessment performed for the spill response, particularly in the early phases of a spill response. Therefore, NRDA Representatives should remain coordinated with the spill response organization via the LOFR, and may need to work directly with the IC/UC, Planning and Operations Sections, and SSC to resolve any issues and prevent duplicative efforts.

May 2014

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

The major responsibilities of the NRDA Representative are:

- A. Review Common Responsibilities in chapter 2.
- B. Review AREP Responsibilities in chapter 6.
- C. Attend appropriate meetings to facilitate communication between the NRDA Team and IC/UC.
- D. Provide status reports.
- E. Coordinate with the LOFR, or IC/UC in the absence of a LOFR, to assure that NRDA field activities do not conflict with ICS response activities, request logistical support for NRDA field activities, and ensure the safety and accountability of all field personnel.
- F. Seek the FOSC's cooperation in acquiring response-related samples or results of sample analysis applicable to NRDA activities (e.g., spilled product from the source and oil from contaminated wildlife).
- G. Obtain necessary safety clearances for access to sampling sites.
- H. Support the incident response information requirements as appropriate.
- I. Interact with appropriate units to collect information requested by the NRDA Team.

RECOVERY AND PROTECTION BRANCH DIRECTOR (RPBD)

The Recovery and Protection Branch Director (RPBD) is responsible for overseeing and implementing the protection, containment, and cleanup activities established in the IAP.

The major responsibilities of the RPBD are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Implement IAP Protection Strategies.
- C. Implement IAP Recovery Strategies.
- D. Implement Best Management Practices (BMP) for protection of marine wildlife and other sensitive resources.

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.

The major responsibilities of the Protection Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Direct, coordinate, and assess the effectiveness of protective actions.
- C. Modify protective actions as needed.
- D. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

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 On-Water Recovery Group may be further divided into Teams, Task Forces, and Single Resources as needed. The On-Water Recovery Group Supervisor manages the deployment of Vessel of Opportunity Skimming System (VOSS), Spilled Oil Recovery Systems (SORS), and Vessel of Opportunity (VOO).

The major responsibilities of the On-Water Recovery Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Direct, coordinate, and assess the effectiveness of on-water recovery actions.
- C. Modify recovery actions as needed.
- D. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

OIL SPILL AERIAL OBSERVER

Aerial support, rotary and/or fixed wing, is indispensable for the effective employment of shoreline, marsh, and open water oil skimming operations. Location and identification of high-threat leading edge, skim-able concentrations, trajectory validation, daily relocation or fleet adjustment is not usually possible without aerial support and Oil Spill Aerial Observers.

Oil Spill Aerial Observers should have attended the NOAA Aerial Observer training and at a minimum be Pollution Responder qualified or be an AREP with oil spill response experience and possess ability to complete the below requirements.

Refer to NOAA's Open Water Oil Identification Job Aid for more information.

The major responsibilities of the Oil Spill Aerial Observer are:

- A. Review Common Responsibilities in chapter 2.
- B. Record the location of spilled oil and describe with standard terminology on structure, color, and percent cover; include any other significant observations and report findings to SITL.
- C. Estimate oil thickness and volume, determine locations of recoverable oil concentrations, have knowledge of what local false positives may be (e.g., algae blooms, sea weed, and sediment deposits), identify false positives, and identify effective boom placement and places of boom failure.

May 2014

- D. Communicate via aircraft, hand held, or ship's radio.
- E. Read nautical charts and plot positions.
- F. Direct the aircraft or vessel to perform a creeping line and parallel search pattern.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DISPERSANT OPERATIONS GROUP SUPERVISOR

For aerial support and/or applications of dispersant on the water's surface, the Dispersant Operations Group Supervisor works closely with the Air Tactical Group Supervisor, On-water Recovery Group Supervisor, Subsea Dispersant Group Supervisor, and In-Situ Burn Group Supervisor as necessary.

The major responsibilities of the Dispersant Operations Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine dispersant 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. Implement BMP for protection of marine wildlife and other sensitive resources.
- F. Manage assigned dispersant resources and coordinate required monitoring.
- G. Coordinate dispersant operations and use of airspace with the Air Tactical Group Supervisor and In-Situ Burn Operations Group Supervisor.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

IN-SITU BURN GROUP SUPERVISOR

For aerial support and/or ignition, the In-Situ Burn Operations Group Supervisor works closely with the Air

May 2014

Tactical Group Supervisor, On-water Recovery Group Supervisor, and the Dispersant Operations Group Supervisor as necessary.

The major responsibilities of the In-Situ Burn Operations Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine In-Situ Burn 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. Implement BMP for protection of marine wildlife and other sensitive resources.
- F. Manage assigned in-situ burning resources.
- G. Coordinate required monitoring.
- H. Coordinate in-situ burn operations and use of airspace with the Air Tactical Group Supervisor and Dispersant Operations Group Supervisor.
- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SHORESIDE RECOVERY GROUP SUPERVISOR

The Shoreside Recovery Group may be further divided into Strike Teams, Task Forces, and Single Resources or be included in a Division/Branch with clearly defined geographic responsibilities.

The major responsibilities of the Shoreside Recovery Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Implement IAP Recovery Strategies.
- C. Implement BMP for protection of marine wildlife and other sensitive resources.

May 2014

- D. Direct, coordinate, and assess the effectiveness of shoreside recovery identified by the shoreline cleanup assessment.
- E. Assist the Protection Group by monitoring the position, condition, and effectiveness of boom structures and other protective measures; report observations of stranded and/or displaced boom immediately.
- F. Modify shoreside recovery and protection actions, as needed.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

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

The major responsibilities of the Disposal Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Implement the IAP Disposal Plan.
- C. Ensure compliance with hazardous waste laws and regulations.
- D. Coordinate with EPA and state natural resource trustees on hazardous waste disposal.
- E. Develop and implement waste management and segregation procedures, including locations for collections and containment of contaminated or waste materials.
- F. Ensure PPE is used and safety measures are followed.
- G. Maintain accurate records of recovered material.
- H. Record and report the volume of oil and contaminated materials to the SITL.

May 2014

- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DECONTAMINATION GROUP SUPERVISOR

The Decontamination Group Supervisor is responsible for decontamination of personnel and response equipment in compliance with the Decontamination Plan.

The major responsibilities of the Decontamination Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Implement and revise the Decontamination Plan.
- C. Determine decontamination resource needs.
- D. Direct and coordinate decontamination activities for all response personnel, equipment, and assets involved in the response.
- E. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SALVAGE GROUP SUPERVISOR

The major responsibilities of the Salvage Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Coordinate the development of salvage plan.
- C. Determine salvage resource needs.
- D. Support development of the salvage plan.
- E. Implement the salvage plan.
- F. Manage assigned salvage resources.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SOURCE CONTROL BRANCH DIRECTOR (SCBD)

The Source Control Branch Director (SCBD) is responsible for minimizing or stopping the flow of oil from the offshore pipelines and well blowouts. The Source Control Branch

May 2014

Director oversees three functional groups: Subsea Dispersant Group, Flow Modeling Group, and the Source Control Containment Group.

The major responsibilities of the SCBD are:

- A. Review Common Responsibilities in chapter 2.
- B. Assign a Deputy Source Control Branch Director as necessary.
- C. Support the development of source control strategies and tactics, including worst case discharge modeling, coordination of source control operations, subsea dispersant countermeasures, relief well operations, employing environmental protection measures, and source control resource needs.
- D. Coordinate reconnaissance of the subsea environment at the oil spill site and report results to the SCSC, SSC, and SITL.
- E. Support the SOFR and ENVL in the development of responder and marine life safety information.
- F. Participate in the development of the source control plan.
- G. Evaluate and compare the environmental impacts of countermeasures, spill abatement methods, and source control endpoints.
- H. Quantify the flow rate information of the source.
- I. Provide input and requirements to the COML to support development of the Source Control Branch portion of the communications plan.
- J. Coordinate with the SITL and PIO to include external communications within the information management plan regarding flow rate of the subject well or subsea pipeline.
- K. Coordinate with the ENVL, particularly regarding evaluation of resources at risk and appropriate trustees.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

SUBSEA DISPERSANT GROUP SUPERVISOR

For subsea support and/or applications of dispersant in the subsea environment, the Subsea Dispersant Group Supervisor works closely with the Air Tactical Group Supervisor, Dispersant Operations Group Supervisor, and Source Control Containment Group.

The major responsibilities of the Subsea Dispersant Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Determine subsea dispersant resource needs.
- C. Assist the Planning Section in the development of dispersant operations and monitoring plans.
- D. Implement approved subsea dispersant operations and monitoring plans.
- E. Implement BMP for protection of marine wildlife and other sensitive resources.
- F. Manage assigned subsea dispersant resources and coordinate monitoring.
- G. Coordinate subsea dispersant operations with the Dispersant Operations Group Supervisor, Air Tactical Group Supervisor, and Source Control Containment Group Supervisor.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

FLOW MODELING GROUP

The Flow Modeling Group Supervisor is responsible for coordinating the on-site activities of personnel engaged in flow modeling the source of the discharge. In addition to the determination of flow rate ranges, in the case of subsea blowouts, the Flow Modeling Group Supervisor should utilize the current data to run the Well Containment Screening Tool along with the development of soft shut-in procedures for use in Capping Stack or Cap and Flow projects.

May 2014

The major duties of the Flow Modeling Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Coordinate the development of the flow modeling rate for the source of the discharge.
- C. Determine flow modeling resource needs.
- D. Implement, monitor, and adjust as necessary the flow modeling for the source of the discharge until the source is secured. Coordinate with and report results to the SCSC, SSC, and SITL.
- E. Manage assigned flow modeling resources.
- F. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SOURCE CONTROL CONTAINMENT GROUP

The Source Control Containment Group Supervisor is responsible for coordinating the on-site activities of personnel engaged in the source control containment projects per the Source Control Plan.

The major duties of the Source Control Containment Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Coordinate the development of Source Control Plan and in the case of a well blowout, address the need for:
 - 1. Debris Removal.
 - 2. Capping Stack.
 - 3. Cap and Flow or other temporary containment and recovery strategies at the point of discharge.
 - 4. Relief Well.
- C. Determine and request source control resources.
- D. Implement the Source Control Plan.
- E. Manage assigned source control resources.
- F. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

WILDLIFE BRANCH DIRECTOR (WLBD)

The Wildlife Branch Director (WLBD) is responsible for minimizing wildlife injuries during an oil spill response. The Wildlife Branch Director oversees four functional groups: Wildlife Recovery and Transportation Group, Wildlife Reconnaissance Group, Wildlife Hazing Group, Wildlife Care Processing Group.

The major responsibilities of the WLBD are:

- A. Review Common Responsibilities in chapter 2.
- B. Assign a Deputy Wildlife Branch Director as necessary.
- C. Support the development of wildlife protection strategies and tactics, including diversionary booming placements, in-situ burning, chemical countermeasures, removing oiled carcasses, employing wildlife hazing measures, and recovering and rehabilitating impacted wildlife.
- D. Coordinating aerial and ground reconnaissance of the wildlife at the oil spill site and reporting results to the SITL.
- E. Support the SOFR in the development of wildlife and responder safety information.
- F. Participate in the Endangered Species Act consultation process with other natural resource trustees.
- G. Establish communications protocols within the Wildlife Branch.
- H. Coordinate with the SITL and PIO to include external communications regarding impacted wildlife numbers within the information management plan.
- I. Coordinate with Air Operations for aerial reconnaissance support.
- J. Coordinate with the Environmental Unit, particularly Resources at Risk, and appropriate trustees overseeing ESA Section 7 issues.
- K. Coordinate with the NRDA wildlife liaison.
- L. Assist the Volunteer Coordinator in determining the training requirements of wildlife recovery volunteers.

May 2014

- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

WILDLIFE RECOVERY & TRANSPORTATION GROUP SUPERVISOR

The Wildlife Recovery & Transportation Group Supervisor is responsible for coordinating the search, collection, and field tagging of dead and live impacted wildlife and transporting them to care or processing centers, respectively. The Wildlife Recovery & Transportation Group Supervisor manages the Wildlife Recovery Unit Leader and the Wildlife Transport Unit Leader.

The major responsibilities of the Wildlife Recovery & Transportation Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Set up Recovery and Transport Teams (e.g., Bird Recovery Team).
- C. Determine wildlife recovery and transport resource needs.
- D. Establish and implement protocols for collecting and logging impacted wildlife.
- E. Establish communication protocols with the WLBD to ensure accurate and timely data reporting.
- F. Coordinate with the Wildlife Reconnaissance Group Supervisor and ENVL to determine best locations to conduct wildlife field operations.
- G. Coordinate the transport of dead and live wildlife to care and processing stations, respectively.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

WILDLIFE RECONNAISSANCE GROUP SUPERVISOR

The Wildlife Reconnaissance Group Supervisor is responsible for collecting and compiling all wildlife reconnaissance information and passing this information on

May 2014

to the Wildlife Recovery & Transportation Group Supervisor, the Planning Section, and other Groups in the Wildlife Branch in a timely manner. The Wildlife Reconnaissance Group Supervisor also manages the following teams: Aerial Survey Team, Boat Recon Team, and the Shoreline Recon Team.

The major responsibilities of the Wildlife Reconnaissance Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Set up Wildlife Reconnaissance Teams.
- C. Determine wildlife reconnaissance resource needs.
- D. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

WILDLIFE HAZING GROUP SUPERVISOR

The Wildlife Hazing Group Supervisor is responsible for evaluating and implementing wildlife deterrence protocols, as needed and approved by the UC.

The major responsibilities of the Wildlife Hazing Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Set up Wildlife Hazing Teams consisting of appropriately trained personnel for targeted species (e.g., birds, mammals and/or other species).
- C. Determine wildlife hazing resource needs.
- D. Communicate with the ENVL and appropriate trustees to ensure methods used are approved by the UC and trustees.
- E. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

WILDLIFE CARE PROCESSING GROUP SUPERVISOR (REHABILITATION CENTER)

The Wildlife Care Processing Group Supervisor is responsible for the oversight of wildlife care and rehabilitation center operations. The Wildlife Care Processing Group Supervisor manages the Wildlife Processing Unit Leader and the Wildlife Care Unit Leader.

The major responsibilities of the Wildlife Care Processing Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Establish and manage stabilization, processing, and rehabilitation center activities for impacted wildlife.
- C. Determine wildlife care processing resource needs.
- D. Establish appropriate treatment centers for oiled animals.
- E. Receive oiled wildlife at the processing center and record essential information, collect necessary samples, and conduct triage, stabilization, treatment, transport and rehabilitation of oiled wildlife.
- F. Collect data on impacted wildlife and brief the Wildlife Branch Director.
- G. Coordinate the release of recovered wildlife.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

WILDLIFE FIELD STABILIZATION LEADER

The Wildlife Field Stabilization Unit Leader provides triage to wildlife in the field prior to their transport to a primary care facility.

The major responsibilities of the Wildlife Field Stabilization Unit Leader are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Setup wildlife triage equipment, provide wildlife field triage, and arrange transport.
- C. Determine wildlife field stabilization resource needs.
- D. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

VOLUNTEER COORDINATOR

The Volunteer Coordinator is responsible for managing volunteers which includes the coordination of a volunteer reception process, ensuring volunteers are assigned to appropriate tasks and locations, and that volunteers have been provided PPE and training to safely complete their assigned tasks. When there is significant volunteer participation, a Volunteer Unit may be required; see Volunteer Unit Leader for further information. Volunteer Coordinators should be used to identify volunteer interest, availability, and capabilities and work with the LOFR during large-scale incidents.

The major responsibilities of the Volunteer Coordinator are:

- A. Review Common Responsibilities in chapter 2.
- B. Review the NRT Use of Volunteers Guidelines for Oil Spills, reference (f).
- C. Establish a volunteer reception area, if needed.
- D. Determine volunteer resource needs.
- E. Coordinate with the JIC when advising the public on volunteer guidelines.
- F. Conduct volunteer screening, pre-briefs, and post deployment debriefs.
- G. Coordinate with the RESL, PSC, and OSC to determine volunteer assignments.
- H. Attend Tactics Meetings as appropriate.
- I. Assist the OSC in the development of Assignment Lists (ICS 204-CG) for volunteers.
- J. Provide input for the Incident Status Summary (ICS 209-CG) regarding volunteer usage.

May 2014

- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

VOLUNTEER UNIT LEADER

The Volunteer Unit Leader is activated once the Volunteer Coordinator and the UC determine that there is a significant volunteer interest. The Volunteer Coordinator transitions to the Volunteer Unit Leader and is responsible for establishing a Volunteer Unit under the Planning Section and implementing an emergency volunteer management system. The Volunteer Unit Leader may supervise the Emergency Volunteer Center Coordinator and/or Non-Governmental Organization Coordinator.

The major responsibilities for the Volunteer Unit Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Review NRT Use of Volunteers Guidelines for Oil Spills, reference (f).
- C. Coordinate with the LOFR to keep the IC/UC, JIC, PSC, and stakeholders apprised of volunteer interest and the impacted area's government concerns on the use of volunteers.
- D. Coordinate with the JIC to ensure public messaging includes volunteer information.
- E. Ensure documents, volunteer forms, and training information are completed and maintained.
- F. Develop a volunteer use plan, which includes a volunteer-specific Site Safety and Health Plan (ICS 208-CG), volunteer assignments, training center location(s), field deployment location(s), and resources needed.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SAMPLING TECHNICAL SPECIALIST

The Sampling THSP is responsible for providing a Sampling Plan for the coordinated collection, documentation, storage,

May 2014

transportation, and submission to appropriate laboratories for analysis or storage of spill samples.

