ICS
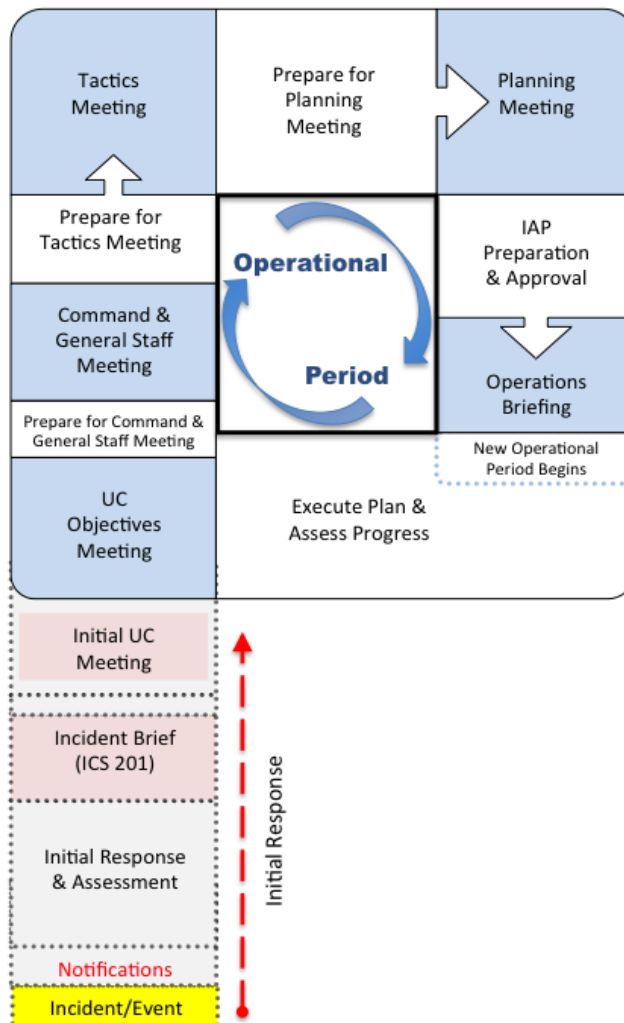
Incident Command System Manual

Process, Organization, Language, and Forms for Oil Spill Response Management

Menu

Cover Letter

Org Chart
linked to position descriptions

Initial Response

Command

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ICS Forms

July 2015 Edition
Updated to Reflect
NIMS – 2008 &
USCG 2014 IMH

Designed and Prepared By:

Genwest

Background…

This newest edition of the Genwest ICS Manual updates previous versions of our manual going back to the 2000 edition, which was based on the first versions of the Oil Spill Field Operations Guide (FOG). Genwest staff contributed to both the original STORMS version and the 2000 Oil Spill FOG developed by the Western States / BC Task Force.

This 2015 version reflects updated material from the National Response Framework (NRF), May 2013 version, the National Incident Management System (NIMS), December 2008 version, and the 2014 US Coast Gusrd Incident Management Handbook.

While the NRF and NIMS are both designed to address incidents of national significance, the principles, policies and standards are applicable to incidents at the local, state and regional levels as well. As stated in the 2013 document, "The NRF describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident and further describes how response efforts integrate with those of the other mission areas."

From the 2008 document, "NIMS provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment."

The NIMS document describes and requires the use of a standard Incident Command System (ICS) for all federally managed responses and recommends the adoption of this standard at all levels of government and in the private sector. It is this federal ICS requirement that necessitates that local, regional and corporate responders be familiar with the use of ICS for all emergency response contingencies. This all-hazard approach is reflected in the USCG 2014 Incident Management Handbook, which first covers the generic ICS positions and processes, and then details situation-specific variations for different types of incidents.

