U.S. COAST GUARD

INCIDENT MANAGEMENT HANDBOOK

JUNE 2025
U.S. Coast Guard COMDTPUB P3120.17C
U.S. Department of Homeland Security

This page intentionally left blank.

U.S. Department of Homeland Security
United States Coast Guard

Commandant
United States Coast Guard

US Coast Guard Stop 7516
2703 Martin Luther King Jr. Ave SE
Washington, DC 20593-7516
Staff Symbol: CG-OEM
Phone: 202-372-2141

COMDTPUB 3120.17C **01 JUN 2025**

COMMANDANT PUBLICATION 3120.17C

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

Ref:
(a) National Incident Management System (NIMS), October 2017
(b) Coast Guard Publication 3-28, Incident Management and Crisis Response, April 2020
(c) U.S. Coast Guard Emergency Management Manual, Volume IV: Incident Management and Crisis Response, COMDTINST M3010.24 (series)
(d) National Response Framework (NRF), October 2019
(e) NIMS Intelligence/Investigations Function Guidance and Field Operations Guide, October 2013
(f) NIMS Information and Communications Technology Functional Guidance, March 2023
(g) Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5), February 2003
(h) Presidential Policy Directive 8: National Preparedness (PPD-8), March 2011
(i) Response and Recovery Federal Interagency Operational Plan (FIOP), March 2023

1. PURPOSE. The Coast Guard Incident Management Handbook (CG-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 CG-IMH is an easy reference job aid for responders. It is not a policy document, but rather guidance for response personnel.

2. ACTION. All Coast Guard unit commanders, commanding officers, officers-in-charge, Area and District Operational Commanders, Deputy/Assistant Commandants, and chiefs of headquarters staff elements will ensure the widest possible dissemination of this Publication. To better support the Coast Guard's role in incident management, they will promote the understanding and application of the principles outlined in this document. Requests for interpretation of principles contained in this document should be sent to the Coast Guard's Office of Emergency Management and Disaster Response (CG-OEM).

3. AUTHORIZED RELEASE. Internet release is authorized.

4. DIRECTIVES AFFECTED. This Publication supersedes the previous Coast Guard Incident Management Handbook, COMDTPUB P3120.17B.

5. DISCUSSION. The safety and security of everyday life is prone to disruption from an array of threats and hazards. To help stabilize any disruptive situation, governments and other organizations conduct response operations to save lives, mitigate great property damage, and point the road to recovery. The National Incident Management System (NIMS), introduced in 2004, provides the nationally accepted guidelines for how personnel and resources from disparate organizations will function as a unified response force in pursuit of a shared goal. NIMS doctrine (Reference (a)) describes common principles, processes, and terminology used by personnel from all levels of government, nongovernmental organizations, and the private sector throughout response and recovery operations.

   The United States Coast Guard is frequently called upon to participate in incident management and crisis response activities. Across the full spectrum of local, regional, and national emergencies, the Coast Guard will lead or support response operations depending on the specific threat or hazard involved. For this reason, Coast Guard personnel must be fully versed in the incident management concepts defined in NIMS. Coast Guard doctrine (Reference (b)) and policy (Reference (c)) both require the use of NIMS' principles during incident response activities.

   The CG-IMH provides essential operational guidance for Coast Guard personnel participating in response activities following a disruptive event. It describes the tactics and techniques useful for incident management under NIMS guidance. Chapters 1 through 13 serve as a ready reference for ICS terms and processes used during most response operations. Chapter 14 addresses issues related to response activities during severe weather events and Presidentially Declared Disasters. Chapters 15 through 22 provide operational and organizational guidance for incident responses of particular interest to the Coast Guard such as Search and Rescue, Mass Rescue Operations, Marine Transportation System Recovery, Maritime Security, and Oil Spills.

6. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide administrative and operational guidance for Coast Guard personnel and is not intended, nor does it impose, legally binding requirements on any party outside of the Coast Guard.

7. MAJOR CHANGES. Major changes applicable to this Publication are as follows:

   a. Updates and clarifies incident management concepts arising from the 2017 revision of National Incident Management System doctrine (Reference (a)) and the 2019 revision of the National Response Framework (Reference (d)). Such concepts include an:

      (1) Expanded discussion of Multiagency Coordination Systems (MACS).

      (2) Introduction of Community Lifelines and their role in guiding incident response priorities.

      (3) Expanded guidance of the Intelligence and Investigations function within incident management as initially outlined in Reference (e).

(4) Organizational and functional realignment of information and communications technology support operations as described in Reference (f).

b. Refines the Incident Action Planning Process and the model for the Operational Period Planning Cycle, also known as the "Planning-P."

c. Adds a new chapter related to response operations during severe weather events and Presidentially Declared Disasters.

d. Introduction of Unmanned Aircraft Systems (UAS) support operations during an incident.

e. Adds Cyber Response as an incident-specific annex.

f. Provides renewed emphasis to the importance of Critical Incident Stress Management and responder resilience.

8. SCOPE AND AUTHORITIES. The scope and authorities outlined in this Publication are consistent with those outlined in References (a) through (i). It is recommended the reader become familiar with those references, as well as with the directives and publications noted throughout this Instruction.

9. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. The Office of Environmental Management, Commandant (CG-47) reviewed this Commandant Publication and the general policies contained within and determined that this policy falls under the Department of Homeland Security (DHS) categorical exclusion A3. This Commandant Instruction will not result in any substantial change to existing environmental conditions or violation of any applicable federal, state, or local laws relating to the protection of the environment. It is the responsibility of the action proponent to evaluate all future specific actions resulting from this policy for compliance with the National Environmental Policy Act (NEPA), other applicable environmental requirements, and the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 (series).

10. DISTRIBUTION. Electronic distribution in the Directives System Library. Intranet/Pixel Dashboard: Directives Pubs, and Forms - PowerApps (appsplatform.us). No general paper distribution will be made of this publication. United States Coast Guard personnel needing a paper copy of this document are asked to send a request to HQS-DG-LST-CG-OEM-2@uscg.mil.

11. RECORDS MANAGEMENT CONSIDERATIONS. This publication 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. This publication does not create significant or substantial change to existing records management requirements.

12. FORMS/REPORTS. The forms referenced in this Instruction are available on the Coast Guard Standard Workstation or on the Internet:

Intranet/Pixel Dashboard: Directives Pubs, and Forms - PowerApps (appsplatform.us).

13. SECTION 508. This publication is created to adhere to accessibility guidelines and standards as promulgated by the U.S. Access Board with consideration of Information and Communications Technology (ICT) requirements. If accessibility modifications are needed for this artifact, please communicate with the Section 508 Program Management Office (PMO) at Section.508@uscg.mil. Concerns or complaints for non-compliance of policy and/or artifacts may be directed to the Section 508 PMO, the Civil Rights Directorate (https://www.uscg.mil/Resources/Civil-Rights/) for the Coast Guard, or to the U.S. Department of Homeland Security at accessibility@hq.dhs.gov.

14. REQUEST FOR CHANGES. Comments and suggestions from users of this publication are welcomed. All such correspondence may be emailed to Commandant (CG-OEM) at: HQS-DG-LST-CG-OEM-2@uscg.mil.

/THOMAS G. ALLAN JR/
Vice Admiral, U.S. Coast Guard
Deputy Commandant for Operations

This page intentionally left blank.

Table of Contents

Incident Command System Basics

1. Introduction

2. ICS Overview

Overview 2-1
ICS Principles 2-2

3. Common Responsibilities

All Incident Management Team Members 3-1
If Deploying for an ICS Assignment 3-1
Upon Arrival at the Incident 3-2
During the Incident 3-3
During Transition / Demobilization 3-3
Common Responsibilities for Supervisors, Managers, & Leaders ... 3-4

4. The Incident Action Planning Process

Overview 4-2
The Operational Period Planning Cycle 4-2
Initial Response & Assessment 4-3
Incident Briefing (ICS Form 201) 4-4
Incident Command Briefing 4-6
Objectives Meeting 4-8
Command & General Staff (Strategy) Meeting 4-10
Preparing for the Tactics Meeting 4-12
Tactics Meeting 4-14
Preparing for the Planning Meeting 4-16
Planning Meeting 4-18
Incident Action Plan Preparation & Approval 4-21
Operations Briefing 4-23
Execute Plan & Assess Progress 4-25

5. Command Direction & Key Decisions

Command Direction 5-1
Command Responsibilities 5-1
- Establish Command & Organizational Structure 5-1
- Commander's Intent 5-2
- Community Lifelines 5-2
- Establish Incident Priorities 5-3
- Establish Incident Objectives 5-4
- Operational Period Command Emphasis 5-5
- Identify Critical Information Requirements 5-5

Table of Contents

Limitations & Constraints 5-7
Safety 5-8
Key Decisions 5-9
Progress Assessment 5-10
Success Factors 5-11
Transfer of Command 5-11
Transition between Programs 5-12
Response to Recovery 5-12

6. Incident Command

Command Structures 6-1
Single Incident Command 6-1
Unified Command 6-1

ICS Organizational Elements

7. Command Staff

Command Staff Overview 7-1
Position Descriptions 7-3
Incident Commander 7-3
Deputy Incident Commander 7-8
Safety Officer 7-8
Public Information Officer 7-10
Liaison Officer 7-13
Agency Representative 7-14
Volunteer Coordinator 7-16
Advisors 7-16

8. Operations Section

Operations Section Overview 8-1
Position Descriptions 8-3
Operations Section Chief 8-3
Deputy Operations Sections Chief 8-6
Operations Branch Director 8-6
Division / Group Supervisor 8-8
Task Force Leader 8-10
Single Resource Leader 8-11
Staging Area Manager 8-12
Air Operations Branch Director 8-13
Air Tactical Group Supervisor 8-15
Air Support Group Supervisor 8-16
Technical Specialists 8-17

Table of Contents

9. Planning Section

Planning Section Overview 9-1
Position Descriptions 9-3
Planning Section Chief 9-3
Deputy Planning Section Chief 9-6
Resources Unit Leader 9-6
Status/Check-In Recorder 9-7
Situation Unit Leader 9-8
Display Processor 9-9
Field Observers 9-9
Documentation Unit Leader 9-9
Demobilization Unit Leader 9-10
Environmental Unit Leader 9-12
Marine Transportation System Recovery Unit Leader 9-13
Technical Specialists 9-15

10. Logistics Section

Logistics Section Overview 10-1
Position Descriptions 10-4
Logistics Section Chief 10-4
Deputy Operations Section Chief 10-7
Service Branch Director 10-7
Food Unit Leader 10-8
Medical Unit Leader 10-9
Information & Communications Technology Branch Director 10-12
Communications Unit Leader 10-12
Incident Communications Center Manager 10-13
Radio Operator 10-13
Incident Communications Technician 10-13
Information Technology Service Unit Leader 10-13
IT Help Desk Manager 10-14
Cybersecurity Unit Leader 10-14
Support Branch Director 10-15
Supply Unit Leader 10-16
Ordering Manager 10-17
Receiving & Distribution Manager 10-17
Facilities Unit Leader 10-17
Base Camp Manager 10-18
Billeting Manager 10-18
Security Manager 10-18
Vessel Support Unit Leader 10-19
Ground Support Unit Leader 10-20

Table of Contents

Equipment Manager 10-21
Weapons Support Unit Leader 10-21
Technical Specialists 10-21

11. Finance / Administration Section

Finance / Administration Section Overview 11-1
Position Descriptions 11-3
Finance / Administration Section Chief 11-3
Deputy Finance / Administration Section Chief 11-6
Time Unit Leader 11-6
Procurement Unit Leader 11-7
Compensation / Claims Unit Leader 11-8
Cost Unit Leader 11-9
Administration Unit Leader 11-10
Property Management Unit Leader 11-11
Technical Specialists 11-13

12. Intelligence & Investigations

Overview 12-1
Organizational Considerations 12-3
Intelligence Support 12-5
Investigative Support 12-7
Position Descriptions 12-9
Intelligence & Investigations Section Chief 12-9
Investigation Operations Group 12-12
Intelligence Group 12-14
Forensic Group 12-15
Missing Persons Group 12-16
Mass Fatality Group 12-17
Family Assistance Section 12-17
Intelligence / Investigations Support Group 12-20
Coordination with Other ICS Positions 12-21
Technical Specialists 12-23

13. Area Command

Overview 13-1
Activation of Area Command 13-2
Unified Area Command 13-3
Area Command Responsibilities 13-4
Area Command Organization 13-5
Area Command Position Responsibilities 13-6
Area Commander 13-7
Deputy Area Commander 13-8

Table of Contents

Area Command Public Information Officer 13-8
Area Command Liaison Officer 13-9
Area Command Safety Officer 13-9
Area Command Planning Section Chief 13-10
Area Command Critical Resources Unit Leader 13-11
Area Command Situation Unit Leader 13-11
Area Command Logistics Section Leader 13-12
Area Command Finance/Administration Section Chief 13-12
Area Command Aviation Coordinator 13-13
Authority & Command Relationships 13-13
Area Command Management Plan 13-14
Area Command's Role in Demobilization 13-15
Area Command Briefings and Meetings 13-15

Incident-Specific Annexes

14. Presidentially Declared Disasters & MACS

Overview 14-1
Mission Assignments & the Stafford Act 14-2
Multiagency Coordination System and Facilities 14-4
Multiagency Coordination Facilities 14-6
FEMA Joint Field Office 14-6
FEMA National Response Coordination Center 14-6
FEMA Regional Coordination Center 14-7
FEMA Initial Operating Facility 14-7
State & Local Emergency Operations Center 14-7
USCG Coordination with Multiagency Coordination Centers 14-8
Emergency Support Functions 14-9
Coordination between the IC/UC and JFO 14-16
Specific ICS Positions and Task Descriptions 14-17
Command Staff 14-17
Public Information Officer 14-17
Liaison Officer 14-17
Agency Representatives 14-17
Operations Section 14-18
Technical Specialists 14-18

15. Search & Rescue

Overview 15-1
ICS and the SAR System Interface 15-1
SAR System Responsibilities 15-2
SAR Coordinator 15-2

Table of Contents

SAR Mission Coordinator 15-2
SAR On-Scene Coordinator 15-3
Keys to a Successful SAR Response 15-4
SAR-Specific ICS Positions and Task Descriptions 15-4
Incident Commander or Unified Commander 15-4
Command Staff 15-5
Public Information Officer 15-5
Operations Section 15-5
Operations Section Chief 15-5
SAR Branch Director 15-5
On-Water SAR Group Supervisor 15-5
SAR Planner 15-6
Medical Group Supervisor 15-6
Technical Specialists 15-6
Closing or Suspending a SAR Case in an ICS Structure 15-6
Transition from SAR to Other Missions 15-7
Catastrophic Incident SAR 15-9

16. Mass Rescue Operations

Overview 16-1
Priorities for MRO Incidents 16-2
Examples of Incident Objectives for MRO-Related Incidents 16-2
Establishment of Incident Command Post 16-3
MRO-Specific ICS Positions and Task Descriptions 16-3
Command Staff 16-3
Public Information Officer 16-3
Liaison Officer 16-4
Operations Section 16-4
SAR Branch 16-4
Medical Branch 16-6
Shoreside Branch 16-6
Evacuee Accountability Branch 16-8
Emergency Response Branch 16-8
Technical Specialists 16-9
Aspects of MROs Involving Cruise Ships or Foreign Vessels 16-9

17. Marine Transportation System (MTS) Recovery

Overview 17-1
Priorities for MTS-Related Incidents 17-1
Examples of Incident Objectives for MTS-Related Incidents 17-1
MTS Recovery Planning 17-2
MTS Recovery Planning 17-3
MTS Cyber Impacts 17-3

Table of Contents

MTS Recovery Status information 17-3
MTS Recovery-Specific ICS Positions 17-5
IC/UC 17-5
Operations Section Chief 17-5
MTS Recovery Branch Director 17-6
Planning Section Chief 17-6
MTS Recovery Unit Leader 17-6
Special Purpose Meetings 17-8
Technical Specialists 17-8
Transition to Long-Term Recovery 17-9

18. Maritime Security (MARSEC)

Overview 18-1
Priorities of Maritime Security Incidents 18-1
Example Objectives for Maritime Security-Related Incidents 18-1
MARSEC Requirements During Incident Management 18-2
MARSEC Directives 18-2
MARSEC Levels 18-2
Area Maritime Security 18-3
Area Maritime Security Committee 18-3
Area Maritime Security Plan 18-4
Port Readiness Committee 18-4
MARSEC During Incidents 18-5
Maritime Security Task Descriptions 18-5
IC/UC 18-5
Command Staff 18-6
Operations 18-6
Technical Specialists 18-7

19. Oil Spill

Overview 19-1
ICS Implementation for Oil Spill Response 19-2
Priorities for Oil Spill Incidents 19-2
Examples of Objectives for Oil Spill-Related Incidents 19-2
Position-Specific Tasks and Responsibilities 19-3
Command 19-3
Command Staff 19-3
Operations Section 19-6
Recovery & Protection Branch Director 19-7
Wildlife Branch Director 19-11
Planning Section 19-13
Environmental Unit Staff / Technical Specialists 19-13
Technical Specialists 19-15

Table of Contents

Additional Planning Section Positions 19-16
Finance / Administration Section 19-17
National Incident Commander 19-17
ESF #10 – Oil & Hazardous Materials Response 19-18

20. Hazardous Substance

Overview 20-1
Hazardous Substance Response Preparedness 20-2
Special Substance Incidents 20-2
Biological Incident 20-2
Radiological Incident 20-3
Nuclear Material Incident 20-3
Man-Made Disaster 20-4
ICS Implementation for Hazardous Substance Incidents 20-4
Priorities for Hazardous Substance Incidents 20-4
Example Objectives for Hazardous Substance Incidents 20-5
Hazardous Substance Release-Specific Positions 20-5
Command 20-6
Command Staff 20-6
Operations Section 20-9
Planning Section 20-13
Technical Specialists 20-16
Finance / Administration Section 20-17
Assisting Agencies 20-17

21. Salvage & Marine Firefighting

Overview 21-1
Priorities for Salvage & Marine Firefighting Incidents 21-2
Example Objectives for Salvage & Marine Firefighting Incidents 21-2
Multi-Jurisdictional Response — Unified Command 21-2
Salvage & Marine Firefighting-Specific ICS Positions 21-3
Operations Section 21-3
Accountability Team 21-3
Fire Suppression Branch Director 21-3
Salvage/Dewatering Branch Director 21-4
Planning Section 21-5

22. Cyber Incident

Overview 22-1
Cyber Incident Management Cycle 22-1
Cyber Incident Response 22-3
Cyber Incident Lines of Effort 22-4
Organizing for a Significant Cyber Incident Response 22-5

Table of Contents

Cyber Technical Specialist 22-9
Information-Sharing During a Cyber Incident Response..... 22-10

Appendices

23. Incident Command System Forms

US Coast Guard NIMS ICS Forms List..... 23-1
ICS Form Responsibility 23-5

24. Glossary & Acronyms

Glossary 24-1
Acronyms 24-23
Coast Guard Incident Typing Characteristics..... 24-35
Map / Chart Symbology 24-36

Introduction

The United States Coast Guard Incident Management Handbook (CG-IMH) is designed to assist Coast Guard personnel in the application of National Incident Management System (NIMS) Incident Command System (ICS) principles during response operations for all-hazard incidents and planned events. The CG-IMH is not a policy document but rather guidance requiring judgment in application. ICS is meant to be scalable and flexible; thus, the CG-IMH should be used with a similar mindset.

The pace of change in the world is accelerating rapidly. Geopolitical strategic competition, economic volatility, and the rise of novel threats from disruptive technologies and debilitating diseases are producing an ever-expanding range of high-impact events. Owing to the growing interconnectedness of the maritime environment, the United States Coast Guard (USCG) finds itself at the center of various threats, and its unique capabilities are often the decisive factor during the response to significant threats and hazards. In alignment with the Department of Homeland Security's strategic goals and the USCG Commandant's Intent, this handbook is designed to support the USCG's stated goal to "lead in crisis" during events which threaten this Nation, its people, its partners, and its critical resources.

The USCG is a recognized "first responder" to the Nation. USCG personnel must be prepared to work with similar response teams from other federal, state, and local agencies, tribal nations, non-governmental organizations, and the private sector. To work in such a collaborative environment, a high degree of incident management knowledge, skill, and professionalism is required.

Through proper use of this Incident Management Handbook:

- USCG response operations better align with NIMS principles.
- Standard processes are developed that integrate federal, state, tribal nations, local agencies, and NGOs, and private organization entities into a response operation where the Coast Guard often serves as the Lead Federal Agency.
- Responders integrate seamlessly into the ICS structure during responses led by other federal, tribal, state, local, NGOs, and private organization entities where the USCG serves as an assisting or cooperating agency.

All USCG responders should have a basic understanding of NIMS and be ready to operate effectively within an ICS organization. Embracing the elements of incident response presented in this handbook will provide USCG personnel with the essential foundation needed to interact successfully with our partner responders.

The core CG-IMH subject matter is organized into a series of chapters that progressively build the reader's knowledge and understanding of ICS principles. However, each chapter functions as a stand-alone

resource for a specific concept or skill set. Chapters 2 through 13 provide an overview of all ICS processes. They include detailed descriptions of all ICS positions, highlighting their specific roles and responsibilities in incident response. These opening chapters explain basic ICS concepts relevant to all incident responses under NIMS. Chapters 14 through 22 are incident-specific annexes that address the application of ICS principles during contingencies that may require specialized USCG expertise and capabilities. Such contingencies include search and rescue operations, oil spill responses, vessel fires, or a cyber-related attack on the Maritime Transportation System. The contingencies laid out in the annexes provide specialized guidance for those who seek a fuller understanding of USCG operations, available resources, and incident response "best practices".

Please note that acronyms are used extensively throughout this handbook. A full list of acronyms, along with a glossary of key incident management terms, can be found in Chapter 24.

The CG-IMH is supported by a vast and growing library of position-specific Job Aids, position-specific Performance Qualification Standard (PQS) task books, and other reference materials. Additional doctrine and policy directives are published by the USCG Office of Emergency Management (CG-OEM), including a series of Emergency Management Manuals, Volumes I - IV. This material is meant to work in harmony with partner agency ICS guidance, thereby ensuring an effective collaboration between all response teams. If you are new to the world of incident management, the CG-IMH is an excellent reference for providing the foundational knowledge of NIMS and ICS. For those already experienced in incident management, the CG-IMH is a go-to reference to assist you in your role during activation for an incident or while on deployment to improve your overall ICS proficiency.

The CG-IMH is published in multiple languages for wider accessibility. These versions of the CG-IMH can be found on the USCG.mil website. USCG.mil is a public-facing website designed to share information with the maritime community.

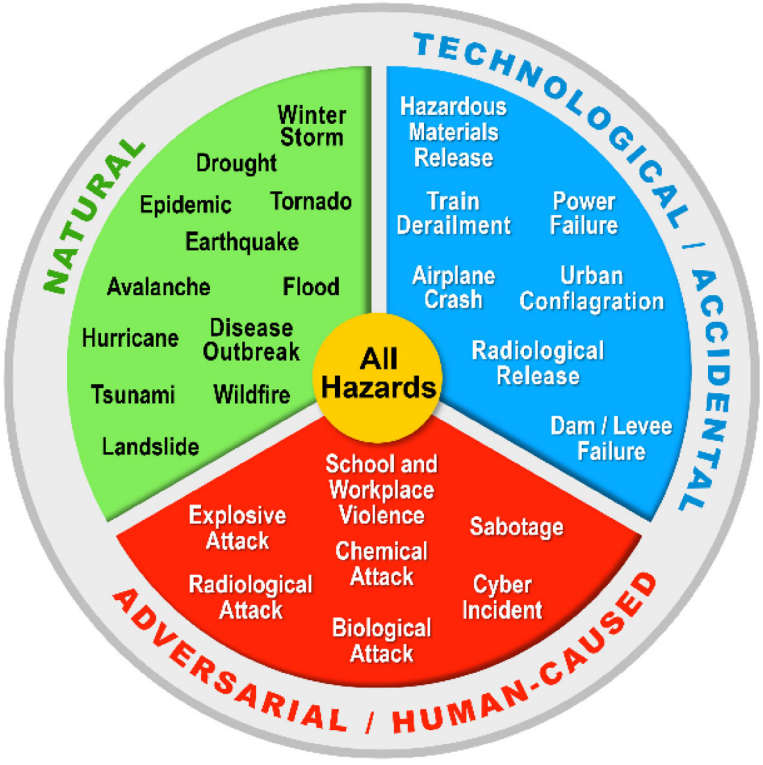
Questions or suggestions to improve the CG-IMH should be directed to CG-OEM using the following email: ICS-ProgramCoordinator@uscg.mil.

OVERVIEW

ICS is a nationally recognized, standardized approach for the command, control, and coordination of on-scene incident response operations. ICS uses an organizational structure for incident management that integrates procedures, personnel, equipment, facilities, and communications to more effectively respond to an incident or planned event. ICS provides the means for coordinating the efforts of responding agencies as they work together toward the common goal of stabilizing the incident and protecting life, property, and the environment.

ICS has proven effective for responding to all types of incidents and events including:

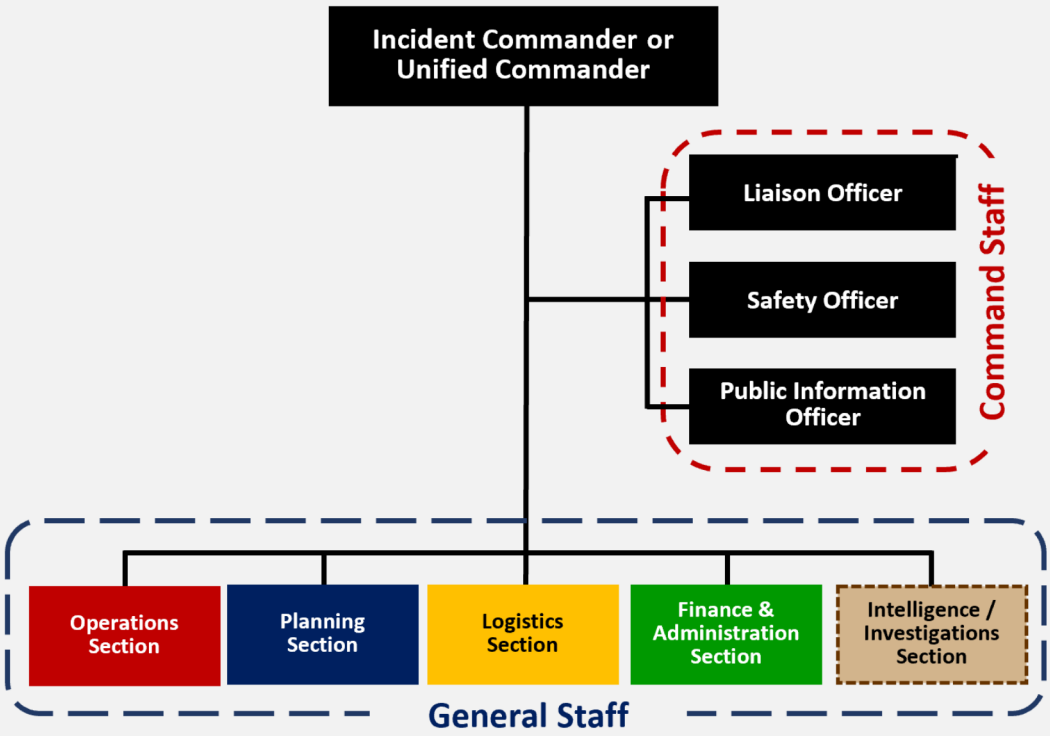
- ❑ Natural and man-made disasters.
- ❑ Hazardous Materials (HAZMAT) incidents.
- ❑ Oil spills.
- ❑ Major marine casualty incidents.
- ❑ Catastrophic Incident Search and Rescue (CISAR) incidents.
- ❑ Mass Rescue Operations.
- ❑ Air, rail, and marine transportation accidents.
- ❑ Border operations / Mass migration events.
- ❑ Planned events, including National Special Security Events.