The major responsibilities for the Sampling THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Review the THSP Job Aid.
- C. Determine sampling resource needs.
- D. Participate in planning meetings as required.
- E. Identify and alert appropriate laboratories and request sample media and instructions.
- F. Develop a Sampling Plan.
- G. Set up site map to monitor the location of samples collected and coordinate with GIS staff.
- H. Coordinate sampling activities with the NRDA Representative, Investigation Team, and legal advisors.
- I. Provide status reports to the SITL when requested.
- J. Maintain chain of custody documents for all samples.
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TRAJECTORY FORECASTING TECHNICAL SPECIALIST

The Trajectory Forecasting THSP is responsible for providing projections on the movement and behavior of the oil spill to the IC/UC. This is accomplished by combining visual observations, remote sensing information, and computer modeling as well as predicted tidal, current, and weather data to form trajectory forecasts.

The major responsibilities of the Trajectory Forecasting THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Review THSP Job Aid.
- C. Schedule and conduct spill observations/over-flights, as needed.
- D. Gather pertinent information on tides, currents, and weather from all available sources.

May 2014

- E. Provide trajectory and over-flight maps, weather forecasts, and tidal and current information to the Situation Unit.
- F. Provide briefing on observations and forecasts to the SITL for dissemination.
- G. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

WEATHER FORECAST TECHNICAL SPECIALIST

The major responsibilities of the Weather Forecast THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Acquire data for and develop incident-specific weather forecasts.
- C. Provide incident-specific weather forecasts on an assigned schedule.
- D. Provide briefings on weather observations and forecasts to the SITL for dissemination.
- E. Answer specific weather related response questions and coordinate with the SSC and Trajectory Forecasting THSP as needed.
- F. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

RESOURCES AT RISK TECHNICAL SPECIALIST

The Resources at Risk (RAR) THSP is responsible for the identification of resources at risk from exposure to the spilled oil and response activities. The RAR THSP evaluates the relative importance of the resources, weighs the risks to each, and recommends priorities for their protection.

The major responsibilities of the RAR THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Review the THSP Job Aid.
- C. Participate in planning meetings as required.

May 2014

- D. Determine resource needs to address resources at risk.
- E. Obtain current and forecasted status information from the Situation Unit.
- F. Following consultation with Natural Resource Trustee Representatives, identify natural RAR, including endangered, threatened, and protected species, and their critical habitat.
- G. Participate in the Endangered Species Act consultation process.
- H. Identify historic properties at risk following a consultation with the FOSC's Historical/Cultural Resources THSP.
- I. Identify and document all resources at risk on the Resources at Risk Summary (ICS 232-CG).
- J. Develop a prioritized list of the resources at risk for use by the Planning Section in consultation with Natural Resource Trustee Representatives, Land Management AREPs, and the FOSC's Historical/Cultural Resources THSP.
- K. Distribute written guidance in the form of BMPs for the protection of sensitive resources. BMPs should be included as an attachment to the IAP and include shoreline treatment recommendations and any supplemental resource protection plans.
- L. Provide status reports to the SITL as required.
- M. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SHORELINE CLEANUP ASSESSMENT TECHNIQUE COORDINATOR

The Shoreline Cleanup Assessment Technique (SCAT) Coordinator is responsible for providing shoreline cleanup recommendations, including requirements for SCATs and cleanup end point criteria.

The major responsibilities for the SCAT Coordinator are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Obtain a briefing and direction from the ENVL.
- C. Participate in Planning Section meetings.
- D. Evaluate the need for SCAT teams on the basis of linear mileage requiring surveys and number of shoreline divisions/segments.
- E. Estimate the number of SCAT Teams required and determine their organization constituency.
- F. Ensure that all SCAT Team members have the necessary training.
- G. Develop daily assignments for each SCAT Team and arrange for equipment and transportation through the Logistics Section.
- H. Describe shoreline types and characterize oiling conditions.
- I. Consult the RAR THSP to ensure that SCAT activities and shoreline treatment recommendations (STRs) support BMPs of sensitive resources protection.
- J. Recommend high priority treatment areas based on risk to resources.
- K. Ensure that SCAT missions are conducted and documented in accordance with the Shoreline Assessment Manual (NOAA Operational Readiness Review (ORR) Hazmat Report 2000-1).
- L. Recommend specific cleanup methods and end point criteria for each shoreline type.
- M. Evaluate the implementation of prescribed cleanup methods and effectiveness of oil removal operations.
- N. Integrate Trustee agencies and key stakeholders into the decision-making process as appropriate.
- O. Develop STRs and obtain necessary permits, consultations, and other authorizations required by the Endangered Species Act, National Historic Preservation Act, and Magnuson-Stevens Act.
- P. Validate the accuracy of SCAT data and ensure data is available to the SITL and DOCL.

May 2014

- Q. Support the sampling team by equipping SCAT for sample collection if directed by ENVL.
- R. Coordinate with natural resource damage assessment (NRDA) to optimize data sharing.
- S. Conduct post-cleanup inspections.
- T. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

HISTORICAL/CULTURAL RESOURCES TECHNICAL SPECIALIST

The Historical/Cultural Resources THSP is responsible for identifying and resolving issues related to any historical or cultural sites that are threatened or impacted during an incident. The Historical/Cultural Resources THSP must understand and be able to implement a “Programmatic Agreement on Protection of Historic Properties” per reference (g) as well as consulting with State Historic Preservation Officers (SHPO), land management agencies, appropriate native tribes, organizations, and other concerned parties.

The technical specialist must identify historical/cultural sites and develop strategies for protection and cleanup of those sites in order to minimize damage caused by the response activities.

The major responsibilities of the Historical/Cultural Resources THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Review AREP Responsibilities in chapter 6.
- C. Review the THSP Job Aid.
- D. Implement the Programmatic Agreement (PA) and coordinate National Historic Preservation Act Section 106 consultations required by reference (h) with the SHPO.

May 2014

- E. Consult and reach consensus with concerned parties on affected historical and cultural sites.
- F. Identify and prioritize threatened or impacted historical and cultural sites.
- G. Develop response strategies to protect historical and cultural sites.
- H. Participate in the testing and evaluation of cleanup techniques used on historical and cultural sites.
- I. Ensure compliance with applicable federal and state regulations.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DISPOSAL (WASTE MANAGEMENT) TECHNICAL SPECIALIST

The Disposal (Waste Management) THSP is responsible for providing the OSC with a Waste Management Plan that details the collection, sampling, monitoring, temporary storage, transportation, recycling, and disposal of all anticipated wastes from response activities.

The major responsibilities of the Disposal (Waste Management) THSP are:

- A. Review Common Responsibilities in chapter 2.
- B. Review the THSP Job Aid.
- C. Determine waste disposal resource needs.
- D. Participate in planning meetings as required.
- E. Develop a pre-oiling plan and monitor pre-oiling operations, if appropriate.
- F. Develop a Waste Management Plan.
- G. Calculate and verify the volume of oil recovered, including oil collected with sediment and sand.
- H. Provide status reports to the SITL for inclusion in the Incident Status Summary (ICS 209-CG).
- I. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 21

HAZARDOUS SUBSTANCE

1. Introduction	21-3
2. NCP Hazardous Substance Response	21-3
3. Hazardous Substance Response Preparedness	21-4
4. Special Substance Response	21-4
5. Man-made Disaster	21-8
6. Hazardous Substance Response Organizational Construct Example	21-10
7. Hazardous Substance Response Specific ICS Positions and Task Descriptions	21-12
8. Assisting Agencies	21-27

May 2014

References:

- (a) National Oil and Hazardous Substances Pollution Contingency Plan
- (b) 49 C.F.R. §176, Hazardous Materials Regulations, Carriage by vessel
- (c) National Response Framework
- (d) National Incident Management System
- (e) CG Investigative Service Roles and Responsibilities, COMDTINST 5520.5F
- (f) USCG Maritime Law Enforcement Manual, COMDTINST M16247.1 (series)
- (g) Hazardous Materials Response Special Teams Capabilities and Contact Handbook

May 2014

INTRODUCTION

FOSCs coordinate and direct responses to hazardous substances releases or potential releases. Their primary objective is to protect public health and safety, and the environment. In accordance with reference (a) and (b), the CG is the lead agency for federal pollution response in the coastal zone and regulates maritime transportation of hazardous materials. There are numerous scenarios that require the CG to become involved in hazardous substance release response. For example, the CG may become involved in hazardous substance incidents when responding to other incidents such as man-made disasters where the CG is a supporting agency under the NRF.

Three other federal agencies - the EPA, Department of Defense (DoD), and Department of Energy (DOE) - have OSC authority for hazardous substance response in their AORs.

There are different uses of the term HAZMAT throughout the transportation, response, and regulatory communities. For the purpose of this Handbook both hazardous substance and hazardous material (HAZMAT) are referred to as hazardous substances.

NCP HAZARDOUS SUBSTANCE RESPONSE

The NCP, reference (a), provides overarching response priorities for hazardous substances releases. FOSCs are required to ensure these priorities are integrated into the response. These priorities are:

- A. Ensure the safety of human life.
- B. Stabilize the situation.
- C. Employ containment and removal tactics in a coordinated manner.
- D. Use all parts of the national response strategy.

May 2014

There are also well-defined steps associated with hazardous substance response. The NCP as well as regional and local response plans expound upon these steps, which are simplified below and include:

- A. Discovery or notification.
- B. Removal site evaluation.
- C. Removal action.
- D. Remedial site evaluation.

Special teams are available to help the FOSC conduct hazardous substance incident response. These teams include:

- A. CG National Strike Force (NSF).
- B. EPA Environmental Response Team.
- C. NOAA SSCs.

HAZARDOUS SUBSTANCE RESPONSE PREPAREDNESS

Pre-incident planning stakeholder meetings (e.g., Area Maritime Security and Area Committee Planning Meetings) are essential and highly recommended for determining the response capabilities that may be involved in the incident for a specific area. These meetings will assist the FOSC in determining what level of UC participation will be required for his/her area. The unified hazardous substance response organization is designed to provide an organization structure that will provide necessary supervision and control for the essential functions required to increase safety and reduce the probability of spreading of contaminants.

SPECIAL SUBSTANCE RESPONSE

BIOLOGICAL INCIDENT

A biological incident involves the release or potential release of a biological agent that poses an imminent and substantial danger to public health or safety. When the Coast Guard

May 2014

FOSC determines that the release may present an imminent and substantial danger to public health or safety, the Coast Guard will respond as the FOSC within the coastal zone per the NCP.

Biological incident response planning should follow standard NIMS practices. For extraordinary incidents where additional response resources are required ESF #8, ESF #10, the Biological Incident Annex, and other NRF annexes can be employed as a guide to coordinate a broader response. If the biological incident is associated with a man-made disaster, response to the incident should be initiated using the Man-made Disaster section of this chapter, the NRF, and the AMSP.

Detailed biological agent information is available from NRT web site, www.nrt.gov. Some agents types include:

- A. Bacterial (Anthrax, Brucellosis, etc.).
- B. Virals (Argentine Hemorrhagic Fever, Bolivian Hemorrhagic Fever, etc.).
- C. Biotoxins (Botulism or Ricin poisoning).

Special teams are available to help the FOSC conduct biological incident response. These teams include:

- A. CG NSF.
- B. EPA Environmental Response Team.
- C. EPA Chemical, Biological, Radiological and Nuclear Consequence Management Advisory Team (CBRN CMAT).
- D. NOAA SSCs.
- E. Centers for Disease Control and Prevention (CDC)/ Agency for Toxic Substances and Disease Registry (ATSDR).
- F. National Guard Civil Support Teams (CSTs).

May 2014

RADIOLOGICAL INCIDENT

A radiological incident involves the release or potential release of radioactive material that poses an imminent and substantial danger to public health or safety.

Radiological incident response planning should follow standard NIMS practices. For extraordinary incidents where additional response resources are required ESF #8, ESF #10, the Nuclear/Radiological Incident Annex (NRIA), and other NRF annexes can be employed as a guide to coordinate a broader response.

For any radiological incidents where a man-made disaster is involved, NRIA response actions will be coordinated with the NRF, Terrorism Incident Law Enforcement and Investigation Annex, and Catastrophic Incident Annex, as appropriate.

Special teams are available to help the FOSC conduct radiological incident response. These teams include:

- A. CG NSF.
- B. EPA Radiological Emergency Response Teams.
- C. EPA Environmental Response Team.
- D. EPA CBRN CMAT.
- E. DOE Federal Radiological Measurement and Assessment Center.
- F. DOE Radiological Assistance Program.
- G. NOAA SSCs.
- H. National Guard CST.

NUCLEAR MATERIAL INCIDENT

A nuclear material incident involves the release or potential release of nuclear material that poses an imminent and substantial danger to public health or safety.

Nuclear material incident response planning follows standard NIMS practices. For extraordinary incidents where additional response resources are required ESF #10, the NRIA, and

May 2014

NRF annexes can be employed to coordinate a broader response.

For any man-made nuclear incident NRIA response actions will be coordinated using the NRF, Terrorism Incident Law Enforcement and Investigation Annex, and Catastrophic Incident Annex, as appropriate. For any man-made nuclear incident involving non-DoD or non-Nuclear Regulatory Committee (NRC) radioactive material, the DOE will assume the role of coordinating agency to address the radiological aspects of the response.

Special teams are available to help the FOSC conduct nuclear material incident response. These teams include:

- A. CG NSF.
- B. EPA CBRN CMAT.
- C. EPA Radiological Emergency Response Team
- D. EPA Environmental Response Team.
- E. NOAA SSCs.
- F. DOE Nuclear Emergency Support Team.
- G. National Guard CST.

MAN-MADE DISASTER

This section focuses on the CG's response to the intentional release of CBRN substances and materials and does not supersede any FOSC authorities and responsibilities. The use of explosives alone, a weapon of mass destruction (WMD) incident, or man-made disaster may be a hazardous substance incident. For the purposes of threat and risk consolidation, the term *incident* includes an actual or perceived attack utilizing a WMD with subsequent hazardous substance release.

The UC responding to a man-made disaster has to be acutely aware the government's response mechanisms described in the NRF and the National Prevention Framework for these types of incidents.

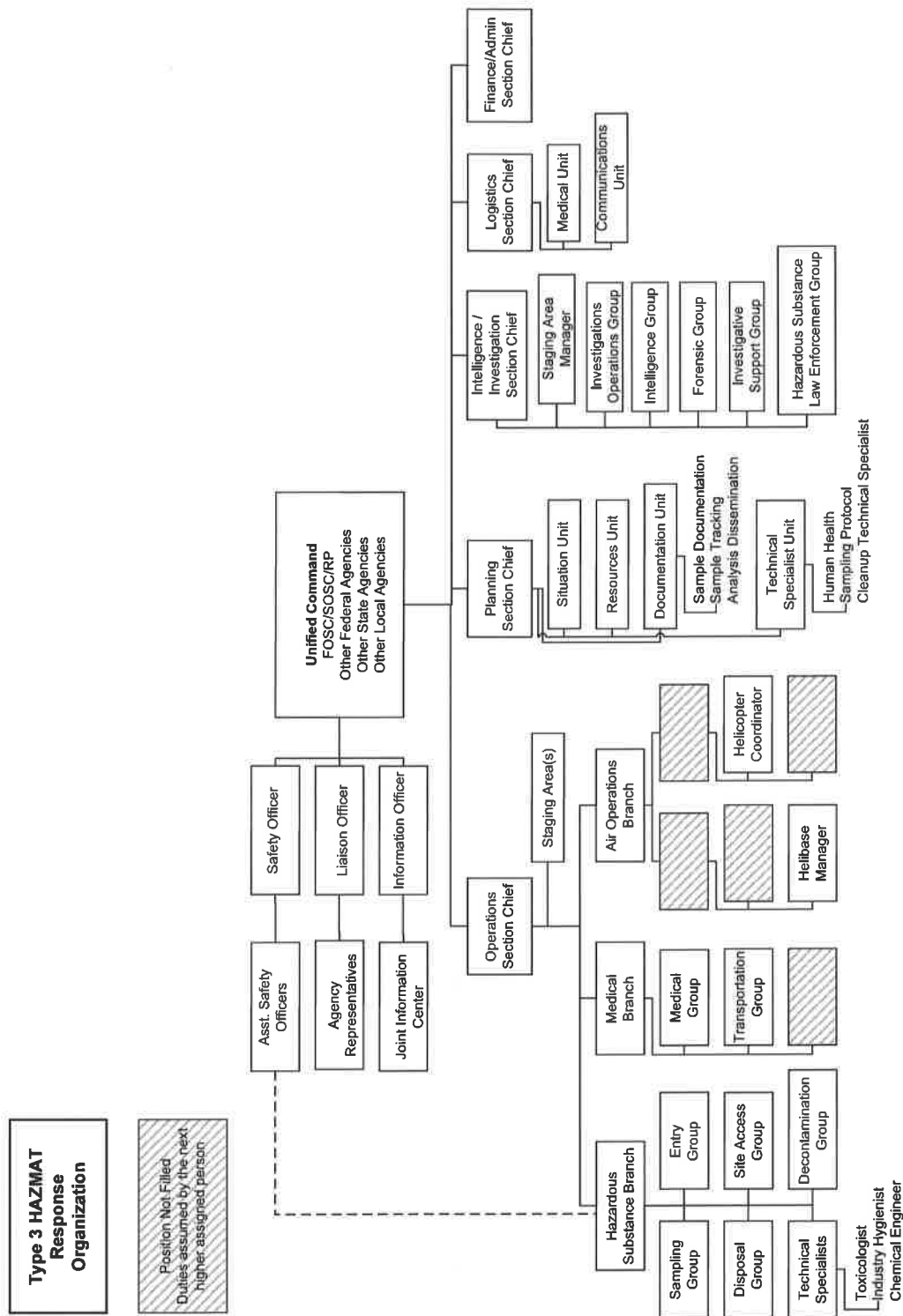
May 2014

During a man-made disaster response, the FBI is the lead agency for investigation response and FEMA is responsible for the resulting effects of the incident. The CG will act in a supporting role for these incidents and may send special teams such as CG Investigative Service and strike teams to assist and coordinate through the JTTF. The Coast Guard's first priority is to ensure the safety of all Coast Guard forces in the potentially contaminated area. Coast Guard forces should not conduct response and recovery operations within a contaminated environment until the Coast Guard FOSC issues a "Safe to Respond" determination. The CGs primary roles is to provide command, control, and support through the UC. The CG may employ specialized CG responders to initiate the clean-up and removal of the hazardous substance once the area is deemed clear of any secondary devices by the UC.