About this manual…

Unlike other all-hazard ICS documents, this manual is designed to focus on oil spill response, and making the ICS accessible to professionally knowledgeable individuals for whom oil spill response is an infrequent collateral duty. The position-specific descriptions in the first part of this manual are designed to allow a user to quickly find the critical information needed to function effectively as part of an Incident Management Team. Also, while retaining the focus on oil-spill response incident management, an understanding of the standard ICS organization, processes and nomenclature can be useful in any community emergency response environment.
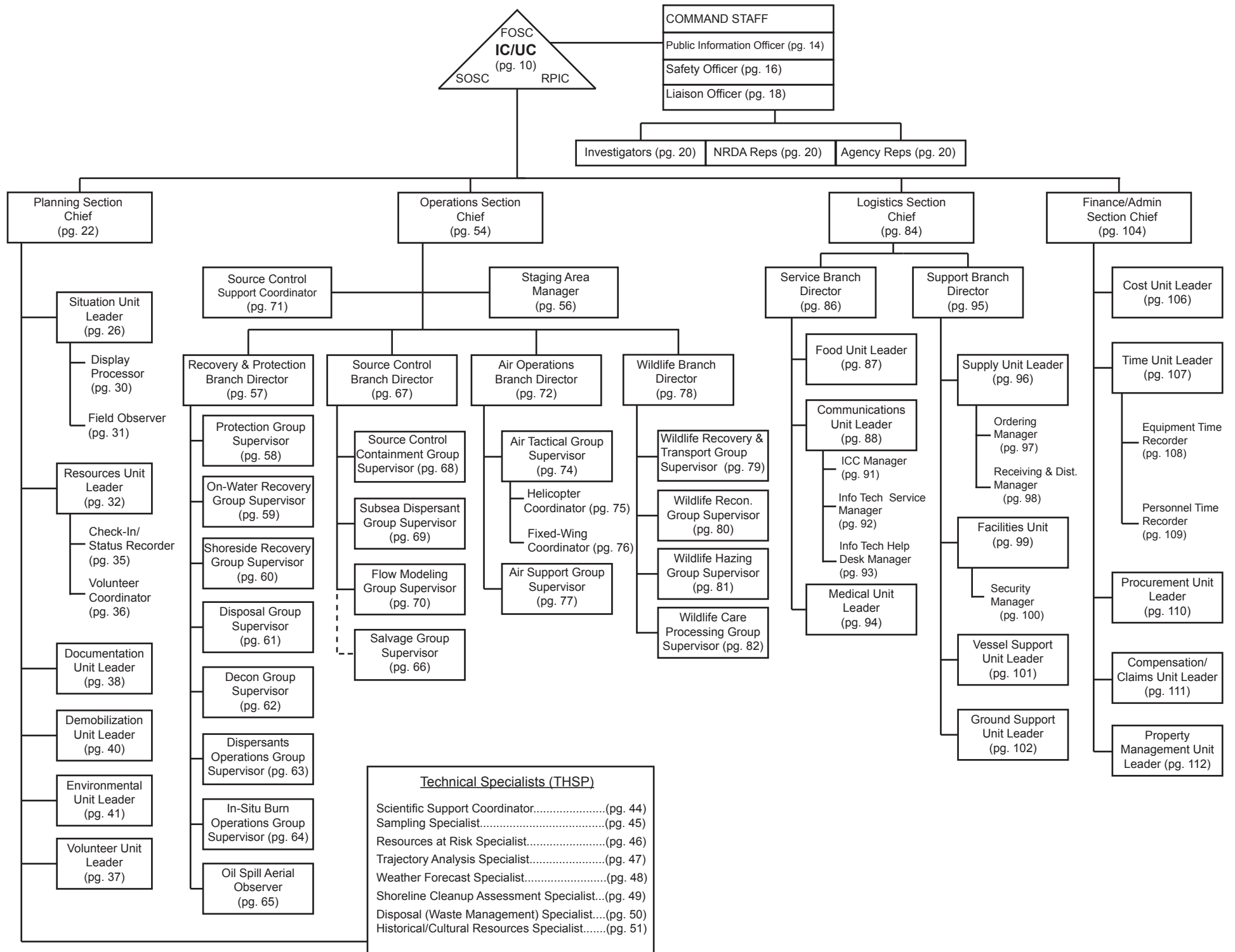
Genwest Systems Inc.:

Working with Federal, State, and corporate clients, Genwest personnel have provided on-scene emergency response information management support for over thirty years. We offer comprehensive responder training and develop and implement effective incident management and support tools. To download our latest response tools visit our web site at:

http://www.genwest.com

Incident Command System Organization Chart

FOSC / IC/UC (pg. 10) / SOSC / RPIC

COMMAND STAFF
- Public Information Officer (pg. 14)
- Safety Officer (pg. 16)
- Liaison Officer (pg. 18)
  - Investigators (pg. 20)
  - NRDA Reps (pg. 20)
  - Agency Reps (pg. 20)

Planning Section Chief (pg. 22)
- Situation Unit Leader (pg. 26)
  - Display Processor (pg. 30)
  - Field Observer (pg. 31)
- Resources Unit Leader (pg. 32)
  - Check-In/Status Recorder (pg. 35)
  - Volunteer Coordinator (pg. 36)
- Documentation Unit Leader (pg. 38)
- Demobilization Unit Leader (pg. 40)
- Environmental Unit Leader (pg. 41)
- Volunteer Unit Leader (pg. 37)

Operations Section Chief (pg. 54)
- Source Control Support Coordinator (pg. 71)
- Staging Area Manager (pg. 56)

Recovery & Protection Branch Director (pg. 57)
- Protection Group Supervisor (pg. 58)
- On-Water Recovery Group Supervisor (pg. 59)
- Shoreside Recovery Group Supervisor (pg. 60)
- Disposal Group Supervisor (pg. 61)
- Decon Group Supervisor (pg. 62)
- Dispersants Operations Group Supervisor (pg. 63)
- In-Situ Burn Operations Group Supervisor (pg. 64)
- Oil Spill Aerial Observer (pg. 65)

Source Control Branch Director (pg. 67)
- Source Control Containment Group Supervisor (pg. 68)
- Subsea Dispersant Group Supervisor (pg. 69)
- Flow Modeling Group Supervisor (pg. 70)
- Salvage Group Supervisor (pg. 66)

Air Operations Branch Director (pg. 72)
- Air Tactical Group Supervisor (pg. 74)
  - Helicopter Coordinator (pg. 75)
  - Fixed-Wing Coordinator (pg. 76)
- Air Support Group Supervisor (pg. 77)

Wildlife Branch Director (pg. 78)
- Wildlife Recovery & Transport Group Supervisor (pg. 79)
- Wildlife Recon. Group Supervisor (pg. 80)
- Wildlife Hazing Group Supervisor (pg. 81)
- Wildlife Care Processing Group Supervisor (pg. 82)

Logistics Section Chief (pg. 84)

Service Branch Director (pg. 86)
- Food Unit Leader (pg. 87)
- Communications Unit Leader (pg. 88)
  - ICC Manager (pg. 91)
  - Info Tech Service Manager (pg. 92)
  - Info Tech Help Desk Manager (pg. 93)
- Medical Unit Leader (pg. 94)

Support Branch Director (pg. 95)
- Supply Unit Leader (pg. 96)
  - Ordering Manager (pg. 97)
  - Receiving & Dist. Manager (pg. 98)
- Facilities Unit (pg. 99)
  - Security Manager (pg. 100)
- Vessel Support Unit Leader (pg. 101)
- Ground Support Unit Leader (pg. 102)

Finance/Admin Section Chief (pg. 104)
- Cost Unit Leader (pg. 106)
- Time Unit Leader (pg. 107)
  - Equipment Time Recorder (pg. 108)
  - Personnel Time Recorder (pg. 109)
- Procurement Unit Leader (pg. 110)
- Compensation/Claims Unit Leader (pg. 111)
- Property Management Unit Leader (pg. 112)

Technical Specialists (THSP)

Initial Response Check Lists

Person discovering incident

- ☐ Safety first - evaluate situation, the feasibility of a safe response, and actions needed
- ☐ Call for help (if necessary)
- ☐ Make needed notifications as per approved plan
- ☐ Control the source
- ☐ **Evaluate situation, actions taken, and potential need for additional response resources**
- ☐ Brief Initial Incident Commander