ICS includes five major functional areas that are staffed as needed. The five functional areas are: (1) Command; (2) Operations; (3) Planning; (4) Logistics; and (5) Finance and Administration. A sixth ICS functional area - Intelligence and Investigations - may be used when the incident requires these specialized capabilities.

Major elements of the ICS organization are divided into the **Command Staff** and the **General Staff** as depicted below.

Basic ICS Organization



Note: *The IC/UC can place the Intelligence/Investigations (I/I) function in multiple locations within the incident command structure based on factors such as the nature of the incident, the level of I/I activity, and the relationship of I/I to other incident activities. See Chapter 12 for a complete discussion of the I/I function and its possible placement within the ICS organizational structure.*

ICS PRINCIPLES

An ICS organization has the capability to expand or contract to meet the needs of the incident. The following management principles are the foundation of incident command and coordination under the NIMS and contribute to the strength and efficiency of the ICS.

Common Terminology

NIMS establishes common terminology that allows different organizations to work together in a wide variety of emergency functions and hazard scenarios. Common terminology helps to reduce confusion and enhance interoperability.

Common terminology applies to:

- ❑ Organizational Elements.
- ❑ Position Titles.
- ❑ Resources.
- ❑ Incident Facilities.

Key ICS Organizational Elements

- Incident Command
- Command Staff
- General Staff
- Branch
- Division or Group

Modular Organization

Organizational structures for ICS are modular, meaning that they are each building blocks that are put in place as needed based on an incident's size, complexity, and specific hazards. The IC/UC is responsible for the establishment and expansion of the ICS organization, referred to as an Incident Management Team (IMT), based on the specific requirements of the incident.

As incident complexity increases, the organizational structure expands and management responsibilities are further divided. The number of management, supervisory, and support positions expand as needed to meet the needs of the incident.

The following terms describe the organizational elements within ICS:

- ❑ **Command:** The IC/UC establishes objectives that drive incident operations, ensures incident safety, and is responsible for coordinating the overall incident. The IC/UC manages the IMT and oversees the tactical operations during an incident. The IC/UC oversees the Command and General Staff.
- ❑ **Command Staff:** Members of the Command Staff report directly to the IC/UC. They include the Public Information Officer, Safety Officer, and the Liaison Officer. Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Command. These positions may include assistants, advisors, and ICS specialists.
- ❑ **Section:** The organizational level having responsibility for a major functional area of incident management (i.e., Operations, Planning, Logistics, Finance/Administration, and Intelligence / Investigations (if established)). Section Chiefs report to the IC/UC.

- **Branch:** The organizational level having functional and/or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches may be identified by functional area or by Roman numerals when used for designation of geographic areas.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area.
- **Unit:** The organizational elements with functional responsibility within the Planning, Logistics, or Finance/Administration Sections.
- **Task Force:** Any combination of resources assembled to support a specific mission or operational need. A Task Force will contain resources of different kinds and types. All resource elements within a Task Force must have common communications and a designated leader.
- **Single Resource:** An individual, piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.
- **Technical Specialist:** Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required.

Position Titles: At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. ICS position titles provide a common standard for all agencies, ensure understanding of assigned duties, and can help facilitate resource requests for qualified personnel. Here are the standard position titles for ICS organizational elements:

Organizational Element	Position Title
Incident Command	Incident Commander
Command Staff	Officer
General Staff	Chief
Branch	Director

Organizational Element	Position Title
Division or Group	Supervisor
Unit	Leader
Task Force	Leader
Single Resource	Leader

Management by Objectives

During an incident, all activities are directed to accomplish defined objectives. Under ICS, the IC/UC establishes incident objectives that drive incident operations. Management by Objectives include:

- ❑ Establishing specific, measurable objectives.
- ❑ Identifying strategies, tactics, tasks, and activities to achieve the objectives.
- ❑ Developing and issuing assignments, plans, procedures, and protocols to accomplish tasks.
- ❑ Documenting results against objectives to measure performance, facilitate corrective actions, and inform development of objectives for the next operational period.

Incident Action Planning Process

Incident action planning guides incident management activities. The Incident Action Planning Process and Incident Action Plans (IAPs) are central to managing incidents. **The Incident Action Planning Process, often referred to as the "Planning-P", helps synchronize operations and ensure that they support incident objectives**. Incident action planning is more than simply producing an IAP and completing ICS forms. The Planning-P provides a consistent rhythm and structure for incident management activities.

Every incident should use an ICS 201 or an IAP. These documents provide a standard method to communicate incident objectives, tactics, and assignments for operational and support activities. **The IAP is used by the IC/UC to communicate their expectations and to provide clear guidance to those in the field and managing the incident**. The necessity for written plans depends on incident complexity, command decisions, and legal requirements.

ICS requires written plans when:

- ❑ Multiple jurisdictions are involved in an incident.
- ❑ Resources from multiple agencies are used on the incident.
- ❑ Incident complexity requires multiple operational periods.
- ❑ The incident involves a release of HAZMAT.

The development of IAPs is a cyclical process, and incident personnel repeat the planning steps every operational period in order to plan for the next operational period. The Incident Action Planning Process and Planning-P are explained in Chapter 4 of this handbook.

Manageable Span of Control

Span of Control refers to the number of subordinates who directly report to a supervisor. Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. **Maintaining a manageable span of control enables personnel in leadership roles to effectively direct and supervise subordinates and to communicate with and manage resources**. The optimal span of control for incident management is one supervisor to five subordinates; however, the 1:5 ratio is only a guideline and effective incident management may call for different ratios. When a supervisor's span of control becomes unmanageable, he or she can assign subordinate supervisors or redistribute subordinates to manage portions of the organization in order to maintain a manageable span of control. Span of control can change based on:

- Type of incident.
- Nature of the task.
- Existing hazards and safety factors.
- Distances between personnel and resources.

Integrated Communications

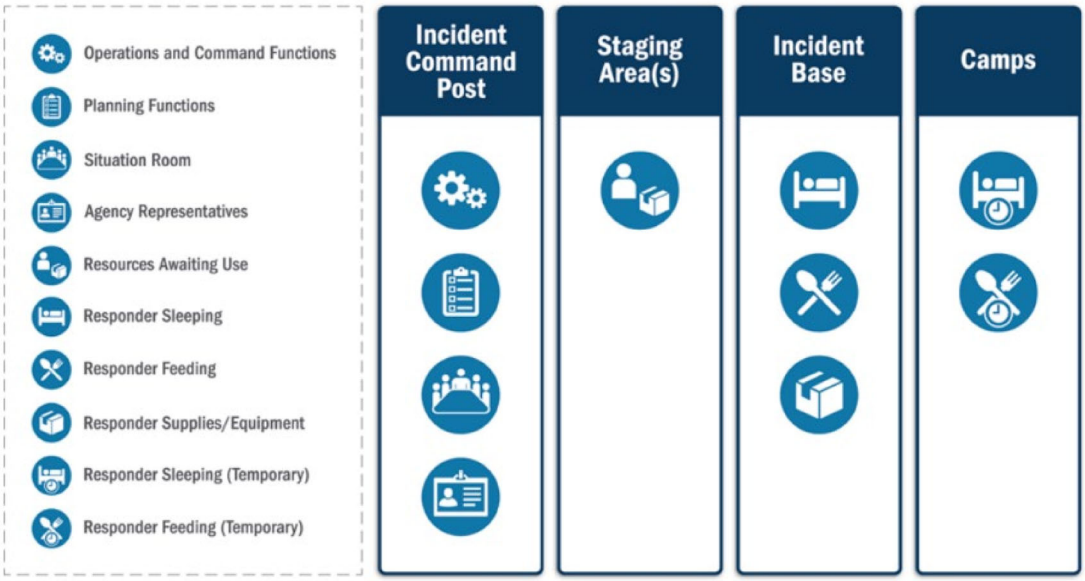
Integrated Communications allow agencies to connect, share information, and maintain situational awareness. Integrated communications require the development and use of a common communications plan, interoperable communication processes, and systems that include voice and data links. Integrated Communications support connectivity between incident personnel and facilitates sharing information.

Planning for Integrated Communications can occur both before and during an incident to provide equipment, systems, and protocols needed to achieve integrated voice and data communications.

Incident Facilities and Locations

Depending on the size of the incident, support facilities are established for a variety of purposes. The facilities are identified and located based on the requirements of the situation. For example, incident size and complexity will influence the designation of specific facilities and their locations. Typical ICS facilities include the Incident Command Post (ICP); staging areas; incident bases, and camps.

The diagram below indicates several types of incident facilities and the services or activities provided at each.



Comprehensive Resource Management

Comprehensive Resource Management describes a standard method to identify requirements, order and acquire, mobilize, track and report, demobilize, and reimburse and restock resources. Resources consist of all personnel, equipment, supplies, teams, and facilities for the incident. **Maintaining accurate and up-to-date resource inventories and resource tracking are essential components of incident management**. Resource accountability helps ensure responder safety and effective use of incident resources. As incident objectives are reached, resources may no longer be necessary. At which point, those resources will begin the demobilization process.

Demobilization, a primary component of Comprehensive Resource Management, is the orderly, safe, and efficient return of incident resources to their original locations and operational status. **The demobilization planning process should begin as soon as possible to facilitate accountability of the resources**. As part of demobilization

planning, the IC/UC prioritizes critical resource needs and reassigns resources (if necessary).

The demobilization process includes:

- ❑ Debriefing personnel.
- ❑ Completing any incident-specific checkout procedures.
- ❑ Completing and submitting required documentation.
- ❑ Returning all incident issued equipment.
- ❑ Arranging return travel.
- ❑ Ensuring released resources are prepared and safe to travel.
- ❑ Tracking released assets back to their home duty station or the requesting jurisdiction in a safe and timely manner.
- ❑ Conducting performance evaluations on response personnel.
- ❑ Identifying and documenting "Lessons Learned".

Establishment and Transfer of Command

When an incident is anticipated or occurs, the organization with primary responsibility for the incident establishes command by designating the IC or establishing a UC.

Command may need to be transferred to a different IC/UC one or more times over the course of a long duration or increasingly complex incident. The current command determines the protocol for transferring command. **This transfer process should always include a briefing for the incoming IC/UC on all essential information for continuing safe and effective operations**. The transfer of command should also be communicated to all incident personnel.

Unified Command

UC improves unity of effort in multijurisdictional or multiagency incident management. The use of UC enables jurisdictions and those with authority or functional responsibility for the incident (called "members of the UC") to jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single IAP. However, each participating agency maintains authority, responsibility, and accountability for its personnel and other resources, and each member of UC is responsible for keeping other members of UC informed.

UC is typically used for incidents involving multiple jurisdictions. A UC allows agencies with different authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. **In UC, there is no single**

"commander". Instead, the Unified Command manages the incident by jointly approved objectives. In most incidents the Command function is performed by a UC.

The concept of UC means that all involved agencies contribute by:

- ❑ Determining incident objectives.
- ❑ Jointly planning for operations.
- ❑ Maximizing use of all incident resources.

The advantages of using UC include:

- ❑ Establishes a single ICP for the incident.
- ❑ Establishes consolidated incident objectives, priorities, and strategic guidance, which are updated every operational period.
- ❑ Selects a single Section Chief for each position on the General Staff needed based on current incident priorities.
- ❑ Establishes a single system for requesting and ordering resources.
- ❑ Approves a consolidated IAP for each operational period.
- ❑ Establishes procedures for joint decision making and documentation.
- ❑ Captures lessons learned and best practices.

Chain of Command and Unity of Command

Chain of Command refers to the orderly line of authority within the ranks of the IMT. Unity of Command means that each individual reports to only one designated supervisor. The principles of Chain of Command and Unity of Command:

- ❑ Clarifies reporting relationships.
- ❑ Reduces confusion caused by conflicting instructions.
- ❑ Enables leadership at all levels to direct the actions of all personnel under their supervision.

Accountability

Accountability for all personnel and resources during an incident is essential. Incident personnel should adhere to principles of accountability, including:

- ❑ Check-in/Check-out.
- ❑ Incident action planning.
- ❑ Unity of command.

- Personal responsibility.
- Span of control.
- Management of required documentation.
- Resource tracking.

Dispatch and Deployment

Resources should deploy only when requested and dispatched through established procedures by appropriate authorities. Resources should not deploy spontaneously as unrequested resources can overburden the IC/UC and increase accountability challenges during an incident.

Information and Intelligence Management

Incident-related information and intelligence is managed by the IMT through established processes such as gathering, analyzing, assessing, and sharing. Information and intelligence management includes identifying Essential Elements of Information to ensure incident personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate incident personnel.

COMMON RESPONSIBILITIES

This chapter identifies common tasks that should be performed by all personnel who support an Incident Management Team (IMT) during an incident. It outlines common responsibilities for all members of the IMT as well as common leadership tasks performed by supervisors.

All Incident Management Team (IMT) members

Following notification of assignment to the IMT:

- ❑ Confirm job assignment (i.e., designation of ICS position).
- ❑ Understand the type and magnitude of incident.
- ❑ Monitor media reports for incident-related information.
- ❑ Review the CG-IMH, applicable job aid(s), Standard Operating Procedures (SOPs), regional and local plans, and other relevant documentation for the incident.
- ❑ Bring a hard copy of your position-specific Performance Qualification Standard, or ICS Position Task Book, if required.
- ❑ Complete a pre-activation or pre-deployment health assessment, as required.

If deploying for an ICS Assignment:

Deploying without being fully prepared will affect your ability to perform in your assignment and will place additional burdens on the IMT. Plan accordingly as responses and deployment lengths may vary.

- ❑ Obtain a resource order number, request number, and/or travel orders. **Note**: USCG policy does not allow travel without travel orders or prior authorization.
- ❑ Verify travel instructions including reporting location and time.
- ❑ Review your emergency plan and arrange for coverage on all personal affairs. Ensure all personal information is updated in necessary personnel accountability systems.
- ❑ Inspect your Personal Deployment Kit and assess equipment readiness. Consider elements of the incident and of the location. See table on next page for a list of suggested contents for a Personal Deployment Kit.

Personal Deployment Kit (Suggested Contents)	

• **Identification Cards**
  • Government Identification Cards
  • Driver's License
  • Common Access Card (CAC)
  • Government Travel Card
  • Health Insurance Card
• **Communications Equipment**
  • Government Laptop, with electronic ICS forms
  • CG-6 approved devices (external hard drive, MiFi, CAC Reader, Government Cell Phone)
  • Personal Cell Phone
  • Equipment Chargers or Extra Batteries
  • Headphones / Ear buds
  • Government Emergency Telecommunications System (GETS) Card
• **Resource Number / Travel Orders**
• **Contingency Plans** (if available)
  • Federal / State / Local / Territorial / Tribal
	• **Medical Needs**
	  • Insurance Information
	  • List of Allergies and Blood Type
	  • Glasses/Contact Lenses, including sunglasses
	  • Hearing Aids and Extra Batteries
	  • Prescription/Over-the Counter Medication
	• **Personal Hygiene Kit**
	  • Toothpaste/Toothbrush
	  • Soap and Shampoo
	  • Shaving Cream and Razors
	  • Skin Care Products, including sunscreen and insect repellent.
	• **Extra Clothing** (Work-related/leisure)
	  • Personal Protective Equipment
	  • Hot Weather / Cold Weather /Rain Gear
	• **Cash / Credit Cards**
	• **CG-Incident Management Handbook**
	• **Position-Specific Job Aid**

Upon Arrival at the Incident:

Upon arrival at an incident or work location, all personnel are required to check in. Check-In is typically documented on an Incident Check-In List (ICS 211) at the Incident Command Post (ICP) or other designated locations. Common responsibilities upon arrival at an incident include:

- ❑ Report to designated check-in location and complete check-in process. **Note**: If instructed to report directly to a tactical/field assignment, check in with your immediate field supervisor.
- ❑ Confirm work assignment and designated ICS position.
- ❑ Complete information required for the Incident Check-in List (ICS 211) and the specified check-in process.
- ❑ **Receive an incident briefing or orientation briefing, both of which must include a safety brief**. Document the briefing on an Activity Log (ICS 214). If relieving someone, obtain a briefing from that person.
- ❑ Acquire work materials.
- ❑ Report to immediate supervisor.

During the Incident:

- ❑ Adhere to established daily sign-in/sign-out procedures for accountability.
- ❑ Perform tasks required of assigned position or as directed by immediate supervisor.
- ❑ Participate in meetings and briefings, as appropriate.
- ❑ Comply with all safety and security practices/procedures.
- ❑ Report unsafe conditions to those potentially affected, through the chain of command, and/or to the Safety Officer (SOFR).
- ❑ Report signs and symptoms of extended incident stress, injury, fatigue, or illness for yourself or coworkers to your supervisor.
- ❑ Know your assigned communication methods and procedures for your area of responsibility (AOR) and ensure communication equipment is operating properly.
- ❑ Review and adhere to the Incident Action Plan (IAP), if developed.
- ❑ Use plain language (no codes) and ICS terminology in all communications.
- ❑ Complete forms and reports required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
- ❑ Ensure equipment is operational prior to each work period.
- ❑ Be aware of Public Affairs guidance for the incident.
- ❑ Complete a daily Activity Log (ICS 214) of all notable personal activities.
- ❑ Provide regular updates to supervisor including any Critical Information Requirements.
- ❑ Brief ongoing operations at the end of operational period.

Transition - Demobilization:

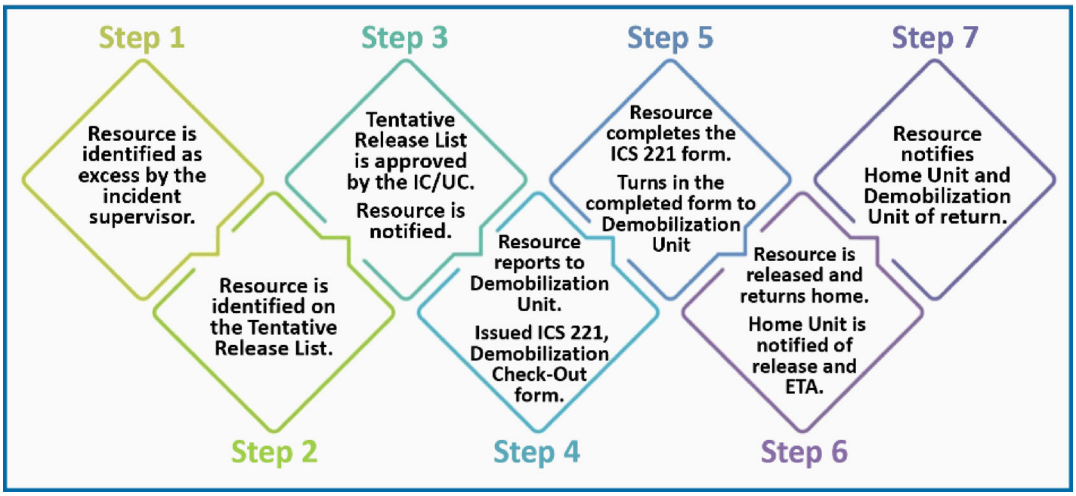
The demobilization procedure is unique to each incident but should be administered by the Demobilization Unit Leader (DMOB). Once a resource is identified for demobilization, completion of the Demobilization Check-out Form (ICS 221) begins. The form is used to support demobilization and identify POCs for departure.

Demobilization activities include:

- ❑ Briefing subordinates regarding demobilization.
- ❑ Preparing personal belongings for demobilization.

- ❑ Returning all assigned equipment to their appropriate location(s).
- ❑ Completing the demobilization check-out process before returning to home unit.
- ❑ Submitting completed Activity Logs (ICS 214) to Document Unit Leader (DOCL).
- ❑ Receiving an Incident Personnel Performance Rating Form (ICS 225) from your supervisor.
- ❑ Participating in After-Action Report (AAR) activities, as required, to include sharing lessons learned and best practices.
- ❑ Notifying the Demobilization Unit and home unit of your safe return to your designated post.
- ❑ Completion of a post-activation / post-deployment health assessment, as required.

Depiction of Generalized Demobilization Process[1]



Common Responsibilities for Command and General Staff, Branch Directors, Unit Leaders, Division/Group Supervisors, Managers, and Team Leaders:

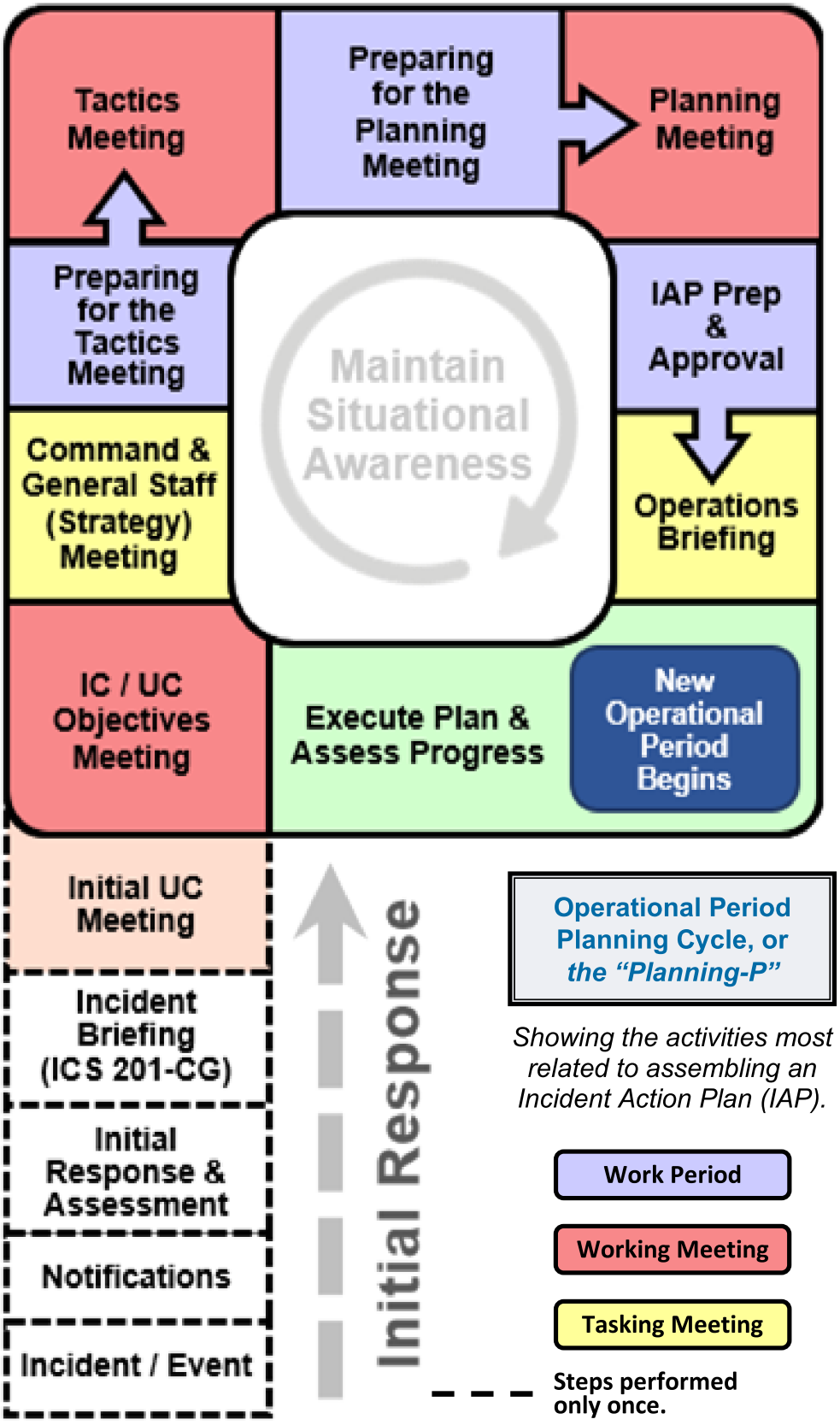
- ❑ Upon check-in, receive briefing from Incident Commander (IC), Section Chief, Unit Leader, or Branch Director, as appropriate.
- ❑ Determine status of unit activities.
- ❑ Review and acknowledge Health and Safety Plan Plan.

[1] **Note**: *In some cases, an individual will not return directly to home station, but may be released to travel to the site of another incident or may take agency-approved leave enroute back to home station.*

Common Responsibilities

- ❑ Determine resource needs, order additional unit staff as appropriate, and replenish supplies via the Supply Unit Leader.
- ❑ Organize staff, assign specific duties, and brief staff.
- ❑ Participate in incident planning meetings, as required.
- ❑ Confirm status and estimated time of arrival of staff and supplies.
- ❑ Maintain accountability of assigned personnel and resources including exact location(s), safety, and welfare at all times, especially when working in or around incident response operations.
- ❑ Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.
- ❑ Brief replacement about ongoing operations when relieved.
- ❑ Maintain unit records and an ICS 214.
- ❑ Supervise demobilization of unit, including disposition of personnel, equipment, and supplies.
- ❑ Complete ICS 225 for subordinates before demobilization.
- ❑ Participate in post-incident hotwash or other AAR activities as directed.

THE INCIDENT ACTION PLANNING PROCESS



INCIDENT ACTION PLANNING PROCESS

OVERVIEW

The Incident Action Planning Process and Incident Action Plans (IAPs) are central to managing incidents. **The Incident Action Planning Process helps synchronize operations and ensure they support incident objectives**. Incident action planning is more than producing an IAP and completing ICS forms - it provides a consistent rhythm and structure to incident management.

Personnel managing the incident develop an IAP for each operational period. A well-developed IAP is essential to guide the incident management decision process and the integrated planning activities. The IAP helps leaders on an incident communicate their expectations and provides clear guidance to those managing the incident. The IAP:

- Informs incident personnel of the incident objectives for the operational period, the specific resources that will be applied, actions to be taken during the operational period to achieve the objectives, and other operational information (e.g., weather, constraints, limitations).
- Informs partners, Emergency Operations Center (EOC) staff, and Multiagency Coordination (MAC) Group members regarding the objectives and operational activities planned for the coming operational period.
- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation.
- Shows how specific supervisory personnel and various operational elements fit into the IMT organization.

The IAP provides clear direction and includes a comprehensive listing of the tactics, resources, and support needed to accomplish the incident objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP.

THE OPERATIONAL PERIOD PLANNING CYCLE

During the initial stage of an incident, the Incident Commander (IC) typically develops a simple plan and communicates the plan through concise oral briefings. At the start of an incident, the situation can be chaotic and situational awareness hard to obtain, so the IC often develops the initial plan very quickly and with incomplete information. As the incident evolves, additional lead-time, staff, information systems, and technologies enable more detailed planning. The steps of the planning process provide a consistent cycle to manage an incident and prepare a detailed written plan for the next operational period.

The Operational Period Planning Cycle is often referred to as the "Planning-P".

Incident personnel perform the steps in the leg of the "P" only one time. Once those steps are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness, and repeated during each operational period. If the development of the IAP involves classified or Law Enforcement Sensitive (LES) information, then the IC/Unified Command (UC) should hold an unclassified Operational Period Planning Cycle meeting first and then hold a classified Operational Period Planning Cycle meeting second with those members of the Incident Management Team (IMT) that have the appropriate clearance and need to know.

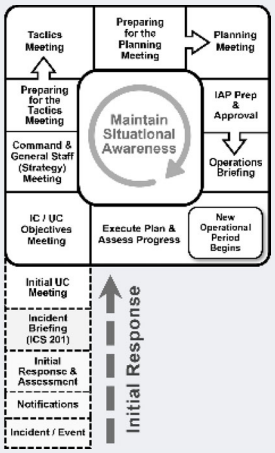
The following are descriptions of standard ICS meetings, briefings, and special purpose meetings. Some of these meetings are conducted only once during the initial response phase, while others may be conducted repeatedly during each operational cycle until the incident or event concludes.