HAZARDOUS SUBSTANCE RESPONSE **ORGANIZATIONAL CONSTRUCT EXAMPLE**

Below is an example of how to organize operations during a hazardous substance response; baseline organizational constructs can be found in chapter 13. The example shown is not meant to imply that this is the only way to build an ICS organizational structure. Experience and judgment are required to develop the best organizational construct to address complexities of an incident. Example provides some standardization of terms and names of branches and groups.

May 2014



May 2014

HAZARDOUS SUBSTANCE RELEASE - SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to hazardous substance release incidents are described below.

SAFETY OFFICER

In addition to the tasks detailed in chapter 6, the major responsibilities of the SOFR specific to preparing a Site Safety and Control Plan (ICS 208-HM) for a hazardous substance release response are:

- A. Assign site safety responsibilities.
- B. Establish perimeter and restrict access.
- C. Characterize site hazards to include identifying the pollutant, obtaining Material Safety Data Sheets, conducting air monitoring, and identifying chemical, physical, and biological hazards (e.g., slips, trips, falls, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants, and biological waste).
- D. Establish control zones, including the exclusion zone, contamination reduction zone, and support zone.
- E. Establish minimum safety training requirements.
- F. Assess personnel training to include verification of Hazardous Waste Operations (HAZWOPER) cards.
- G. Ensure safety briefings are given.
- H. Select the PPE response personnel should use.
- I. Ensure the establishment of decontamination stations.
- J. Coordinate with the Medical Unit to locate and document hospital, EMTs, and first-aid stations.
- K. Coordinate with the Medical Unit to document emergency numbers of the fire, police, and ambulance services.

May 2014

ASSISTANT SAFETY OFFICER - HAZARDOUS SUBSTANCES

The Assistant SOFR - Hazardous Substance coordinates safety related activities with the Hazardous Substance Group as mandated by 29 CFR Part 1910.120 and applicable state and local laws. In this capacity, the Assistant SOFR - Hazardous Substance advises the Hazardous Substance Group Supervisor, or Hazardous Substance Branch Director, on health and safety and has the authority to stop or prevent unsafe response activities.

The major responsibilities of the Assistant SOFR -Hazardous Substance are:

- A. Review Common Responsibilities in chapter 2.
- B. Review SOFR Responsibilities in chapter 6.
- C. Obtain a briefing from the Hazardous Substance Group Supervisor.
- D. Participate in the preparation and implementation of a Site Safety and Control Plan (ICS 208-HM).
- E. Advise the Hazardous Substance Group Supervisor, or Branch Director, of deviations from the Site Safety and Control Plan (ICS 208-HM) and dangerous situations.
- F. Alter, suspend, or terminate any unsafe response activity.
- G. Ensure the protection of the Hazardous Substance Group personnel from physical, environmental, and chemical hazards.
- H. Coordinate with the MEDL to ensure the provision of EMS for assigned personnel.
- I. Coordinate with the MEDL to ensure that medical records for the Hazardous Substance Group personnel are updated to reflect the chemical hazards encountered.
- J. Monitor risk management priorities including ORM.
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

May 2014

HAZARDOUS SUBSTANCE LAW ENFORCEMENT GROUP

The Hazardous Substance Law Enforcement Group reports to the ISC. In addition to the ICS groups identified in chapter 9 a Hazardous Substance Law Enforcement Group may be created to support Law Enforcement operations conducted during a hazardous substance release.

The major responsibilities of the Hazardous Substance Law Enforcement Group are:

- A. Review Common Responsibilities in chapter 2.
- B. Review Appendix I in reference (f).
- C. Obtain pertinent LE information in order to coordinate the operational response from the following sources:
 - 1. FBI field office.
 - 2. Servicing CGIS office.
 - 3. State and local LE.
 - 4. Local fire and rescue organizations, including HAZMAT teams.
 - 5. State and/or local EOCs.
 - 6. Pertinent CBRN information discussed at intelligence sharing forums.
 - 7. Current national and international events involving terrorist activities.
- D. Advise the IC/UC of LE related issues and the latest intelligence information.
- E. Be familiar with the local LE resources available.
- F. Assist in obtaining needed resources from LE operations.
- G. Identify and address incident security.
- H. Determine whether the incident was intentional or accidental.
- I. Verify the identification of the responding personnel.
- J. Initiate callback of additional personnel as needed.
- K. Establish inner and outer perimeters at the scene based on the nature of the incident.

May 2014

- L. Coordinate incident site evacuation.
- M. Coordinate evacuation of surrounding areas as needed.
- N. Coordinate traffic flow, especially ingress and egress of emergency and rescue vehicles.
- O. Provide evidence identification, collection, and control:
 - 1. Establish control of security at the crime scene.
 - 2. Coordinate the collection and preservation of evidence with the FBI and the servicing CGIS office.
 - 3. Map and photograph all evidence locations.
 - 4. Collect non-contaminated evidence.
 - 5. Coordinate the collection, chain of custody, and safe storage of contaminated evidence with the Hazardous Substance Group.
 - 6. Provide secure storage for collected evidence.
- P. Affect the arrest and transportation of the perpetrators when possible.

HAZARDOUS SUBSTANCE GROUP SUPERVISOR

The Hazardous Substance Group Supervisor directs the overall operations of the Hazardous Substance Group, assigns resources within the Hazardous Substance Group, and reports on the progress of control operations and the status of resources within the Group.

The major responsibilities of the Hazardous Substance Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Review Division/Group Supervisor Responsibilities in chapter 7.
- C. Ensure the development of control zones and access control points, and the placement of appropriate control lines.
- D. Evaluate and recommend public protection action options to the OSC or Branch Director (if activated).
- E. Ensure that current weather data and weather predictions are obtained.

May 2014

- F. Establish environmental monitoring of the hazard site for contaminants.
- G. Ensure that a Site Safety and Control Plan (ICS Form 208-HM) is developed and implemented.
- H. Conduct safety meetings with the Hazardous Substance Group.
- I. Participate in the development of the IAP, when requested.
- J. Ensure that recommended safe operational procedures are followed.
- K. Ensure that the proper PPE approved by the SOFR is selected and used.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

ENTRY LEADER

The Entry Leader reports to the Hazardous Substance Group Supervisor and is responsible for the entry operations within the exclusion or hot zone.

The major responsibilities of the Entry Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Carry out tasks as directed by the Hazardous Substance Group Supervisor.
- C. Supervise entry operations.
- D. Recommend mitigation actions for the situation within the exclusion or hot zone.
- E. Maintain communications and coordinate operations with the Decontamination Group Supervisor, Site Access Control Leader, Safe Refuge Area Manager, and other Groups and Divisions as appropriate.
- F. Maintain control over the movement of resources within the exclusion or hot zone, including contaminated victims.
- G. Direct rescue operations in the exclusion or hot zone.

May 2014

- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

DECONTAMINATION GROUP SUPERVISOR

The major responsibilities of the Decontamination Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Review Division/Group Supervisor Responsibilities in chapter 7.
- C. Establish the contamination reduction corridor(s).
- D. Identify contaminated resources.
- E. Supervise the decontamination operation.
- F. Maintain control over movement of people and equipment within the warm zone.
- G. Maintain communications and coordinate operations with the Entry Leader.
- H. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- I. Coordinate the transfer of decontaminated patients requiring medical attention to the Medical Group.
- J. Coordinate the handling, storage, and transfer of contaminants within the warm zone.
- K. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SITE ACCESS CONTROL LEADER

The Site Access Control Leader is responsible for the control of the movement of resources through a hazard site's designated access points and ensures that hazardous substances are controlled and records are maintained.

The major responsibilities of the Site Access Control Leader are:

- A. Review Common Responsibilities in chapter 2.

May 2014

- B. Organize and supervise personnel to control access to the hazard site.
- C. Oversee placement of the exclusion control line and the contamination control line.
- D. Ensure action is taken to prevent the spread of the hazardous substance.
- E. Establish safe refuge area within the contamination reduction zone and appoint a Safe Refuge Area Manager as needed.
- F. Coordinate with the Medical Group for proper separation and tracking of potentially contaminated persons needing medical attention.
- G. Ensure injured or exposed individuals are decontaminated prior to departing the hazard site.
- H. Track the movement of persons passing through the contamination control line and provide the records to MEDL for long term observation.
- I. Monitor any changes in climate and other circumstance that may affect site access.
- J. Maintain communications and coordinate operations with the Entry Leader.
- K. Maintain communications and coordinate operations with the Decontamination Leader.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TRIAGE LEADER

The Triage Leader reports to the Medical Group Supervisor and coordinates with the Site Access Control Leader, Decontamination Group Supervisor, and the Entry Leader. The Triage Leader is responsible to triage victims for treatment, collecting information, and prevent the spread of contamination by these victims. If there is a need for the Triage Leader to enter the warm zone in order to fulfill assigned responsibilities then he/she should wear the appropriate PPE.

May 2014

The major responsibilities of the Triage Leader are:

- A. Review Common Responsibilities in chapter 2.
- B. Establish the triage area adjacent to the contamination reduction corridor and exclusion control line.
- C. Monitor the hazardous substance response to ensure that the triage area is not subject to contamination.
- D. Assist the Site Access Control Leader and Decontamination Group Supervisor by ensuring the victims are evaluated for contamination.
- E. Manage the triage area for the holding and evaluation of persons suspected of being contaminated and those who may have information about the incident.
- F. Maintain communications with the Entry Leader to coordinate the movement of victims from the triage area(s).
- G. Maintain communications with the Decontamination Group Supervisor to coordinate the movement of victims from the triage area into the contamination reduction corridor, if needed.
- H. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

SAMPLING GROUP SUPERVISOR

The Sampling Group is assigned to the Operations Section due to the quick communication and coordination they must have with other field Groups. The Sampling Group will normally include an Air Monitoring Team, Water Sampling Team, and Soil Sampling Team. This Group is responsible for perimeter monitoring and sampling, and will either coordinate sampling within the hot and warm zones by the Entry Group or, if properly trained and outfitted with PPE, take samples within the hot and warm zones themselves.

The major responsibilities of the Sampling Group Supervisor are:

May 2014

- A. Review Common Responsibilities in chapter 2.
- B. Conduct all sampling required for immediate operation activity and communicate sample data to on-site Operations and Safety personnel.
- C. Collect samples as directed by the regulatory agencies and other interested parties using appropriate the sampling protocols.
- D. Ensure that samples are properly transferred to DOCL using appropriate chain of custody procedures for proper documentation, analysis, and final dissemination.

SCIENTIFIC SUPPORT COORDINATOR

The SSC is a THSP and is defined in the NCP as the principal advisor to the FOSC for scientific issues. If the Environmental Unit has been established and the SSC is serving in the Command Staff, the SSC should also coordinate with the ENVL.

Generally, SSCs and their Scientific Support Teams (SSTs) are provided by NOAA in the coastal zones and by EPA in the inland zones. The FOSC can request SSC support directly from the SSC assigned to the area or from an RRT agency member.

During an oil spill response, the SSC serves on the FOSC's staff and may at the request of the FOSC lead an SST and be responsible for providing scientific support for operational decisions and for coordinating on-scene scientific activity. Additionally, SSCs may be designated by the FOSC as the principal advisors for scientific issues, communication with the scientific community, and coordination of requests for assistance from federal and state agencies regarding scientific studies.

The major responsibilities of the SSC are:

- A. Review Common Responsibilities in chapter 2.
- B. Attend planning meetings.

May 2014

- C. Determine resource needs.
- D. Provide trajectory forecasting, including the actual location of oil, to the Situation Unit.
- E. Seek consensus on scientific issues affecting the response.
- F. Facilitate in the Endangered Species Act consultation process.
- G. Develop a prioritized list of resources at risk, including threatened and endangered species, in conjunction with Natural Resource Trustee Representatives and the FOSC's Historical/Cultural Resources THSP.
- H. Provide environmental hazards information on the spilled product.
- I. Evaluate and compare the environmental impacts of countermeasures, cleanup methods, and response endpoints.
- J. Integrate knowledge from government agencies, universities, community organizations, and industry to assist the FOSC in evaluating the hazards and potential effects of an oil release and in developing response strategies
- K. Facilitate the FOSC's work with the lead administrative trustee for natural resources to ensure coordination of data collection for damage assessments and response operations.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TECHNICAL SPECIALIST - HAZARDOUS SUBSTANCE

The THSP - Hazardous Substance provides technical information and assistance to the Hazardous Substance Group aided by a variety of resources such as computer databases, technical journals, Chemical Transportation Emergency Center (CHEMTREC), and facility representatives. The THSP - Hazardous Substance may also provide product identification using hazardous

May 2014

categorization tests and other means of identifying unknown materials.

The major responsibilities of the THSP – Hazardous Substance are:

- A. Review Common Responsibilities in chapter 2.
- B. Provide technical support to the Hazardous Substance Group Supervisor.
- C. Maintain communications and coordinate operations with the Entry Leader.
- D. Provide and interpret environmental monitoring data.
- E. Provide analysis of hazardous substance samples.
- F. Determine PPE compatibility with hazardous substance.
- G. Provide technical information on the incident for documentation.
- H. Provide incident specific technical information obtained from organizations like the 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 hazardous substance release.
- J. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

TOXICOLOGIST

The Toxicologist THSP is a trained and 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 the CG FRP and VRP and will be on-scene on behalf of the RP.

INDUSTRIAL HYGIENIST

An Industrial Hygienist THSP is a trained and certified professional that can help the SOFR analyze work practices to determine the protective measures that responders need

May 2014

to take during complex hazardous substances responses to ensure the their health and safety are not negatively impacted.

CHEMICAL ENGINEER

A Chemical Engineer is a trained and licensed professional that is knowledgeable in the development and application of chemical manufacturing processes and deals with the design and operation of chemical plants and equipment that perform such work.

PRODUCT EXPERT

The Product Expert is a trained professional that is knowledgeable in the specific hazardous substance product released and the chemical changes that may occur when it is released into the environment.

MARINE CHEMIST

A Marine Chemist Specialist is a trained professional responsible for ensuring that construction and repair of marine vessels is conducted safely by identifying and providing mitigation strategies for situations that might result in fire, explosion, or exposure to toxic chemicals. By virtue of his/her experience, training, and education, a Marine Chemist is uniquely qualified in confined space safety and atmospheric sampling and monitoring. Usually a chemist or industrial hygienist is certified for declaring confined spaces as gas free for entry.

SAMPLING PROTOCOL TEAM

During a significant hazardous substance release response there will be numerous sampling requirements. Unless these efforts are coordinated there is a possibility that each organization with jurisdiction will begin a sampling regimen independent of each other. The Sampling Protocol Team

May 2014

working for the DOCL is responsible for developing the incident sampling plan. To accomplish this, the Team will need to:

- A. Coordinate with each organization holding jurisdiction over the incident response.
- B. Coordinate procedures for split samples between all organizations holding jurisdiction over the incident response.
- C. Provide special instructions to field sampling teams.
- D. Determine the laboratories to use for sample analysis.
- E. Provide special instructions on sample analysis to the approved laboratories.
- F. Obtain sample analysis reports from approved laboratories.

SAMPLE TRACKING TEAM

The Sample Tracking Team works for the DOCL. Thousands of samples may be taken for analysis during a significant hazardous substance release. The Sample Tracking Team manages the sample analysis for the ICS organization to ensure standardization of sample analysis procedures and processes. To accomplish this, the Team will need to:

- A. Ensure that samples are collected by field sampling teams.
- B. Ensure sample analyses are completed according to the requested schedule and document any reasons for delays.
- C. Ensure that chain of custody documents are prepared and logged for samples.
- D. Assign a control number to each sample.
- E. Ensure samples are properly transferred to an approved laboratory.