Initial Incident Commander

- ☐ Receive briefing from initial person discovering incident
- ☐ **Evaluate the safety of the situation**
- ☐ Identify Initial Safety Officer
- ☐ **Evaluate the response situation**
- ☐ **Evaluate need for additional response resources**
- ☐ **Activate additional resources, as necessary**
- ☐ Set typical initial objectives:
    - ▪ Evaluate all proposed actions for safety first
    - ▪ Control source and contain spill
    - ▪ Protect the environment (implement ACP/GRP)
    - ▪ Clean up impacted areas
- ☐ Designate a Command Post - Clearly define:
    - ▪ Location
    - ▪ Communications methods
    - ▪ Person to maintain
    - ▪ Situation display area
- ☐ **Document actions and decisions**, using ICS-201, or other forms as appropriate
- ☐ **Manage the response, evaluating the need for delegation of responsibilities**
    - ▪ Suggested initial delegation of responsibility:
        - o Management of overall site safety
        - o Management of response operations (Operations)
        - o Equipment and personnel ordering (Logistics)
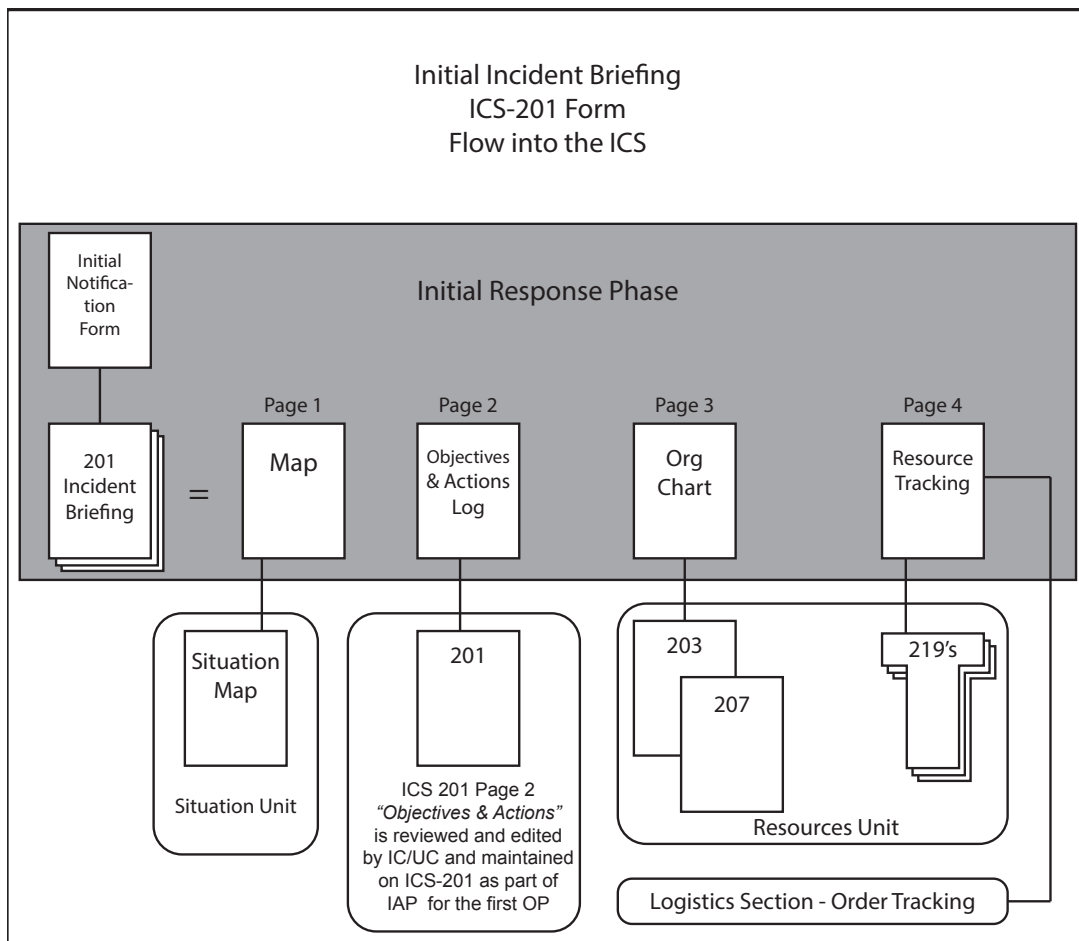   - o Situation and response tracking (Planning)