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). Initial Response and Assessment activities are conducted to:

- ❑ Gain situational awareness.
- ❑ Assume command.
- ❑ Determine initial objectives and take action.
- ❑ Organize and direct response assets and members as they arrive and track resources.
- ❑ Identify communication methods and determine Operations and Command frequencies, if using radio communications.
- ❑ Evaluate current response actions and adjust as needed.
- ❑ Evaluate potential incident complexity.
- ❑ Request additional resources if needed.
- ❑ Provide status reports to the USCG Command Center or local EOC/Dispatch Center, as required.
- ❑ Request IMT support if not already identified by USCG Sector Command or other agency supervisors.
- ❑ Complete the Incident Briefing Form (ICS 201).

Incident Briefing (ICS 201)



When: At transfer of command to new IC/UC; Any staff briefing, as required.

Facilitator: Initial IC/UC or Planning Section Chief (PSC) (if available).

Participants: Prospective members of IC/UC; Command and General Staff, as available.

Duration: 10-15 minutes.

Deliverables:

- Updated situational awareness/tactical understanding.
- Confirmation and or refinement of initial objectives.
- Confirmation and or refinement of initial organization.
- Identification of and request for additional resources.

During the transition process from the initial response, the ICS 201 is used as the basis to provide the incoming IC/UC with basic information regarding the current incident situation and resources assigned to the incident. The ICS 201 functions as the action plan, which remains in force and continues to be updated throughout the initial response or until it is determined that incident's potential complexity warrants the development of an IAP. **The ICS 201 is suitable for briefing individuals newly assigned to the Command and General Staff, incoming tactical resources, and assessment briefings for the IMT**. Completing the ICS 201 is essential for future planning and the effective management of initial response activities.

GENERAL TASKS

IC/UC

- ❑ Obtain incident brief using ICS 201.
- ❑ Identify initial objectives.
- ❑ Assess operational requirements.
- ❑ Determine current/future organizational and response requirements.
- ❑ Order staff.

Operations

- ❑ Obtain briefing from IC.
- ❑ Direct current operations.

- ❑ Develop strategies and tactics.
- ❑ Review available contingency plan(s).
- ❑ Organize staff and order resources.

Planning

- ❑ Set up meeting room.
- ❑ If available, facilitate incident briefing.
- ❑ Assist in completing ICS 201.
- ❑ Review available contingency plan(s).
- ❑ Organize staff and order resources.

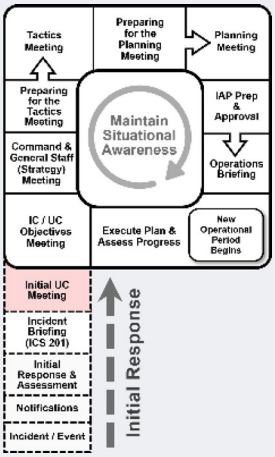
Logistics & Finance/Administration

- ❑ If activated, order staff.

INCIDENT BRIEFING AGENDA

Agenda Item
❑ Current situation (include jurisdictions, exposures, safety concerns, etc.).
❑ Initial incident objectives and priorities.
❑ Current and planned actions.
❑ Current on-scene organization.
❑ Facilities status.
❑ Briefs Operations Section personnel.
❑ Methods of communication and current frequencies used.
❑ Resources assigned, enroute, and/or ordered.
❑ Potential incident complexity.
❑ Jurisdictions/agencies involved and ordered, and/or notifications completed.

Initial Command Meeting



When: IC/UC forms.

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

Participants: ICs that will comprise the IC/UC, PSC, and the Documentation Unit Leader (DOCL).

Duration: 30 minutes.

Deliverables:

- Updated ICS 201 containing:
  - Decision to enter planning process (IMT) (inform Agency Executive).
  - Desired IMT members (UC, CMD Staff, General Staff).
  - Incident: Area of Responsibility (AOR); Incident name; ICP; Op Period; Organization; IMT roles; initial priorities and objectives.
- Initial Open Action Tracker (ICS 233).

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

GENERAL TASKS

IC/UC

- ❑ Determine need for UC.
- ❑ Negotiate UC membership.
- ❑ Clarify UC roles and responsibilities.
- ❑ Ensure situational awareness.
- ❑ Designate Operations Section Chief (OSC).
- ❑ Negotiate key decisions including:
  - AOR of incident.
  - Name of the incident.
  - Overall response organization.
  - Identify individuals to serve in other key Command and General Staff positions.
  - Location of Incident Command Post (ICP).
  - Operational period length, start time, and work shift hours.

Operations

- ❑ Brief IC/UC on current operations.

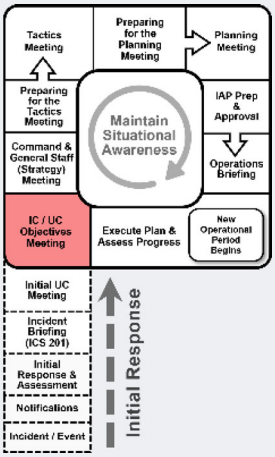
Planning

- ❑ If available, facilitate and document meeting.

INITIAL COMMAND MEETING AGENDA

Presenter	Task
PSC	Roll call, review ground rules and meeting agenda.
Members of IC/UC	Review regulatory authority, jurisdictional priorities, and initial objectives.
	Identify membership of Unified Command.
	Clarify UC roles and responsibilities.
	Agree on incident priorities.
	Identify assisting and coordinating agencies.
	Negotiate and agree on key decisions including: ▪ UC jurisdictional boundaries and focus AOR. ▪ Name of incident. ▪ Overall response organization, including integration of assisting and cooperating agencies. ▪ Operational period length/start time and work shift hours. ▪ Location of ICP and other critical facilities, as appropriate. ▪ Command and General Staff composition, including deputies (especially OSC, PSC, and Public Information Officer (PIO)). ▪ Resource ordering process.
	Covers public affairs and public information issues
PSC	Agree on sensitive information, intelligence, and operational security issues.
	Summarize and document key decisions.
	Identify Objectives Meeting time, attendees, and location.

Objectives Meeting



Type: Working Meeting.

When: Prior to Command & General Staff (Strategy) Meeting.

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

Participants: IC/UC Members, PSC, and the DOCL.

Duration: 30 minutes.

Deliverables:

- Draft ICS 202 (e.g., Priorities, Objectives, Critical Information Requirements (CIRs))
- UC division of labor.
- Daily Meeting schedule (ICS 230).
- Updated ICS 233.

The IC/UC will set response priorities, develop incident objectives, identify limitations and constraints, and establish guidelines for the IMT to follow. For reoccurring meetings, all command decisions and products will be reviewed and updated as needed. **This meeting produces the information needed to prepare the Incident Objectives form (ICS 202)**. The decisions and products resulting from this meeting will be presented at the Command & General Staff (Strategy) Meeting.

GENERAL TASKS

IC/UC

- ❑ Identify incident priorities.
- ❑ Review and update incident objectives.
- ❑ Identify limitations and constraints.
- ❑ Establish CIRs and time criticality.
- ❑ Establish key procedures including resource ordering process.
- ❑ Agree on UC division of workload.
- ❑ Identify tasks for the Command and General Staff.

Planning

- ❑ Set up meeting room.
- ❑ Facilitate and document the meeting.
- ❑ Propose draft objectives.
- ❑ Ensure information is obtained to complete the ICS 202.

OBJECTIVES MEETING AGENDA

Presenter	Task
PSC	Roll call; review ground rules and meeting agenda.
	Review incident priorities and Command Direction.
	Review incident objectives and update as needed.
	Review and/or update key decisions and IMT procedures.
Members of IC/UC	Identify Limitations and Constraints.
	Develop CIRs and time critical expectations.
	Develop or update, key procedures which may include: ▪ Managing sensitive information. ▪ Resource request and ordering process. ▪ Cost sharing and cost accounting.
	Agree on division of UC workload.
PSC	Review and update Open Action Tracker (ICS 233).
	Review decisions and meeting schedule (ICS 230).
IC/UC	Provide closing comments.

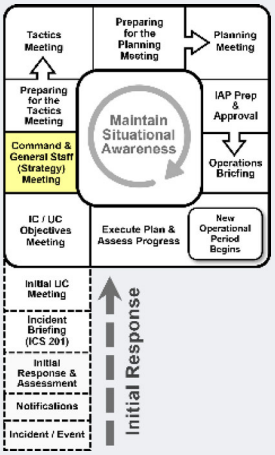
Command & General Staff (Strategy) Meeting

Type: Tasking Meeting.

When: Prior to Tactics Meeting.

Facilitator: PSC.

Participants: IC/UC members, Command and General Staff, Situation Unit Leader (SITL), DOCL, Communications Unit Leader (COML), and Technical Specialist (THSPs) (if required).



Duration: 30 - 45 minutes.

Deliverables:

- Consensus on ICS 202 (key decisions, priorities, objectives, limitations, and constraints, CIRs).
- Updated ICS 233.

At the Command & General Staff (Strategy) Meeting, the IC/UC will present their priorities, objectives, key decisions, and management direction to the Command and General Staff members. The Command and General Staff (Strategy) Meeting ensures that the key leadership positions within the IMT understand the Command Direction, key decisions, procedures, and functional assignments (tasks) that the IC/UC has set for the incident. Future Command and General Staff (Strategy) 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).

GENERAL TASKS

IC/UC

- ❑ Review all decisions, direction, objectives, priorities, CIRs and key procedures.
- ❑ Present response emphasis.
- ❑ Review functional work assignments (tasks) for Command and General Staff.

Planning

- ❑ Set up meeting room.
- ❑ Provide situational update.
- ❑ Facilitate and document meeting.

Situation Unit Leader

- ❑ Provide situation status update.

Operations

- ❑ Provide update on current operations.

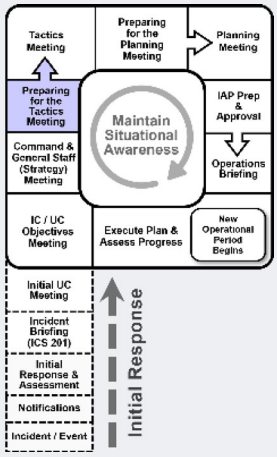
Documentation Unit Leader

- ❑ Distribute meeting materials.
- ❑ Update Open Action Tracker (ICS 233).

COMMAND AND GENERAL STAFF (STRATEGY) MEETING AGENDA

Presenter	Task
PSC	Roll call, review ground rules and meeting agenda.
IC/UC	Provide IC/UC comments.
SITL	Provide situation brief.
SOFR	Provides Safety briefing highlighting any near misses or injuries requiring medical attention beyond first aid and safety issues.
IC/UC	▪ Present priorities and operational emphasis. ▪ Present incident objectives. ▪ Present key decisions and procedures. ▪ Present CIRs and their time criticality. ▪ Identify limitations and constraints. ▪ Assign or review functional tasks/open actions to Command and General Staff.
PSC	Open discussion to clarify priorities, objectives, assignments, issues, concerns, and open actions/tasks.
	Review and update Open Action Tracker (ICS 233).
	Review decisions and meeting schedule (ICS 230).
IC/UC	Provide brief closing comments.

Preparing for the Tactics Meeting



Type: Work Period.

When: Prior to Tactics Meeting.

Duration: 1 - 4 hours.

Deliverables:

- Draft Work Analysis Matrix (ICS 234).
- Draft Operational Planning Worksheet (ICS 215).
- Draft IAP Safety Analysis (ICS 215A).

During this work period between the Command & General Staff (Strategy) Meeting and Tactics Meetings, members of the Command and General Staff begin preparing for the upcoming Tactics Meeting. **The OSC, PSC, and Intelligence/Investigations Section Chief (ISC) (if activated) work with other members of the Command and General Staff to review incident objectives and start to develop strategies and tactics to achieve the operational objectives set by the IC/UC**. The OSC may develop a Work Analysis Matrix (ICS 234) and start working with the Resource Unit Leader (RESL) to prepare an Operational Planning Worksheet (ICS 215) for the next operational period.

During this period, the Logistics Section Chief (LSC) and Finance/Administration Section Chief (FSC) receive initial requests and begin sourcing personnel, equipment, and supplies for the next operational period. The Safety Officer (SOFR) prepares the Incident Action Plan Safety Analysis (ICS 215A) which identifies safety measures for each strategy and tactic. The PSC coordinates the overall process to ensure members of the IMT are working together 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 with identified requirements completed prior to the tactics meeting.

GENERAL TASKS

IC/UC

- ❑ Provide guidance for ongoing operations.

Safety Officer

- ❑ Begin to develop the Incident Action Plan Safety Analysis (ICS 215A).

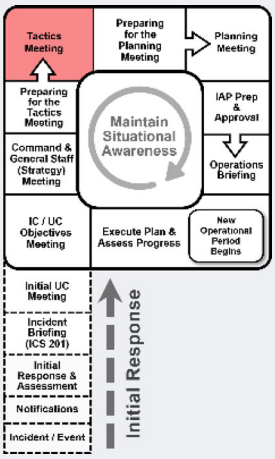
Operations

- ❑ Outline work assignments (tactics) and required resources using ICS 215.
- ❑ Develop draft strategies and tactics for each operationally oriented incident objective.
- ❑ Develop Operations Section organization for next operational period.

Planning

- ❑ Present situation information and provide projections.
- ❑ Facilitate and document meeting.
- ❑ Ensure THSPs are included and prepared to contribute, as appropriate.

Tactics Meeting



Type: Working Meeting.

When: Prior to Planning Meeting.

Facilitator: PSC.

Participants: PSC, OSC, LSC, FSC, ISC, RESL, SOFR, SITL, DOCL, COML, Environmental Unit Leader (ENVL), and THSPs (as needed).

Duration: 1 hour.

Deliverables:

- Completed ICS 234.
- Completed ICS 215.
- Completed ICS 215A.
- Updated OPS Organization Chart.
- Updated support requirements for the next Operational period.

The Tactics Meeting produces operational input needed to achieve the incident objectives identified by the IC/UC for the next operational period. The OSC and ISC (if activated) present the ICS 234 and draft ICS 215 during the meeting. **The Tactics Meeting provides the opportunity for members of the Command and General Staff to finalize plans for those tactical operations required to achieve incident objectives**. The proposed Section organization will also be presented by OSC and ISC and solidified. The SOFR will present the ICS 215A. The OSC, ISC, and PSC will solicit input of attendees to refine these draft products for full staff approval at the Planning Meeting.

GENERAL TASKS

Operations

- ❑ Brief current operations.
- ❑ Present strategies, tactics, and resource needs using ICS 215.
- ❑ Identify alternative strategies.
- ❑ Present updated Operations Section Org Chart.

Planning

- ❑ Set up meeting room.
- ❑ Facilitate and document meeting.
- ❑ Present current situation and future projections.
- ❑ Present resource status.

Safety Officer

- ❑ Review proposed strategies and tactics.
- ❑ Identify potential hazards and recommend mitigation measures.
- ❑ Present ICS 215A.

Logistics

- ❑ Contribute logistics information as needed.
- ❑ Verify support requirements based on ICS 215.
- ❑ Prepare to order resources.

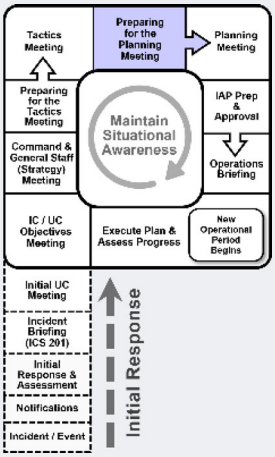
Finance/Admin

- ❑ Contribute finance and administration information as needed.

TACTICS MEETING AGENDA

Presenter	Task
PSC	Roll call, review ground rules and meeting agenda.
SITL	Provide situation brief.
PSC	Review incident operational objectives. (ICS 202).
OSC/ISC	Review Work Analysis Matrix (ICS 234) strategies and tactics.
	Update Operations Section organization chart and Intelligence / Investigations Section organization chart (if established).
	Review and complete the Operational Planning Worksheet (ICS 215) which addresses work assignments, resource commitments, contingencies, and required support facilities.
SOFR	Complete Incident Action Plan Safety Analysis (ICS 215A) and identify and resolve any critical safety issues.
ENVL	Discuss and resolve any environmental issues (as required).
OSC/PSC	Validate linkage between proposed tactics and operational objectives.
RESL	Verify needed incident resources.
LSC	Discuss and resolve any logistics issues.
FSC	Discuss and resolve any finance issues.
PSC	Review and update Open Action Tracker (ICS 233).
	Review decisions and meeting schedule (ICS 230).

Preparing for the Planning Meeting



Type: Work Period.

When: Prior to Planning Meeting.

Duration: 1 - 2 hours.

Deliverables:

- Review ICS 215.
- Review ICS 215A.
- Tactical Plan ready for review and approval during next operational period.

This is the work period when the Command and General Staff will prepare for the upcoming Planning Meeting. The PSC ensures the material, information, and resources are ready to be reviewed during the Planning Meeting. **Members of the Command and General Staff are preparing their respective parts of the proposed plan to present to the IC/UC for approval**.

GENERAL TASKS

IC/UC

- ❑ Prepare further guidance / clarifications.
- ❑ Monitor ongoing operations.
- ❑ Be available to meet informally with Command and General staff.

Command Staff

- ❑ Be prepared to provide updates on safety, liaison, media relations and related activities.

Operations

- ❑ Continue operations.
- ❑ Prepare update on current operations.
- ❑ Work w/ RESL to prepare final draft of ICS 215.
- ❑ Review resource requirements for next operational period.

Planning

- ❑ Prepare situation brief.
- ❑ Facilitate and document the meeting.
- ❑ Develop resource, support, and overhead requests using ICS 213RR.
- ❑ Update and distribute meeting schedule, if required.
- ❑ Prepare copies of meeting materials to support Planning Meeting presentations.

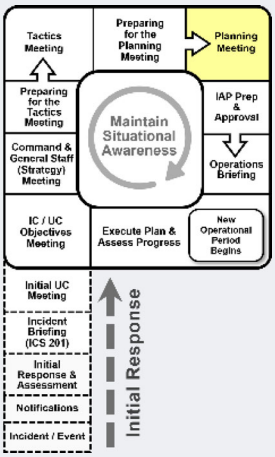
Logistics

- ❑ Verify resource requirements identified in ICS 215.
- ❑ Order resources to support IAP.

Finance/Admin

- ❑ Verify financial and administrative requirements.

Planning Meeting



Type: Tasking Meeting.

When: Prior to the Operations Briefing.

Facilitator: PSC.

Participants: IC/UC, Command Staff, General Staff, SITL, DOCL, COML, ENVL, ICS THSP and other THSP (as required).

Duration: 30 - 45 minutes.

Deliverables:

- Command and General Staff concurrence on proposed plan for next operational period.
- Updated ICS 233.

The Planning Meeting provides an overview of the tactical plan to achieve Command's current direction, priorities, and objectives for the next operational period. The OSC will present the proposed plan to the IC/UC for review and comment. The OSC discusses proposed strategies, tactics, and resource requirements to meet the command's direction and incident objectives for the next operational period. **The Planning Meeting provides the opportunity for the Command and General Staff to discuss and resolve any issues and concerns prior to assembling the IAP**.

GENERAL TASKS

IC/UC

- ❑ Review command direction, priorities, and objectives.
- ❑ Provide updated information and operational emphasis as needed.
- ❑ Provide approval for proposed plan.

Command Staff

- ❑ Discuss and resolve safety, liaison, and public information-related issues and concerns.

Operations

- ❑ Provides overview of current operation.
- ❑ Present proposed plan of action, including strategies, tactics, contingencies, resource requirements, organizational structure and overall management considerations.

- ❑ Summarize ICS 215.

Planning

- ❑ Set up meeting room.
- ❑ Facilitate and document the meeting.
- ❑ Provide status update.

Logistics

- ❑ Provide update on staffing, logistic support, service, and resource ordering.
- ❑ Discuss operational support, facility, or service issues.

Finance/Admin

- ❑ Provide updated cost projections, burn-rate, and finance /admin issues.

PLANNING MEETING AGENDA

Presenter	Task
PSC	Roll call, review ground rules and meeting agenda.
IC/UC	Provide brief opening remarks.
SITL	Provide situation brief.
SOFR	Provide status briefing highlighting any safety issues for the current operational period.
PSC	Review Command's incident priorities, decisions, and objectives (ICS 202).
OSC/ISC	Provide briefing on current operations followed by an overview on the proposed plan including strategies, tactics/work assignments, resource requirements, contingencies, Operations Section organization structure, and support facilities.
PSC	Review proposed plan to ensure that Command direction, priorities, and operational objectives are met.
	Solicit final input and commitment to the proposed plan from each Command and General Staff member. ▪ **LSC**: Transportation, communications, services, staffing and supply concerns. ▪ **FSC**: Funding issues. ▪ **PIO**: Public affairs and public information. ▪ **Liaison Officer (LOFR)**: Liaison or interagency issues. ▪ **SOFR**: Safety issues. Ask each member of Command and General Staff if they support the plan.
	Request Command's comments and approval of the plan as presented. IC/UC may provide final comments.
	Issue assignments to appropriate IMT members for developing IAP support documentation along with deadlines.
	Review and update Open Action Tracker (ICS 233).
	Identify time for the Operations Briefing.
IC/UC	Provide brief closing comments.

Incident Action Plan Preparation and Approval

Type: Work Period.

When: Immediately following the Planning Meeting.

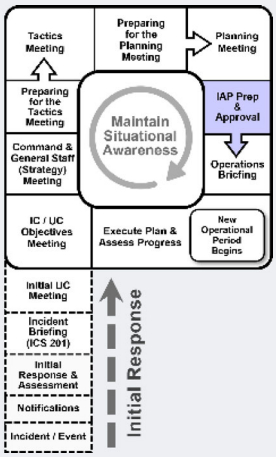
Facilitator: PSC.

Participants: IC/UC, Command Staff, General Staff, RESL, SITL, ENVL, DOCL, COML, Medical Unit Leader (MEDL), and ICS THSP.

Duration: 1 - 3 hours.

Deliverable:

- Completed, approved, and signed IAP.



This work period, which starts immediately after the Planning Meeting, is **when the PSC coordinates the completion of all ICS forms, plans, and supporting documents for the IAP**. It must meet the deadlines set by the PSC so that the Planning Section can assemble the IAP components for Command review and approval. The deadline must be early enough to permit timely IC/UC review, approval, and duplication of sufficient copies for the Operations Briefing and distribution to key stakeholder.

GENERAL TASKS

IC/UC

- ❑ Review, approve, and sign IAP for next operational period.

Safety Officer

- ❑ Complete the Safety Message (ICS 208) or Health and Safety Plan, if required.

Planning

- ❑ Facilitate completion of required forms and plans to prepare IAP.
- ❑ Work with other IMT staff to complete and sign ICS forms required for IAP.
- ❑ Conduct final quality review of draft IAP.
- ❑ Present IAP to IC/UC for final review, approval, and signature.
- ❑ Make copies and distribute signed IAP to IMT members and key stakeholders.

Operations

- ❑ With the PSC, review, approve, and sign Assignment Lists (ICS 204).
- ❑ Communicate incident status and changes.
- ❑ Provide information required for completing ICS forms and plans.

Logistics

- ❑ Review Logistics Section products for completeness (ICS 205, ICS 206, and required plans).
- ❑ Verify resources ordered.

Finance/Admin

- ❑ Verify financial and administrative requirements for IAP.

Common IAP Components	Primary Responsibility
Incident Objectives (ICS 202)	**PSC**
Safety Message (ICS 208)	**SOFR**
Organization Assignment List (ICS 203)	**RESL**
Incident Organization Chart (ICS 207)	
Assignment List (ICS 204)	**OSC**
Incident Radio Communications Plan (ICS 205)	**COML**
Medical Plan (ICS 206)	**MEDL**
Incident Map and Chart	**SITL**
Weather, tide forecast	

Optional IAP Components (as needed)	Primary Responsibility
Health and Safety Plan	**SOFR**
Air Operations Summary (ICS 220)	**AOBD**
Demobilization Plan	**DMOB**
Transportation Plan	**Ground Support Leader (GSUL)**
Decontamination Plan	**ENVL**
Waste Management or Disposal Plan	
Information Management Plan	**PSC**
Traffic Plan	**GSUL**
Volunteer Management Plan	**LOFR or Volunteer Coord**
Other Plans and/or documents, as required	

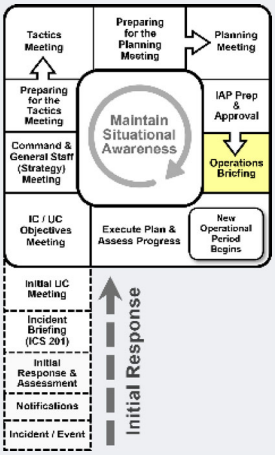
Operations Briefing

Type: Tasking Meeting.

When: Approximately one hour prior to shift change.

Facilitator: PSC.

Participants: IC/UC, Command and General Staff, Branch Directors, Division/Group Supervisor (DIVS), Task Force Leaders (TFL) (if possible), Unit Leaders; others as appropriate.



Duration: 15 - 30 minutes.

Deliverable:

- IAP briefed to IMT staff.

This briefing presents the IAP to the Operations Section oncoming shift supervisors. The Operations Briefing includes the opportunity for the Command to provide their operational emphasis and priorities, for the OSC to review specific assignments, and the SOFR to review safety measures.

GENERAL TASKS

IC/UC

- ❑ Provide command direction and guidance.
- ❑ Highlight operational emphasis, safety, and motivational remarks.

Safety Officer

- ❑ Provide safety message and highlight safety measures and considerations.

Operations

- ❑ Provide briefing on operations and strategies / tactics for upcoming shift.
- ❑ Ensure ICS 204 tasking is clear.

Planning

- ❑ Set up meeting room.
- ❑ Facilitate and document briefing.
- ❑ Provide situation status update.
- ❑ Explain contingency and support plans as needed.

Logistics

- ❑ Brief transportation, communication, and supply issues.

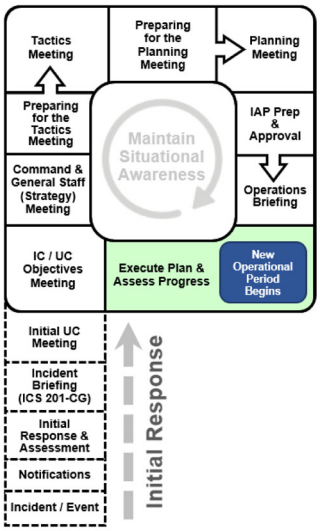
Finance/Admin

- ❑ Brief administrative issues.

OPERATIONS BRIEFING AGENDA

Presenter	Task
PSC	Roll call, review ground rules and meeting agenda.
IC / UC	Provide brief Command remarks.
PSC	Review IC/UC objectives, operational CIRs and changes to the IAP (e.g., pen and ink changes).
SITL	Provide Situation Briefing.
OSC	Discuss current response actions and accomplishments.
	Brief Operations Section personnel on strategies, tactics, and ICS 204 assignments.
SOFR	Provide safety briefing.
LSC	Transportation, communications, and supply updates.
FSC	Administrative and fiscal issues.
PIO	Public affairs and public information issues.
LOFR	Interagency issues.
PSC	Solicit final comments and adjourn briefing.
IC/UC	Provide brief closing comments.

Execute Plan and Assess Progress



The IAP is primarily coordinated by the Planning Section. The SITL and RESL maintain a timely and accurate status of ongoing operations and resources including situation and resource displays. Assessment is a continuous activity used to help adjust current operations and help plan for future operations. Following the briefing and shift change, **Command and General Staff 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, and stakeholders. IC/UC should encourage Command and General Staff members to get out of the ICP and view firsthand the areas of the incident they are supporting.