May 2014

SAMPLE INFORMATION DISSEMINATION TEAM

The Sample Information Dissemination Team works for the DOCL and coordinates dissemination of information with the SITL. During a significant hazardous substance release response there are many occasions when several organizations will need sample analysis results. It is the responsibility of the Sample Information Dissemination Team to ensure that all organizations with a legitimate need for sample analysis results obtain them as soon as they are available. The Sample Information Dissemination Team will coordinate this activity with the Sample Documentation Team and the Sample Tracking Team to ensure that the original sample analysis document is retained by the Documentation Section for the historical event file.

ASSISTANT SAFETY OFFICER – PUBLIC HEALTH

The ASOF – Public Health supports the SOFR during complex incidents involving public health concerns by assessing and forecasting public health needs, performing environmental surveillance for public health, and developing public health communications. An ASOF – Public Health should be assigned to the Public Health Assessment Team in Operations if used. The ASOF – Public Health should be a public health generalist, preferably from a public health agency, with broad knowledge of public health disciplines exercised during incident response.

The major responsibilities of the ASOF – Public Health are:

- A. Establish liaisons to maintain situational awareness with all key public health organizations (e.g., federal, state, tribal, and local agencies, NGOs, and commercial entities) within the incident boundaries.
- B. Provide immediate briefings to the SOFR and IC/UC regarding any public health emergencies or imminent threats.

May 2014

- C. Conduct public health surveillance, including mental and behavioral health and communicable and non-communicable disease.
- D. Develop risk communications and public health information including web content and social media.
- E. Develop recommended environmental health measures, to include hygiene, sanitation, waste management, food, water, shelter, safety and security, and population protective measures (e.g., evacuation vs. shelter in place).
- F. Conduct environmental monitoring, including sampling, analysis, and interpretation.
- G. Provide data needed to assess potential health impact on populations at risk.
- H. Identify communicable and non-communicable disease issues.
- I. Track status of public health resources and recommend additional resources that are needed to sustain public health work and operations.
- J. Participate in planning processes as appropriate.
- K. Provide public health input to situational reports.
- L. Maintain Unit Log (ICS 214-CG) and forward to DOCL for disposition.

PUBLIC HEALTH ASSESSMENT GROUP

The effects of the hazardous substance release on public health will be a significant concern and top priority of the UC. Although the Public Health Assessment Group works within the Operations Section, close coordination with the Assistant SOFR – Public Health is required. The Public Health Assessment Group will normally include an Air Monitoring Team, Water Sampling Team, and Soil Sampling Team. This Group is responsible for monitoring and sampling in the cold zone around the incident site.

May 2014

The major responsibilities of the Public Health Assessment Group Supervisor are:

- A. Review Common Responsibilities in chapter 2.
- B. Coordinate all monitoring and sampling with the ASOF – Public Health.
- C. Conduct all sampling required to ensure public health and welfare.
- D. Provide sample data to the ASOF – Public Health.
- E. Collect samples as directed by the regulatory agencies and other interested parties using appropriate the sampling protocols.
- F. Coordinate activities involving the release to determine the risk to humans including acute and chronic public health threats, and to advise the ASOF – Public Health on findings.
- G. Ensure that samples are properly transferred to DOCL using appropriate chain of custody procedures for proper documentation, analysis, and final dissemination.

CLEANUP TECHNICAL TEAM

A primary goal of a hazardous substance release response will be to secure the source and minimize the effects on humans and the environment. The Cleanup Technical Team contributes to minimizing the effects on humans and the environment by determining appropriate cleanup methods for affected areas. To accomplish this, the Team will need to:

- A. Research approaches to mitigate the effects of the hazardous substance released.
- B. Determine the most reasonable and economical approach for remediating the effects of the hazardous substance release.
- C. Recommend government or private sector businesses capable of performing the required remediation work to the OSC.

May 2014

- D. Develop a Remediation Plan and have it approved by the IC/UC.
- E. Review information obtained from initial response operations and modify the Remediation Plan as required so it is up to date when implemented.

ASSISTING AGENCIES

LAW ENFORCEMENT

Local LE agencies will respond to most hazardous substance releases. Depending on the scope of the incident, LE agencies may be a partner in the UC or participate as an assisting agency. Responsibilities that LE agencies may perform are:

- A. Isolate the incident area.
- B. Provide crowd control.
- C. Provide traffic control.
- D. Provide public protective action.
- E. Manage on-highway incidents.
- F. Manage criminal investigations.

ENVIRONMENTAL HEALTH AGENCIES

In most cases the state or local environmental health agency will be a partner in the UC. Responsibilities that environmental health agencies may perform are:

- A. Determine the identity and nature of the hazardous substance.
- B. Establish the criteria for cleanup and disposal of the hazardous substance.
- C. Declare the incident area safe for re-entry by the public.
- D. Monitor the environment for exposure.
- E. Monitor the cleanup of the site.
- F. Enforce various laws, ordinances, and acts.
- G. Provide technical advice.

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

21-27

HAZARDOUS SUBSTANCE

May 2014

CHAPTER 22

MARINE FIRE AND SALVAGE

1. Introduction	22-3
2. Coast Guard Captain of the Port	22-3
3. Marine Fire Scenario Organization Construct Example	22-4
4. Marine Fire and Salvage Specific ICS Positions and Task Descriptions	22-6
5. Tankship and Mobile Offshore Drilling Unit (MODU) Firefighting and Salvage	22-9
6. Example Organizational Construct for a Vessel Salvage Scenario	22-12

May 2014

References:

- (a) National Response Framework
- (b) National Incident Management System
- (c) 33 CFR § 6, Protection and Security of Vessels, Harbors, and Waterfront Facilities
- (d) 33 CFR §155, Subpart D - Tank Vessel Response Plans for Oil
- (e) 33 CFR §155, Subpart I - Salvage and Marine Firefighting
- (f) 33 CFR §155.1062, Inspection and Maintenance of Response Resources
- (g) 30 CFR §254, Oil Spill Response Requirements for Facilities Located Seaward of the Coast Line
- (h) U.S. Coast Guard Addendum to the National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IMSAR), COMDTINST M16130.2 (series)
- (i) Guidance for Implementation and Enforcement of the Salvage and Marine Firefighting Regulations for Vessel Response Plans, Navigation and Vessel Inspection Circular (NVIC) 2-10

May 2014

INTRODUCTION

This chapter provides an ICS organizational structure and guidance to an IC/UC to fulfill the essential functions required for a marine fire and salvage response as guided by references (a) and (b) and potentially required by references (c) through (h). The ICS organizational structure used in response to a marine fire varies depending upon the location of the vessel and its proximity to firefighting resources, capabilities of the municipal and industrial fire departments, type of vessel, nature of the vessel's cargo, and source of the fire.

Although the CG does not directly conduct firefighting, the CG under COTP and SAR Mission Coordinator authorities have a major role in coordination, planning, and supporting firefighting operations. A marine fire response will typically be managed under a UC. As a marine fire typically involves fire departments, LE, public health organizations, marine cargo experts, industrial fire departments, and private firefighting and salvage experts, this response structure will allow for effective control over the response and coordination of efforts from the responding organizations.

COAST GUARD CAPTAIN OF THE PORT

Per reference (c), the COTP is the CG entity responsible for ensuring the safety and security of vessels, harbors, and waterfront facilities, including fire prevention and fire hazard mitigation. As part of this role, the COTP has coordination and planning responsibilities for firefighting operations involving vessels or waterfront activities.

Per reference (g), 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, to save a life, or in the early stages of a fire to avert a significant threat without undue risk. CG

May 2014

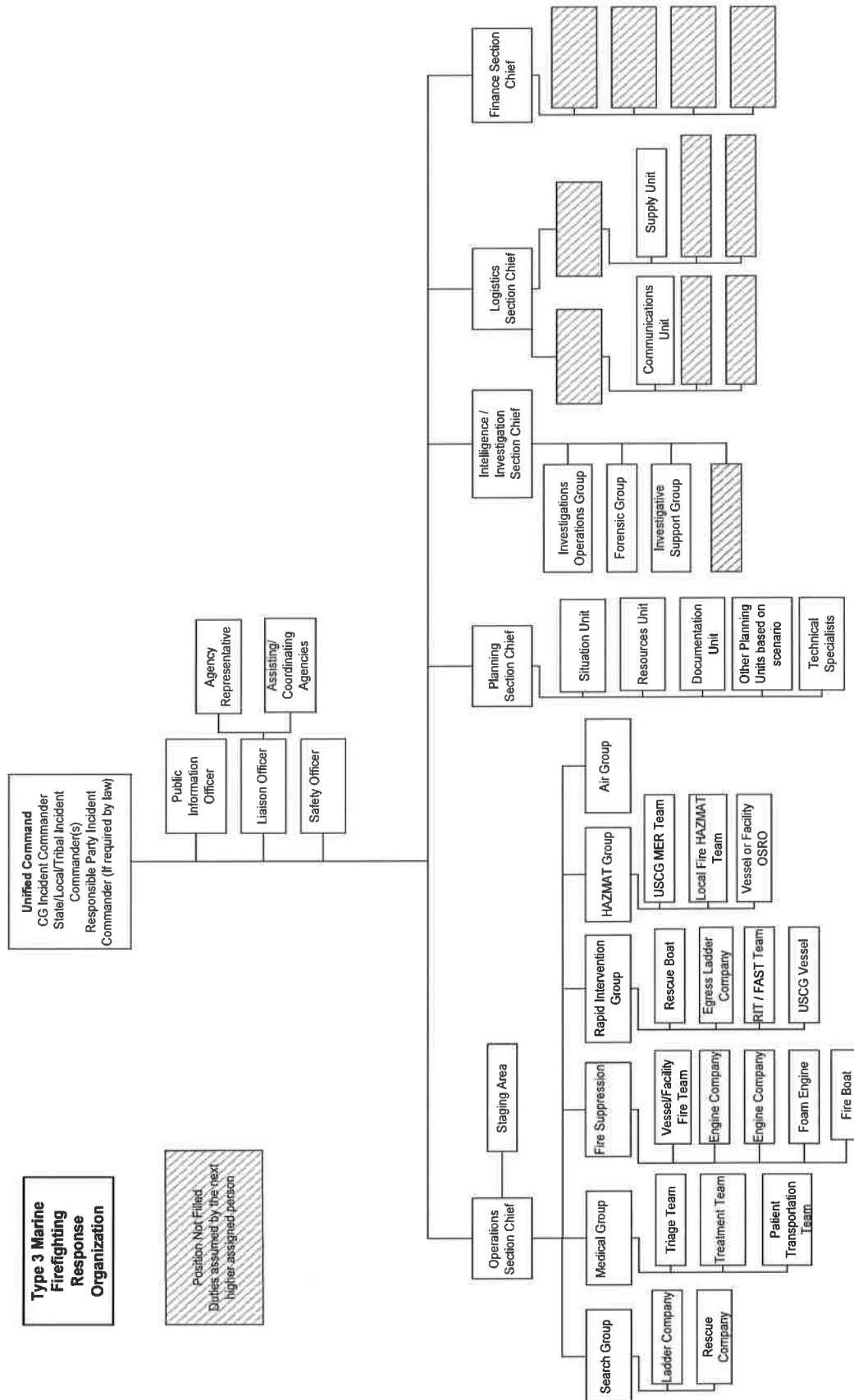
availability is limited to the level of training and adequacy of equipment.

During marine firefighting, CG units should adopt a conservative response posture and focus actions on those traditional CG activities not requiring CG personnel to enter into a hazardous environment.

MARINE FIRE SCENARIO ORGANIZATION CONSTRUCT EXAMPLE

Below is an example of how to organize operations during a marine fire and salvage response; baseline organizational constructs can be found in chapter 13. The example shown is not meant to imply that this is the only way to build an ICS organizational structure. Experience and judgment are required to develop the best organizational construct to address complexities of an incident. This example provides standardization of terms and names of branches and groups.

May 2014



22-5

MARINE FIRE AND SALVAGE

May 2014

MARINE FIRE AND SALVAGE - SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to marine fire and salvage incidents are described below.

ACCOUNTABILITY TEAM

The Accountability Team is responsible for logging the persons embarking and disembarking a vessel. Team members must be at each vessel entry point to log this information during an incident response. Accountability for all resources is the responsibility of the IC/UC and is typically delegated to the Planning Section.

FIRE SUPPRESSION BRANCH DIRECTOR

When activated, the Fire Suppression Branch Director is under the direction of the OSC. The local fire department's initial Operations Section Chief at a marine fire response is often re-designated the Fire Suppression Branch Director under a UC. The Fire Suppression Branch Director is responsible for the portions of the IAP that deal with fire suppression activities, Branch resource assignments, reporting the progress of control activities, and status of resources within the Branch.

SHORESIDE DIVISION SUPERVISOR

The Shoreside Division Supervisor is responsible for shoreside fire suppression activities under the Fire Suppression Branch. The Shoreside Division Supervisor is responsible for the portions of the IAP that deal with fire suppression activities and exposure protection, Division resource assignments, reporting the progress of control activities, and status of resources within the Division.

May 2014

VESSEL DIVISION SUPERVISOR

The Vessel Division Supervisor is responsible for vessel fire suppression activities under the Fire Suppression Branch. The Vessel Division Supervisor is responsible for the portions of the IAP that deal with fire suppression activities and exposure protection on a vessel, Division resource assignments, reporting the progress of control of activities, and status of resources within the Division.

WATERSIDE DIVISION SUPERVISOR

The Waterside Division Supervisor is responsible for waterside fire suppression activities under the Fire Suppression Branch. The Waterside Division Supervisor is responsible for the portions of the IAP that deal with fire suppression activities and exposure protection on the water, Division resource assignments, reporting the progress of control of activities, and status of resources within the Division. This includes all fireboat activities.

VENTILATION GROUP SUPERVISOR

The Ventilation Group Supervisor is responsible for coordinating vessel fixed fire suppression systems, coordinating the securing of ventilation systems, and using positive and/or negative pressure ventilation strategies in coordination with the vessel's crew as required by the Fire Suppression Branch Director.

RAPID INTERVENTION TEAM

The Rapid Intervention Team (RIT) is responsible for performing SAR for trapped or injured firefighters. A RIT will normally be assigned to each Division and/or Group involved in firefighting activities, including the Shoreside, Vessel, and Waterside Divisions. On a vessel, a RIT will be assigned to each entry point to below deck firefighting activities.

May 2014

SALVAGE/DEWATERING BRANCH DIRECTOR

The Salvage/Dewatering Branch Director is responsible for developing a plan to identify resources needed to complete their tasks, stabilize the vessel to be salvaged, and remove water from the vessel that was used for fire suppression.

The Salvage/Dewatering Branch Director should be established as soon as firefighting activities are initiated to ensure control of the vessel's stability is maintained.

DEWATERING TASK FORCE

The Dewatering Task Force is responsible for implementing the dewatering plan developed by the Salvage/Dewatering Branch. Dewatering may require the use of portable pumps or the vessel's fixed bilge or ballast systems and may require transferring water between vessel compartments.

MARITIME INCIDENT RESPONSE TEAM – ADVANCE MFF RESPONSE TEAM

There will be incidents where the CG 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. Notification prior to vessel arrival provides the CG the local Fire Department, and the vessel owner the opportunity to plan for the response. This planning prior to arrival should include the potential deployment of an Advance Marine Fire Fighting (MFF) Response Team. The Vessel Response Plan will identify the resource provider for this team and will be activated by the RP in the case of fires on a commercial vessel required to have a VRP. This team should be sent 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 the incident, and have adequate resources available prior to the vessel entering port. The nature of the incident will

May 2014

determine the specific makeup of the team and equipment needed for evaluation.

MULTI-JURISDICTIONAL RESPONSE – UNIFIED COMMAND

There may be incidents due to the magnitude of the fire or other outside influences (e.g., flood, earthquake, and hurricane) that 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 organizations listed in chapter 20, 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.

TANKSHIP AND MOBILE OFFSHORE DRILLING UNIT (MODU) FIREFIGHTING AND SALVAGE

This section provides a basic response outline for firefighting on and salvage of tank vessels carrying oil and MODUs. All vessels constructed or adapted to carry oil or oil residue in bulk that fall under operating conditions listed in 33 CFR §155.1015 and all vessels constructed or adapted to be MODUs that fall under operating conditions listed in 33 CFR §146 Subpart C must have a salvage and marine firefighting VRP. These requirements apply to vessels that are U.S. flagged, operate in the navigable waters of the U.S., or transfer oil in a port or place subject to U.S. jurisdiction.

VESSEL RESPONSE PLAN

As per reference (f), the owner or operator of a vessel subject to reference (d) must ensure that all major response equipment (booms, skimmers, vessels, etc) are inspected

May 2014

and maintained. Each vessel must have a stability and structural integrity assessment performed with a salvage software program to expedite the recovery process. These Vessels are also required to routinely exercise the VRP. When responding to an incident that involves a vessel subject to reference (d), the IC/UC should use the VRP as a primary document to support IAP development.

The Primary Resource Provider for marine firefighting, as defined for vessels subject to reference (e), can provide the pre-fire response plan which includes vessel specific response information.