Underlined items should be frequently reassessed during the Initial Response

Frequently Reassess:
- ▪ Safety: Public & Responders
- ▪ Response effectiveness
- ▪ Needed resources
- ▪ Staffing
- ▪ Equipment
- ▪ Record Keeping
- ▪ Costs
- ▪ Document actions & decisions
- ▪ Delegation of responsibility

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

Initial Incident Briefing
ICS-201 Form
Flow into the ICS

Initial Response Phase

| Initial Notifica-tion Form |
| 201 Incident Briefing | = |

| | Page 1 | Page 2 | Page 3 | Page 4 |

| Map | Objectives & Actions Log | Org Chart | Resource Tracking |

Situation Map

Situation Unit

201

ICS 201 Page 2
"Objectives & Actions"
is reviewed and edited
by IC/UC and maintained
on ICS-201 as part of
IAP for the first OP

203
207

Resources Unit

219's

Logistics Section - Order Tracking

ICS-201: The End, or just the End of the Beginning

The majority of spills are small enough to be handled by a few local responders without the need for setting up an ICS organization. In these cases, the ICS-201 form can be used for recording the actions taken and the final resolution of the incident. Used in this way, the ICS-201 form can be a convenient formatting tool for a final incident report.

If a larger response is required, then the ICS-201 Briefing (see Meetings tab page 114) ends the Initial Response phase and starts the first ICS planning cycle. As shown in the diagram above, the ICS-201 form can be used to feed critical response information into the ICS organization to jump-start the various ICS tracking and monitoring processes. After the ICS-201 Briefing, pages 1, 3 and 4 of this form become static documents, showing a time-slice of the response at the launch of the ICS. The information from these pages can flow into the standard ICS tracking processes as follows: the Situation Map and the Current Situation summary shift to, and are maintained by, the Situation Unit; the Current Organization are used by the Resources Unit to begin tracking on the ICS-203 and ICS-207 form; the Resources Summary information is transferred to the Resources Unit and Logistics Section to begin tracking ordered and assigned resources on the selected resources tracking system. The Initial Response Objectives and Current Actions can continue to be updated on page 2 of the ICS-201. These pieces combined with the initial Safety, Comms and Medical Plans, can serve as a very basic initial Incident Action Plan during the first Operational Period while the IAP for the next Operational Period is developed.