GENERAL TASKS

IC/UC

- ❑ Monitor on-going incident management activities.
- ❑ Assess prior decisions, direction, priorities, CIRs, and tasks.
- ❑ Ensure public and elected officials are keep informed of ongoing operations.

Safety Officer

- ❑ Monitor on-going operations to ensure safe work practices.
- ❑ Evaluate effectiveness of safety measures and Health and Safety Plan.

Operations

- ❑ Monitor on-going operations and make tactical changes, as needed.
- ❑ Assess progress against assigned objectives.
- ❑ Ensure Command and Planning (SITL) are kept informed of progress.

Planning

- ❑ Ensure on-going operational information is being collected and documented.
- ❑ Maintain timely and accurate status display.

- ❑ Track resource status.
- ❑ Facilitate the Incident Action Planning Process for next operational period.

Logistics

- ❑ Support resource ordering process.
- ❑ Provide support services to incident personnel.

Finance/Admin

- ❑ Monitor on-going operations to ensure timely and accurate financial and administrative reporting.
- ❑ Maintain daily and total burn-rate.

SPECIAL PURPOSE MEETINGS

Meeting	Purpose
Agency Representative Meeting	**This meeting is held to update Agency Representatives (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 to present the IAP for the next operational period. It allows for minor changes should the plan not meet the expectations of the AREPs.
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: ISC, LSC, all Support Branch Supervisors, INTEL, 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.

Meeting	Purpose
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, fiscal considerations, and release priorities to be addressed in the plan. Attendees normally include Command, OSC, PSC, LSC, FSC, LOFR, SOFR, INTEL, PIO, and Demobilization Unit Leader (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.
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, ISC, PIO, LOFR, PSC, SITL, COML, and any designated deputies for information management.
Marine Transportation System (MTS) Stakeholder Meeting	The purpose of this meeting is to brief MTS Stakeholders on the incident; assess the status of the MTS; review any standing MARSEC level requirements; the need to establish any cargo and vessel priorities; the decisions and actions that the IC/UC have made to effect port recovery efforts; and solicit input for future decisions and operational planning. Normally conducted via teleconference and facilitated by the MTSL/MTSB. Attendees include the IC/UC and MTS Stakeholders.
Media Briefing	**The purpose of the Media Briefing 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.

Meeting	Purpose
Operations Branch Tactical Planning	Branch Tactical Planning is the development of detailed action plans within the Operations Section at the Branch 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 ICS 204s for their Branch. The Planning Section will combine all the ICS 204s 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**: ▪ The incident becomes so large that there is no single set of objectives that would logically pertain to the entire incident. ▪ Special technical expertise is needed for planning. ▪ It is not feasible to prepare and distribute the IAP within the required timeframe. There is a need to have separate classified and unclassified portions of the IAP.
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.
Technical Specialist Meeting	Meetings to gather THSP input to the IAP.

Command Direction & Key Decisions

COMMAND DIRECTION

The Incident Commander/Unified Command (IC/UC) is responsible for establishing the incident priorities and objectives which provide direction and guidance to all incident personnel. Command Direction is a fundamental aspect of ICS which involves the clear and concise communication of priorities, objectives, and strategies from the IC/UC to all personnel involved in the incident. Effectively communicating Command Direction ensures a shared understanding of the incident's goals and helps coordinate the efforts of various departments, agencies, and organizations involved in the incident. Command Direction not only establishes a sense of unity and purpose, but it also facilitates effective leadership decision-making and resource allocation. A well-developed and communicated Command Direction enables a coordinated and efficient response, maximizes the effectiveness of incident operations, and ultimately contributes to the successful resolution of the incident.

This chapter is designed to assist the IC/UC, with support from the Command and General Staff, in completing the Incident Objectives form (ICS 202).

COMMAND RESPONSIBILITIES

The IC/UC analyzes the overall requirements of the incident and determines the most appropriate direction for the Incident Management Team (IMT) to follow during the incident. This includes:

- ❑ Establishing the Command and the IMT organizational structure.
- ❑ Providing Commander's Intent or Operational Period Command Emphasis.
- ❑ Establishing Priorities.
- ❑ Identifying Incident Objectives.
- ❑ Identifying Critical Information Requirements (CIRs).
- ❑ Identifying Limitations and Constraints.
- ❑ Ensuring the safety and security of the public and incident personnel.

Establish Command and Organizational Structure

Before an ICS structure can be implemented, the overall incident must be considered. The IC/UC must work together to decide on the organizational structure. Command establishes an organizational structure based on ICS principles, including the establishment of functional units and branches. This decision facilitates efficient communication, delegation of tasks, and coordination among different response entities. **Command's goal is to design an ICS-compliant**

organizational structure that meets the Commander's intent, the Agency's mission, and incident needs. This decision has a significant effect on the efficient use of resources and operational outcomes.

The Command and General Staff positions jointly develop their staff requirements based on Command Direction, the current situation, and the needs of the incident. To do this, incident personnel validate situational information and analyze current conditions, damage assessments, scale of the incident, and resource status (i.e., availability of personnel, equipment supplies, and facilities). They also consider future changes in the incident and may review relevant deliberate plans such as the Area Contingency Plan (ACP), Area Maritime Security Plan (AMSP), Mass Rescue Operation (MRO) Plan, Severe Weather Plan, or the Continuity of Operations (COOP) Plan to identify appropriate response actions.

Commander's Intent

Direction and control are critical emergency management functions. During an incident, a properly developed and communicated Commander's Intent allows the incident personnel to:

- ❑ Analyze the emergency situation or event and decide how to respond quickly, appropriately, and effectively.
- ❑ Direct and coordinate response efforts and incident activities.
- ❑ Coordinate response efforts with other jurisdictions and agencies.
- ❑ Use available resources efficiently and effectively.

To be effective, Command requires a well-defined vision of the desired end-state or expected outcomes. The Commander's Intent must be communicated clearly and concisely, providing purpose and direction to the IMT as well as ensuring all incident personnel understand what actions are required for a successful outcome.

Importance of Providing Clear Guidance:

Providing clear operational guidance is an essential element of command at all levels within the incident organization. It provides subordinates with information that defines, refines, and/or places into context assignments or directives. It addresses constraints and limitations, establishes parameters, and assists in better identifying expected outcomes.

Community Lifelines

Community lifelines enable the continuous operation of critical functions and are essential to human health and safety or economic security. When lifelines are disrupted, decisive intervention (i.e., rapid re-establishment or employment of contingency response solutions) is required to stabilize the incident.

There are eight Community Lifelines:

- **Communications -** Infrastructure, Responder Communications, Alerts Warnings and Messages, Finance, 911 and Dispatch.
- **Energy -** Power Grid, Fuel.
- **Food, Hydration, Shelter -** Food, Hydration, Shelter, Agriculture.
- **Hazardous Materials -** Facilities, HAZMAT, Pollutants, Contaminants.
- **Health and Medical -** Medical Care, Public Health, Patient Movement, Medical Supply Chain, Fatality Management.
- **Safety and Security -** Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, Community Safety.
- **Transportation -** Highway/Roadway/Motor Vehicle, Mass Transit, Railway, Aviation, Maritime.
- **Water Systems -** Potable Water Infrastructure, Wastewater Management.

The Community Lifeline concept drives the planning, operations, and logistics efforts of the response toward resolving the most immediate threats to the community. **Knowing which Community Lifelines require attention helps the IC/UC establish incident priorities and objectives**. As the Incident evolves, the number and type of disrupted Community Lifelines can also change, and thus the IMT must remain constantly aware of the status of Community Lifelines.

Establish Incident Priorities

Establishing priorities is one of the most important functions an IC/UC performs. Incident priorities inform the actions of incident personnel and serve as the focus for developing incident objectives, strategies, and tactics. NIMS has identified three universal priorities: life-safety, incident stabilization, and protection of property and the

environment. To address these priorities, incident personnel apply NIMS components in accordance with the NIMS guiding principles of flexibility, standardization, and Unity of Effort.

- **Life-Safety:** Protect incident personnel, responders, and the public.
- **Incident Stabilization:** Minimize incident effects of the area surrounding the scene and maximize the response effort while efficiently using incident resources.
- **Protection of Property and the Environment:** Protect and/or minimize impact of the incident on property and the environment.

Examples of Additional Priorities

- Transportation infrastructure and/or maritime commerce restoration.
- Investigation and/or apprehension.
- Crime-scene preservation and evidence collection.
- Prevent threats or attacks.
- Maintain public confidence.

When communicating priorities to staff, the IC/UC provides guidance to ensure staff members understand the intent and context of priorities. Incident objectives are based on those priorities. Decisions regarding the use of incident personnel and resources are made with this in mind.

Establish Incident Objectives

"Management by Objective" is a key characteristic of NIMS. NIMS defines "Incident Objectives" as "statements of guidance and direction needed to select appropriate strategies and provide tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed." Objectives that are specific, measurable, achievable, realistic, and time-sensitive are set by the IC/UC and guide efforts of incident personnel.

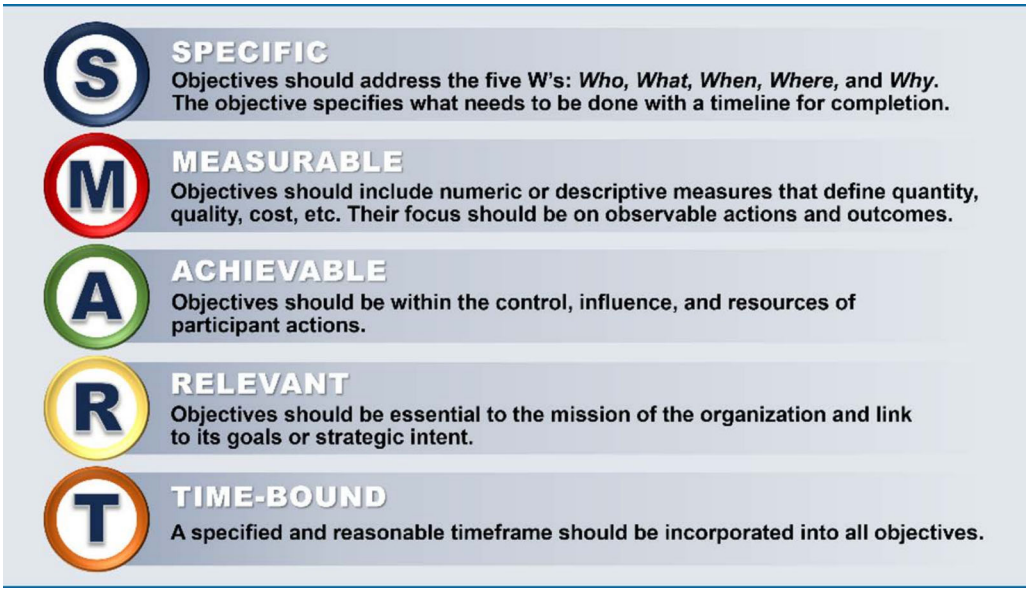
Incident objectives must be flexible enough to allow for strategic and tactical alternatives, while answering the question of what must be accomplished. They establish guidance and strategic direction, but do not specify tactics.

Good Incident Objectives:

- Are concise statements of what needs to be accomplished.
- Begin with an action verb (but not "continue" or "maintain").
- Provide actionable guidance for Operations.
- Need not be accomplished in that single operational period.

- Must be measurable to make it possible to determine when a given objective has been accomplished.
- Should address outcomes rather than outputs.

Incident objectives should follow the "**SMART"** model or a similar approach:



The incident objectives are listed on the Incident Briefing form (ICS 201) during the initial operating period and then on the Incident Objectives form (ICS 202) which is part of the Incident Action Plan (IAP). Examples of incident objectives can be found in the table at the back of this chapter and in the Incident-Specific Annexes.

Operational Period Command Emphasis

In addition to the Commander's Intent, the IC/UC may also issue a statement called the "Operational Period Command Emphasis". This statement is communicated on the ICS 202 and may include tactical priorities, expected focus, safety considerations, key milestones, or highlight transitions during the incident. The Operational Period Command Emphasis promotes Unity of Effort and communicates high interest items from the IC/UC to all incident personnel. This is not a narrative on the objectives, but a statement about where to place emphasis if there is a need to prioritize activities based on the IC/UC direction.

Identify Critical Information Requirements (CIRs)

Command creates CIRs to identify information that is critical for reporting to the IC/UC. CIRs comprise information required for the IC/UC to make timely decisions for mission accomplishment and are

either critical for the success of the mission or represent a critical threat to the mission.

CIRs are particular elements of information that the IC/UC specifically identifies. These items are of such importance that Command is notified immediately when the Planning Section or any member of the Command and General Staff receives updates on a CIR item. CIRs also let field personnel know what needs to be immediately reported to the IMT. The Operations Section Chief (OSC) and Planning Section Chief (PSC) may provide input into the development of CIRs.

A fully actionable CIR should contain six parts:

- ❑ What is to be reported?
- ❑ How quickly is it to be reported?
- ❑ Who is reporting the information?
- ❑ Who is receiving the information?
- ❑ How is the information being provided?
- ❑ Is the information required to be provided on a recurring basis or only as needed?

CIRs should:

- Focus incident personnel on supporting the Commanders' critical decisions.
- Be linked to important objectives or tasks.
- Be both decision- and time-critical.
- Be driven by the IC/UC.
- Be continually revised and updated.

CIRs should have a time factor as part of the reporting requirement (i.e., some CIRs will require immediate reporting and others may require reporting on a regular schedule).

Example CIRs

- All IMT members shall immediately report injuries requiring medical attention beyond first aid to the IC/UC.
- IMT members shall immediately report any new major disruption to community lifelines. .
- The OSC shall report if a drifting vessel is in danger of striking another vessel or running aground.

Essential Elements of Information

In addition to CIRs the IMT should identify Essential Elements of Information (EEIs) which are identified as **information that is important to track throughout an incident for situational awareness**

and maintaining a common operating picture (COP). EEIs may be established by the IC/UC, PSC, OSC, or other Command and General staff members. While important, EEIs do not have the same timeliness and reporting requirements as CIRs set by the IC/UC. EEIs are used to track progress, evaluate performance, and inform the incident planning process. The IMT needs to determine how information will be collected, who is responsible for collecting the information, and how the information will be displayed. EEIs may be either qualitative or quantitative but should always support situational awareness for decision-making.

Information Management

Agencies need timely and accurate information to ensure an efficient and effective response. To that end, **the IMT must establish an effective process for gathering, analyzing, assessing, sharing, and managing incident related information**. Information management better ensures that everyone involved in the incident gets the precise information they need as well as communicating essential information both internal to the incident and externally. Having an effective information management process supports information sharing and effective coordination between participating agencies, organizations, and incident while effectively communicating with the public, media, key stakeholders, and elected officials.

Information management is the process by which personnel gather the most accurate data, translate it into useful information, and communicate it with incident personnel. Central to this process is a thorough understanding of who is active in the response, what they are doing, and where they are doing it. **The IC/UC may establish a Deputy IC or Deputy PSC for Information Management to oversee the information management processes**. These positions are established by the IC/UC to coordinate and manage incident data into timely and effective communication and information.

Effective information management includes:

- Managing and maintaining flow of internal and external information.
- Gathering and reporting time-critical information / data.
- Addressing information gaps.
- Ensuring consistency and accuracy.
- Ensuring effective information sharing.

Some key Information Management responsibilities include:

- **PIO**: Coordinate dissemination of information to public and media.
- **LOFR**: Coordinate dissemination of information to Assisting and Cooperating Agencies, elected officials, and key stakeholders.

- **PSC:** Maintain Situation Display, current COP, and prepare the Daily Incident Status Summary (ICS 209).
- **OSC/ISC**: Ensure timely and accurate reporting from the field.

For large complex events or incidents with national visibility, the IC/UC may require the development of a written Information Management Plan which formally documents information management functions, assignments, and requirements.

Limitations and Constraints

Limitations hinder the completion of a planned action or identify something that prevents how or when a task can be completed. Limitations may result from difficulties in the operating environment, technical challenges, health/safety hazards, or supply chain issues. Constraints may result from agency policy, funding sources, or political influences. **Identifying limitations and constraints helps to set realistic expectations for the IMT, ensure effective planning, and define the operating environment for the incident**. Limitations and constraints are identified on the ICS 202.

Limitations and constraints affect what an IC/UC must do or can't do based on agency authority, jurisdiction, law, ordinance, or other agency direction. Limitations affect decision options while constraints are usually imposed on the IC/UC from external sources that limit the IMT's options in carrying out operations.

Examples of Limitations and Constraints:

- Restricted visibility.
- Weather and work environment.
- Geography and terrain.
- Limited specialized resources and shortfalls.
- Staffing shortfalls.
- Crew rest requirements.
- Cost constraints.
- Conflicting jurisdictional or statutory authorities.
- Delegation of authority limitations.
- Media coverage.
- Public confidence and perception.
- Evidence preservation requirements.
- Exclusion zones.
- Hazardous substance properties.
- Personal Protective Equipment (PPE) requirements.

- ❑ Unknown extent of contamination.
- ❑ Security and classification issues.
- ❑ Demographics of the affected population.

Safety

Safety of incident personnel and the public is always a top priority during any incident. The IC/UC should ensure that safety is incorporated in all aspects of the response effort or incident activities and are communicated to all incident personnel. Safety can be promoted through a Safety Message (ICS 208) or a detailed Health and Safety Plan. The IC/UC should also ensure that a Safety Officer is assigned to every incident. Safety messages should be communicated during all Operational Briefings, discussed as part of all planning meetings, and may be highlighted in the Operational Period Command Emphasis section of the ICS 202.

Responder Resiliency and Welfare

The stresses that accompany incident response are considerable. Their sources range from the relentless, demanding pace of daily operations to being witness to almost incomprehensible scenes of human suffering and overwhelming destruction. Each team member confronts these stresses differently and must be approached on that individual basis. The mental well-being of incident responders must be a significant, ongoing concern of the IC.

Signs that an individual may be suffering from debilitating amounts of stress include:

- ■ Disorientation
- ■ Significant depression / Withdrawal
- ■ An inability to care for oneself
- ■ Substance abuse
- ■ Anxiety
- ■ Anger
- ■ Suicidal ideation
- ■ Physical violence

Critical Incident Stress Management (CISM) is a readiness program and model of psychological first aid used by first responders to help individuals and units cope with and respond to stress. CISM interventions are facilitated only by trained, certified CISM professionals. A CISM team can be requested by the IC, or by any USCG unit impacted by the incident through the USCG's Work-Life Employee Assistance Program Coordinators.

A CISM team typically consists of at least one CISM Team Lead, CISM peers, and chaplain(s). USCG chaplains are trained in CISM and partner with the CISM peer team. The CISM Coordinator reports directly to the IC, or to the Medical Unit Leader as a Technical Specialist, and may oversee one or more CISM teams.

KEY DECISIONS

Key decisions made by the IC/UC play a crucial role in managing incidents. Incident personnel rely on the IC/UC to make timely and effective decisions that enable incident personnel to carry out their duties. These decisions encompass a range of critical aspects and directly impact the overall response effort. When operating in a Unified Command, the decisions should be comprehensive and communicated to all incident personnel. This ensures Unity of Effort through the concept of Unity of Command.

Some of the key decisions that must be made by the IC/UC include:

- ❑ Establishing and managing the incident organizational structure and selecting personnel to fill the Command and General Staff positions, with emphasis on the selection of the OSC who will coordinate all tactical field activities and the PIO who will serve as the lead for working with the media and elected officials.
- ❑ Identifying and including all departments, agencies, and organizations that need to be represented in the UC to accomplish the IC/UC objectives.
- ❑ Identifying Assisting and Coordinating Agencies that should be part of the IMT.
- ❑ Establishing the Incident Command Post (ICP) and other support facilities.
- ❑ Selecting the name of the incident.
- ❑ Allocating and managing resources.
- ❑ Approving the Incident Action Plan.
- ❑ Approving requests for additional support.
- ❑ Defining the operational period and hours of operation.
- ❑ Issuing delegation of authority to staff, if required.
- ❑ Managing information flow to media via the PIO.
- ❑ Managing sensitive and classified information.
- ❑ Managing operational security issues.
- ❑ Establishing IMT Operating Procedures. These procedures are specific to the incident and pertain to all IMT personnel. Such guidance includes the use of an Open Action Tracker (ICS 233) to track tasks and assignments.
- ❑ Establishing an integrated Resource Requesting/Ordering Process. Command assesses the needs of the incident and determines the

The key decisions made in the IC/UC framework provide a structured approach to incident management, facilitating effective coordination, communication, and resource management to achieve the overall goal of a successful response.

allocation of resources such as personnel, equipment, and supplies. This decision ensures that resources are deployed where they are most needed and effectively utilized throughout the response.

- ❑ Managing the Resource Requesting/Ordering Process, cost-sharing, and cost-accounting procedures.
- ❑ Approving the timing of resource demobilization.

PROGRESS ASSESSMENT

The following checklist may be used by the IC/UC to assess the status of the incident:

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?
- What is the stress level of the IMT staff and responders?
- Are support facilities sufficient?
- Are contingency plans sufficient?
- Are operations compliant with the ICS framework?
- Is a demobilization plan appropriate?

Success Factors

These are the things that a response should accomplish to be considered successful:

Key Business Drivers	Critical Success Factors
Human Health & Safety	▪ No injuries to the public or hazardous exposures. ▪ No injuries to incident personnel or hazardous exposures. ▪ No health and safety concerns reported.
Natural Environment	▪ Source of discharge/release secured. ▪ Product contained. ▪ Sensitive areas protected. ▪ Resource damage minimized.
Economy	▪ Economic impact minimized.
Public Communication	▪ Accurate and timely information provided to the public. ▪ Positive media coverage. ▪ Positive public perception.
Stakeholder Service & Support	▪ Minimized impact or disruption. ▪ Stakeholders well informed. ▪ Positive meetings. ▪ Prompt handling of claims.
Organization	▪ Implemented an effective and efficient ICS organization. ▪ Mobilized and effectively used response resources.

TRANSFER OF COMMAND

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command may take place for many reasons, including when:

- ❑ A jurisdiction or agency is legally required to take command.
- ❑ Change of command is necessary for effectiveness or efficiency.
- ❑ Incident complexity changes.
- ❑ More qualified/experienced personnel arrive.

- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise (e.g., Incident Commander has a family emergency).
- The Agency Administrator or Jurisdictional Executive directs a change in command.

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. **Whenever possible, transfer of command should take place face-to-face and include a complete briefing that captures essential information for continuing safe and effective operations**.

The effective time and date of the transfer of command should be communicated to all personnel involved in the incident.

Transition between Programs

ICS allows for the transition to large and/or multiagency operations with only minimal adjustment for the agencies involved. Within the USCG this allows for transition between programs or missions during the lifecycle of an incident. Not only may the members of the UC change, the Operations Section, and other Command and General Staff positions, may restructure to align with new objectives, priorities, and responsibilities as the incident changes.

Response to Recovery

The management transition from response to recovery (both timing and methods) must be carefully planned and implemented to avoid problems. As recovery progresses, recovery management may transition to regular agency management processes, or some intermediate method defined by the responsible organizations.

Examples of Incident Objectives:

Function	Example Incident Objectives
Environmental	■ Identify and protect environmentally sensitive areas, including wildlife, habitats, and historic properties. ■ 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. ■ Identify threatened species and prepare to recover and rehabilitate injured wildlife.
Fire/Salvage	■ Coordinate firefighting operations to contain, extinguish, and overhaul fire. ■ Conduct damage/stability assessment of vessel. ■ Develop and implement the salvage and tow plan.
Oil Spills and Hazardous Substance Release	■ Identify physical properties of the product and determine health and safety impacts and requirements. ■ Initiate actions to stop or control the source, and minimize the total volume discharged/released. ■ Determine oil and hazardous substance trajectories, identify sensitive areas, develop strategies for protection, and conduct pre-impact shoreline debris removal. ■ 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. ■ Conduct an assessment and initiate shoreline cleanup efforts.
Mass Care, Emergency Assistance, Housing, and Human Services	■ Complete triage of injured survivors. ■ Transport injured persons to medical facility. ■ Account for and provide temporary shelter for displaced survivors. ■ Implement accountability process to account for passengers and crew with 100% accuracy. ■ Develop and implement an evacuation plan.
Marine Transportation System (MTS) Recover	■ Restore basic functionality of MTS infrastructure to facilitate the rapid resumption of commerce. ■ Identify impacts to MTS infrastructure and cargo flow. ■ Determine and recommend MTS stabilization and short- term recovery activities needed to restore basic functionality of the MTS.

Function	Example Incident Objectives
Radiological/ Nuclear Weapons Incident	■ Identify the source and radioactive isotope and implement measures to isolate, contain, stabilize, and prevent spread/re-suspension of the source. ■ Develop initial plume projections. ■ Conduct monitoring operations to determine extent of contamination and validate plume projections. ■ Develop and implement radiological protective actions and control zones.
Search & Rescue	■ Search for and rescue persons in distress. ■ Provide life-saving assistance to persons in distress. ■ Evacuate survivors to a place of safety for further medical treatment. ■ Complete survivor accountability.
Site Security/Port, Waterways, and Coastal Security/Law Enforcement	■ Implement security awareness measures including evaluation of changes in incident effects, response conditions, and secondary threats including potential targeting of first responders and contamination. ■ Implement measures to isolate, contain, and stabilize the incident including the establishment and adjustment of security perimeters. ■ Implement agency and maritime community security plans including Area Maritime Security Plans (AMSP) and MARSEC level requirements to deter and prevent multiple security incidents.
Waterways Management	■ Conduct port assessment and establish priorities for facilitating commerce. ■ Develop and implement a transit plan to include final destination and berth for vessel(s). ■ Identify safe refuge/berth for impacted vessels.

Example Tasks and Work Assignments

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

Position	Tasks
Finance / Admin Section	■ Provide Command with a summary daily cost estimate (burn-rate). ■ Establish a claims system, publish the process, and brief the IMT on the process. ■ Advise Command of unusual high-cost specialized equipment use.
Intelligence	■ Identify critical intelligence needs, develop intelligence flow plan, and brief the IMT. ■ Ensure that all Requests for Information (RFIs) are delivered and the Command is briefed on all Field Intelligence Reports (FIR). ■ Coordinate interagency intelligence organizations (e.g., Joint Terrorism Task Force (JTTF), Fusion Centers). ■ Screen intelligence information for Operational Security (OPSEC)/Sensitive Security Information (SSI) classification.
Legal Advisor	■ Identify potential legal issues stemming from the incident. ■ Research issues and brief IC/UC or the appropriate IMT members on possible solutions and alternatives. ■ Coordinate with LOFR to ensure communication with stakeholders.
Liaison Officer (LOFR)	■ Develop an action plan to ensure communication and coordination with appropriate stakeholders and submit draft of plan to IC/UC for review and approval. ■ Develop inter-/intra-agency information dissemination plan. ■ Keep IC/UC informed of any adverse stakeholder concerns, feelings and/or relationships that may develop. ■ Staff Agency Representatives (AREPs) to deploy to external entities.
Logistics Section	■ Develop and brief the IMT on the internal resource request and external resource ordering process and monitor for compliance. ■ Establish credentialing process for responders. ■ Provide Critical Incident Stress Management (CISM) services to responders. ■ Establish non-secure and secure communication for both internal and external use and brief IMT staff.