PRIMARY RESOURCE PROVIDER

For vessels subject to reference (e), the Primary Resource Providers listed in a VRP are the principal entities contracted to provide specific salvage and/or marine firefighting services and resources for each of the COTP zones in which a vessel operates. The Primary Resource Provider will be the point of contact for the plan holder, FOSC, and IC/UC in matters related to specific resources and services as required in 33 CFR §155.4030(a). The owners or operators of applicable commercial vessels are obligated to select adequate resource providers on the basis of the fifteen criteria set forth in 33 CFR §155.4050(b).

Only under exceptional circumstances will the FOSC consider requests to deviate from using the Primary Resource Provider listed in a VRP (i.e. a change in contractor would lead to a quicker or more effective response).

Response Expectations

The table below gives the planned response timeframes for Primary Resource Providers and reflects the preplanned resource capability requirements for salvage and firefighting operations for commercial vessels subject to reference (e).

May 2014

All services are planned to be performed by the Primary Resource Provider identified in the VRP within timeframes; however, these timeframes are planning standards, not performance standards.

Service		Location of incident response activity timeframe	
(1) Salvage		CONUS, nearshore area; inland waters; Great Lakes; and OCONUS; < or = 12 miles from COTP city (hours)	CONUS, offshore area; and OCONUS; < or = 50 miles from COTP city (hours)
<i>(i) Assessment & Survey:</i>			
(A) Remote assessment and consultation		1	1
(B) Begin assessment of structural stability		3	3
(C) On-site salvage assessment		6	12
(D) Assessment of structural stability		12	18
(E) Hull and bottom survey		12	18
<i>(ii) Stabilization:</i>			
(A) Emergency towing		12	18
(B) Salvage plan		16	22
(C) External emergency transfer operations		18	24
(D) Emergency lightering		18	24
(E) Other refloating methods		18	24
(F) Making temporary repairs		18	24
(G) Diving services support		18	24
<i>(iii) Specialized Salvage Operations:</i>			
(A) Special salvage operations plan		18	24
(B) Subsurface product removal		72	84
(C) Heavy lift ¹		Estimated	Estimated
(2) Marine firefighting	At pier (hours)	CONUS: Nearshore area; inland waters; Great Lakes; and OCONUS; < or = 12 miles from COTP city (hours)	CONUS: Offshore area; and OCONUS; < or = 50 miles from COTP city (hours)
<i>(i) Assessment & Planning:</i>			
(A) Remote assessment and consultation	1	1	1
(B) On-site fire assessment	2	6	12
<i>(ii) Fire Suppression:</i>			
(A) External firefighting teams	4	8	12
(B) External vessel firefighting systems	4	12	18

May 2014

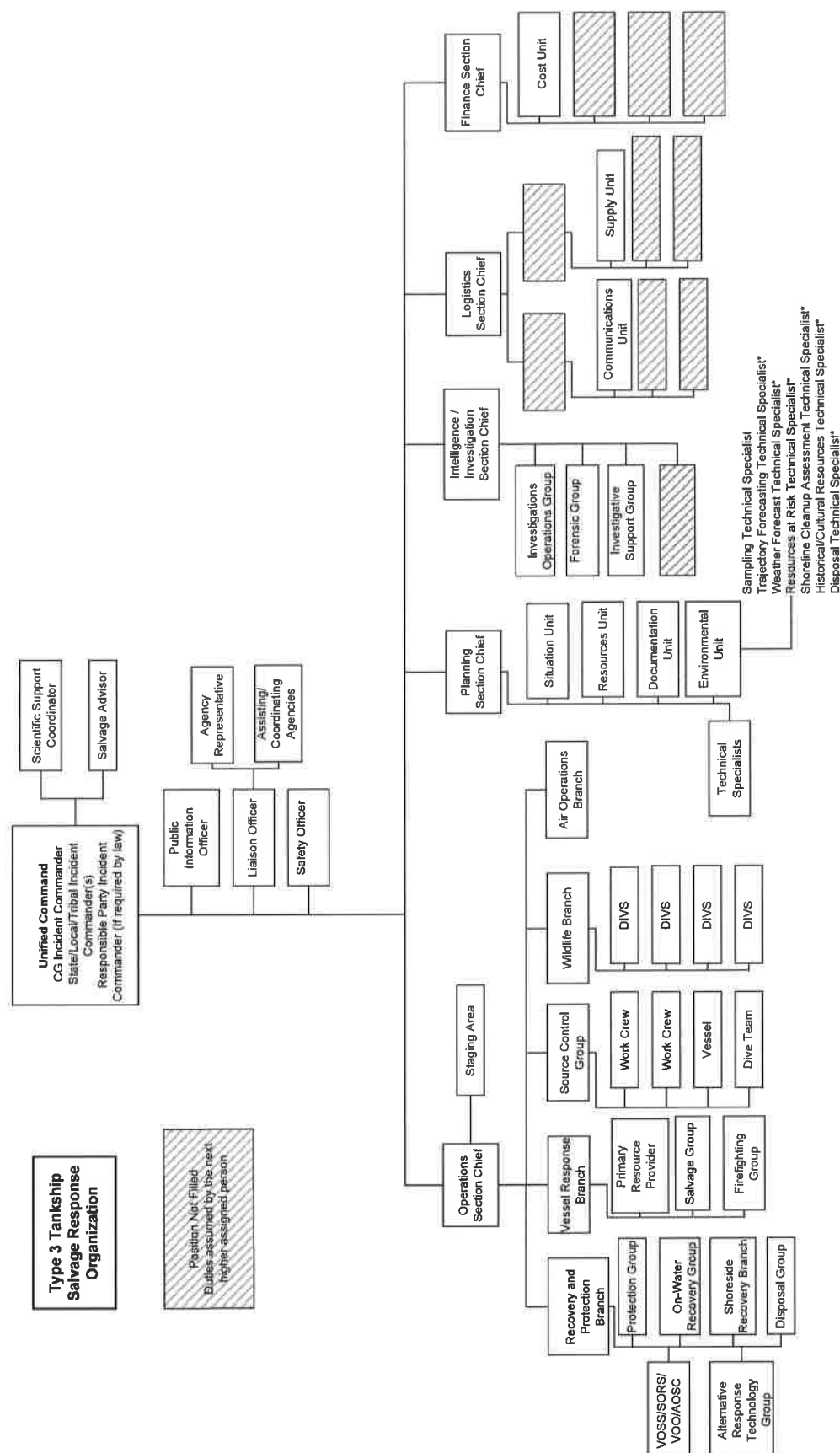
The table below displays the actions that signify a certain service has been completed by the Primary Resource Provider.

Service	Response timeframe ends when
(1) Salvage:	
(i) Remote assessment and consultation	Salvor is in voice contact with Qualified Individual (QI)/Master/Operator.
(ii) Begin assessment of structural stability	A structural assessment of the vessel has been initiated.
(iii) On-site salvage assessment	Salvor on board vessel.
(iv) Assessment of structural stability	Initial analysis is completed. This is a continual process, but at the time specified an analysis needs to be completed.
(v) Hull and bottom survey	Survey completed.
(vi) Emergency towing	Towing vessel on scene.
(vii) Salvage plan	Plan completed and submitted to Incident Commander/Unified Command.
(viii) External emergency transfer operations	External pumps on board vessel.
(ix) Emergency lightering	Lightering equipment on scene and alongside.
(x) Other refloating methods	Salvage plan approved & resources on vessel.
(xi) Making temporary repairs	Repair equipment on board vessel.
(xii) Diving services support	Required support equipment & personnel on scene.
(xiii) Special salvage operations plan	Plan completed and submitted to Incident Commander/Unified Command.
(xiv) Subsurface product removal	Resources on scene.
(xv) Heavy lift ¹	Estimated.
(2) Marine Firefighting:	
(i) Remote assessment and consultation	Firefighter in voice contact with QI/Master/Operator.
(ii) On-site fire assessment	Firefighter representative on site.
(iii) External firefighting teams	Team and equipment on scene.
(iv) External vessel firefighting systems	Personnel and equipment on scene.

EXAMPLE ORGANIZATIONAL CONSTRUCT FOR A VESSEL SALVAGE SCENARIO

Below is an example of how to organize operations during a tankship salvage response; baseline organizational constructs can be found in chapter 13. The example shown is not meant to imply that this is the only way to build an ICS organizational structure. Experience and judgment are required to develop the best organizational construct to address complexities of an incident. This example provides standardization of terms and names of branches and groups.

May 2014



22-13

MARINE FIRE AND SALVAGE

May 2014

CHAPTER 23

EVENT MANAGEMENT AND NATIONAL SPECIAL SECURITY EVENTS

- | | |
|---|------|
| 1. Introduction | 23-2 |
| 2. Mass Casualty/Mass Rescue during an Event | 23-2 |
| 3. National Special Security Event (NSSE) | 23-3 |
| 4. Event Management and National Special
Security Event (NSSE) Specific ICS
Positions and Task Descriptions | 23-5 |

References:

- (a) Presidential Decision Directive 62 (PDD-62), May 1998
- (b) Homeland Security Presidential Directive 5
- (c) Homeland Security Presidential Directive 7
- (d) National Response Framework
- (e) National Incident Management System
- (f) Contingency Preparedness Planning Manual, Volume 1: Planning Doctrine and Policy, COMDTINST 3010.11 (series)
- (g) Event Management Job Aid
- (h) FEMA Incident Management Handbook, FEMA B-761
- (i) New York Fire Department Study "Fire Department of New York Multiple Casualty Incident Command Structure",
<http://www.usfa.fema.gov/pdf/efop/efo45102.pdf>

May 2014

INTRODUCTION

Event management is becoming more significant in CG operations. Planned events can vary from a local firework show to an OPSAIL to a large scale NSSE as described in reference (a). Planned events may require a significant organization to run the event and prepare for the possible contingencies (e.g., protests and terrorist actions). Reference (f) provides policy and doctrine for the development of contingency plans. Because of the flexibility and structure of NIMS ICS, planning and executing an event using NIMS ICS can make the event run smoother and make contingency execution simpler.

This chapter provides a very brief overview of National Special Security Events (NSSE) and Event Management. For more information, please see references (a) through (i).

MASS CASUALTY/MASS RESCUE DURING AN EVENT

The CG oversees numerous marine events each year and should develop Mass Casualty/Mass Rescue contingency incident action plans with pre-identified support resources available for immediate activation during marine events.

Reference (i) highlights lessons learned by New York City and provides guidance that is applicable to all State, Tribal, and local agencies. Most notably, the study states, *“When a multi casualty incident occurs at a mass gathering incident, additional local EMS, law enforcement, and fire suppression resources will be dispatched to the event. Unless carefully coordinated, these responding resources are going to establish their own on-scene command structure. Planning for a mass gathering must include coordination of command contingencies in the event of a [Mass Casualty Incident] at the event that are consistent with NIMS principles. A Unified Command (UC) can help coordinate the actions of the various departments involved and improve responder safety.”*

May 2014

NATIONAL SPECIAL SECURITY EVENT (NSSE)

Reference (a) defines an NSSE as a designated event that by virtue of its political, economic, social, or religious significance may be the target of terrorism or criminal activity. Reference (b) gives DHS the responsibility for domestic incident management and coordination of the federal government's operational response resources in preparing for and responding to terrorist attacks. Under reference (c) the Secretary of Homeland Security makes the final determination designating an event as an NSSE in consultation with the Homeland Security Council.

The NSSE designation process is initiated by a formal request from the governor of the state hosting the event to the Secretary of Homeland Security; if the event is federally sponsored (e.g., the State of the Union Address), an appropriate federal official will make the request. Formal requests are reviewed by the Special Events Working Group which is comprised of representatives from the U.S. Secret Service (USSS), FBI, DHS Emergency Preparedness and Response (EP&R), CG Deputy Commandant for Operations staff, FEMA, DoD, and other DHS components. The Special Events Working Group provides a consensus recommendation to the Secretary of Homeland Security regarding NSSE designation. Factors typically considered include:

- A. Federal participation.
- B. Anticipated attendance by dignitaries.
- C. Size, significance, and duration of the event.
- D. Location and recurring nature of the event.
- E. Anticipated media coverage.
- F. State and local resources available to support the event.
- G. Multiplicity of jurisdictions.
- H. Adequacy of security absent NSSE designation.
- I. Available threat assessments.

May 2014

If an event is designated as an NSSE, the USSS contacts relevant federal, state, and local officials to begin planning, coordinating, and implementing comprehensive security for the event. Events that fail to meet required criteria for NSSE designation are considered a Special Event Homeland Security (SEHS) under categorized levels I thru IV. The SEHS Working Group is comprised of all DHS components including CG Deputy Commandant for Operations staff. The SEHS process is similar to NSSE designation for determining the appropriate level of support given to an event.

NSSE and SEHS Working Groups provide lists of designated events to all agencies identified on the Prioritized Special Event List compiled by DHS. Upon receipt, the Deputy Commandant for Operations, forwards the list to the Areas to identify the support they are required to provide. A designated Federal Coordinator (FC) directs joint planning and coordinates assets and resources allocated by participating organizations from event designation to conclusion. The FC subsequently submits a consolidated final report to DHS.

When activated to support an NSSE or other security coordination function, the DHS/USSS Multi-agency Command Center (MACC), FBI Joint Operations Center (JOC), and FEMA JFO may be co-located; but in most cases, these units will be physically separated to ensure continuity of operations. These organizations work together using the principles of UC, with a pre-designated lead federal agency facilitating interagency incident management coordination during NSSE planning and execution. Each JFO will be organized to address specific event concerns, and local geography challenges and will identify available forces. CG elements should be prepared to engage early to identify support requirements.

May 2014

**EVENT MANAGEMENT AND NATIONAL SPECIAL
SECURITY EVENT (NSSE) - SPECIFIC ICS POSITIONS
AND TASK DESCRIPTIONS**

JFO organization for an NSSE can be found in reference (h).

SECURITY OPERATIONS BRANCH

The Security Operations Branch coordinates protection and site security efforts, and incorporates the functions of the DHS/USSS MACC during NSSEs.

MULTI-AGENCY COMMAND CENTER (MACC)

The MACC is an interagency coordination center established by DHS/USSS during an NSSE and is a component of the JFO. The MACC serves as the focal point for interagency security planning and coordination, including the coordination of all NSSE-related information from other intra-agency centers (e.g., police command posts and USSS security rooms) and other interagency centers (e.g., intelligence operations centers and JICs).

NOTE: For more information on Event Management, see references (a) through (c).

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 24**COAST GUARD NIMS ICS FORMS LIST***For Incident Management Team and Area Command***Note:** Forms noted with * have NIMS equivalent forms**INCIDENT MANAGEMENT TEAM FORMS**

ICS Form #	Form Title	Prepared By
ICS 201-CG*	Incident Briefing	Initial Incident Commander
ICS 202-CG*	Incident Objectives	Planning Section Chief
ICS 202a-CG	Command Direction	Planning Section Chief
ICS 202b-CG	Critical Information Requirements	Planning Section Chief
ICS 203-CG*	Organization Assignment List	Resources Unit Leader
ICS 204-CG*	Assignment List	Resources Unit Leader & Operations Section Chief
ICS 204a-CG	Assignment List Attachments	Operations & Planning Sections Staff
ICS 205-CG*	Incident Radio Communications Plan	Communications Unit Leader
ICS 205a-CG	Communications List	Communications Unit Leader
ICS 206-CG*	Medical Plan	Medical Unit Leader
ICS 207-CG*	Incident Organization Chart	Resources Unit Leader
ICS 208-CG	Site Safety and Health Plan	Safety Officer

May 2014

ICS 209-CG	Incident Status Summary	Situation Unit Leader
ICS 210	Status Change Card	On-scene Incident Dispatcher
ICS 211-CG*	Check-In List	Resources Unit/ Check-in Recorder
ICS 213	General Message	Any message originator
ICS 213-RR-CG	Resource Request Message	Any Resource Requester
ICS 214-CG*	Unit Log	All Sections and Units
ICS 214a-CG	Chronology of Events Log	Situation Unit Leader
ICS 215-CG*	Operational Planning Worksheet	Operations Section Chief
ICS 215a-CG	Incident Action Plan Safety Analysis	Safety Officer
ICS 217a	Communications Resource Availability Worksheet	Communications Unit Leader
ICS 218	Support Vehicle Inventory	Ground/Vessel Support Unit Leaders
ICS 219	Resource Status Card (T-Card)	Resources Unit Leader
ICS 219-9	Accountable Property Assignment Record (T-Card)	Logistics Units
ICS 220-CG*	Air Operations Summary	Operations Section Chief or Air Branch Director

May 2014

ICS 221-CG*	Demobilization Check-Out	Demobilization Unit Leader
ICS 225-CG	Incident Personnel Performance Rating	All Supervisors
ICS 230-CG	Daily Meeting Schedule	Situation Unit Leader
ICS 232-CG	Resources at Risk Summary	Environmental Unit Leader
ICS 233-CG	Incident Open Action Tracker	Documentation Unit Leader
ICS 234-CG	Work Analysis Matrix	Operations & Planning Section Chiefs
ICS 235-CG	Facility Needs Assessment Worksheet	Facilities Unit Leader
ICS 237-CG	Incident Mishap Reporting Record	All Supervisors
ICS 261-CG	Incident Accountable Resource Tracking Worksheet	Supply Unit Leader

May 2014

THIS PAGE INTENTIONALLY LEFT BLANK

May 2014

CHAPTER 25

GLOSSARY, INCIDENT TYPING, ACRONYMS, MAP/CHART SYMBOLOGY, AND CONVERSIONS AND EQUIVALENTS

GLOSSARY

ACCESS CONTROL POINT - The point of entry and exit from control zones at a Hazardous Substance Incident. This physical location is controlled by response personnel limiting access to and from work areas.