Planning Section Chief

Primary Duty: Coordinate response planning and monitoring, including the development of the IAP, the collection, evaluation, dissemination, and use of incident information and maintaining status of assigned and demobilized resources
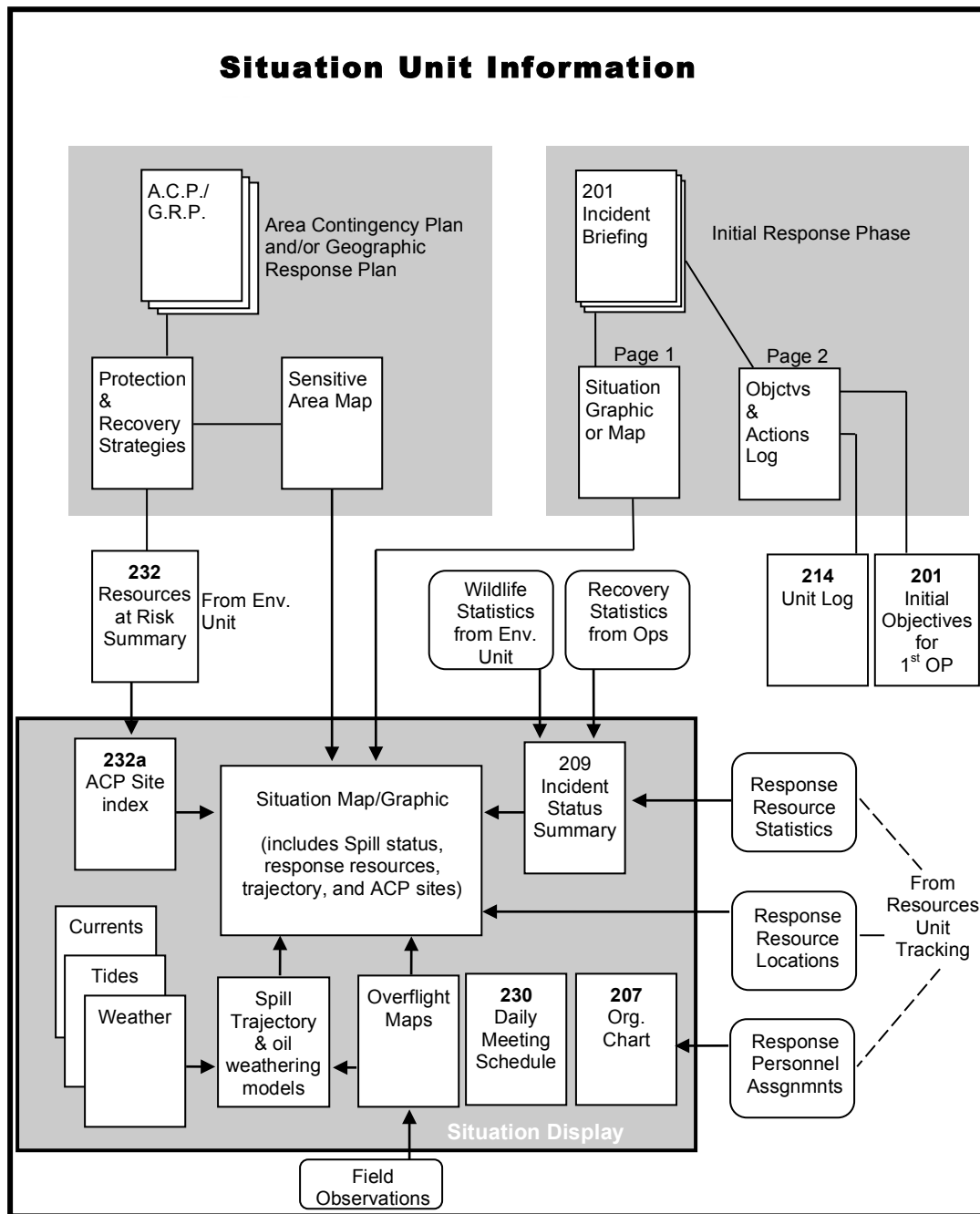
Supervises: SITL, RESL, ENVL, DOCL, DMOB, Tech. Specialist and other assigned staff

Reports To: Incident Commander and Unified Command

✓ Tasks & Responsibilities

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

- ❏ **Receive briefing** from immediate supervisor and organize, assign, and **brief subordinates**

- ❏ Collect, process, display, and disseminate incident information

- ❏ Assist OSC in the development of response strategies

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

- ❏ **Ensure the accuracy of all information** being produced by Planning Section Units with special attention to the IC/UC CIRs and their reporting requirements

- ❏ **Establish and support** information collection activities and reporting schedules for Planning Section Units

- ❏ **Evaluate the need** for additional Planning Section personnel and order/request as required

- ❏ Direct surveillance and trajectory modeling efforts to provide periodic predictions and incident status updates for the IMT on incident potential, oil movement, environmental resources at risk, weather and tides, and shoreline impacts

- ❏ **Assemble and present** information on alternative strategies

  Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the IAP.

- ❏ **Oversee the development** and incorporation into the IAP of appropriate incident supporting plans, including the traffic, vessel routing, medical, communications, site safety and other supporting plans as needed

- ❏ **Oversee preparation** and implementation of the Incident Demobilization Plan

- ❏ **Supervise** the preparation and compilation of the IAP

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

- ❏ Supervise the tracking of incident personnel and resources through the Resources Unit

- ❏ Facilitate or attend planning meetings and briefings as required

- **Assign field observer(s) (FOBS)** to the spill location as soon as safely possible to begin relaying on-site spill and climatological information for trajectory analysis. Observer(s) should also report location of response resources if possible

- **ACPs - GRPs Protection Strategies.** Use Area Contingency Plans (ACPs), and Geographic Response Plans (GRPs) to determine location and protection priority of potentially impacted sensitive areas

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

- **Establish naming.** Meet with the OSC, ENVL and RESL to establish coordinated division and shoreline segment identifiers and boundaries.

- **Divisions vs Groups and Branches.** Remember that divisions are always geographic distinctions, groups are always functional, and branches may be geographic, functional, or both.