Position	Tasks
Planning Section	■ Develop the IAP based on the IC/UC CIRs. ■ Ensure that all RFIs are managed appropriately, and the Command is briefed on all responses. ■ Develop a Common Operational Picture (COP) based on the CIRs. ■ Develop a long-term IMT staffing plan.
Public Information Officer (PIO)	■ Develop a Public Information Plan that includes media engagement and social media strategies. Obtain IC/UC approval prior to implementation. Coordinate with the Liaison Officer (LOFR) to provide talking points to IC/UC for press briefings, VIP visits, and open house/town hall meetings. ■ Keep IC/UC informed of any potential adverse political, social, and economic impacts.
Safety Officer (SOFR)	■ Develop a Safety Message (ICS 208) and/or a Health and Safety Plan if required to include support facilities and monitor for compliance. ■ Implement practices that allow for the safety and welfare of non-responders. ■ Report any serious incidents, accidents, or injuries immediately to the IC/UC. ■ Identify safety and risk management factors and monitor for compliance for both the public and responders.
Scientific Support Coordinator	■ Develop a prioritized list of resources at risk, including threatened and endangered species, in conjunction with Technical Specialists (THSP). ■ Evaluate and compare the environmental impacts of countermeasures, cleanup methods, and response endpoints. ■ Seek consensus on scientific issues affecting the response. ■ Provide trajectory forecasting.
Volunteer Coordinator	■ Determine volunteer resource needs. ■ Coordinate with the Resource Unit Leader (RESL), PSC, and OSC to determine volunteer assignments. ■ Conduct volunteer screening, pre-briefs, and debriefs.

Incident Command

COMMAND STRUCTURES

Incident Command (Command) is responsible for the overall management of the incident. Incident ICS supports the use of a single Incident Commander (IC) or a Unified Command (UC) to perform the command function on an incident. Command and General Staff positions support the IC/UC to meet the incident objectives.

SINGLE INCIDENT COMMANDER

When an incident occurs within a single jurisdiction and without jurisdictional or functional agency overlap, the incident may be managed by a single IC who has overall incident management responsibility. **A single incident command may be used to manage USCG internal events or responding to incidents where the USCG has little to no engagement from other agencies**.

UNIFIED COMMAND

UC is an incident management structure in which the role of IC is shared by two or more individuals, each having authority or jurisdiction for the incident. **UC is the most common ICS command structure used by the USCG**. UC allows agencies and/or jurisdictions to jointly manage an incident. ICs work together without affecting their agency authority, responsibility, or accountability. In UC, there is no single "commander", instead, the **UC jointly manages the incident by approved objectives**.

Why establish a UC:

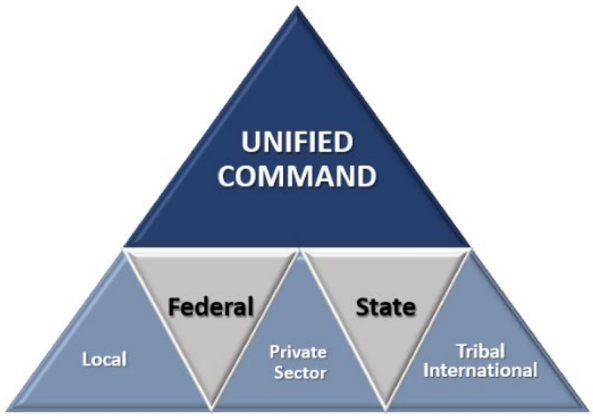
The need for Unified Command arises when incidents:

- Cross geographic boundaries (e.g., two states or international boundaries).
- Involve various governmental levels (e.g., federal, state, tribal, and local).
- Involve a vessel or facility (e.g., Responsible Party (RP) for a pollution threat).
- Involve a private industry.
- Impact multiple functional responsibilities (e.g., SAR, fire, oil spill, and Emergency Medical Services (EMS)).
- Some combination of the above.

Establishing a UC allows the participating organization to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting Unity of Effort allows the UC to allocate resources regardless of ownership or location. **UC supervises a single, integrated command and general staff organization and speaks with one voice through jointly developed objectives, direction, and press releases**.

A UC works from a single Incident Command Post (ICP) and jointly develops a single coordinated Incident Action Plan (IAP) to direct all

incident activities. **UC improves unity of effort for incidents involving multijurisdictional or multiagency responses and enables organizations with authority or functional responsibility for the incident to jointly manage and direct incident activities through the establishment of a common set of objectives, strategies, and a single IAP**. If situations arise where members of the UC cannot reach consensus, the UC member representing the agency with primary jurisdiction over the issue would normally be deferred to for the final decision.



Chain of Command and Unity of Command

The 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. The UC establishes chain of command that provides an orderly line of authority within the ranks of the incident management organization. Chain of command means there is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

Unity of command means each individual has only one designated supervisor. This clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their jurisdiction.

Single Incident Commander	Unified Command
The IC is solely responsible (within the limits of their authority) for establishing incident objectives, directing incident personnel, and ensuring that incident activities work to accomplish incident objectives.	The individuals designated by their jurisdictional or organization authorities jointly determine priorities and objectives, allocate resources, and work together to ensure the execution of integrated incident operations and maximize the use of assigned resources.

Responsibilities of the IC and UC

Whether using a single IC or a UC, the command function responsibilities include:

- ❑ Establish a single ICP for the incident.
- ❑ Establish consolidated incident objectives, priorities, and strategic guidance for the incident and update every operational period.
- ❑ Select a single section chief for each position on the General Staff needed based on current incident priorities and requirements.
- ❑ Establish a single system for requesting/ordering resources.
- ❑ Approve a consolidated IAP for each operational period.
- ❑ Establish procedures for joint decision-making and documentation.
- ❑ Capture lessons learned and best practices.

Guidelines for the Use of Unified Command

It is essential to understand how ICS UC functions. Knowledge of ICS principles and structures will enable managers to accept and easily adapt to a UC mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a UC incident organization. It is impossible to implement UC unless agencies have agreed to participate in the process.

Guidelines for the use of UC may include:

- ❑ Collocate essential functions. Establishing a single ICP is essential to an effective UC. Bringing the responsible officials, Command Staffs, and planning elements together in a single ICP can allow a coordinated effort for as long as the UC structure is required.
- ❑ Implement UC at an early stage of a multijurisdictional or multiagency incident. It is essential to begin joint planning as early as possible. **UC should be initiated as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident**.
- ❑ Members of the UC should agree on an Operations Section Chief (OSC) and other Command and General Staff members. The UC must agree on the OSC since that person will have full authority to implement the Operations portion of the IAP on behalf of all the agencies involved. The OSC will normally be appointed from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential.
- ❑ Establish one member of the UC to be the spokesperson for the UC. The ICs may see the need to identify one member to act as a

primary spokesperson for the UC. This could provide a channel of communications from the Command and General Staff members into the UC.

- ❑ Train often as a team. It is important to conduct training exercises in the use of ICS with adjacent jurisdictions and functional agencies, whenever possible.
- ❑ Individuals participating in press briefings must be empowered to speak on behalf of his or her agency and should work in a unified manner, speaking with one voice, and ensuring that all messaging is consistent.

The principal advantages of using Unified Command are:

- ❑ Jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single IAP.
- ❑ A collective approach is made to developing strategies to achieve incident objectives.
- ❑ Information flow and coordination is improved among all jurisdictions and agencies involved in the incident.
- ❑ No agency's authority or legal requirements are compromised or neglected.
- ❑ Each agency is fully aware of the plans, actions, and constraints of all others on the incident.
- ❑ The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- ❑ Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

The primary features of a Unified Command may include:

- ❑ A single, integrated incident organization.
- ❑ An established shared facility.
- ❑ A single planning process and IAP.
- ❑ Integrated staffing.
- ❑ A coordinated process for requests/resource ordering.

Who is a member of Unified Command?

To be a member of the UC, **a participating organization must have underlying statutory authority or legal obligation to carry out proposed response actions 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 resources to support the response.

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

- The specifics of the incident.
- Determinations outlined in existing response/coordination plans.
- 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.

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 also applies to state, local, tribal, and territorial (SLTT) representation on the UC as well. UC members of other organizations should be encouraged to participate on the Incident Management Team (IMT) in the functions that best suit their expertise. 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 (e.g., Public Information Officer (PIO), Liaison Officer (LOFR), Operations Section Chief (OSC), and Planning Section Chief (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. The UC may also assign Deputy ICs to assist in carrying out IC/UC responsibilities.

Organizations not represented in the Unified Command:

Agencies involved in the incident that lack jurisdictional responsibility or authorities are referred to as Cooperating and/or Assisting agencies. Whether represented in the UC Staff or through the Liaison Officer, every jurisdiction, organization, and/or agency representative is responsible for communicating agency-specific information, including:

- ❑ Statutory authorities and responsibilities.
- ❑ Resource availability and capabilities.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

- Constraints, limitations, and concerns.
- Areas of agreement and disagreement between agency officials.

If an organization is not represented in Unified Command, it can:

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

To be considered for a Unified Command position, the involved organization:

- Must have jurisdictional authority or functional responsibility under a law or ordinance for the incident.
- Must have incident or response operations impact on the organization's Area of Responsibility (AOR).
- Should have full authority to make decisions and execute all the tasks assigned to the IC on behalf of their organization.
- Should have the resources to support participation in the response organization.

Unified Command members are expected to:

- Agree on incident priorities, objectives, constraints/limitations, decisions, response organization, assignments, and procedures (e.g., logistical, ordering, accounting, and sensitive information).
- Commit to speak with "one voice" through the PIO or Joint Information Center (JIC), if established.
- 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.
- Have the capability to sustain a 24/7 commitment to the incident.
- Possess a cooperative attitude.
- Have a thorough understanding of the incident and Incident Action Planning Process.

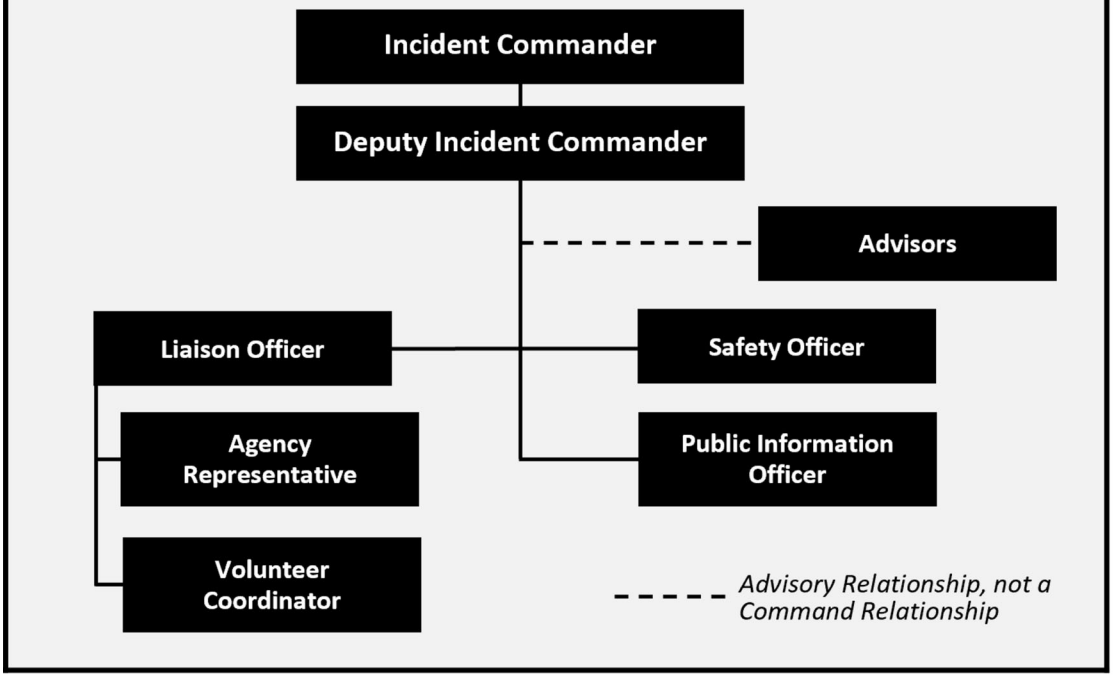
COMMAND STAFF OVERVIEW

The Command Staff are personnel assigned to and charged with performing or supporting the duties and responsibilities of the Command function. Command Staff includes the Incident Commander (IC) or Unified Command (UC) as well as the Public Information Officer (PIO), Safety Officer (SOFR), and Liaison Officer (LOFR) designated as necessary to carry out activities not specifically identified in the functional areas directed by the General Staff.

Depending upon the size and type of incident or event, it may be necessary for the IC to designate personnel to provide public information, safety, and liaison services for the entire organization. Each Command Staff position may have an Assistant. If a situation warrants, the IC/UC may assign additional members to the Command Staff.

Command Staff

Command Staff Organization



Command Staff Positions	Acronym	See Page
Incident Commander	IC	7-3
Deputy Incident Commander	Deputy IC	7-8
Safety Officer	SOFR	7-8
Public Information Officer	PIO	7-10
Liaison Officer	LOFR	7-13
Agency Representative	AREP	7-14
Volunteer Coordinator		7-16
Advisors		7-16

POSITION DESCRIPTIONS

INCIDENT COMMANDER (IC)

The IC is responsible for all aspects of the incident including setting priorities, developing incident objectives, managing incident operations, defining the organization of the Incident Management Team (IMT), and development of the overall Incident Action Plan (IAP). The IC also has responsibility for ensuring incident safety and establishing and maintaining liaison with other agencies and stakeholders participating in the incident. The IC supervises all Command and General Staff positions.

For many incidents command activity is carried out by a single IC, while other incidents may require that command activities and responsibilities are carried out by a UC. The IC is usually selected based on qualifications and experience.

The tasks and responsibilities of the IC may include:

- ❑ Establishing command or assume command of the incident from the On-Scene Commander or the off going IC.
- ❑ Establishing incident objectives, identifying priorities, and setting expectations.
- ❑ Ensuring appropriate measures are in place addressing the safety and security of the public and incident personnel.
- ❑ Establishing organizational structure, chain of command, and reporting procedures.
- ❑ Assigning qualified personnel to key positions including Command and General Staff positions.
- ❑ Establishing incident specific Critical Information Requirements (CIRs) and reporting timelines.
- ❑ Implementing emergency response procedures and directing on-scene and overhead personnel.
- ❑ Establishing personnel accountability.
- ❑ Determining make-up of UC, if applicable.
- ❑ Developing and implementing plans.
- ❑ Identifying, analyzing, and using relevant situational information to make informed decisions and take appropriate actions.
- ❑ Continually evaluating whether objectives are achievable given available resources and environmental, political, or socio-economic conditions.

- ❑ Ensuring operations remain within scope and capability of the existing organization and that the span of control is consistent with established ICS standards.
- ❑ Maintaining command and control of the incident management organization.
- ❑ Implementing command decisions and maintaining unity of effort.
- ❑ Providing situation updates and accomplishments to the agency administrator or supervisor.
- ❑ Identifying and anticipating operational and logistical needs and requesting additional resources, as needed.
- ❑ Ensuring transfer of command is communicated to all incident personnel.
- ❑ Ensuring incident financial accountability and expenditures meet USCG policy and standards.
- ❑ Accounting for all assigned resources.
- ❑ Providing clear command direction to incident personnel.
- ❑ Ensuring work/rest policy and guidelines are managed for all assigned personnel.
- ❑ Providing oversight of Command and General Staff responsibilities and functions.
- ❑ Ensuring risk management processes are applied throughout the incident.
- ❑ Approving the Safety Message (ICS 208) or Health and Safety Plan, if developed.
- ❑ Reviewing, approving, and signing the IAP and any supporting plans.
- ❑ Following established processes and chain of command for collecting, producing, and distributing information.
- ❑ Establishing communication and provide necessary briefings and information to Assisting and Cooperating agencies as well as the public, media, and interested stakeholders.
- ❑ Maintaining documentation of incident records, forms, and key decisions.
- ❑ Developing a Public Information Plan with the PIO that includes media engagement and social media strategies.

- ❑ Coordinating with the LOFR to ensure appropriate officials and stakeholders have been notified of the incident and are provided regular status updates.
- ❑ Scheduling and attending community meetings as needed.
- ❑ Actively participating in the Incident Action Planning process and coordinating activity for all Command and General Staff.
- ❑ Approving requests for additional resources or for the release of resources.
- ❑ Monitoring leadership and management capabilities of incident personnel filling Command and General Staff positions to ensure effectiveness to lead. Relieving personnel of responsibilities, if needed.
- ❑ Keeping agency administrator informed of incident status.
- ❑ Ensuring Incident Status Summary (ICS 209) is completed and forwarded to appropriate officials and stakeholders.
- ❑ Ensuring assigned resources are briefed on demobilization procedures and individual responsibilities. Ensuring incident and agency demobilization procedures are followed. Approving release of critical resources.
- ❑ Overseeing the post-incident hotwash and preparation of an After-Action Report if required.
- ❑ Approving the use of trainees, volunteers, and members of the USCG Auxiliary.

There are specific tasks or responsibilities the IC may perform during the Incident Action Planning Process. The following are IC/UC responsibilities per the Planning-P:

Event	Responsibilities
Initial Response	• Set incident priorities. • Establish initial incident objectives. • Assign resources. • Evaluate response actions, complexity, and order additional resources. • Ensure completion of Incident Brief (ICS 201).

Event	Responsibilities
Initial IC / UC Meeting	• Ensure incident objectives on the Incident Briefing (ICS 201) are accurate; modify as needed. • Support development of the Organization Chart (ICS 207) and Meeting Schedule (ICS 230). • Provide recommendations on Command structure, IMT staffing, and operational periods. • Establish initial Critical Information Requirements (CIRs).
IC Develops / Updates Incident Objectives	• Finalize incident objectives, priorities, key decisions, limitations, performance expectations, and CIRs. • Decide on length of operational periods. • Review changes / updates to ICS 201 or the initial drafts of ICS 202, ICS 203, ICS 207, and ICS 230. • Agree on information flow and procedures such as press releases, resource ordering process, and operational security.
Command & General Staff (Strategy) Meeting	• Communicate incident objectives, priorities, key decisions, as well as limitations and constraints. • Review CIRs, resource ordering, documentation, safety, and security. • Establish chain of command, organizational structure, operating procedures, and performance expectations.
Preparing for Tactics Meeting	• Ensure IMT staff are briefed on incident objectives, priorities, and other decisions from Command and General Staff Strategy Meeting. • Provide guidance for on-going operations. • Review updated Incident ICS 202, ICS 203, ICS 207, and ICS 230. • Be available to provide guidance and clarification to Command and General Staff as needed.
Tactics Meeting	• **Note**: Command does not routinely participate in the Tactics meeting as this is a staff level discussion to determine strategy, tactics, and resources needed to accomplish the incident objectives established by Command.
Preparing for Planning Meeting	• Meet with staff as needed to respond to questions, clarify decisions, and set performance expectations. • Continue to monitor incident and provide guidance as needed. • Ensure Command Staff are prepared to discuss / resolve issues. • Identify Command members to provide comments at Planning Meeting.

Event	Responsibilities
Planning Meeting	• Brief opening remarks and confirm incident objectives and priorities. • Identify any issues or concerns with the proposed plan for the next operational period. • Review the IAP for approval. Provide verbal approval of the proposed tactics and any required adjustments or revisions required before final approval of the plan. • Set timeline for Planning to complete the IAP for final review and approval.
IAP Preparation & Approval	• Review the IAP; Identify any needed changes or revisions. • Approve the plan. • Sign the cover sheet of the IAP.
Operations Briefing	• Brief leadership direction, motivational remarks, and guidance to operational teams. • Emphasize incident objectives, priorities, and response safety. • Respond to inquiries and clarify issues, as needed.
Execute Plan & Assess Progress	• Monitor ongoing IMT activities and response operations through regular situational updates. • Evaluate decisions, direction, and requirements against progress of assigned tasks and incident objectives. • Review and approve press releases as needed. • Review and approve the Incident Summary (ICS 209). • Support incident briefings, press events, and VIP visits, as needed.
Demobilization & Close Out	• Assign personnel to identify surplus resources and release schedules. • Approve the release or demobilization of incident resources. • Ensure plans are in place for transportation, equipment repair, decontamination, and travel. • Approve the Demobilization Plan, if produced. • Ensure a post-incident hot wash is conducted. • Provide insights, thoughts, and recommendations. • Ensure an Incident Personnel Performance Rating (ICS 225) is completed for all Command and General Staff members. • Support the development of an After-Action Report, if required.

Note: Position-specific Job Aids provide more specific guidance and step-by-step instructions for IC position-specific tasks and considerations.

DEPUTY INCIDENT COMMANDER

The IC may have a Deputy IC(s), who may be from the same organization or from an assisting agency. The Deputy IC should 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 all or part of the Command Staff**.**

SAFETY OFFICER (SOFR)

The SOFR ensures the safety of all personnel through the proactive and ongoing risk analysis to identify and mitigate hazards to personnel at any incident, planned event, or training exercise. The SOFR is responsible for monitoring overall operations of an incident from a risk management perspective and ensuring the safety and welfare of incident personnel. The SOFR reviews strategies, tactics, weather, hazards, and environmental conditions and recommends measures to ensure personnel safety and occupational health of incident personnel and the public. **The role of the SOFR is to anticipate, recognize, assess, and control hazardous and unsafe conditions or situations**.

The SOFR produces the Safety Message (ICS 208) or Health and Safety Plan, participates in developing operational tactics by identifying hazards and mitigation measures, and produces safety messages and guidance for incident personnel. **The SOFR has the emergency authority to immediately stop and/or prevent unsafe acts or hazardous situations during incident operations**. The SOFR is designated by the IC/UC and reports to Command.

There is only one SOFR for each incident; however, the SOFR may have Assistant Safety Officers (ASOFs), or Technical Specialist (THSPs) as needed. An ASOF may come from the same organization as the SOFR or from another organization. ASOFs may have responsibilities pertaining to specialized areas (e.g., air operations, occupational health, hazardous substances, salvage, diving, and sanitation). To ensure personnel and public safety, 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 verify compliance with applicable federal, state, and local health and safety regulations and the ICS 208.

If there is a significant risk to public health or high likelihood of public evacuation, the USCG should immediately contact the State or Local Emergency Operations Center (EOC) for support regarding public health and request a Public Health THSP who could be assigned as an Assistant SOFR for Public Health.

The tasks and responsibilities of the SOFR may include:

- ❑ Monitoring incident operations to identify and mitigate hazardous situations.
- ❑ Advising the IC/UC and OSC on all matters related to operational safety.
- ❑ Developing and implementing intervention measures to prevent injuries, illness, accidents, and unsafe acts.
- ❑ Creating the Incident Safety Message (ICS 208) to identify hazards and communicate safety measures. The ICS 208 may also be used for incidents involving oil spills and hazardous materials. Larger incidents or incidents involving oil or hazardous materials may require a more detailed Health and Safety Plan which meet the requirement to have an incident-specific Health and Safety Plan (HASP) as required by 29 CFR 1910.120.
- ❑ Correcting unsafe acts or conditions. (Seek guidance and clarity from the IC/UC on the scope and limitations of authority.) Direct intervention may be used to immediately correct a dangerous situation.
- ❑ Analyzing proposed strategies and tactics from a risk management perspective. Prepare the IAP Safety Analysis (ICS 215A) to document hazards as well as mitigation strategies.
- ❑ Reviewing and providing input to the Medical Plan (ICS 206).
- ❑ Participating in the Tactics meeting to review proposed tactics for the next operational period.
- ❑ Participating in the Incident Action Planning Process, Planning Meetings, and briefings, as required.
- ❑ Identifying hazardous situations associated with the incident.
- ❑ Reviewing the IAP to ensure safety issues have been identified and mitigations put in place.
- ❑ Providing safety and occupational health advice in the IAP for incident personnel.
- ❑ Using Risk-Based Decision Making (RBDM) methodologies to conduct risk management for the incident.
- ❑ Monitoring health and wellness of incident personnel including fatigue, exposure, illness, injury, property damage trends, and excess stress. Ensure mitigations are in place.
- ❑ Monitoring food, potable water, security, supply, and sanitation services to ensure health and safety of incident personnel.

- ❑ Investigating accidents that have occurred within the incident area and determining if new safety and occupational health measures are needed.
- ❑ Identifying, communicating, and documenting safety, occupational, and environmental health hazards, needs, and concerns.
- ❑ Supporting reporting of accidents and mishaps in accordance with specific agency reporting requirements.
- ❑ Tracking and reporting accidents, injuries, and illnesses.
- ❑ Ensuring all contractors and volunteers are aware of, and meet, appropriate safety/health training levels, the HASP, and safety/health measures to achieve the response strategies.
- ❑ Identifying the need for and assigning assistants and THSPs as needed.
- ❑ Reviewing and providing input to the Traffic Plan, if developed, for both land and vessel traffic.
- ❑ Serving as the IC/UC representative in meetings with federal, state, or local occupational safety and health authorities and stakeholders.
- ❑ Briefing Command on safety and occupational health issues and concerns.
- ❑ Ensuring that all required forms, reports, and documents are completed prior to demobilization.
- ❑ Holding a debriefing session with the IC prior to demobilization.

PUBLIC INFORMATION OFFICER (PIO)

The PIO is responsible for interfacing with the public, the media, and other jurisdictions / organizations with incident-related information needs. The PIO develops and releases information about the incident to the media and the public. The PIO uses information from other members of the IMT to develop accurate, timely, and accessible information on an incident's cause, size, current situation, resources committed, and other matters of interest. The PIO coordinates press releases, briefings, VIP visits, social media posts, and other activities. The PIO may establish a Joint Information Center (JIC) if needed for larger or more complex incidents. **Only one PIO will be assigned for each incident, including incidents operating under UC and multijurisdictional incidents ensuring unity of messaging**. The PIO may have assistants as necessary, and the assistants may come from other agencies and organizations. The PIO reports to the IC/UC.

The tasks and responsibilities of the PIO may include:

- ❑ Developing accurate, timely, and accessible information for use in press/media briefings, written media releases, or web and social media posts.
- ❑ Disseminating community-related incident information to the public via television, radio, newspaper, and social media sources to provide information and updates on incident status and related activities.
- ❑ Engaging in active communication and information-sharing with elected and appointed officials.
- ❑ Obtaining IC/UC approval of media releases and other public materials or social media posts.
- ❑ Managing inquiries from the media, the public, and elected officials.
- ❑ Coordinating media relations including press briefings and press availabilities.
- ❑ Coordinating emergency public information and warnings as needed.
- ❑ Producing digital communications and multimedia content.
- ❑ Determining from the IC if there are any limits or restrictions on releasing information.
- ❑ Develop a Public Information Plan that includes media engagement and social media strategies.
- ❑ Monitoring information from traditional media, the internet, and social media that is relevant to incident planning and sharing that information with IC/UC and appropriate incident personnel.
- ❑ Representing and advising the IC/UC on all public information matters relating to the incident.
- ❑ Conducting and preparing Command and officials for media briefings.
- ❑ Monitoring and utilizing social media as approved by the IC/UC.
- ❑ Arranging for tours, community outreach events, interviews, and briefings.
- ❑ Coordinating information-sharing and distribution with the LOFR.
- ❑ Creating and maintaining a media contact list, including after-business hours contact information.

- ❑ Verifying media credentials; initiate any required credentialing necessary to obtain IC approval of media releases and other public materials or social media posts.
- ❑ Keeping media aware of all preparedness/awareness campaigns.
- ❑ Assisting in the development of the Information Management Plan.
- ❑ Establishing guidance on what kinds of information incident personnel can release without approval and what types of communications needs approval.
- ❑ Making information about the incident available to incident personnel.
- ❑ Participating in Planning Meetings.
- ❑ Establishing guidance on what kind of information incident personnel can release with and without approval.
- ❑ Establishing a JIC, if necessary, to coordinate and disseminate accurate and timely incident-related information. Recommend use of the National Response Team (NRT) JIC Model. Assign a JIC Manager if a JIC is established.
- ❑ Obtaining media information that may be useful to incident planning.
- ❑ Maintaining current information summaries and/or displays on the incident.
- ❑ Briefing Command on press or media issues and concerns.
- ❑ Coordinating with the Environmental Unit Leader (ENVL) and LOFR to address media and stakeholder risk perceptions and obtain technical content for external messages.
- ❑ Determining the need for holding a Town Hall or Open House meeting to inform the public.
- ❑ Identifying and implementing rumor control methods.
- ❑ Completing all required forms, reports, and documents prior to demobilization.
- ❑ Holding a debriefing session with the IC/UC prior to demobilization.