AGENCY - A division of government with a specific function, or a non-governmental organization.

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 incident liaison officer. (See also Coast Guard Agency Representative)

ALTERNATIVE RESPONSE TECHNOLOGIES - Response methods or techniques other than mechanical containment or recovery. Alternative response technologies may include use of chemical dispersant, in-situ burning, bioremediation, surface washing agents, herding agents, or other alternatives. Application of alternative response technologies must be authorized and directed by the Federal On-Scene Coordinator.

ANALYZING - Interpretation of data to inform current and future operational plans.

AREA COMMAND - An organization established to: (1) oversee the management of multiple incidents that are each being handled by an Incident Command System Incident Management Team organization or (2) oversee the management of large or multiple incidents to which several

May 2014

incident management teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. (See also: Unified Area Command).

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

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

ASSISTANT - Title for subordinates of the Command Staff positions assigned to assist the Command Staff person manage their workload. In some cases, assistants are also assigned to unit leader positions in the planning, logistics, and finance/administration sections.

ASSISTING AGENCY - Is an agency directly contributing or providing tactical or service resources to another agency.

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

BEST MANAGEMENT PRACTICES - Recommendations from subject matter experts and/or practices proved effective in prior incident responses to obtain the best response results. Best management practices should be screened for feasibility based on several factors such as physical and technical limitations, environmental limitations, operational and management limitations, pollutant reduction/water conservation effects, cost considerations, public acceptance.

BRANCH - The organizational level having functional and/or 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. Branches are

May 2014

identified by roman numerals or by functional name (e.g., service and support).

BUYING TEAM - A team that supports incident procurement and is authorized to procure a wide range of services, supplies, and equipment.

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

CAMP - Geographical site(s) within the general incident area, separate from the incident base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

CATASTROPHIC INCIDENT - Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, or government functions.

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, or Division/Group Supervisors (for direct tactical assignments).

CHIEF - The Incident Command System title for individuals responsible for the command of functional Sections: Operations, Planning, Logistics, and Finance/Administration.

CLEAR TEXT - The use of plain English in radio communications transmission. Neither 10 Codes nor agency-specific codes are used when using Clear Text.

COASTAL ZONE - As defined for the purpose of the National Oil and Hazardous Substances Pollution Contingency Plan, means all United States waters subject to the tide, United States waters of the Great Lakes, specified

May 2014

ports and harbors on inland rivers, waters of the contiguous zone, other waters of the high seas subject to the National Oil and Hazardous Substances Pollution Contingency Plan, and the land surface or land substrata, ground waters, and ambient air proximal to those waters. The term coastal zone delineates an area of federal responsibility for response action. Precise boundaries are determined by Environmental Protection Agency/Coast Guard agreements and identified in federal regional contingency plans.

COAST GUARD AGENCY REPRESENTATIVE - The Coast Guard agency representative externally deployed away from a Coast Guard unit or Coast Guard led Incident Command Post to provide agency representation to and coordination with other Federal, state, local, and tribal agencies, non-governmental organizations, and maritime community stakeholders.

COLLECTION - Gathering data to meet the Incident Commander information requirements.

COMMAND - The act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to an Incident Commander or to the Unified Command.

COMMAND AND CONTROL - The exercise of authority and direction by a properly designated Incident Commander/Unified Command over assigned resources to accomplishment the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by the Incident Commander/Unified Command in planning, directing, coordinating, and controlling resources and operations.

COMMAND POST - See Incident Command Post.

May 2014

COMMAND STAFF - The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer, who report directly to an Incident Commander. May also include Intelligence Officer. They may have an assistant or assistants, as needed.

COMMON OPERATIONAL PICTURE - is a capability for sharing dynamic, geospatially-referenced situational awareness information. A common operational picture provides timely, fused, accurate displays of data, shared across the enterprise, which facilitates collaborative planning and support situational awareness for all stakeholders. Data disseminated through a common operational picture is drawn from authoritative data sources, allowing stakeholders to filter and contribute to the common operational picture according to their area of responsibility, mode, or role.

COMPLEX INCIDENT - Two or more individual incidents located in the same general proximity, which are assigned to a single Incident Commander or Unified Command to facilitate management.

CONSTRAINT - A requirement placed on the Incident Commander/Unified Command through Agency direction that dictates an action that must be performed, thus restricting freedom of action. (Must do.)

CONTAMINANT - See Pollutant.

CONTAMINATION CONTROL LINE - The established line around the Contamination Reduction Zone that separates the Contamination Reduction Zone from the Support Zone.

CONTAMINATION REDUCTION CORRIDOR - 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. The CRC will become contaminated as people and equipment pass through to the decontamination stations.

May 2014

CONTAMINATION REDUCTION ZONE - 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.

CONTINGENCY PLAN - The portion of an Incident Action Plan or other plan that identifies possible but unlikely events and the contingency resources needed to mitigate those events.

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, support functions, or resources to the incident control effort (e.g., Red Cross, law enforcement agency, and telephone company).

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.

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.

CRITICAL INFORMATION REQUIREMENTS - Critical Information Requirements are a comprehensive list of information requirements that the Incident Commander/Unified Command has identified as critical to facilitating timely decision making.

May 2014

CRITICAL INFRASTRUCTURES - Systems and assets, whether physical or virtual, so vital to the U.S. that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

DATA - Data is the rawest form of information being obtained.

DEMOBILIZATION - Release of resources from an incident in strict accordance with a detailed plan approved by the Incident Commander/Unified Command.

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. 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 - Incident Command System title for individuals responsible for supervision of a Branch.

DISSEMINATION - Sharing of data within the Incident Management Team, operational assets, other government agencies, and external communication to the public.

DIVISION - Organization level used to divide an incident into geographical areas of operation. The Division level is established when the number of resources exceeds the span-of-control of the Operations Section Chief and is organizationally between the Task Force/Team and the Branch. (See also: Group)

EMERGENCY OPERATIONS CENTER - The pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency. The emergency operations center

May 2014

coordinates information and resources to support domestic incident management activities.

EMERGENCY SUPPORT FUNCTION - The National Response Framework details 14 emergency support functions in place to coordinate operations during Federal involvement in an incident including transportation, communications, public works, engineering, firefighting, information and planning, mass care, resource support, health and medical services, search and rescue, hazardous substance, food, and energy.

ESSENTIAL ELEMENTS OF INFORMATION - subset of a Critical Information Requirement which provides greater detail on the information needed to meet the Critical Information Requirement.

EVENT - A planned, non-emergency activity. The Incident Command System can be used as the management system for a wide range of events (e.g., National Special Security Events, Opsail, parades, concerts, and sporting activities).

EXCLUSION ZONE - The area immediately around a spill or release where contamination does or could occur. It is the innermost of the three zones of a hazardous substance/material incident. Special protection is required for all personnel while in this zone.

EXPANDED ORDERING - An organization that is authorized to set up outside of the Incident Command Post to assist the Logistics Section with ordering supplies, services and resources to support the incident. The expanded ordering does not decide allocation of critical resources because they are dealt with by Area Command.

FACILITY OWNER - Facility Owner is the owner/operator of the facility or source which precipitated an incident.

FEDERAL COORDINATING OFFICER - The Federal officer who is appointed to manage Federal resource support

May 2014

activities related to Stafford Act disasters and emergencies. The Federal Coordinating Officer is responsible for coordinating the timely delivery of Federal disaster assistance resources and programs to the affected State and local governments, individual victims, and the private sector.

FEDERAL ON-SCENE COORDINATOR - The Federal official pre-designated by the Environmental Protection Agency or the Coast Guard to coordinate responses under subpart D of the National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300) or the government official designated to coordinate and direct removal actions under subpart E of the National Oil and Hazardous Substances Pollution Contingency Plan. A federal on-scene coordinator can also be designated as the Incident Commander.

FEDERAL RESOURCE COORDINATOR - The Federal official appointed to manage Federal resource support activities related to non-Stafford Act incidents. The Federal Resource Coordinator is responsible for coordinating support from other Federal departments and agencies using interagency agreements and memorandums of understanding

FIXED OUTER CONTINENTAL SHELF FACILITY - A bottom founded Outer Continental Shelf facility permanently attached to the seabed or subsoil of the Outer Continental Shelf including platforms, guyed towers, articulated gravity platforms, and other structures.

FLOATING OUTER CONTINENTAL SHELF FACILITY - A buoyant Outer Continental Shelf facility securely and substantially moored so that it cannot be moved without a special effort. This term includes tension leg platforms and permanently moored semisubmersibles or shipshape hulls

May 2014

but does not include mobile offshore drilling units and other vessels.

FINANCE/ADMINISTRATION SECTION - The section responsible for all administrative and financial considerations on an incident.

GENERAL STAFF - The group of incident management personnel reporting to the Incident Commander and are comprised of: Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigation Section Chief may be established, if required, to meet incident management needs. They may each have a deputy/deputies.

GEOGRAPHIC INFORMATION SYSTEM - A geographic information system is an electronic information system which provides a geo-referenced database to support management decision-making.

GROUP - An organizational level 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. A Group is located between Branches (when activated) and Resources in the Operations Section. (See also: Division)

HAND CREW - A number of individuals that have been organized and trained and are supervised principally for operational assignments on an incident.

HAZARDOUS CATEGORIZATION TEST - A field analysis to determine the hazardous characteristics of an unknown substance.

HAZARDOUS MATERIAL - For the purposes of Emergency Support Function #1, hazardous material is a substance or material, including a hazardous substance, that has been determined by the Secretary of Transportation to be capable

May 2014

of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8). For the purposes of Emergency Support Function #10 and the Oil and Hazardous Materials Response Annex, the term is intended to mean hazardous substances, pollutants, and contaminants as defined by the National Oil and Hazardous Substances Pollution Contingency Plan.

HAZARDOUS SUBSTANCE - As defined by the National Oil and Hazardous Substances Pollution Contingency Plan, any substance designated pursuant to section 311(b)(2)(A) of the Clean Water Act; any element, compound, mixture, solution, or substance designated pursuant to section 102 of the Comprehensive Environmental Response, Compensation, and Liability Act; any hazardous waste having the characteristics identified under or listed pursuant to section 3001 of the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act (42 U.S.C. § 6901 et seq.) has been suspended by act of Congress); any toxic pollutant listed under section 307(a) of the Clean Water Act; any hazardous air pollutant listed under section 112 of the Clean Air Act (42 U.S.C. § 7521 et seq.); and any imminently hazardous chemical substance or mixture with respect to which the Environmental Protection Agency Administrator has taken action pursuant to section 7 of the Toxic Substances Control Act (15 U.S.C. § 2601 et seq.).

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.

INCIDENT - An occurrence either man-made or natural phenomenon, that requires action or support by emergency

May 2014

service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

INCIDENT ACTION PLAN - An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

INCIDENT AWARENESS AND ASSESSMENT - The planning and execution of various information capabilities that provide situational awareness and assessment to civil authorities in support of domestic operations. It includes the tasking, collection, processing, analysis, and dissemination that provide critical information to the appropriate local, State, Tribal, and Federal authorities within an affected area.

INCIDENT BASE - Location at the incident where the primary logistics functions are coordinated and administered. The Incident Command Post may be collocated with the base. There is only one base per incident.

INCIDENT COMMANDER - The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (See also: Unified Command)

INCIDENT COMMAND POST - The field location at which the primary tactical-level, on-scene incident command functions are performed. The Incident Command Post may be collocated with the incident base or other incident facilities.

May 2014

INCIDENT COMMAND SYSTEM - 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 MANAGEMENT TEAM - The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

INCIDENT MANAGEMENT OBJECTIVES - Statements of guidance and direction necessary for the selection of appropriate strategies, and the tactical direction of resources. Tactical incident objectives address the tactical response issues while management incident objectives address the incident management issues. Tactical 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 OVERHEAD - All supervisory positions described in the Incident Command System.

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.

INCIDENT SUPPORT ORGANIZATION - Includes any off-incident support provided to an incident. Examples would be emergency operations centers, airports, expanded ordering, etc.

INFORMATION - Information is data that is processed but not necessarily analyzed.

May 2014

INFORMATION SECURITY - The protection of information and information systems against unauthorized access or modification of information, whether in storage, processing, or transit, and against denial of service to unauthorized users. Information security includes those measures necessary to detect, document and counter such threats. Information Security is composed of Computer Security and Communications Security.

INITIAL ACTION - The actions taken by the first resources to arrive at the incident. Initial actions may be to size up, patrol, monitor, withhold from any action, or take aggressive initial measures.

INITIAL RESPONSE - Resources initially committed to an incident.

INLAND ZONE - As defined in the National Oil and Hazardous Substances Pollution Contingency Plan, the environment inland of the coastal zone excluding the Great Lakes and specified ports and harbors on the inland rivers. The term "coastal zone" delineates an area of Federal responsibility for response action. Precise boundaries are determined by Environmental Protection Agency/Coast Guard agreements and identified in Regional Contingency Plans.

INTERAGENCY REMOTE SENSING COORDINATION CELL - A formal body of Federal remote sensing experts from across the remote sensing community providing critical coordination of the remote sensing requirements and capabilities for disaster operations. The Interagency Remote Sensing Coordination Cell is activated at the discretion of the Director of the National Response Coordination Center at the Federal Emergency Management Agency.

JOINT FIELD OFFICE - A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for

May 2014

incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The joint field office will combine the traditional functions of the joint operations center, the Federal Emergency Management Agency's Disaster Field Office, and the joint information center within a single Federal facility.

JOINT INFORMATION CENTER - A facility established within or near the Incident Command Post where the Public Information Officer and staff can coordinate and provide information on the incident to the public, media, and other agencies. The Joint Information Center is normally staffed with representation from the federal on-scene coordinator, state on-scene coordinator, and facility owner.

JOINT INFORMATION SYSTEM - Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a crisis or incident operations.

JOINT OPERATIONS CENTER - The Joint Operations Center is the focal point for all federal investigative LE activities during a terrorist or potential terrorist incident or any other significant criminal incident, and is managed by the senior federal law enforcement official. The Joint Operations Center becomes a component of the Joint Field Office when the National Response Framework is activated.

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 or health department). (See also: Multi-jurisdiction Incident)

May 2014

KEY FUNCTIONS - The foundational tasks established by the Incident Commander/Unified Command that the objectives are built upon.

LEADER - The Incident Command System title for an individual responsible for a Task Force/Strike Team or functional unit.

LIMITATIONS - A requirement placed on the Incident Commander/Unified Command through Agency direction that prohibits an action, thus restricting freedom of action. Also known as restraints. (Can't do.)

LOGISTICS SECTION - The Logistics Section is responsible for providing facilities, services, and materials in support of the incident.

MAJOR DISASTER - As defined by the Stafford Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

MANAGEMENT BY OBJECTIVES - In Incident Command System, this is a top-down management activity which involves the following steps to achieve the incident goal: (1) establishing incident objectives, (2) selection of appropriate strategy(s) to achieve the objectives, and (3) the tactical direction associated with the selected strategy.

May 2014

MANAGERS - Individuals within Incident Command System organizational units that are assigned specific managerial responsibilities (e.g., Staging Area Manager).

MAN-MADE INCIDENT - An incident caused directly and principally by one or more identifiable deliberate or negligent human actions.

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.

MISSION ASSIGNMENT - The vehicle used by Department of Homeland Security/Federal Emergency Management Agency to support Federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable state or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work.

MITIGATE - Any action to contain, reduce, or eliminate the harmful effects of a spill or release of a hazardous substance/material.

MOBILE OFFSHORE DRILLING UNIT - A vessel, other than a public vessel of the United States, capable of engaging in drilling operations for exploration or exploitation of subsea resources.

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) - Is an 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.

May 2014

MULTI-AGENCY COORDINATION - 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 Multi-Agency Coordination organization is not a part of the on-scene Incident Command System and is not involved in developing incident strategy or tactics.

MULTI-AGENCY INCIDENT - Is an incident where one or more agencies assist a jurisdictional agency or agencies. May be single or Unified Command.

MULTIJURISDICTIONAL INCIDENT - Is an incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In Incident Command System, these incidents will be managed under Unified Command.

NATIONAL INFRASTRUCTURE COORDINATING CENTER - Managed by the Department of Homeland Security Information Analysis and Infrastructure Protection Directorate, the National Infrastructure Coordinating Center monitors the Nations critical infrastructure and key resources on an ongoing basis. In the event of an incident, the National Infrastructure Coordinating Center provides a coordinating vehicle to share information with critical infrastructure and key resources information-sharing entities.

NATIONAL RESPONSE CENTER - A national communications center for activities related to oil and hazardous substance response actions. The National Response Center, located at Department of Homeland Security/Coast Guard Headquarters in Washington, DC, receives and relays notices of oil and hazardous substances releases to the appropriate Federal Operations Section Chief.

May 2014

NATIONAL RESPONSE FRAMEWORK - A document that describes the structure and processes comprising a national approach to domestic incident management designed to integrate the efforts and resources of Federal, State, local, tribal, private-sector, and nongovernmental organizations.