- **Assist the IC/UC.** Develop drafts of ICS-202 Incident Objectives , ICS-202b Critical Information Requirements, ICS-230 Daily Meeting Schedule (identifying proposed Operational Period, objectives, CIRs, and meeting schedule) for IC/UC review and approval in the Unified Command Objectives Meeting. Objectives and CIRs developed by the IC/UC, provide the framework for developing incident tactics

Situation Unit Information

A.C.P./ G.R.P.
Area Contingency Plan and/or Geographic Response Plan

201 Incident Briefing
Initial Response Phase

Protection & Recovery Strategies

Sensitive Area Map

Page 1
Situation Graphic or Map

Page 2
Objctvs & Actions Log

232 Resources at Risk Summary
From Env. Unit

Wildlife Statistics from Env. Unit

Recovery Statistics from Ops

214 Unit Log

201 Initial Objectives for 1st OP

232a ACP Site index

Situation Map/Graphic

(includes Spill status, response resources, trajectory, and ACP sites)

209 Incident Status Summary

Response Resource Statistics

Response Resource Locations

From Resources Unit Tracking

Currents

Tides

Weather

Spill Trajectory & oil weathering models

Overflight Maps

230 Daily Meeting Schedule

207 Org. Chart

Response Personnel Assgnmnts

Situation Display

Field Observations

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

Incident Action Plan (IAP): Cover, 202, 203, Situation Map, 204, (204a(s)), 205, 206
(See the IAP Information Flow diagram in Meetings section)

Operations Briefing Packages: 202, 206, 204, (204a(s)), Site Map(s)

Purpose

▪ Presents the IC/UC decisions and management direction to the Command and General Staff members

▪ Clarifies and helps to ensure understanding among the core IMT members on the decisions, objectives, priorities, procedures, and tasks discussed and agreed to by the UC

When

▪ Prior to the Tactics Meeting

Facilitator

▪ Planning Section Chief

Attendees

❑ IC/UC Members

❑ Command and General Staff

❑ Situation Unit Leader

❑ Documentation Unit Leader

Preparation (Responsible Person)

❑ Review and make copies of ICS-202, 202a, and 202b, as appropriate (Planning Section Chief)

❑ Review ICS-230 Meeting Schedule, make a poster-sized copy for the wall display (Situation Unit Leader)

Agenda

❑ PSC brings meeting to order, conducts roll call, covers ground rules and reviews agenda

❑ SITL conducts Situation Status Briefing

❑ SOFR provides safety status briefing

❑ IC/UC provides comments, review key decisions, priorities, constraints and limitations

❑ IC/UC discusses incident objectives, reviews key procedures and CIRs, and assigns or reviews functional tasks/open actions (may use ICS-233)

❑ PSC facilitates open discussion to clarify priorities, objectives, assignments, issues, concerns, and open actions/tasks

❑ IC/UC provides closing comments

❑ PSC covers next meeting and planning process assignments

> ### *To Do Between the:*
>
> **Command and General Staff Meeting** & **Tactics Meeting**

❑ Check the Situation and Resource displays to verify the status of current field efforts, recent observations, resource utilization and updated forecasts, noting any changes in the current operations or situation that need to be reviewed and any potential impacts on the planning for the next Operational Period

❑ PSC should assign staff to prepare ICS-234 Work Analysis Matrix followed by a draft ICS-215 Operational Planning Worksheet based on already deployed or planned operations, and confirm these with Operations

❑ SOFR should begin to develop the Incident Action Plan Safety Analysis ICS-215a

❑ Thirty minutes before the Tactics Meeting the PSC should confirm with RESL, ENVL, and OSC that they are ready to lay out the proposed tactical deployments for the next Operational Period based on requested forecasts and trajectories

❑ PSC should remind the SITL, Trajectory Specialist, and other needed staff to prepare brief (1 to 3 minute) presentations focused on the next Operational Period

❑ If a delay is necessary, the PSC should determine the new time, confirm with key staff, notify all potential participants and update the posted ICS-230 Meeting Schedule to reflect the change(s)

❑ Confer with field personnel to determine the status of planned actions and any necessary changes to operational plans which will impact planning for the next OP

❑ The SITL ensures that maps are updated based on recent overflights and trajectories