LIAISON OFFICER (LOFR)

The LOFR is the primary point of contact for agency representatives from assisting and cooperating agencies, including representatives from federal, state, local, tribal, territorial and non-governmental organizations. Incidents that are multijurisdictional, or have several organizations involved, may require the establishment of the LOFR position on the Command Staff. The LOFR is a conduit of information and assistance between organizations. Normally, the LOFR does not 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.

Only one LOFR should be assigned for each incident, including incidents operating under UC and multijurisdictional incidents. The LOFR is assigned to the incident to be the primary coordinator for the liaison network, including Assisting and Cooperating AREPs. The LOFR reports to the IC/UC. 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 IC/UC and is not a representative of any specific organization.

The tasks and responsibilities of the LOFR may include:

- ❑ Serving as the primary coordinator of the liaison network, including state, local, tribal, and territorial AREPs.
- ❑ Maintaining a list of representatives from Assisting and Cooperating agencies, including name, agency, and contact information. Monitor check-in sheets daily to ensure AREPs are identified.
- ❑ Assisting in establishing and coordinating interagency contacts.
- ❑ Participating in Command and General Staff Meetings, Planning Meetings, Operations Briefings, and other meetings and briefings, as required.
- ❑ Identifying assigned resources and ordering additional assistants and staff, as needed.
- ❑ Supporting the development of the Information Management Plan, if required.
- ❑ Developing a Stakeholder Coordination Plan, including periodic public meeting schedules, if needed.
- ❑ Keeping organizations supporting the incident response aware of incident status.

- ❑ Arranging consultations with federally recognized tribes as appropriate.
- ❑ Monitoring incident operations to identify current or potential intra-organizational problems.
- ❑ Ensuring coordination between cooperating agencies and IMT personnel to accomplish incident objectives, resolve issues, and share timely and accurate information.
- ❑ Coordinating with the PIO on media outreach, messaging, and stakeholder communications and information sharing.
- ❑ Coordinating with the PIO to develop and implement a social media strategy by providing input on social media uses and interface with stakeholders and the public.
- ❑ Coordinating with the ENVL to address stakeholder and public risk perceptions by assessing pollutant/hazard situation and obtaining technical content for stakeholder engagement.
- ❑ Coordinating activities of visiting dignitaries.
- ❑ Determining the need for a Volunteer Coordinator (**Note**: If there are a significant number of volunteers the Volunteer Coordinator may transition to become the Volunteer Unit Leader under Planning.)
- ❑ Briefing Command on agency issues and concerns.
- ❑ Collecting input from AREPs on the incident and ensuring AREPs are invited to the incident hotwash.
- ❑ Completing all required forms, reports, and documents prior to demobilization.
- ❑ Holding a debriefing with the IC/UC prior to demobilization.

Agency Representative (AREP)

An AREP is an individual assigned to an incident from an assisting or cooperating agency. The AREP facilitates coordination, cooperation, and communication between the IMT and the agency they are representing. In many multijurisdictional incidents, an agency or jurisdiction may send an AREP who is not on direct tactical assignment but is there to assist in coordination efforts. AREPs report to the LOFR, or to the IC in the absence of a LOFR.

The USCG may receive multiple different AREPs into a USCG-led UC organization. The USCG may deploy USCG members to serve as the AREP at another ICP, state or local EOC, FEMA Regional Response Coordination Center (RRCC), FEMA Joint Field Office (JFO), or directly

to an elected official. **The AREP serves as a conduit of information flow and operational support and coordination between the USCG and the other agency or ICP**. The AREP may be given an incident-specific delegation of authority by the USCG operational commander directing their deployment, which may include authority to make decisions on matters affecting that agency's participation in the incident.

The tasks and responsibilities of the AREPs may include:

- ❑ Ensuring that all agency resources are properly checked-in at the incident.
- ❑ Obtaining a briefing from the LOFR or IC/UC. Establish a communications plan with the IC/UC.
- ❑ Confirming objectives, intent, priorities, and expected duties.
- ❑ Informing assisting or cooperating agency personnel on the incident that the AREP position for that agency has been filled.
- ❑ Attending Planning Meetings, briefings and other events as required.
- ❑ Following established processes and chain of command for collecting, producing, and sharing information.
- ❑ Cooperating fully with the IC/UC and the General Staff on agency involvement at the incident.
- ❑ Serving as the conduit of information flow and operational support/coordination between the ICP and their home agency.
- ❑ Working with the LOFR and PIO to assist with establishing community meeting opportunities or requests.
- ❑ Ensuring the well-being of agency personnel assigned to the incident.
- ❑ Advising the LOFR of any special agency needs or requirements.
- ❑ Reporting to home agency dispatch or headquarters on a pre-arranged schedule.
- ❑ Providing daily updates to the IC/UC, agency administrator and other requested stakeholders. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- ❑ Completing all required forms, reports, and documents prior to demobilization.
- ❑ Holding a debriefing session with the LOFR or IC/UC before demobilization.

- ❑ Attending an incident hotwash or closeout and providing input to the After-Action Report (AAR), if required.

VOLUNTEER COORDINATOR

The Volunteer Coordinator is responsible for managing and coordinating volunteer services during an incident. This may include 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. Volunteer Coordinators are utilized to identify volunteer interest, availability, and capabilities. Volunteer Coordinators work with the LOFR or Planning Section Chief (PSC) during large-scale incidents. **Note**: An incident may have an existing Area Contingency Plan (ACP) that outlines how to manage the volunteer resources which support the Volunteer Coordinator's responsibilities.

The tasks and responsibilities of the Volunteer Coordinator may include:

- ❑ Determining volunteer resource needs.
- ❑ Establishing a volunteer reception area, if needed.
- ❑ Coordinating with the JIC when advising the public on volunteer guidelines.
- ❑ Conducting volunteer screening, pre-briefs, and post deployment debriefs.
- ❑ Coordinating with the Resources Unit Leader (RESL), PSC, and Operations Section Chief (OSC) to determine volunteer assignments.
- ❑ Assisting the OSC in the development of Assignment Lists (ICS 204) for volunteers.
- ❑ Providing input for the Incident Status Summary (ICS 209) regarding volunteer usage.

ADVISORS

In addition to the officer positions on the Command Staff, the IC/UC may assign THSPs as additional Command advisors, depending on the nature, scope, complexity, and location of the incident, or according to specific needs identified by the IC/UC. Command Staff advisors serve in advisory capacities and provide assistance to the Federal On-Scene Coordinator (FOSC) in their respective areas of expertise consistent with their agencies' capabilities and authorities.

Legal Advisor

The Legal Advisor provides legal advice and guidance to the IC/UC and other members of the IMT regarding the incident. The Legal Advisor provides legal information related to jurisdiction, statutory / regulatory authorities, claims, investigations, contracts, and other legal issues. The Legal Advisor may also review press releases to the media, government agencies, and the public. For larger incidents with extensive legal considerations, the Legal Advisor may be designated as a Legal Officer having responsibility for coordinating all legal matters for the incident. The Legal Advisor should work closely with the IC/UC and LOFR to ensure timely communication with stakeholders.

Science and Technology Advisor

The Science and Technology Advisor monitors incident operations and provides scientific and technical advice on matters related to the integration of science and technology into incident response efforts. The Science and Technology Advisor may consult with SMEs in the scientific and technology communities to gather information, serve as liaison, and make recommendations to the IC/UC.

NOAA Scientific Support Coordinator (SSC)

The NOAA SSC is responsible for providing scientific support for operational decisions and for coordinating on-scene scientific activity. The SSC may serve as the principal advisor for scientific issues, communicating with the academic scientific community, working with the Natural Resource Trustee agencies, and coordinating requests for assistance from state and federal agencies regarding scientific issues. For more information on NOAA SSC support, see NOAA's "An FOSC's Guide to NOAA Scientific Support".

Emergency Management (EM) Advisors

EM Advisors are EM professionals with experience in response operations and ICS implementation during All-Hazard incidents and complex events. The EM Advisor provides expertise and guidance at the Command level in preparing for, responding to, and recovering from the impacts of emergencies and disasters. Potential candidates to serve as the EM Advisor include the District Incident Management Preparedness Advisor (IMPA), senior staff from the USCG Incident Management Assist Team (CG-IMAT) and National Strike Force (NSF) Strike Teams, or other USCG personnel with extensive ICS experience and advanced ICS certifications.

Command Staff

Recommended minimum number of personnel by position and size of incident (Per 24-Hour operational period).

Command Staff Position	Number of Divisions / Groups				
	2	5	10	15	25
Incident Commander	One Per Incident				
Deputy Incident Commander		1	2	3	4
Safety Officer	One Per Incident				
Public Information Officer	One Per Incident				
Liaison Officer	One Per Incident				
Agency Representative	As Needed				
Advisors	As Needed				

Operations Section

OPERATIONS SECTION OVERVIEW

The Operations Section is responsible for the coordination and direction of all incident tactical operations. The Operations Section directs tactical incident operations described in the Incident Action Plan (IAP) to meet incident objectives. The Operations Section organizes, assigns, and supervises all of the tactical field resources assigned to an incident.

The major activities of the Operations Section may include:

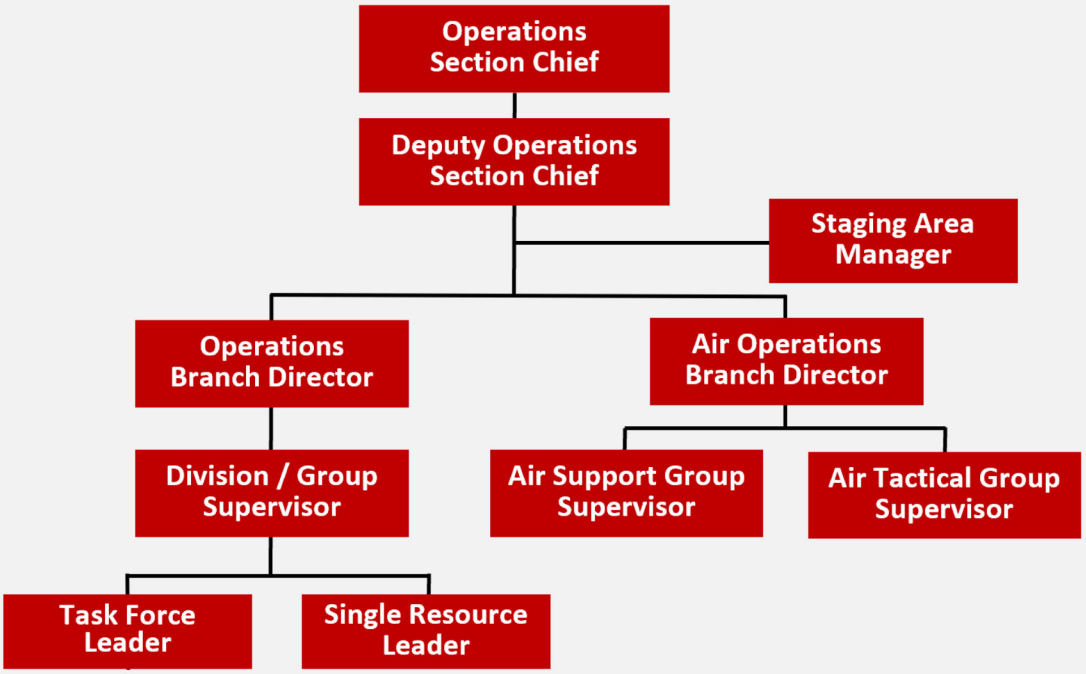
- ❑ Developing and implementing strategies and tactics to achieve incident objectives.
- ❑ Directing and managing tactical operations.
- ❑ Ensuring safety of tactical operations.
- ❑ Developing the Operations portions of the IAP.
- ❑ Coordinating additional resources to support tactical operations.
- ❑ Approving the release of resources from operational assignments.

The following supervisory levels may be added to help manage span of control:

- ❑ A deputy position may be established to fill or support the primary position by a fully qualified individual.
- ❑ Branches are utilized when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.
- ❑ Divisions are utilized to separate physical or geographic areas of operation within the incident area.
- ❑ Groups are utilized to describe functional areas of operation.

Operations Section

Operations Section Organization



***Note**: The organization chart depicted here is not prescriptive. The organization is flexible and scalable according to the situation.*

Operations Section Positions	Acronym	See Page
Operations Section Chief	OSC	8-3
Deputy Operations Section Chief	DOSC	8-6
Operations Branch Director	OPBD	8-6
Division / Group Supervisor	DIVS	8-8
Task Force Leader	TFLD	8-10
Single Resource Leader		8-11
Staging Area Manager	STAM	8-12
Air Operations Branch Director	AOBD	8-13
Air Tactical Group Supervisor	ATGS	8-15
Air Support Group Supervisor	ASGS	8-16
Technical Specialists (as required)	THSP	8-18

POSITION DESCRIPTIONS

OPERATIONS SECTION CHIEF (OSC)

The OSC is a member of the General Staff and is responsible for the direct management of all incident-related operational activities. The OSC establishes the tactics for each operational period and has direct involvement in the preparation of the IAP. The OSC is normally selected from the organization with the most jurisdictional or functional responsibility for the incident. The OSC activates and supervises ICS organizational elements in accordance with the IAP and directs IAP implementation. The OSC also directs the preparation of operational plans, manages operational resources, monitors operational progress, makes changes to the IAP when necessary, and reports those changes to the Incident Commander (IC)/Unified Command (UC).

The tasks and responsibilities of the OSC may include:

- ❑ Directing on-scene operations from the Incident Command Post (ICP) and making adjustments to the Operations organization, strategies, tactics, and resources, as necessary, to complete operational objectives as set by the IC/UC.
- ❑ Making or approving changes to the IAP during an operational period.
- ❑ Ensuring the Situation Unit Leader (SITL) is continuously advised of changes in the status of operations.
- ❑ Communicating to the Resources Unit Leader (RESL) changes in the status of resources assigned to the Operations Section.
- ❑ In coordination with the Safety Officer (SOFR), ensuring that Operations Section personnel execute work assignments while following approved safety practices.
- ❑ Monitoring the need for and requesting additional resources to support operations as necessary.
- ❑ Identifying and using staging areas.
- ❑ Evaluating and monitoring the current situation to support development of strategies and tactics for the next operational period.
- ❑ Coordinating and consulting with the Planning Section Chief (PSC), SOFR, Environmental Unit Leader (ENVL), Marine Transportation System Recovery Unit Leader (MTSL), and THSPs on modeling scenarios and trajectories, as well as on selection of appropriate strategies and tactics to accomplish incident objectives.

- ❑ Identifying the kind, type, and number of resources required to support selected strategies and tactics.
- ❑ Determining the need for any specialized resources.
- ❑ Determining the need for an Air Operations Branch Director (AOBD) to coordinate aviation resources assigned to the incident.
- ❑ If necessary, requesting the Captain of the Port (COTP) to establish a safety zone, security zone, or Temporary Flight Restriction (TFR) around/over the incident response area.
- ❑ Preparing for and participating in the Tactics Meeting.
- ❑ Converting operational incident objectives into strategic and tactical options and documenting those options on a Work Analysis Matrix (ICS 234).
- ❑ Developing work assignments and allocating tactical resources based on strategic requirements using the Operational Planning Worksheet (ICS 215).
- ❑ Assisting the SOFR with developing the Risk/Hazard Analysis (ICS 215A) to identify and mitigate safety risks.
- ❑ Participating in the planning process and the development of the tactical portions of the IAP, including the Assignment List (ICS 204) and Air Operations Summary (ICS 220).
- ❑ Reviewing and approving each ICS 204 prior to IAP approval.
- ❑ Participating in operational briefings to Incident Management Team (IMT) members, as well as briefings to the media and visiting dignitaries.
- ❑ Assisting with development of long-range strategic, contingency, and demobilization plans.
- ❑ Supporting the development and implementation of the incident Demobilization Plan and approving resources to be released from an incident. Ensuring incident and agency demobilization procedures are followed.

There are specific tasks or responsibilities that the OSC may perform at various stages in the Incident Action Planning Process (Planning-P). The following are OSC responsibilities per the Planning-P.

Event	Responsibilities
Initial IC/UC Meeting	• Prior to the meeting, provide updates to current actions, resource summary, situation map and ICS organization chart.

Event	Responsibilities
Objectives Meeting	• Prior to the meeting, provide an update on current operations to PSC and SITL and update resources.
Command & General Staff (Strategy) Meeting	• Provide update on current operations. • Provide summary of operational and potential issues. • Evaluate ability to meet objectives; Provide feedback.
Preparing for Tactics Meeting	• Obtain briefings from Operations Section staff on current operations and future requirements. • Identify potential strategies to achieve IC/UC objectives. • Prepare draft Work Analysis Matrix (ICS 234). • RESL assists in developing the Operational Planning Worksheet (ICS 215) to identify resource needs for next operational period. Assists the SOFR in preparing the Safety Analysis form (ICS 215A). • Work with RESL, SOFR, Logistics Section Chief (LSC), Communications Unit Leader (COML), and others (e.g., ENVL) to review proposed strategies and tactics. • Identify potential resource requests to perform strategies and tactics. • Develop Org Chart for the Operations Section.
Tactics Meeting	• Present the ICS 234 to the LSC and Finance/Administration Section Chief (FSC) and determine appropriate strategies and tactics. • Confirm resource requests for tactical resources identified in ICS 215. • Ensure required communications requirements are in place to support tactical operations. • Identify changes to Incident Organization Chart (ICS 207) and Operations Section staffing.
Preparing for Planning Meeting	• Update any operational changes to SITL. • Finalize ICS 234 and ICS 215 for next operational period. • Develop Assignment Lists (ICS 204). • Provide summary of changes to Organization Assignment List (ICS 203) and/or ICS Form 207 to RESL.
Planning Meeting	• Review proposed tactics and resource requirements for next operational period. • Identify facilities established to support field operations. • Present Operations Section organization chart.
IAP Preparation & Approval	• Review and sign each ICS 204 to ensure properly completed. • Support PSC with final review of draft IAP for the next operational period.

Event	Responsibilities
Operations Briefing	• Provide operational briefing for next operational period. • Brief the ICS 204. • Respond to questions and clarify guidance to field personnel.
Execute Plan & Assess Progress	• Monitor current operations and adjust tactics and resources as needed. • Provide operational updates to SITL, RESL, and Command, as needed. • Assist in updates to ICS 209 and situation reports
Demobilization & Close Out	• Identify tactical resources that can be released from the incident. • Support development and implementation of the Demobilization Plan. • Participate in post-incident hot wash and support development of After-Action Report (AAR) if required. • Ensure a Personnel Performance Rating Form (ICS 225) is completed for all Operations Section staff.

Note: Position-specific Job Aids provide more specific guidance and step-by-step instructions for IC position-specific tasks and considerations.

DEPUTY OPERATIONS SECTION CHIEF (DOSC)

The OSC may have Deputy OSC(s), who may be from the same organization as the OSC or from an assisting organization. Deputy OSCs should 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 single or multiple Deputies to supervise on-scene operations while the OSC participates in the Incident Action Planning Process.

OPERATIONS BRANCH DIRECTOR (OPBD)

The OPBD reports to the OSC and is responsible for the implementation of the portion of the IAP appropriate to the assigned branch. If the Operations Branch is not required for an incident, Division/Group Supervisors (DIVS) will report to the OSC.

The tasks and responsibilities of the OPBD may include:

- ❑ Identifying and directing Divisions, Groups, and resources assigned to the Operations Branch.
- ❑ Ensuring priorities and tactics, including any changes, are communicated and understood throughout the Branch.

- Ensuring assigned resources have all necessary equipment, supplies, and guidance to meet operational objectives.
- Developing and communicating strategies, tactics, priorities, work assignments.
- Providing the OSC alternative or contingency strategies and tactics, including a list of additional resources needed in the Staging Area.
- Reviewing ICS 204s for Divisions/Groups within the Operations Branch and adjusting tactics/resources based on changing information and evolving situation awareness.
- Developing contingency plans and communicating changing conditions to assigned resources, OSC, and SITL, as needed.
- Assigning specific work tasks to DIVS.
- Facilitating operational briefings, as needed.
- Resolving logistic problems reported by subordinates.
- Attending Planning Meetings, as requested, by the OSC.

Types of Operational Branch Directors commonly used by USCG:

- Operations Support Branch
- Emergency Response Branch
- Recovery Branch
- Geographical Branches (e.g., North Branch)
- Wildlife Branch

- Regularly informing the OSC of: status updates, evolving conditions or hazards that may require action, when the IAP is to be modified, the need for additional resources, when surplus resources are available, problems or unresolved issues, and accomplishments.
- Ensuring the Resource and Situation Units are advised of changes in the status of resources assigned to the Operations Branch through the chain of command.
- Coordinating with the SOFR to assist with the risk management process and providing input on safety of operations.
- Evaluating the effectiveness of the IAP or relevant plan and adjusting plans, as necessary.
- Approving accident and medical reports originating within the Operations Branch.
- Conducting a debriefing with the OSC, as directed, at the end of each shift.

- Assisting in the development and implementation of the Demobilization Plan and coordinating with the Demobilization Unit Leader (DMOB) or PSC to identify excess resources.
- Planning for demobilization. Brief assigned resources on demobilization procedures and responsibilities. Ensure incident and agency demobilization procedures are followed.
- Coordinating the release of resources in accordance with the Demobilization Plan.
- Assembling and submitting relevant Operations documents for the final incident package.

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, directing resources within the Division/Group, and reporting on the progress of control operations and status of resources within the Division/Group.

The tasks and responsibilities of the DIVS may include:

- Identifying assigned resources and maintaining accountability. Confirm that the IAP and relevant plans have all assigned resources listed. Report any missing resources up the chain of command.
- Reviewing Division/Group assigned tasks and incident activities with subordinates.
- Establishing and communicating to the division or group: chain of command; reporting procedures; risk management process; and communications procedures.
- Communicating objectives, priorities, work assignments and performance expectations.
- Implementing the IAP for the Division/Group. Ensure IAP objectives, priorities, and tactics are met. Monitor performance and provide immediate and regular feedback to assigned personnel.
- Assembling and demobilizing any task force(s), as appropriate.
- Supervising Division / Group resources and making changes, as appropriate.
- Ensuring work assignments are completed and special instructions are followed. Monitor work progress and evaluate incident situation.
- Coordinating activities with any adjacent Division/Group.

- Determining the need for assistance on assigned tasks.
- Submitting situation and resource status information to the Branch Director or the OSC, as directed.
- Ensuring that the RESL is advised of all changes in the status of resources assigned to the Division/Group through the chain of command.
- Coordinating with Field Observers (FOBs), if assigned.
- Planning for medical emergencies. Ensure that assigned resources have reviewed, understand, and are prepared to execute the Medical Plan (ICS 206). Ensure familiarity with medical responders, communication procedures, and transportation plan. Manage any medical emergency based on procedures stated in the Medical Plan (ICS 206), Health and Safety Plan, or ICS 204.
- Reporting hazardous situations, special occurrences, or significant events (e.g., accidents, mishaps, sickness, and discovery of unanticipated sensitive resources) to immediate supervisor and SOFR. Work with SOFR to resolve any hazardous or unsafe condition.
- Ensuring assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- Resolving logistics problems within the Division/Group.
- Attending briefings, meetings, and debriefings as directed.

Types of DIVS Commonly Used by USCG:

- Search and Rescue Group Supervisor
- Law Enforcement Group Supervisor
- Protection Group Supervisor
- On-water Recovery Group Supervisor
- Decontamination Group Supervisor
- HAZMAT Group Supervisor
- Fire Group Supervisor
- Salvage Group Supervisor
- Emergency Medical Group Supervisor

- Supporting the development of tactics, including the development of the ICS 215, during the Tactics Meeting by identifying resource requirements and communicating division-specific information to OSC, Branch Director, or appropriate Planning Section personnel.
- Debriefing, as directed, at the end of each shift.
- Planning for demobilization, identifying excess resources, and coordinating with Operations to prepare demobilization schedules, and briefing assigned resources on demobilization procedures and responsibilities. Ensure incident and agency demobilization procedures are followed.

- ❑ Collecting input from subordinates and participating in post-incident hot wash or After-Action review.

TASK FORCE LEADER (TFLD)

The TFLD reports to the OSC, OPBD, or DIVS and is responsible for performing assigned tactical activities. The TFLD reports work progress, resource status, and maintains work records on assigned personnel.

The tasks and responsibilities of the TFLD may include:

- ❑ Identifying assigned resources and maintaining accountability.
- ❑ Identifying and communicating incident objectives, priorities, work assignments, and performance expectations.
- ❑ Establishing and communicating chain of command, reporting procedures, risk management process, and communication procedures.
- ❑ Obtaining and distributing IAPs, other relevant plans, maps, and local area information.
- ❑ Assessing the experience level of assigned personnel. Ensure equipment readiness, performance capabilities, and limitations are discussed prior to assignment.
- ❑ Monitoring work progress and making changes when necessary.
- ❑ Keeping supervisor informed of progress and any changes.
- ❑ Ensuring responder safety and reporting hazardous situations, special occurrences, or significant events (e.g., accidents, mishaps, sickness, and discovery of unanticipated sensitive resources) to immediate supervisor and SOFR.
- ❑ Establishing and maintaining appropriate span of control.
- ❑ Traveling to and from active assignment area with assigned resources.
- ❑ Coordinating with FOBS, if assigned.
- ❑ Identifying operational needs and requesting additional resources and/or replacements, as needed.
- ❑ Coordinating activities with adjacent task forces and single resources.
- ❑ Ensuring work assignments are completed and special instructions are followed. Monitor work progress, evaluate incident situation, and communicate conditions to supervisor.

- ❑ Retaining control of assigned resources while in available or out-of-service status.
- ❑ Planning for medical emergencies. Ensure that assigned resources have reviewed, understand, and are prepared to execute the Medical Plan (ICS 206). Ensure familiarity with medical responders, communication procedures, and transportation plan. Manage any medical emergency based on procedures stated in the IAP, ICS 204, Implement the IAP for Division/Group or other relevant guidelines.
- ❑ Submitting situation and resource status information through the chain of command, DIVS/OPBD/OSC, as appropriate.
- ❑ Debriefing, as directed, at the end of each shift.
- ❑ Planning for demobilization, identifying excess resources, and coordinating with Operations to prepare demobilization schedules, and brief assigned resources on demobilization procedures and responsibilities. Ensure incident and agency demobilization procedures are followed.
- ❑ Completing demobilization checkout process, including completing ICS 225 for assigned personnel, before being released from the incident.

SINGLE RESOURCE LEADER

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

The tasks and responsibilities of the Single Resource Leader may include:

- ❑ Identifying assigned resources and maintaining accountability.
- ❑ Identifying and communicating incident objectives, priorities, work assignments, and performance expectations.
- ❑ Establishing and communicating chain of command, reporting procedures, risk management process, and communication procedures.
- ❑ Reviewing weather and environmental conditions for the assignment area.
- ❑ Briefing subordinates on safety measures.
- ❑ Ensuring responder safety and report hazardous situations, special occurrences, or significant events (e.g., accidents, mishaps, sickness, and discovery of unanticipated sensitive resources) to immediate supervisor and SOFR.
- ❑ Monitoring work progress.