NATIONAL RESPONSE SYSTEM - Pursuant to the National Oil and Hazardous Substances Pollution Contingency Plan, the National Response System is a mechanism for coordinating response actions by all levels of government (40 CFR § 300.21) for oil and hazardous substances spills and releases.

NATIONAL RESPONSE TEAM - The National Response Team, comprised of the 16 Federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating Federal agency activities under the National Oil and Hazardous Substances Pollution Contingency Plan. The National Response Team carries out national planning and response coordination and is the head of a highly organized Federal oil and hazardous substance emergency response network. Environmental Protection Agency serves as the National Response Team Chair, and Department of Homeland Security/Coast Guard serves as Vice Chair.

NATIONAL SPECIAL SECURITY EVENT - A designated event that, by virtue of its political, economic, social, or religious significance, may be the target of terrorism or other criminal activity.

NATIONAL STRIKE FORCE - The National Strike Force consists of three strike teams established by Department of Homeland Security/Coast Guard on the Pacific, Atlantic, and Gulf coasts. The strike teams can provide advice and technical assistance for oil and hazardous substances removal, communications support, special equipment, and services.

May 2014

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION 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.

NONGOVERNMENTAL ORGANIZATION - A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government to serve a public purpose (e.g., faith-based charity organizations and the American Red Cross).

NUCLEAR INCIDENT RESPONSE TEAM - Created by the Homeland Security Act to provide DHS with a nuclear/radiological response capability. When activated, the Nuclear Incident Response Team consists of specialized Federal response teams drawn from Department of Energy and/or Environmental Protection Agency.

OBJECTIVES - The Incident Commander/Unified Command's desired outcomes. The Incident Commander/Unified Command sets incident objectives that are specific, measurable, attainable, realistic, and time-sensitive (i.e., verb such as commence, continue, complete). The objectives are also flexible enough to allow for strategic and tactical alternatives.

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

OPERATIONAL PERIOD - The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be various lengths, usually not over 24 hours. The Operational Period coincides with the completion of one planning "P" cycle (see chapter 3 planning cycle).

May 2014

OPERATIONS COORDINATION CENTER - The primary facility of the Multi-Agency Coordination System. It houses staff and equipment necessary to perform Multi-Agency Coordination functions.

OPERATIONS SECTION - The Section responsible for all operations directly applicable to the primary mission. Directs the preparation of Branch and/or Division operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary and reports such to the Incident Commander.

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

OUTER CONTINENTAL SHELF - All submerged lands lying seaward and outside of the area of "lands beneath navigable waters" as defined in section 2(a) of the Submerged Lands Act (43 U.S.C. 1301(a)) and of which the subsoil and seabed appertain to the United States and are subject to its jurisdiction and control.

OUTER CONTINENTAL SHELF FACILITY - Any artificial island, installation, or other device permanently or temporarily attached to the subsoil or seabed of the Outer Continental Shelf, erected for the purpose of exploring for, developing, or producing resources there from, or any such installation or other device (other than a ship or vessel) for the purpose of transporting such resources. The term includes mobile offshore drilling units when in contact with the seabed of the Outer Continental Shelf for exploration or exploitation of subsea resources. The term does not include any pipeline or deepwater port (as the term "deepwater port" is defined in section 3(10) of the Deepwater Port Act of 1974 (33 U.S.C. 1502)).

OVERHEAD PERSONNEL - Personnel who are assigned to supervisory positions that includes: Incident Commander,

May 2014

Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

PERSONAL PROTECTIVE EQUIPMENT - 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.

PLANNING SECTION - The section that is responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of incident action plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.

POLLUTANT OR CONTAMINANT - As defined in the National Oil and Hazardous Substances Pollution Contingency Plan, includes, but is not limited to, any element, substance, compound, or mixture, including disease-causing agents, which after release into the environment and upon exposure, ingestion, inhalation, or assimilation into any organism, either directly from the environment or indirectly by ingestion through food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions, or physical deformations in such organisms or their offspring.

PROCESSING - Combing, transferring, and cataloging data into common repositories.

QUALIFIED INDIVIDUAL - The person authorized by the responsible party to act on their behalf, authorize expenditures, and obligate resources.

RADIOLOGICAL EMERGENCY RESPONSE TEAMS - Teams provided by Environmental Protection Agency's Office of Radiation and Indoor Air to support and respond to

May 2014

incidents or sites containing radiological hazards. These teams provide expertise in radiation monitoring, radionuclide analyses, radiation health physics, and risk assessment.

REGIONAL RESPONSE TEAM - Regional counterparts to the National Response Team, the Regional Response Team comprise regional representatives of the Federal agencies on the National Response Team and representatives of each state within the region. The Regional Response Team serves as the planning and preparedness bodies before a response, and provide coordination and advice to the Federal Operations Section Chief during response actions.

REGIONAL RESPONSE COORDINATION CENTERS - A standing facility operated by Department of Homeland Security/Federal Emergency Management Agency that is activated to coordinate regional response efforts, establish Federal priorities, and implement local Federal program support until a Joint Field Office is established in the field.

REPORTING LOCATION - Any one of six facilities/locations where incident assigned resources may check-in. The locations are: Incident Command Post-Resources Unit, Base, 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," a treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

RESPONSIBLE PARTY - Is the person, business, or entity that has been identified as owning the vessel or facility that caused the spill. The term does not imply criminal negligence.

May 2014

RESPONSIBLE PARTY – VESSELS - In the case of a vessel, any person owning, operating, or demise chartering the vessel. In the case of a vessel, the term “responsible party” also includes the owner of oil being transported in a tank vessel with a single hull after December 31, 2010 (other than a vessel described in section 3703a(b)(3) of title 46).

RESPONSIBLE PARTY – ONSHORE FACILITIES - In the case of an onshore facility (other than a pipeline), any person owning or operating the facility, except a Federal agency, State, municipality, commission, or political subdivision of a State, or any interstate body, that as the owner transfers possession and right to use the property to another person by lease, assignment, or permit.

RESPONSIBLE PARTY – OFFSHORE FACILITIES - In the case of an offshore facility and their associated pipelines (other than a deepwater port and its associated pipelines licensed under the Deepwater Port Act of 1974 (33 U.S.C. 1501 et seq.)), the lessee or permittee of the area in which the facility is located or the holder of a right of use and easement granted under applicable State law or the Outer Continental Shelf Lands Act (43 U.S.C. 1301–1356) for the area in which the facility is located (if the holder is a different person than the lessee or permittee), except a Federal agency, State, municipality, commission, or political subdivision of a State, or any interstate body, that as owner transfers possession and right to use the property to another person by lease, assignment, or permit.

SEARCH AND RESCUE ON-SCENE COORDINATOR - The Search and Rescue On-Scene Coordinator coordinates the Search and Rescue mission on-scene using the resources made available by Search and Rescue Mission Coordinator and should safely carry out the Search and Rescue Action Plan. The Search and Rescue On-Scene Coordinator may serve as the Operations Section Chief, a Branch Director or Group Supervisor to manage on-scene

May 2014

operations after the Search and Rescue mission is concluded and other missions continue, such as search and recovery.

SCIENTIFIC SUPPORT COORDINATOR - The Scientific Support Coordinator is a special technical advisor for the Incident Commander/Unified Command, as specified in the National Oil and Hazardous Substances Pollution Contingency Plan (NCP, 40 CFR 300.145).

SECTION - That organization level having functional responsibility for primary segments of an incident such as: Operations, Planning, Logistics and Finance. The Section level is organizationally between Branch and Incident Commander.

SENIOR FEDERAL OFFICIAL - A Senior Federal Officer is an individual representing a Federal department or agency with primary statutory responsibility for incident management.

SINGLE RESOURCE - Is 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 - Site-specific document required by state and Federal Occupational Safety and Health Administration regulations and specified in the Area Contingency Plan. The Site Safety and Health Plan, 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, personal protective equipment 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

May 2014

briefing for all incident participants, and quality assurance of SSHP effectiveness.

SITUATION ASSESSMENT - The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized models, geographic information system data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision making.

SOURCE CONTROL SUPPORT COORDINATOR – The Source Control Support Coordinator is responsible for the abatement and containment of an uncontrolled oil well in Federal offshore waters and serves as the special technical advisor for the Incident Commander/Unified Command.

SPAN OF CONTROL - A Command and Control term that means how many organizational elements may be directly managed by one person. Span of Control may vary from one to seven, and a ratio of five reporting elements is optimum.

STAGING AREA - That location where incident personnel and equipment are assigned awaiting tactical assignment. Staging Areas are managed by the Operations Section Chief.

STAKEHOLDERS - Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.

STRATEGIC GOALS - Strategic goals are broad, general statements of intent.

STRATEGIC PLAN - Is a plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.

May 2014

STRATEGY - The general plan or direction selected to accomplish incident objectives.

STRIKE TEAM - Are specified combinations of the same kind and type of resources with common communications and a leader.

SUPERVISOR - Incident Command System title for individuals responsible for command of a Division or Group.

SUPERVISOR OF SALVAGE AND DIVING - A salvage, search, and recovery operation established by the Department of Navy with experience to support response activities, including specialized salvage, firefighting, and petroleum, oil, and lubricants offloading.

SUPPORT ZONE - In a hazardous substance response, the clean area outside of the Contamination Control Line is a support zone. 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 Operations Section Chief 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.

TASKING - Identification, prioritization of Incident Command Critical Information Requirements and assigning assets to collect the information.

May 2014

T-CARD - Cards filled out with essential information for each resource they represent. The cards are color-coded to represent different types of resources.

TECHNICAL SPECIALISTS - Personnel with special skills who can be used anywhere within the Incident Command System organization.

TEMPORARY FLIGHT RESTRICTIONS - Temporary Flight Restrictions are established by the Federal Aviation Administration to ensure aircraft safety in the vicinity of the incident which restricts the operation of non-essential aircraft in the airspace around that incident.

TERRORISM - Any activity that: (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population, (b) to influence the policy of a government by intimidation or coercion, or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

UNACCEPTABLE RISK - Level of risk as determined by the risk management process which cannot be mitigated to an acceptable safe level.

UNIFIED AREA COMMAND - A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional.

UNIFIED COMMAND - An application of Incident Command System used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post and to establish a common set of objectives

May 2014

and strategies and a single Incident Action Plan. This is accomplished without losing or abdicating authority, responsibility, or accountability.

UNIT - That organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

VESSEL OWNER - Vessel Owner is the owner/operator of the vessel or source which precipitated the incident.

VOLUNTEER - Any individual accepted to perform services by an agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed.

WATERFRONT FACILITY - All piers, wharves, docks, or similar structures to which vessels may be secured; areas of land, water, or land and water under and in immediate proximity to these structures; buildings on or contiguous to these structures; and the equipment and materials on or in these structures. The term does not include facilities directly operated by the Department of Defense.

WATERSHED REHABILITATION - Is 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.

WEAPON OF MASS DESTRUCTION - As defined in Title 18, U.S.C. § 2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a

May 2014

disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

May 2014

Coast Guard Incident Typing Characteristics	
A catastrophic incident is defined as any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, or government functions.	
Type 1	A. This type of incident is the most complex, requiring national resources for safe and effective management and operation. B. All command and general staff positions are filled. C. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. D. Branches need to be established. E. Highly complex information management requirements including the use of one or more incident management software tools and a COP. F. A written incident action plan (IAP) is required for each operational period. G. The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. H. Use of resource advisors at the incident base is recommended. I. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	A. This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. B. Most or all of the command and general staff positions are filled. C. A written IAP is required for each operational period. D. Many of the functional units are needed and staffed. E. A formal Information Management Plan is developed. F. Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). G. The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3	A. Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. B. A Type 3 IMT or incident command organization is established. C. Operations personnel normally often exceed 25 per operational period and total incident personnel do not exceed 200 (guidelines only). D. The incident requires multiple operational periods. E. A written IAP is required for each operational period.
Type 4	A. Command staff and general staff functions are activated only if needed. B. Several resources are required to mitigate the incident, including a task force or strike team. C. The incident is usually limited to one operational period in the initial response phase. D. The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. E. No written IAP is required but a documented operational and safety briefing will be completed for all incoming resources. F. The role of the agency administrator includes development of objectives and priorities. G. Examples include a maritime search and rescue case, small recoverable oil spill, or extended law enforcement boarding.
Type 5	A. The incident can be handled with one or two single resources with up to six personnel. B. Command and general staff positions (other than the incident commander) are not activated. C. No written IAP is required. D. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. E. Examples include a maritime search and rescue case, sheen or unrecoverable oil spill, MEDEVAC of an injured person, or a law enforcement boarding.

May 2014

ACRONYMS

AC	Area Command
ACP	Area Contingency Plan
ADMN	Administration Unit Leader
ALOF	Assistant Liaison Officer
AMS	Area Maritime Security
AMSC	Area Maritime Security Committee
AMSP	Area Maritime Security Plan
AOBD	Air Operations Branch Director
ARC	American Red Cross
AREP	Agency Representative
ART	Alternate Response Technologies
ASGS	Air Support Group Supervisor
ASOF	Assistant Safety Officer
ATC	Air Traffic Control
ATGS	Air Tactical Group Supervisor
AT/FP	Antiterrorism and Force Protection
ATON	Aids to Navigation
BCMG	Base Manager
BIMG	Billeting Manager
BMP	Best Management Practices
BO	Boarding Officer
BOAT	Boat Operations and Training
BOEM	Bureau of Ocean Energy Management
BSEE	Bureau of Safety and Environmental Enforcement
BTM	Boarding Team Member
C2	Command and Control
C3	Command, Control, and Communications
CANUS	Canada-United States Joint Marine Pollution Contingency Plan
CAP	Civil Air Patrol
CART	Common Assessment Reporting Tool

May 2014

CASREP	Casualty Report
CBP	Customs and Border Protection
CBRN	Chemical, Biological, Radiological, and Nuclear
CCL	Contamination Control Line
CE	Categorical Exclusion
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CG	Coast Guard (U.S.)
CG AREP	Coast Guard Agency Representative
CGIS	Coast Guard Investigative Service
CHEMTREC	Chemical Transportation Emergency Center
CI/KR	Critical Infrastructure/Key Resources
CIR	Critical Information Requirement
CISAR	Catastrophic Incident Search and Rescue
CISM	Critical Incident Stress Management
CLMS	Claims Specialist
CMAT	Consequence Management Advisory Team
CO	Commanding Officer
COG	Continuity of Government
COML	Communication Unit Leader
COMP	Compensation /Claims Unit Leader
COMT	Communications Technician
COOP	Continuity of Operations
COP	Common Operational Picture
COST	Cost Unit Leader
COTP	Captain of the Port
CPR	Cardiopulmonary Resuscitation
CRC	Contamination Reduction Corridor
CRWD	Crew Boss/Crew Supervisor
CRZ	Contamination Reduction Zone
DART	Disaster Assistance Response Teams
DCM	Dangerous Cargo Manifest
DCMS	Deputy Commandant for Mission Support
DEA	Drug Enforcement Administration
DFO	Disaster Field Office

May 2014

DHS	Department of Homeland Security
DIVS	Division/Group Supervisor
DLA	Defense Logistics Agency
DMAT	Disaster Medical Assistance Teams
DMB	Datum Marker Buoy
DMOB	Demobilization Unit Leader
DOCL	Documentation Unit Leader
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOT	Department of Transportation
DOSC	Deputy Operations Section Chief
DPIC	Deputy Incident Commander
DPRO	Display Processor
DRAT	District Response Advisory Team
DRG	District Response Group
DSE	Deployable Support Elements
EEI	Essential Elements of Information
EEZ	Exclusive Economic Zone
ELT	Emergency Locator Transmitter
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ENSP	Environmental Specialist
ENVL	Environmental Unit Leader
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EP&A	Environmental Planning and Assessment
EPA	Environmental Protection Agency, US
EPIRB	Emergency Position Indicating Radio Beacon
EQPM	Equipment Manager
EQTR	Equipment Time Recorder
ER-FOG	Emergency Response - Field Operations Guide
ESA	Endangered Species Act
ESF	Emergency Support Functions

May 2014

FAA	Federal Aviation Administration
FACL	Facilities Unit Leader
FBI	Federal Bureau of Investigation
FC	Federal Coordinator
FCO	Federal Coordinating Officer
FDUL	Food Unit Leader
FEMA	Federal Emergency Management Agency
FIR	Field Intelligence Reports
FLIR	Forward-Looking Infrared
FMSC	Federal Maritime Security Coordinator
FO	Facility Owner
FOB	Field Observer
FOIA	Freedom of Information Act
FOSC	Federal On-Scene Coordinator
FOUO	For Official Use Only
FPCON	Force Protection Condition
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
HASP	Health and Safety Plan
HAZ CAT	Hazardous Categorization Test
HAZMAT	Hazardous Materials
HAZSUB	Hazardous Substances
HAZWOPER	Hazardous Waste Operations and Emergency Response
HCO	Helicopter Coordinator
HELP	Information Technology Help Desk Manager
HF	High Frequency
HHS	Department of Health & Human Services
HITRAC	DHS Office of Infrastructure Protection's Homeland Infrastructure Threat and Risk Analysis Center