❑ The RESL, after working with the Ops staff and Logistics staff on the draft ICS-215 verifies resource availability with OSC and confirms with the LSC that all required resources can be ordered and available and the start of the next operational period

❑ DOCL should verify that all personnel are tracking actions on an ICS-214a, ICS-214 or equivalent media

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IAP Information Flow
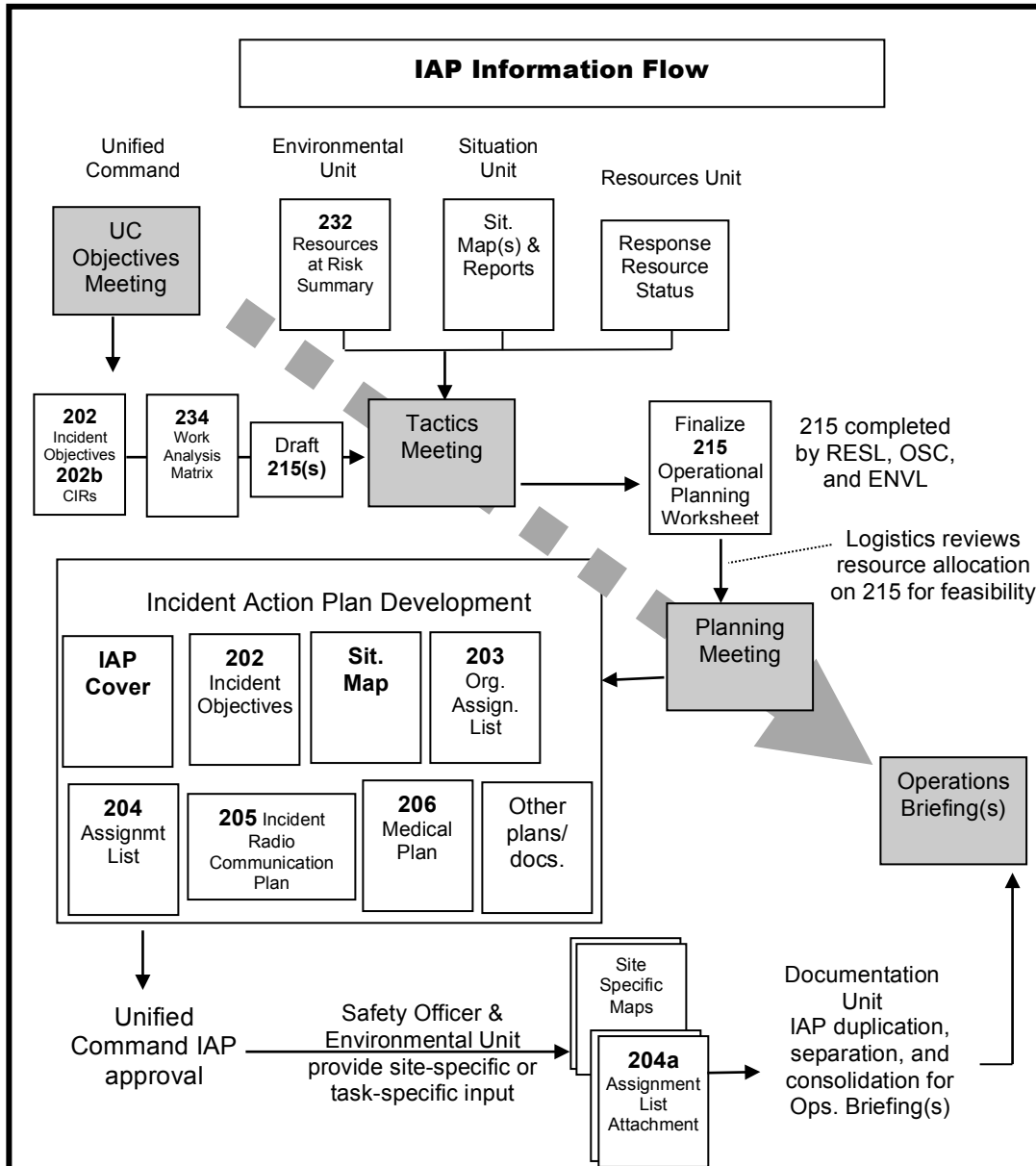
The IAP

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

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