- ❑ Ensuring adequate communications with supervisor and subordinates.
- ❑ Keeping supervisor informed of progress and any changes.
- ❑ Coordinating with FOBS, if assigned.
- ❑ Informing supervisor of any problems with assigned resources.
- ❑ Briefing relief personnel and advising of any change in operational conditions.
- ❑ Planning for medical emergencies. Ensure that assigned resources have reviewed, understand, and are prepared to execute the ICS 206. Ensure familiarity with medical responders, communication procedures, and transportation plan. Manage any medical emergency based on procedures stated in the Medical Plan (ICS 206), Health and Safety Plan, or ICS 204.
- ❑ Returning equipment and supplies to the appropriate unit.
- ❑ Completing and turning-in time and use records on personnel and equipment.
- ❑ Debriefing, as directed, at the end of each shift.
- ❑ Completing the demobilization checkout process before being released from the incident.

STAGING AREA MANAGER (STAM)

The STAM reports to the OSC and is responsible for managing all activities within a Staging Area and ensuring organization and space for all assigned resources while they wait for tactical assignments.

The tasks and responsibilities of the STAM may include:

- ❑ Establishing the layout of the Staging Area.
- ❑ Determining support needs for equipment, support staff, feeding, sanitation, and security.
- ❑ Establishing the check-in function including check-in areas for identification and traffic control.
- ❑ Ensuring security of staged resources using assets with authority, jurisdiction, and adequate capabilities to provide security.
- ❑ Establishing, communicating, and implementing Staging Area dispatch procedures.
- ❑ Requesting maintenance service for equipment at the Staging Area, as appropriate.
- ❑ Responding to requests for resource assignments.

- ❑ Obtaining and issuing receipts for supplies distributed and received at staging area.
- ❑ Determining required resource levels from the OSC.
- ❑ Advising the OSC when reserve levels reach minimums.
- ❑ Maintaining and providing status to Resource Unit of all resources in Staging Area.
- ❑ Maintaining the Staging Area in an orderly condition.
- ❑ Coordinating with FOBS, if assigned.
- ❑ Ensuring resources that are in the Staging Area and scheduled for demobilization follow the Demobilization Plan, if developed.
- ❑ Demobilizing the Staging Area in accordance with the Demobilization Plan, or per OSC direction when no Demobilization Plan has been developed.
- ❑ Debriefing with OSC at the end of each shift.
- ❑ Completing the demobilization checkout process before being released from the incident.

AIR OPERATIONS BRANCH DIRECTOR (AOBD)

If activated, the AOBD coordinates incident air operation activities, prepares and implements the air operations portion of the IAP, and provides logistical support to aircraft assigned to the incident. The AOBD reports to the OSC and supervises the Air Tactical Group Supervisor (ATGS) and the Air Support Group Supervisor (ASGS), when activated.

The AOBD is ground-based and responsible for preparing the Air Operations Summary (ICS 220). ICS 220 serves a similar purpose as the ICS 204 by assigning and managing aviation resources of 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 coordinates with USCG Air Stations as well as other agencies that are providing aircraft and aircrews to the incident.

Aircrews retain responsibility to ensure all 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, flight manuals, and

unit restrictions, will not be violated by incident response aircraft (e.g., flight hours, hoist limitations, and night flying).

The tasks and responsibilities of the AOBD may include:

- ❑ Ensuring pilot and aircraft capabilities meet mission requirements.
- ❑ Communicating incident objectives, priorities, work assignments, and performance expectations.
- ❑ Communicating chain of command, reporting procedures, risk management processes, and aviation operational strategy.
- ❑ Overseeing creation of air task orders or flight schedules to perform missions and to mitigate safety risk of aircraft operations in confined or saturated air space.
- ❑ Coordinating airspace use with the Federal Aviation Administration (FAA).
- ❑ Reporting to the OSC on air operations activities.
- ❑ Implementing FAA airspace closure and airspace deconfliction plans to conduct operations, as required.
- ❑ Attending the Tactics and Planning Meetings to exchange information for development of the ICS 220, as required, and to confirm the number and type of aircraft needed for the next operational period.
- ❑ Participating in preparation of the IAP through the OSC, ensuring that the air operations portion includes the Air Traffic Control requirements of assigned aircraft.
- ❑ Coordinating with the COML on air tactical and support frequencies.
- ❑ Directly supervising ATGS and/or ASGS. Perform these duties, as required, if the positions are not activated.
- ❑ Ensuring reliable communication between the Air Operations Branch and air units.
- ❑ Performing operational planning for air operations including emergency evacuation procedures of injured responders.
- ❑ Preparing the ICS 220 and providing the summary along with incident maps and copies of the IAP to the Air Support Group and Fixed-Wing Bases.
- ❑ Developing an Aviation Health and Safety Plan in coordination with the SOFR and, for incidents requiring extensive aviation support, considering a request for an Assistant Safety Officer

(ASOF) with aviation safety certifications to work within the Air Operations Branch as a THSP or directly for the SOFR.

- Reporting safety concerns, special incidents, and accidents to the SOFR.
- Evaluating helibase and helispot locations.
- Establishing procedures for emergency reassignment of aircraft.
- Requesting declaration or cancellation of TFRs per applicable FAA regulations and posting Notice to Air Mission (NOTAM) bulletins.
- Coordinating approved flights of non-incident aircraft in the TFRs.
- Considering requests for logistical use of incident aircraft.
- Coordinate all Unmanned Aircraft Systems (UAS) activity.
- Coordinating with trustee agencies and ENVL on flight restrictions and recommendations regarding threatened or endangered species and/or indigenous and migrating birds.
- Facilitating aircrew debriefs as needed.
- Arranging for an accident investigation team when warranted.
- Implementing noise abatement procedures as necessary.
- Debriefing OSC at the end of each operational period as directed.
- Assisting in the development and implementation of the incident Demobilization Plan including coordinating planned release of aviation assets.

AIR TACTICAL GROUP SUPERVISOR (ATGS)

The ATGS coordinates incident airspace, manages incident air traffic, and is the link between ground personnel and incident aircraft. The ATGS coordinates, assigns, and evaluates the use of aerial resources in support of incident objectives. The ATGS has primary responsibility for the coordination of aircraft operations when activated. 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 tasks and responsibilities of the ATGS may include:

- Coordinating activities with the AOBD.
- Participating in AOBD planning activities.
- Ensuring assigned aircraft meet mission parameters and the pilots are qualified to perform the tactical mission per agency standards.

- Conducting mission briefings to all aircraft pilots including initial briefing, tactical briefing, work assignments, transition briefing, departure briefing, and emergency briefing.
- Coordinating airspace deconfliction via air task orders or flight schedules for aircraft involved in incident response as well as identifying potential impacts to air operations.
- Assigning air resources according to strategy, tactics, and mission priorities. Inform AOBD of all Air Tactical Group activities.
- Identifying resources and supplies dispatched for the Air Tactical Group.
- Requesting special air tactical items from appropriate sources through Logistics Section.
- Obtaining assigned ground-to-air frequency for airbase operations.
- Informing the AOBD of capability to provide night flying services.
- Ensuring compliance with each organization's operations checklist for day and night operations.
- Coordinating the ordering, assignment, and release of incident aircraft.
- Identifying and acting on hazardous situations to incident aircraft.
- Completing daily reports and providing to AOBD, SITL, and RESL, as appropriate.
- Planning for demobilization by identifying excess resources, coordinating with Operations to prepare demobilization schedules, and brief assigned resources on demobilization procedures and responsibilities. Ensure incident and agency demobilization procedures are followed.

AIR SUPPORT GROUP SUPERVISOR (ASGS)

The ASGS is responsible for the planning and oversight of incident aircraft support functions. This includes providing fuel and supplies, maintenance and repair of aircraft, keeping records of aircraft activity, and enforcing safety regulations. The ASGS reports to the AOBD.

The tasks and responsibilities of the ASGS may include:

- Identifying resources and supplies assigned for the Air Support Group.
- Determining personnel and equipment requirements at each airbase.

- Participating in planning activities for primary and additional bases for aviation resources including helibases, helispots, and other operational bases.
- Coordinating with aircrews, aircraft home units, assigned maintenance staff, and the IMT to support logistical issues such as maintenance, fueling, hangar space/aircraft parking, berthing, meals, and ground transportation.
- Ensuring compliance with agency and contract aviation requirements including pilot duty hours/limitations, work/rest guidelines, load calculations, operations checklists, and other procedures/requirements.
- Informing the AOBD of group activities.
- Obtaining assigned ground-to-air frequency for airbase operations.
- Coordinating with the Logistics Section on supply needs, ground support, facilities, fuel, communication, etc.
- Assisting in developing the ICS 220.
- Requesting special air support items from appropriate sources through the Logistics Section.
- Monitoring daily costs for aircraft, equipment, fuel, maintenance and other aviation-related items and services.
- Informing the AOBD of capability to provide night flying operations and ensuring compliance with each agency's operations checklist for day and night operations.
- Ensuring dust abatement procedures are implemented at helibases and helispots.
- Providing crash-rescue services for helibases and helispots.
- Coordinating planned release of aviation assets and ensuring assigned resources are briefed on demobilization procedures and responsibilities.
- Ensuring aircraft are decontaminated prior to demobilization.

ADDITIONAL OPERATIONS SECTION SUPPORT AVAILABLE DURING INCIDENT RESPONSE

UNMANNED AIRCRAFT SYSTEM (UAS)

UAS operations are conducted by a UAS Coordinator or UAS Specialist that reports to the AOBD or directly to the OSC. The USCG has integrated Short-Range UAS Flight Operations capabilities into incident

response efforts for both offshore and near-shore incidents. UAS capabilities offer a versatile and efficient tool for gathering information and aid in decision-making. Flight operations may vary based on the UAS mission. The UAS Air Operations Summary (ICS 220UAS-CG) is used to coordinate UAS operations. The Operations Section should work with the Planning Section Chief and SITL to coordinate UAS reporting requirements and data collection.

UAS roles and responsibilities may include:

- ❑ Develop and implement policies and procedures for the UAS program in alignment with USCG goals.
- ❑ Management of UAS deployment strategy.
- ❑ Coordination with other divisions and units to integrate UAS capabilities into mission areas.
- ❑ Ensure the safe and efficient operation of UAS during missions.
- ❑ Oversee the scheduling and mission planning of UAS assets to support various missions.
- ❑ Maintain readiness of UAS equipment and ensure all operational assets are mission-capable.
- ❑ Conduct safety assessments and risk evaluations for UAS missions.
- ❑ Ensure UAS operations are compliant with FAA regulations and other applicable government policies.
- ❑ Liaise with regulatory bodies such as the FAA, Department of Homeland Security (DHS), and Department of Defense (DoD) regarding UAS usage and compliance.
- ❑ Ensure the proper collection, analysis, and dissemination of intelligence and data gathered by UAS for operational use.
- ❑ Coordinate rapid deployment of UAS assets in response to high-priority events or incidents.

UAS flight operations may include:

- Surveillance: UAS can quickly survey large areas, providing real-time aerial imagery.
- Assessment: UAS can assess the impacted area for damage to coastal infrastructure, ecosystems, and wildlife habitats, providing crucial information for resource allocation and cleanup efforts.
- Monitoring: UAS can monitor the progress of damage and cleanup operations, ensuring that containment and recovery efforts are effective and minimizing environmental impact.
- Accessibility: UAS can access remote or dangerous locations that would be difficult or impossible for responders to reach.

Key considerations before conducting UAS flight operations may include:

- Type of Mission: Reconnaissance/Surveillance (provides real-time video for ongoing monitoring) or Survey for Mapping (follows a pre-planned route to inspect specific areas).
- Mission Objective: Define the flight locations, goals, and potential sources of the spill.
- Flight Conditions: Assess weather, airspace restrictions, and landing zones.
- Target Identification: Determine the focus, whether it's a natural disaster, vessel, or discharge.
- Data Management Plan: Plan for storing and uploading data to NOAA, hard drives, or the cloud.
- UAS Equipment Check: Ensure equipment is functioning, applicable sensors (e.g., thermal) are enabled, and there are no magnetic interferences with GPS.

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 the Incident-Specific Annexes and the USCG THSP Job Aid for more detailed information on THSPs.

Additional specialists are listed in the Incident-Specific-Annexes of the CG-IMH.

Specialist Position	Responsibilities
Chemical Engineer	Applies scientific and engineering principles to improve processes and equipment used in the production, transportation, and response to chemical incidents. Chemical Engineers analyze data, conduct research, and design solutions to increase efficiency, quality, and safety.
Fixed-Wing Coordinator	Provides expertise on scheduling of fixed-wing operations to locate, observe, track, survey, and report on the incident.
Helibase Management Specialist	Manages all activities at a helibase including maintenance, supplies, refueling, and other activities as needed.
Hazardous Materials Specialist	Focus on safe handling, response, and mitigation of dangerous goods and ensure compliance with all federal, state, and local regulatory requirements. They provide guidance and recommendations to ensure prevention of releases as well as the safe and efficient cleanup of HAZMAT incidents.
Marine Chemist	Ensures the construction and repair of marine vessels are conducted safely by identifying and providing mitigation strategies for situations that might result in fire, explosion, or exposure to toxic chemicals. Marine Chemists are qualified in confined space safety and atmospheric sampling and monitoring.
Marine Engineer	Design, construct, maintain, and repair a variety of maritime vessels including cargo ships, cruise ships, and oil rigs. Marine Engineers apply their knowledge and technical skills to a variety of systems including structural, propulsion, electrical, and hydraulic mechanics.
Unmanned Aircraft Systems (UAS) Coordinator	Coordinates overall utilization of, planning for, and integration of UAS operations in support of an incident.
Salvage Specialist	Provide technical assessment, plan review, and guidance on salvage operations. Helps to support the safety of response operations.

Operations Section

Recommended minimum number of personnel by position and size of incident (Per 24-Hour operational period).

Operations Section Position	Number of Divisions / Groups				
	2	5	10	15	25
Operations Section Chief	One Per Operational Period				
Deputy Operations Section Chief	1	1	2	2	3
Operations Branch Director		2	3	4	6
Division / Group Supervisor	2	5	10	15	25
Task Force Leaders	As Needed				
Single Resource Leader	As Needed				
Staging Area Manager	One Per Staging Area				
Air Operations Branch Director		1	1	1	1
Air Tactical Group Supervisor	1	1	1	1	1
Air Support Group Supervisor	1	1	1	1	1
Technical Specialists	As Needed, Incident-Specific				

Planning Section

PLANNING SECTION OVERVIEW

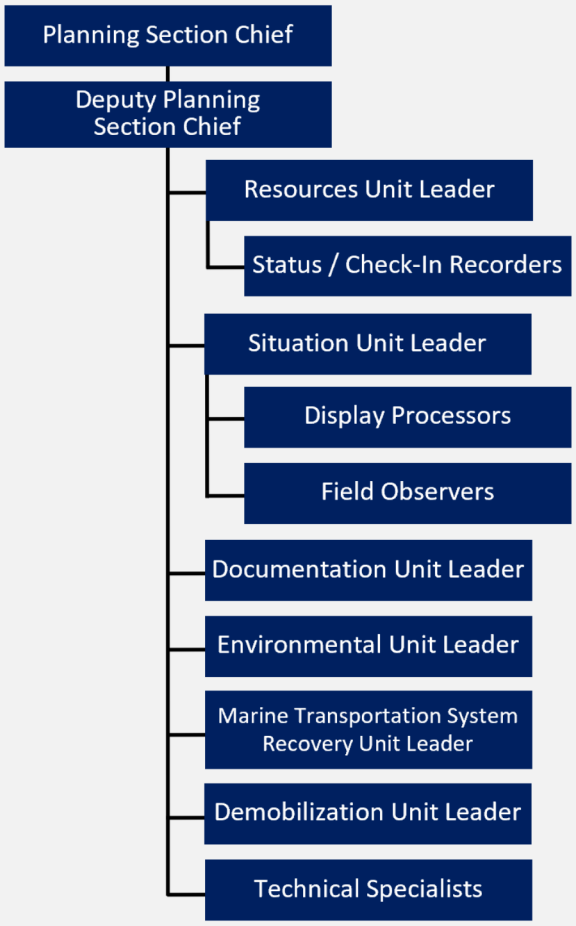
The Planning Section is responsible for managing incident information and developing incident plans. The Planning Section collects, evaluates, and disseminates relevant information to the Incident Commander or Unified Command (IC/UC) and other incident response personnel. The staff within the Planning Section prepares status reports, displays situation information, maintains the status of assigned resources, facilitates the Incident Action Planning Process, and prepares the Incident Action Plan (IAP) based on input from the Command Staff and other Sections, as well as guidance from the IC/UC.

The major activities of the Planning Section may include:

- ❑ Collecting, organizing, displaying, and disseminating incident-related information and intelligence.
- ❑ Preparing and disseminating the IAP.
- ❑ Documenting all incident response forms, reports, and records.
- ❑ Conducting deliberate and crisis-action planning.
- ❑ Recording the status of resources and anticipated resource needs.
- ❑ Coordinating the development of supporting plans for an incident.
- ❑ Planning for the orderly, safe, and efficient demobilization of incident resources.
- ❑ Facilitating incident planning meetings.

Planning Section

Planning Section Organization



Planning Section Positions	Acronym	See Page
Planning Section Chief	PSC	9-3
Deputy Planning Section Chief	DPSC	9-6
Resources Unit Leader	RESL	9-6
Status / Check-In Recorders	SCKN	9-7
Situation Unit Leader	SITL	9-8
Display Processors	DPRO	9-9
Field Observers	FOBS	9-9
Documentation Unit Leader	DOCL	9-9
Demobilization Unit Leader	DMOB	9-10
Environmental Unit Leader	ENVL	9-12
MTS Recovery Unit Leader	MTSL	9-13
Technical Specialists (as required)	THSP	9-15

POSITION DESCRIPTIONS

PLANNING SECTION CHIEF (PSC)

The PSC is a member of the General Staff and oversees incident-related data gathering and analysis regarding incident operations and assigned resources. The PSC organizes and facilitates the Incident Action Planning Process, provides key advice on objectives, anticipates future needs, and prepares the IAP for each operational period. **For responses that may require longer operational periods, the Operational Period Planning Cycle should be adjusted accordingly. For more details, please refer to the PSC Job Aid.**

The tasks and responsibilities of the PSC may include:

- ❑ Collecting and managing all incident-related information.
- ❑ Supervising preparation of the IAP.
- ❑ Facilitating planning meetings and briefings.
- ❑ Providing input to the IC/UC and Operations for the development of response strategies.
- ❑ Supervising tracking of incident resources.
- ❑ Assigning resources to ICS organizational positions.
- ❑ Compiling and displaying incident status information.
- ❑ Establishing information requirements and reporting schedules for Planning Section Units (e.g., Resources Unit and Situation Unit).
- ❑ Incorporating supporting plans (e.g., traffic, transportation, and severe weather) into the IAP.
- ❑ Supporting branch-led planning.
- ❑ Establishing special information collection activities as necessary (e.g., weather, environmental, and toxics).
- ❑ Reporting significant changes in incident status.
- ❑ Coordinating development of the Incident Status Summary (ICS 209) as required by Command.
- ❑ Overseeing preparation and implementation of the incident Demobilization Plan.
- ❑ Overseeing information management processes and plans, including the development and approval of the Information Management Plan, if required.
- ❑ Coordinating a post-incident hot wash and preparation of an After-Action Report (AAR).

There are specific tasks or responsibilities the PSC may perform at various stages in the Incident Action Planning Process. The following are PSC responsibilities per the Planning-P.

Event	Responsibilities
Initial IC/UC Meeting	• Update Incident Briefing (ICS 201). • Develop agenda and coordinate setup of meeting space. • Facilitate the meeting if asked by the IC/UC. • Ensure the Situation Unit Leader (SITL) is prepared to present incident status brief. • Ensure all elements of initial ICS 202 are discussed and document Command decisions on ICS 202, Incident Organization Assignment List (ICS 203) and Incident Organization Chart (ICS 207). • Provide overview of proposed Daily Meeting Schedule (ICS 230) and update as needed. • Ensure identification and assignment of tasks on Open Action Tracker (ICS 233).
Objectives Meeting	• Develop agenda, coordinate the setup of meeting space, and facilitate the meeting. Assist IC/UC to prepare ICS 202. • Ensure the SITL is prepared to present incident status brief. • Coordinate preparation of ICS 207. • Review incident priorities, objectives, key decisions, CIRs, and reporting procedures. • Document decisions from the meeting and update all applicable ICS forms (ICS 202, ICS 203, ICS 207, ICS 230, and ICS 233)
Command & General Staff (Strategy) Meeting	• Develop agenda and coordinate setup of meeting space. • Ensure the SITL is prepared to present incident status brief. • Facilitate the meeting and review open action items. • Review Incident Objectives for the next operational period. • Confirm staffing organization and timeframe for operations /shifts. • Identify required elements of IAP and timeline. • Document decisions and update forms including the ICS 233.
Preparing for Tactics Meeting	• Update and distribute ICS 202. • Review resources ordering and tracking procedures with the SITL, Operations Section Chief (OSC), and Logistics Section Chief (LSC). • Assist the OSC and the RESL with completing the Work Analysis Matrix (ICS 234). • Ensure the SITL is updating and maintaining Situation Display. • Ensure the Planning Section is properly staffed for next operational period. • Ensure the ENVL is developing supporting plans if required.

Event	Responsibilities
Tactics Meeting	• Ensure the SITL is prepared to present incident status brief and the RESL has current resource summary. • Support the OSC as needed (OSC leads the Tactics Meeting). • Validate objectives with the Operational Planning Worksheet (ICS 215). • Ensure decisions are documented and update Open Action Tracker (ICS 233).
Preparing for Planning Meeting	• Ensure the SITL is prepared to present incident status brief. • Coordinate completion of all forms and plans that are part of the IAP. • Work with the Safety Officer (SOFR) to include safety considerations on each Assignment List (ICS 204). • Review ICS 233 and ensure status of each item is confirmed prior to Planning Meeting. • Meet with members of the Command and General Staff to identify any hot issues, and ensure they are ready to discuss at meeting. • Review all ICS forms and supporting plans for accuracy. Correct any errors.
Planning Meeting	• Develop agenda and coordinate setup of meeting space. • Facilitate the meeting and review open action items. • Review elements of ICS 202 (Incident priorities, objectives, and CIRs). • Review proposed plan to ensure IC/UC priorities and operational objectives are met. • Solicit the Command and General Staff for final comments and confirm commitment to the proposed plan. Review and validate the Open Action Tracker (ICS 233). • Request Command approval of the plan. • Issue assignments to support final IAP development and publication.
IAP Preparation & Approval	• Coordinate the completion of all ICS forms and supporting plans that are part of the IAP for the next operational period. • Review each document for accuracy and ensure all documents meet command expectations and are properly signed. • Coordinate final preparation of the IAP. • Provide the IAP to Command for review and approval for the IAP. Ensure all members of Command sign the cover sheet approving the plan. • Make copies of the signed IAP and distribute electronically as required. • Provide DOCL with the original signed IAP for documentation.

Event	Responsibilities
Operations Briefing	• Develop agenda and coordinate setup of meeting space. • Ensure the SITL is prepared to present incident status brief. • Have copies of IAP ready for distribution. • Assign briefing responsibilities to Command and General Staff. • Ensure questions are addressed and resolved. • Document any adjustments to the plan or IAP changes.
Execute Plan & Assess Progress	• Continuously assess the plan. • Ensure changes are identified, communicated to Command, and updated by the SITL.
Demobilization & Close Out	• Ensure all documentation is collected by the DOCL, including ICS 214 from each person assigned to the incident. • Prepare Incident Personnel Performance Rating (ICS 225) for each member of Planning Section. • Participate in and facilitate a hot wash for the incident. • Consolidate documentation for lessons learned and After-Action Report.

Note: Position-specific Job Aids provide more specific guidance and step-by-step instructions for IC position-specific tasks and considerations.

DEPUTY PLANNING SECTION CHIEF (DPSC)

The PSC may have Deputy PSC(s), who may be from the same organization as the PSC or from an assisting organization. Deputy PSCs should have the same qualifications as the person for whom they work, as they must be ready to take over as PSC at any time. During a complex incident response, the PSC may assign a single Deputy or multiple Deputies to supervise on-scene operations while the PSC participates in the Incident Action Planning Process.

RESOURCES UNIT LEADER (RESL)

The RESL establishes all incident check-in procedures including preparing and processing resource status information and maintaining a master list of resources assigned to the incident and their assignment at the incident. The RESL maintains real-time information on the status, location, and availability of all personnel, teams, facilities, supplies, and major equipment assigned to an incident. The RESL reports to the PSC.

The tasks and responsibilities of the RESL may include:

- ❑ Establishing the check-in function at incident locations.

- Setting up and maintaining a resource status system to reflect the function, organization, status, and location of resources assigned to the incident.
- Maintaining a master roster of all tactical resources checked in at the incident and posting their status and location using the Resource Status Card (ICS 219) or an electronic resource tracking system.
- Providing information on the status of resources to the SITL for completion of the Incident Status Summary (ICS 209).
- Preparing and maintaining the Organization Assignment List (ICS 203) and Incident Organization Chart (ICS 207).
- Supporting the development of the Operational Planning Worksheet (ICS 215) by providing resource information and assigning resources to fill needs as identified by the OSC.
- Preparing appropriate parts of the Assignment List (ICS 204).
- Coordinating with Logistics to request resources and monitor resource status. Request resources from Logistics via the Resource Request Message (ICS 213RR).
- Attending meetings and briefings as required by the PSC. The RESL has active roles in the "Preparing for the Tactics Meeting", "Tactics Meeting", "Preparing for the Planning Meeting", and "IAP Preparation" phases of the Incident Action Planning Process (Planning-P).
- Assisting in the preparation, documentation, and production of the IAP.
- Coordinating with the DMOB to provide access to resource status information, identify excess resources and assist in preparing a schedule for demobilization of resources from the incident.
- Supervising the Status/Check-In Recorder (SKCN) when assigned to effectively manage the check-in process.

STATUS/CHECK-IN RECORDER (SCKN)

SCKNs ensure that all resources assigned to an incident are properly checked-in and accounted for. They ensure all personnel are formally checked in to an incident and their information is collected on the Check-In List (ICS 211). SCKNs collect check-in data at the ICP, staging areas, or other designated check-in locations for all resources assigned to an incident. SCKNs also maintain daily check-in forms to record daily personnel hours and track personnel who work, visit, or enter incident locations. The SCKN reports to the RESL.

SITUATION UNIT LEADER (SITL)

The SITL is responsible for collecting, organizing, displaying, and disseminating all incident information. The SITL provides timely and accurate incident status information via accurate displays, briefings, and reports. The SITL maintains the incident Situation Status Display, provides situational updates at meetings, and may prepare future projections of incident growth and complexity. The SITL ensures that the Command and General Staff have up-to-date situational awareness of the incident's status. The SITL reports to the PSC.

The tasks and responsibilities of the SITL may include:

- ❑ Collecting, processing, organizing, and disseminating incident information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident.
- ❑ Preparing, updating, archiving, and displaying all maps, charts, and graphics for the duration of the incident.
- ❑ Tracking weather forecasts and ensuring weather information is included in all briefings, reports, and displays.
- ❑ Preparing projections of, and forecasts related to, incident growth, maps, intelligence, and other incident-specific predictions.

List of Meetings where SITL may provide Status Briefings:

- Initial Command Meeting
- Objectives Meeting
- Command & General Staff Strategy Meeting
- Tactics Meeting
- Planning Meeting
- Operations Briefing
- Other meetings as directed (e.g., VIP visits)

- ❑ Drafting the Incident Status Summary (ICS 209).
- ❑ Assisting the PSC with setting up the meeting space for meetings and briefings.
- ❑ Providing situation status updates at meetings and briefings as required by the PSC.
- ❑ Supporting the development of the Information Management Plan, if required, in coordination with Public Information Officer (PIO), Liaison Officer (LOFR), OSC, PSC, ISC, LSC, and Communications Unit Leader (COML).
- ❑ Coordinating with Logistics to develop capabilities and capacities to support information management methodologies.
- ❑ Supervising the Display Processor (DPRO) and Field Observers (FOBS) assigned to the incident.