May 2014

HSIN	Homeland Security Information Network
HSPD-5	Homeland Security Presidential Directive 5 – Management of Domestic Incidents
IAA	Incident Awareness and Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Communications Center
ICE	U.S. Immigration and Customs Enforcement
ICP	Incident Command Post
ICS	Incident Command System
IMAT	Incident Management Assist Team
IMH	Incident Management Handbook
IMSAR	International Aeronautical and Maritime Search and Rescue Manual
IMT	Incident Management Team
INCM	Incident Communications Center Manager
INJR	Compensation for Injury Specialist
IO	Investigation Officer
IR	Infrared
IRSCC	Interagency Remote Sensing Coordination Cell
ISB	In-situ Burn
ITSM	Information Technology Customer Service Manager
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
JOPP	Joint Operation Planning Process
JRCC	Joint (aeronautical and maritime) Rescue Coordination Center
JTTF	Joint Terrorism Task Force
KIAS	Knots Indicated Air Speed
KML	Keyhole Markup Language

May 2014

KT	Knot(s)
LE	Law Enforcement
LEA	Law Enforcement Agency
LEDET	Law Enforcement Detachment (CG)
LEL	Lower Explosive Limit
LEO	Law Enforcement Officer
LKP	Last Known Position
LLCM	Lessons Learned Collection Manager
LOFR	Liaison Officer
LPOC	Last Port of Call
LSC	Logistics Section Chief
LSE	Logistics Support Element
MA	Mission Assignment (Issued by FEMA)
MAC	Multi-agency Coordination
MACC	Multi-agency Command Center
MARSEC	Maritime Security
MEDEVAC	Medical Evacuation
MEDICO	Medical Advice, Usually By Radio
MEDL	Medical Unit Leader
MEXUS	Mexico and the United States Joint Contingency Plan
MFF	Marine Fire Fighting
MIPR	Military Interdepartmental Purchase Request
MIRP	Maritime Infrastructure Plan
MLB	Motor Lifeboat
MLE	Maritime Law Enforcement
MOA	Memorandum of Agreement
MOTR	Maritime Operational Threat Response
MOU	Memorandum of Understanding
MPA	Maritime Patrol Aircraft
MRCC	Maritime Rescue Coordination Center
MRTT	Mobilization Readiness Tracking Tool
MSST	Maritime Safety and Security Team
MTS	Marine Transportation System

May 2014

MTSA	Maritime Transportation Security Act
MTSL	Marine Transportation System Recovery Unit Leader
MTSRU	Marine Transportation System Recovery Unit
M/V	Motor Vessel
NARA	National Archives and Records Administration
NCP	National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)
NDMS	National Disaster Medical System
NDRF	National Disaster Recovery Framework
NEPA	National Environmental Policy Act
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NGO	Non-Governmental Organization
NIC	National Incident Commander
NICC	National Interagency Coordination Center
NIMS	National Incident Management System
NM	Nautical Mile
NMAWC	Naval Mine and Antisubmarine Warfare Command
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NOTAM	Notice to Airmen
NPFC	National Pollution Funds Center
NPOC	Next Port of Call
NPS	National Park Service
NRC	National Response Center
NRCC	National Response Coordination Center
NRDA	Natural Resource Damage Assessment and Restoration
NRF	National Response Framework
NRIA	Nuclear/Radiological Incident Annex
NRS	National Response System
NRT	National Response Team

May 2014

NSARC	National Search and Rescue Committee
NSF	National Strike Force
NSP	National Search and Rescue Plan
NSS	National Search and Rescue Supplement
NSSE	National Special Security Event
NTAS	National Terrorism Advisory System
NTSB	National Transportation Safety Board
NWP	Naval Warfare Publication
OCC	Operations Coordination Center
OIC	Officer-In-Charge
OGA	Other Government Agency
OPA 90	Oil Pollution Act of 1990
OPBD	Operations Branch Director
OPCEN	CG Operations Center
OPCON	Operational Control
OPLAN	Operation Plan
OPORDER	Operation Order
OPSEC	Operations Security
ORDM	Ordering Manager
ORM	Operation Risk Management
ORR	Operational Readiness Review
O/S	On-Scene
OSC	Operations Section Chief
OSHA	Occupational Safety and Health Administration
OSRP	Oil Spill Response Plan
PA	Programmatic Agreement (Historical/ Cultural Protection)
P/C	Pleasure Craft
PDD	Presidential Decision Directive
PFD	Personal Flotation Device
PIO	Public Information Officer
PIW	Person(s) in Water
PML	Personal Marker Light
POB	Persons On Board

May 2014

POC	Point of Contact
POD	Probability of Detection
POS	Probability of Success
PPD-8	Presidential Policy Directive 8: National Preparedness
PPE	Personal Protective Equipment
PQS	Performance Qualification Standard
PRECOM	Preliminary Communication Search
PRFA	Pollution Removal Funding Authorization
PROC	Procurement Unit Leader
PROP	Property Management Unit Leader
PSC	Planning Section Chief
PSMA	Pre-Scripted Mission Assignment
PTRC	Personnel Time Recorder
PWCS	Ports, Waterways, and Coastal Security
QI	Qualified Individual
QRT	Quick Reaction Team
R&A	Rescue and Assistance
RADO	Radio Operator
RAR	Resources at Risk
RBDF	Royal Bahamian Defense Force
RBDM	Risk Based Decision Making
RB-M	Response Boast - Medium
RB-S	Response Boat - Small
RCC	Rescue Coordination Center
RCDM	Receiving and Distribution Manager
RCP	Regional Response Plan
RDD	Radiological Dispersal Device
REHB	Responder Rehabilitation Manager
RERT	Radiological Emergency Response Team
RESL	Resource Unit Leader
RIB/RHIB	Rigid Hull Inflatable Boat
RIT	Rapid Intervention Team
ROE	Rules of Engagement

May 2014

RP	Responsible Party
RPBD	Recovery and Protection Branch Director
RPIC	Responsible Party Incident Commander
RRBT	Rapid Response Boarding Team
RRCC	Regional Response Coordination Center
RRD	Radiological Dispersion Devise
RRT	Regional Response Team
RSC	Rescue Sub-Center
SAR	Search and Rescue
SART	Search and Rescue Transponder
SARTEL	SAR Telephone (private hotline)
SATCOM	Satellite Communications
SC	SAR Coordinator
SCAT	Shoreline Cleanup Assessment Technique
SCKN	Status/Check-In Recorder
SCSC	Source Control Support Coordinator
SECM	Security Manager
SEHS	Special Event Homeland Security
SERT	CG Marine Safety Center Salvage Engineering Response Team
SHPO	State Historical Preservation Officer
SILC	Shore Infrastructure Logistics Center
SITL	Situation Unit Leader
SITREP	Situation Report
SLAR	Side Looking Airborne Radar
SLDMB	Self-Locating Datum Marker Buoy
SMC	SAR Mission Coordinator
SME	Subject Matter Expert
SNO	Statement of No Objection
SOFR	Safety Officer
SOLAS	Safety of Life at Sea
SONS	Spill of National Significance
SORS	Spilled Oil Recovery Systems
SOSC	State On-Scene Coordinator
SPUL	Supply Unit Leader

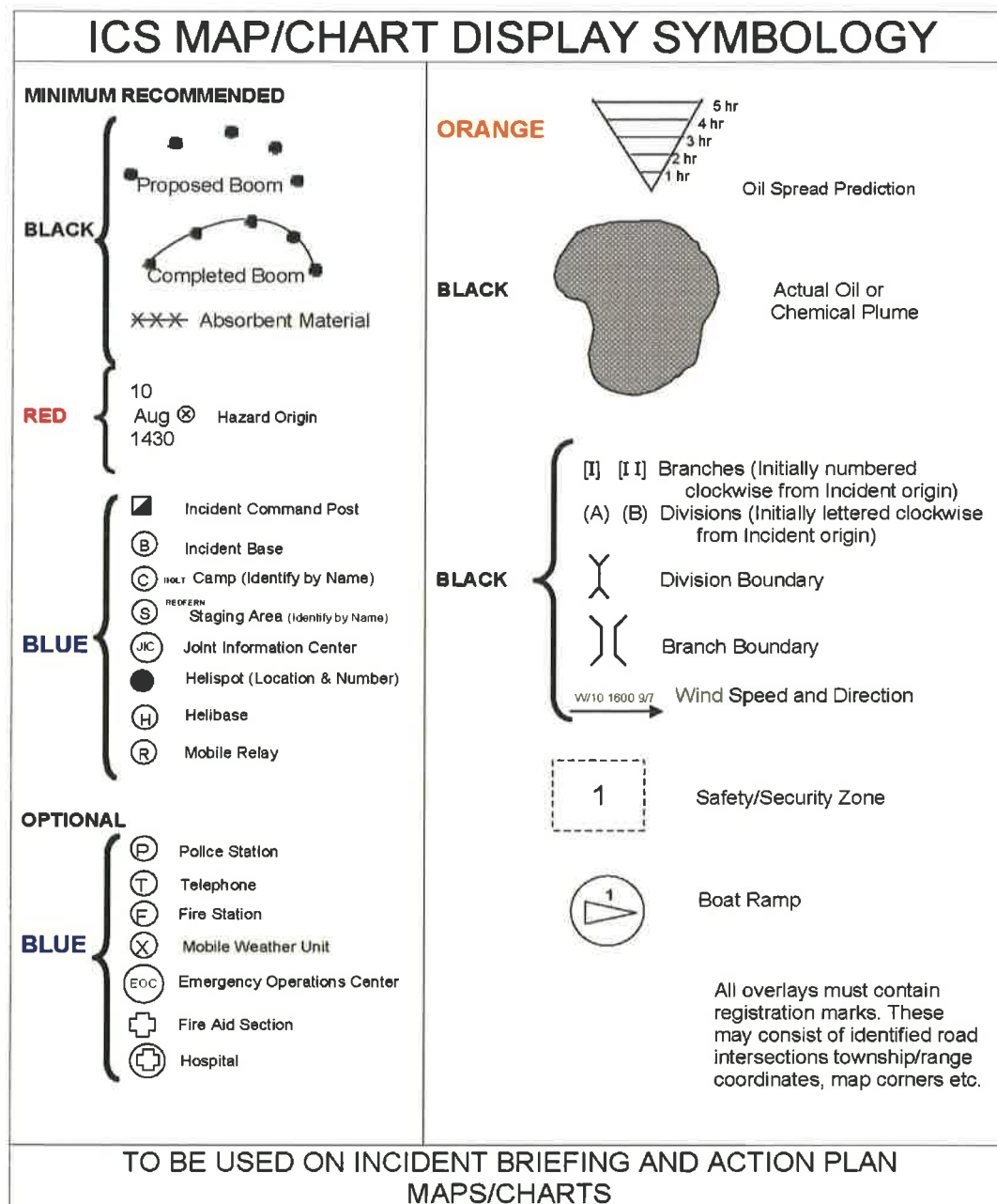
May 2014

SRA	Safe Refuge Area
SRB	Surf Rescue Boat
SRIE	Safety Rules of Engagement
SROE	Standing Rules of Engagement
SRR	Search and Rescue Region
SRU	Search and Rescue Unit
SSC	Scientific Support Coordinator
SSHP	Site Safety and Health Plan
SSI	Sensitive Security Information
STAM	Staging Area Manager
STL	Strike Team Leader
STR	Shoreline Treatment Recommendation
STVE	Strike Team Leader, Vessel
SUBD	Support Branch Director
S/V	Sailing Vessel
SVBD	Service Branch Director
TACLET	Tactical Law Enforcement Team
TACON	Tactical Control
TB	Tank Barge
TDS	Time, Distance and Shielding
TELECOM	Telecommunications
TFL	Task Force Leader
TFR	Temporary Flight Restrictions
THSP	Technical Specialist
TIME	Time Unit Leader
TMT	Training Management Tool
TOI	Target of Interest
TONO	Travel Orders
TOSC	Tribal On-Scene Coordinator
TRACEM	Thermal, Radioactive, Asphyxiation, Chemical, Etiological, and Mechanical
TSA	Transportation Security Administration
TSI	Transportation Security Incident
TTP	Tactics, Techniques, and Procedures
T/V	Tank Vessel

May 2014

UAC	Unified Area Command
UACG	Unified Area Coordination Group
UC	Unified Command
UCG	Unified Coordination Group
UHF	Ultra-High Frequency
UMIB	Urgent Marine Information Broadcast
US&R	Urban Search and Rescue
USAF	United States Air Force
USC	United States Code
USCG	United States Coast Guard
USMC	United States Marine Corps
USN	United States Navy
USSS	United States Secret Service
UTL	Utility Boat
VA	Veterans Affairs
VERTREP	Vertical Replenishment
VHF	Very High Frequency
VO	Vessel Owner
VOO	Vessel of Opportunity
VOSS	Vessel of Opportunity Skimming System
VRP	Vessel Response Plan
VSUL	Vessel Support Unit Leader
WEBTA	Web Time and Attendance Software
WEPS	Weapons Support Unit Leader
WLBD	Wildlife Branch Director
WMD	Weapons of Mass Destruction
WTD	Water-Tight Door

May 2014

MAP/CHART SYMBOLOGY

CONVERSIONS AND EQUIVALENTS

AREA s=statute, n=nautical		
Multiply	by	to derive
meters ²	10.76	feet ²
feet ²	0.0929	meters ²
kilometers ²	0.386	s. miles ²
s. miles ²	2.59	kilometers ²
s. miles ²	0.7548	n. miles ²
n. miles ²	1.325	s. miles ²
kilometers ²	0.2916	n. miles ²
n. miles ²	3.43	kilometers ²

TEMPERATURE	
Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F

VOLUME		
Multiply	by	to derive
barrels	42	gallons
barrels	5.615	feet ³
barrels	158.9	liters
barrels	0.1589	meters ³
feet ³	7.481	gallons
gallons	3.785	liters

WEIGHT		
Multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2,240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS

	Barrels/Long Ton		Notes
	Range	Average	
Crude Oils	6.7 - 8.1	7.4	1 Long Ton equals 2,240 pounds - As a general approximation, use 7 barrels (300 U.S. gallons) per metric ton of oil. 6.4 barrels/long ton is neutrally buoyant in fresh water. 6.21-6.25 barrels/long ton range is generally neutrally buoyant in open ocean.
Aviation Gasolines	8.3 - 9.2	8.8	
Motor Gasolines	8.2 - 9.1	8.7	
Kerosenes	7.7 - 8.3	8.0	
Gas Oils	7.2 - 7.9	7.6	
Diesel Oils	7.0 - 7.9	7.5	
Lubricating Oils	6.8 - 7.6	7.2	
Fuel Oils	6.6 - 7.0	6.8	
Asphaltic Bitumens	5.9 - 6.5	6.2	
Specific Gravity of 1 or an API of 10 equals the density of fresh water.			
Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water.			
API Gravity = (141.5/Specific Gravity) - 131.5			
Weight of Fresh Water: 8.3 pounds/gallon		Note: Exact weight depends upon temperature and salinity.	
Weight of Sea Water: 8.5 pounds/gallon			

OIL THICKNESS ESTIMATIONS

Standard Terminology	Approx. Oil Thickness		Approx. Volume of Oil	
	microns		US gallons per square mile	
	Low	High	Low	High
Sheen (S)	0.04	0.3	27	205
Rainbow (R)	0.3	5	205	3421
Metallic (M)	5	50	3421	34210
Transitional Dark (or True) (T)	50	200	34210	136840
Dark (or True) (D)	>200			
Emulsified (E)	Thickness range is very similar to dark oil			
For calculating volume: (Length) x (width) x (% distribution) x (% of standard term) x (thickness value)				
For calculating total volume, add together volumes for each standard term				

OIL WEATHERING PROCESS CONVERSION

Weathering Process	Conversion/ Information	Time Scale
Evaporation	Evaporation at 59°F: Gasoline:100% Diesel: 80% Lt crude:40% Heavy crude:20% Bunker C:5-10%	2-5 days
Emulsification	Increases pollutant volume by 2-4 times. Slows other processes.	Rapidly w/wave action; onset can be delayed.
Dispersion	Moves oil from surface to water column.	<5 days
Dissolution	Most water-soluble oil components are toxic.	<5 days
Biodegradation	Rate depends on oil type & amount, temperature, nutrients, & oxygen. Consult NOAA.	Weeks - Months
Tarball formation	Tarballs are hard to detect, so slick only appears to go away.	Days - Weeks

COMMONLY-USED EQUATIONS

CIRCLE	CYLINDER/PIPE/TANK
Area = 3.14 x radius ²	Volume = 3.14 x radius ² x length
Circumference = 3.14 x diameter	RECTANGLE/SQUARE
SPHERE/TANK	Area = length x width
Area = 4 x 3.14 x radius ²	CUBE/BLOCK/TANK
Volume = 1.33 x 3.14 x radius ³	Volume = length x width x height

**Published by the
U.S. Government Printing Office**

**For sale by the
U.S. Government Printing Office
Superintendent of Documents
732 North Capitol Street, NW
Washington, DC 20401
Phone: 202-512-0000
<http://www.gpo.gov>
Online bookstore: <http://bookstore.gpo.gov/>**

**Digital versions of this document and other ICS related
doctrine, tactics, techniques, procedures, job aids, and
qualifications can be downloaded from
<https://homeport.uscg.mil/ics>.**