- ❑ Requesting support, as needed, by the Geographic Information System Specialist (GISS).

DISPLAY PROCESSOR (DPRO)

The DPRO is responsible for displaying the incident status information obtained from the FOBS, resource status reports, photographs, video, aerial data, and other operational reports. The DPRO develops displays and visual graphics to present incident information on maps, charts, and tables that support the Incident Situation Display or Common Operating Picture (COP). The DPRO may also assist other Incident Management Team (IMT) members with producing displays or graphics. The DPRO ensures that all displayed incident information is timely and accurate. The DPRO reports to the SITL.

FIELD OBSERVER (FOBS)

The FOBS is responsible for collecting incident status information from personal observations at the incident and providing this information to the SITL, Division/Group Supervisors (DIVS), SOFR, and other members of the IMT as directed. The information gathered may include the incident perimeter location, on-site weather, hazards, progress of operations, status of resources, worker safety, and progress of achieving established incident objectives and requirements. FOBS should immediately report any conditions that may be a safety hazard to personnel. The FOBS reports to the SITL.

DOCUMENTATION UNIT LEADER (DOCL)

The DOCL is responsible for collecting, maintaining, and recording files, forms, records, and reports related to the incident. The DOCL ensures all incident files are complete and up to date per USCG standards and policy. The DOCL should ensure each section is maintaining and providing appropriate documents. The DOCL provides duplication, copying, and electronic recording services for all other sections. The Documentation Unit stores incident files for legal, analytical, and historical purposes. Incident documentation is critical for post-incident analysis. Examples of incident documentation include IAP(s), incident reports, communication logs, injury claims, decision memos, and situation status reports. The DOCL reports to the PSC.

The tasks and responsibilities of the DOCL may include:

- ❑ Developing plans and procedures to collect, document, and archive incident files.
- ❑ Establishing and organizing incident files.
- ❑ Providing duplication, collation, and scanning services to support the IMT.

- ❑ Coordinating and ordering essential equipment for the unit to support copying and scanning services.
- ❑ Maintaining the Incident Open Action Tracker (ICS 233).
- ❑ Recording minutes and key decisions of meetings.
- ❑ Assisting with compiling, reproducing, and distributing the IAP.
- ❑ Accepting and filing reports and forms submitted by incident personnel.
- ❑ Checking the accuracy and completeness of records submitted for documentation and historical record.
- ❑ Ensuring each section maintains and submits appropriate files for documentation and post-event reporting purposes.
- ❑ Ensuring legal restrictions on public and exempt records are followed.
- ❑ Collecting and documenting all incident forms including check-in forms, Activity Logs (ICS 214), and IAPs.
- ❑ Developing a Documentation Plan, if required, to include plans to archive all incident-specific information as defined in the Information Management Plan.
- ❑ Coordinating with the Information and Communications Technology Branch Director (ICTB) to ensure electronically stored information meets legal and archival storage requirements.
- ❑ Ensuring the appropriate level of documentation storage is maintained based on the level of classification level of the information being stored.
- ❑ Developing a Freedom of Information Act (FOIA) Plan in coordination with the LOFR and with appropriate legal input.
- ❑ Reviewing records for accuracy and completeness, and informing units of errors or omissions.
- ❑ Providing incident documentation, as requested.
- ❑ Organizing incident files and records for preparation of the final incident documentation package.

DEMOBILIZATION UNIT LEADER (DMOB)

The DMOB is responsible for the safe and orderly release of all resources from the incident. DMOB assists the Command and General Staff with the safe and efficient movement of personnel and resources, and may facilitate resource extensions, crew swaps, reassignments, and travel based on incident requirements. The DMOB,

in coordination with other IMT members, is responsible for developing the incident Demobilization Plan that includes specific demobilization instructions for all personnel and other incident resources. The DMOB reports to the PSC.

The tasks and responsibilities of the DMOB may include:

- ❑ Coordinating development, approval, and dissemination of the Demobilization Plan.
- ❑ Overseeing the collection, evaluation, and dissemination of information on the demobilization of all incident resources.
- ❑ Reviewing incident resource records to determine the likely size and extent of the demobilization effort and developing a resource matrix to support demobilization.
- ❑ Clarifying demobilization requirements and procedures with Agency Representatives (AREPs) and representatives from Assisting and Cooperating Agencies.
- ❑ Monitoring on-going Operations Section resources to assess current and projected needs.
- ❑ Identifying surplus resources and probable release times.
- ❑ Determining logistical support needs of released resources (e.g., equipment replacement, transportation rehabilitation).
- ❑ Determining incident check-out stops (e.g., Supply Communications, Finance and Administration).
- ❑ Preparing appropriate directories (e.g., maps and instructions) for the Demobilization Plan.

Elements of a Demobilization Plan:

- General information section.
- Responsibilities section.
- Release priorities.
- Release procedures (including unique procedures needed for Reserve and Auxiliary members).
- Demobilization Checkout Form (ICS 221-CG).
- Directory.

- ❑ Identifying check-out procedures, including requirements for incident de-briefing, evaluations, and submitting lessons learned.
- ❑ Coordinating implementation of the Demobilization Plan.
- ❑ Ensuring Section and Unit personnel understand their specific demobilization responsibilities.
- ❑ Ensuring completion of the Demobilization Check-out form (ICS 221) and notifying the Resource Unit when complete.

- ❑ Tracking all demobilized tactical resources and overhead personnel to their home duty station or the requesting jurisdiction in a safe and timely manner.
- ❑ Monitoring the demobilization process and providing status reports and updates to Command and General Staff, as needed.
- ❑ Briefing the PSC on demobilization progress.
- ❑ Providing completed demobilization forms and incident files to the DOCL for the final incident package.

ENVIRONMENTAL UNIT LEADER (ENVL)

The ENVL is responsible for environmental matters associated with the incident including strategic assessments, surveillance, modeling, 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 ENVL reports to the PSC.

The tasks and responsibilities of the ENVL may include:

- ❑ Identifying sensitive areas and recommending response priorities and strategies.
- ❑ Determining the extent, fate, and effects of contamination.
- ❑ Acquiring, distributing, and providing analysis of weather forecasts.
- ❑ Monitoring the environmental consequences of response actions.
- ❑ Developing Shoreline Clean-up and Assessment Plans and other supporting plans which may include sampling, decontamination, monitoring, and disposal plans.
- ❑ Evaluating opportunities to use various response technologies for off-shore response and coordinating the review and approval of any alternate response technology during an incident.

The National Oceanic and Atmospheric Administration (NOAA) Scientific Support Coordinator (SSC) works 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.

- ❑ Consider the use of fixed-wing and rotary UAS capabilities to support aerial surveillance, damage assessment, site monitoring, and supporting SCAT activities.
- ❑ Following consultation with natural resource trustees, providing input on wildlife protection strategies (e.g., removing oiled carcasses, pre-emptive capture, hazing, capture, and treatment).
- ❑ Coordinating 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).
- ❑ Coordinating with the NOAA 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.
- ❑ Identifying the need for and preparing any special advisories or orders.
- ❑ Identifying the need for and obtaining permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions.
- ❑ Working with the Historical/Cultural Resources THSP, based on consultation with the IC/UC and NOAA SSC, to identify and develop plans for protection of historical/cultural resources.
- ❑ Supporting development of the Information Management Plan, if required, to ensure appropriate tasking, data collection, assessment, validation, and dissemination of information is conducted.
- ❑ Developing an Environmental Risk Communications enclosure to the Information Management Plan, if required, to assess and address stakeholder perceptions and concerns about environmental, safety, health risks, and hazards.

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 produces daily situation briefs, being sure to apply core Essential Elements of Information (EEI) practices. The MTSL reports to the PSC.

The tasks and responsibilities of the MTSL may include:

- ❑ Coordinating with MTS stakeholders and solicit feedback from impacted stakeholders.
- ❑ Identifying, tracking, and reporting impacts to the MTS based on the incident-specific Critical Information Requirements (CIRs) and EEIs in the Common Assessment & Reporting Tool (CART).
- ❑ Providing advice and information on maritime security issues associated with MTS recovery and the latest EEIs from port community stakeholders in coordination with the DIVS within the Operations Section.
- ❑ Identifying resources, agencies involved, and courses of action for the recovery of public infrastructure such as Aids to Navigation (ATON), communications systems, and federal channels.
- ❑ Identifying the need for and preparing any special advisories or orders (e.g., Safety and Security Zones).
- ❑ Monitoring the capability of the port to operate and support national cargo flow needs.
- ❑ Reporting performance and cargo flow limitations.
- ❑ Recommending prioritized system stabilization and recovery courses of action including ATON, dredging, salvage, cleanup, and repair.
- ❑ Reviewing the regional plans including the Area Contingency Plan (ACP), Area Maritime Security Plan (AMSP), and MTS Recovery plans, if available.
- ❑ Ensuring MTS security and recovery issues are addressed during the ICS planning cycle.
- ❑ Ensuring critical MTS equities are captured in the information requirements established by the IC/UC.
- ❑ Monitoring the economic consequences of MTS impacts and recovery actions.
- ❑ Assisting IC/UC, PSC, and OSC in prioritization of critical infrastructure needing to be brought to operational status.
- ❑ Developing traffic management plans and priorities.
- ❑ Identifying 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).

- For incidents impacting more than one USCG Sector, providing 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.

TECHNICAL SPECIALISTS (THSP)

Certain incidents or events may require the use of THSPs who have specialized knowledge and expertise. THSPs are often coordinated by the Planning Section but may be assigned to anywhere within the ICS organization where their services are required. The Planning Section is responsible for managing the assignment of THSPs and tracking where each THSP is assigned. THSPs provide technical expertise and advice to Command and General Staff as needed.

The tasks and responsibilities of the THSP may include:

- Providing technical expertise during the development of the IAP and other supporting plans.
- Working with the SOFR to identify and mitigate unsafe practices.
- Working closely with LOFR to help facilitate understanding among stakeholders and special interest groups.
- Being available to attend press briefings to clarify technical information.
- Researching technical issues and providing findings to decision makers.
- Troubleshooting technical problems and providing advice on resolution.
- Reviewing specialized plans and clarify meaning.

The following are examples of THSPs that may be assigned to the Planning Section. This is not an all-encompassing list of the types of THSPs that may be used to support an incident.

Specialist Position	Responsibilities
Disposal (Waste Management) Specialist	Assists in development of Disposal (Waste Management) Plan, ensuring environmental compliance, and implementation of waste management process / procedures.
Documentation Specialist	Provides expertise on collecting, categorizing, and archiving incident documentation.

Specialist Position	Responsibilities
Geospatial Information Systems Specialist (GISS)	Develops and updates key geospatial products by collecting data from internal and external stakeholders. Also, integrates event-specific model outputs in coordination with authoritative sources.
Historical/Cultural Resources Specialist	Identifies historical and cultural resources potentially impacted or threatened by an incident. Helps to develop strategies to protect and cleanup historic/cultural sites. Historical/Cultural Resource Specialist can be supported by the Tribal Historic Preservation Office (THPO), State Historic Preservation Office (SHPO), and United States Department of the Interior (DOI).
ICS Specialist	Provides process expertise and consistency to the IC and response team throughout the incident. The ICS Specialist may also help to ensure proper meeting etiquette and meeting durations are met.
Information Management Specialist	Assists in developing the Information Management Plan when required. Supports implementation of processes and procedures to collect, analyze, and document incident data, forms, and records.
Lessons Learned Collection Manager (LLCM)	Manages active and passive collection of responder observations, insights, and lessons at an incident. The LLCM establishes a lesson learned collection process, manages personnel assigned to the Lessons Learned Collection Team(s), and works with the Command and General Staff to capture emerging issues, corrective actions, and potential lessons learned.
Resources-at-Risk Specialist	Supports identification and prioritization of environmentally sensitive areas and other resources at risk. Usually familiar with Area Contingency Plans.

Specialist Position	Responsibilities
Response Technology Specialist	Evaluates available response technologies and provides recommendations on various technologies including mechanical containment and recovery, use of dispersants, in-situ burning, and bioremediation techniques. Assists with planning, consultation, and monitoring of technology.
Shoreline Cleanup Assessment Technique Team	Provides information on shoreline response techniques, treatment recommendations, and cleanup considerations. Coordinates the assignment of SCAT teams, designation of areas, and monitoring performance. Supports "How Clean is Clean" determinations.
Volunteer Coordinator	Helps to develop plans and procedures for volunteer coordination. Has expertise in managing volunteers including safety compliance, legal considerations, and information sharing.
Weather Specialist	Develops weather forecasts and weather-related products. Analyzes weather patterns, develops forecasts and supports response planning considerations.
Wildlife Specialist	Identifies wildlife that may be impacted or threatened by the incident. Responsible for determining appropriate protection strategies, helping prioritize response actions, and developing plans for rehabilitating affected wildlife.

Recommended minimum number of personnel by position and size of incident (Per 24-Hour operational period).

Planning Section Position	Number of Divisions / Groups				
	2	5	10	15	25
Planning Section Chief	One Per Incident				
Deputy Planning Section Chief	1	1	2	2	3
Resource Unit Leader	1	1	1	1	1
Status Recorders	1	2	3	3	4
Check-In Recorders	As Needed, Incident Dependent				
Situation Unit Leader	1	1	1	1	1
Display / Report Processor		1	1	1	2
Field Observer		1	2	2	4
Marine Transportation Recovery Unit Leader	As Needed, Incident Dependent				
Environmental Unit Leader	As Needed, Incident Dependent				
Documentation Unit Leader		1	1	1	1
Demobilization Unit Leader		1	1	1	1
Technical Specialists	As Needed, Incident Specific				

Logistics Section

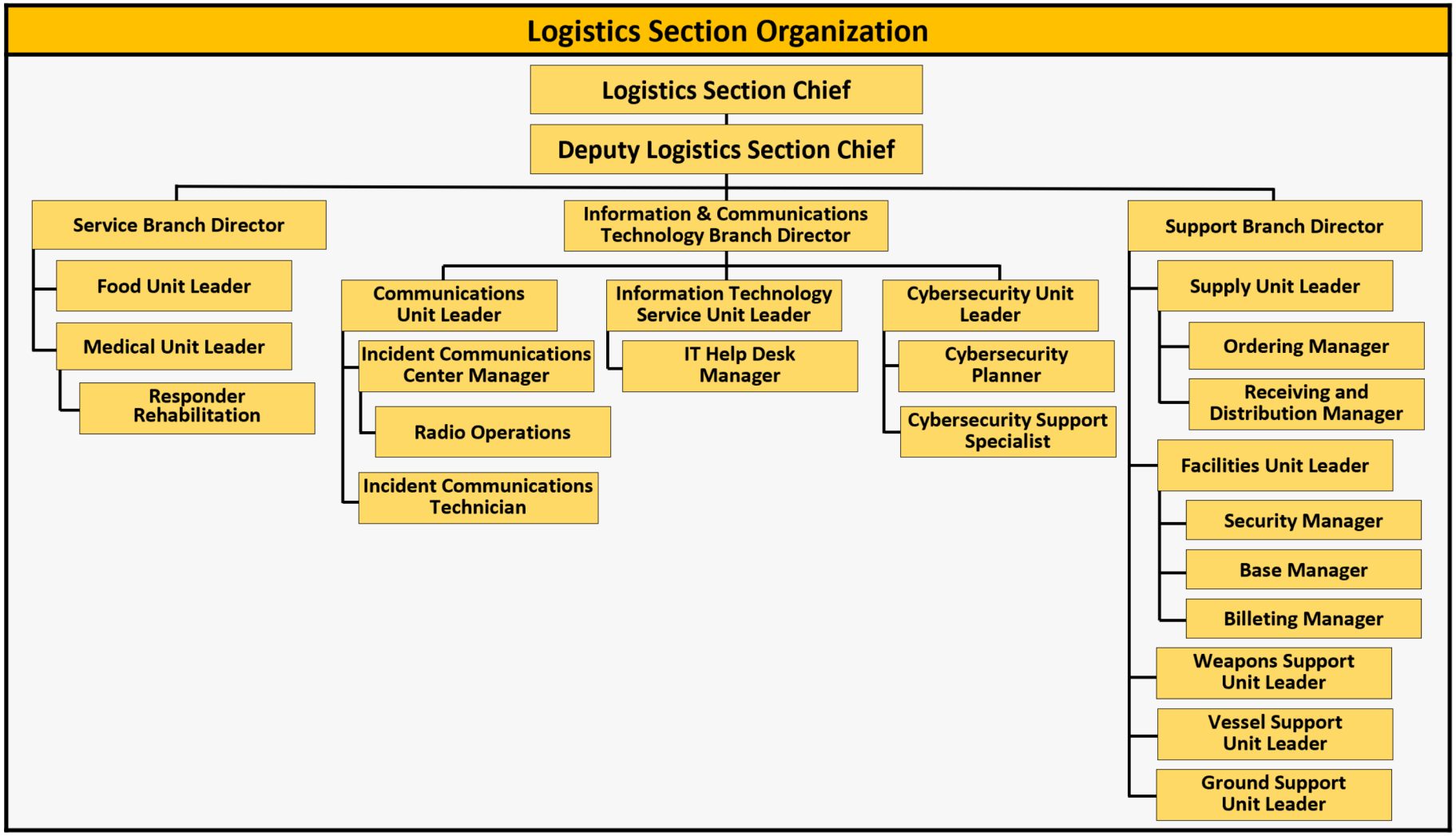
LOGISTICS SECTION OVERVIEW

The Logistics Section is responsible for all services and support needs of an incident, including sourcing incident resources, communications, Information Technology (IT), lodging, and required support services. The Logistics Section ensures that incident personnel have the equipment, supplies, transportation, rest, and nutrition they need to accomplish incident objectives. The services provided by the Logistics Section support personnel responding to the incident or event. This is different than the mission services that are coordinated by the Operations Section. For example, both the Emergency Medical Services (EMS) Branch under Operations and the Medical Unit Leader (MEDL) provide medical support. The EMS Branch provides medical support to the impacted public while the MEDL provides for the medical services to incident personnel.

The major activities of the Logistics Section may include:

- ❑ Obtaining and maintaining essential personnel, equipment, and supplies.
- ❑ Providing communication planning and resources.
- ❑ Coordinating food services.
- ❑ Setting up and maintaining incident facilities.
- ❑ Providing transportation.
- ❑ Providing medical services to incident personnel.

Logistics Section



Logistics Section

Logistics Section Positions	Acronym	See Page
Logistics Section Chief	LSC	10-4
Deputy Logistics Section Chief	DLSC	10-7
Service Branch Director	SVBD	10-7
Food Unit Leader	FDUL	10-8
Medical Unit Leader	MEDL	10-9
Information and Communications Technology Branch Director	ICTB	10-11
Communications Unit Leader	COML	10-12
Incident Communications Center Manager	INCM	10-13
Radio Operator	RADO	10-13
Incident Communications Technician	COMT	10-13
Information Technology Service Unit Leader	ITSL	10-13
IT Help Desk Manager	HELP	10-14
Cybersecurity Unit Leader	CSUL	10-14
Support Branch Director	SUBD	10-15
Supply Unit Leader	SPUL	10-16
Ordering Manager	ORDM	10-17
Receiving and Distribution Manager	RCDM	10-17
Facilities Unit Leader	FACL	10-17
Security Manager	SECM	10-18
Base Camp Manager	BCMG	10-18
Billeting Manager	BIMG	10-18
Vessel Support Unit Leader	VSUL	10-19
Ground Support Unit Leader	GSUL	10-20
Equipment Manager	EQPM	10-21
Weapons Support Unit Leader	WEPS	10-21
Technical Specialists (as required)	THSP	10-22

POSITION DESCRIPTIONS

LOGISTICS SECTION CHIEF (LSC)

The LSC is a member of the General Staff and is responsible for managing, organizing, and supervising facilities, services, people, and material in support of the incident. The LSC coordinates the provision of all incident support needs such as requesting/ordering resources, providing facilities, communication, meals, transportation, supplies, maintenance, fuel, and medical services for incident personnel. The LSC participates in the development and implementation of the Incident Action Plan (IAP) and supervises the branches and units within the Logistics Section.

The tasks and responsibilities of the LSC may include:

- ❑ Organizing and staffing the Logistics Section. Communicate incident objectives, chain of command, reporting procedures, work assignments, and performance expectations to Logistics Section personnel.
- ❑ Notifying the Planning Section of activated Logistics Section Units, including names and locations of assigned personnel.
- ❑ Participating in the Incident Action Planning Process.
- ❑ Determining and supplying immediate incident resources and facility needs.
- ❑ Establishing and setting up the Incident Command Post (ICP) and required incident facilities.
- ❑ Coordinating with Resources Unit Leader (RESL) and Finance/Administration Section Chief (FSC) on resource requesting and status process.
- ❑ Coordinating and processing requests for additional resources.
- ❑ In conjunction with the Finance Section, developing and advising all Sections of the Incident Management Team (IMT) resource request process, approval authorizations, and use of Resource Request form (ICS 213RR).
- ❑ In conjunction with the Finance Section, developing the resource request and cost collection process.
- ❑ Supporting proposed tactics for the next operational period to ensure the ability to provide resources and logistical support.
- ❑ Advising Command and other Section Chiefs on resource availability to support incident needs.
- ❑ Monitoring current service and support capabilities.

- ❑ Identifying long-term service and support requirements for planned and expected operations.
- ❑ Overseeing development of the Communications Plan (ICS 205), Medical Plan (ICS 206), Transportation Plan, Traffic Plan, and other support plans as required.
- ❑ Ensuring the establishment of communication and IT networks to support incident personnel.
- ❑ Identifying logistical resource needs for incident contingencies including alternate locations for incident facilities in the event of severe weather or other hazards.
- ❑ Determining the type and number of resources ordered and enroute to include reporting of status/location.
- ❑ Advising Section Chiefs on resource limitations, constraints, and appropriateness.
- ❑ Participating in Business Management Meetings, as needed, with the FSC and appropriate staff.
- ❑ Planning for medical emergencies. Ensure that assigned resources have reviewed, understand, and are prepared to execute the Medical Plan (ICS 206). Work with the Safety Officer (SOFR) to ensure familiarity with medical responders, communication procedures, and transportation plan.
- ❑ Identifying excess resources within the Logistics Section and coordinating with Operations and Planning Sections to prepare demobilization timelines, staffing levels, and facilities close-out.
- ❑ Supporting the development and implementation of the incident Demobilization Plan and approving resources to be released from an incident.
- ❑ Ensuring incident and agency demobilization procedures are followed.

Logistics Section

There are specific tasks and responsibilities that the LSC may perform at various stages in the Incident Action Planning Process. The following are LSC responsibilities per the Planning-P.

Event	Responsibilities
Initial UC Meeting	• Provide updates on Logistics Section staffing for ICS 203 and ICS 207. • Brief on the resource request process and confirm ordering approval authority.
Command & General Staff Strategy Meeting	• Confirm requesting/ordering process and approval authority. • Validate staffing needs, resource priorities, and expectations. • Confirm incident facility requirements and resource needs. • Identify source limitations and constraints.
Preparing for Tactics Meeting	• Ensure Logistics Section is adequately staffed to support operations during the next operational period. • Confirm resource requesting/ordering process is meeting expectations including prioritization, approval authorities, information collection, and proper documentation. • Identify need for staffing changes and relief personnel. • Validate space capacity and locations of incident facilities to support ongoing or expanded operations. • Oversee updates to Communications Plan (ICS 205) and identify potential changes to communications and data systems or equipment. • Identify required logistic support plans and develop plans, as needed.
Tactics Meeting	• Confirm resource levels and ability to meet needs identified on the Operational Planning Worksheet (ICS 215). • Confirm communications requirements to support proposed tactics. • Brief on changes to Logistics requirements to support proposed tactics. • Discuss availability of resources and any limitations or constraints in providing the required resources for the next operational period.
Preparing for Planning Meeting	• Confirm availability of resources needed to meet proposed tactics. • Brief Operations and Planning on any potential issues with sourcing requirements. • Confirm support services can meet requirements of proposed plan for next operational period.

Event	Responsibilities
Planning Meeting	• Validate availability of resources to support the plan. • Identify any challenges, constraints or limitations that may impact availability of resources or services. • Confirm Logistics ability to support the plan.
IAP Preparation & Approval	• Update the Communications Plan (ICS 205), Medical Plan (ICS 206), and any support plans required for the IAP. • Provide RESL with any changes to Logistics Section staffing or organization to update the ICS 203 and ICS 207.
Operations Briefing	• Provide update on Logistics support to current operations. • Brief on transportation, communication, medical, and supply issues. • Address any Logistics-related questions or issues.
Execute Plan & Assess Progress	• Ensure incident personnel are provided ongoing support and services. • Monitor ongoing activities and identify potential issues to meeting planned requirements. • Provide updates to other Sections.
Demobilization & Close Out	• Support development and implementation of the Demobilization Plan. • Identify support resources that can be released from the incident. • Participate in post-incident hot wash and support development of After-Action Report (AAR), if required. • Ensure an Incident Personnel Performance Rating (ICS 225) is completed for all Logistics Section staff.

Note: Position-specific Job Aids provide more specific guidance and step-by-step instructions for IC position-specific tasks and considerations.

DEPUTY LOGISTICS SECTION CHIEF (DLSC)

The LSC may have Deputy LSCs, who may be from the same agency or from an assisting agency. The Deputy LSC should have the same qualifications as the person for whom they work as they must be ready to take over that position at any time.

SERVICE BRANCH DIRECTOR (SVBD)

The SVBD is responsible for managing, organizing, and supervising the service units in the Logistics Section. The SVBD coordinates work assignments for the Food Unit Leader and Medical Unit Leader and assists the LSC in managing Section assignments to support achieving incident objectives. The SVBD reports to the LSC.

The tasks and responsibilities of the SVBD may include:

- ❑ Establishing and communicating chain of command, reporting procedures, work assignments, and performance expectations.
- ❑ Organizing the branch to provide appropriate services to support the needs of incident personnel.
- ❑ Coordinating services for all incident facilities and personnel deployed in the field.
- ❑ Adjusting actions based on changing information and evolving situational awareness.
- ❑ Ensuring completion of the Medical Plan (ICS 206) and any special instruction requirements.
- ❑ Overseeing activities of the Food Unit and Medical Unit, ensuring adequate staffing to meet needs of operational and overhead personnel.
- ❑ Coordinating the development of a Food Plan, if needed, to ensure response personnel are provided food and hydration.
- ❑ Communicating changes in logistics support to incident resources.
- ❑ Planning for demobilization, identifying excess resources, helping prepare demobilization schedules, and briefing assigned resources on demobilization procedures and responsibilities.
- ❑ Ensuring incident and agency demobilization procedures are followed.

FOOD UNIT LEADER (FDUL)

The FDUL is responsible for supplying the nutrition needs for all tactical responders, including those at remote locations such as staging areas, and for personnel unable to leave tactical field assignments. The FDUL determines feeding requirements, provides potable water, plans menus, and coordinates required cooking facilities, food preparation, serving, as well as general maintenance of the food service areas. The FDUL reports to the SVBD or directly to the LSC if no SVBD is activated. Food service for the impacted public such as disaster victims is conducted by the Operations Section.

The tasks and responsibilities of the FDUL may include:

- ❑ Determining food and water requirements by coordinating with the RESL to identify numbers and locations of incident personnel.
- ❑ Identifying adequate facilities to prepare and serve meals.
- ❑ Determining the method of feeding assigned personnel at each facility or incident location.

- ❑ Supervising personnel and administering food contracts, as needed.
- ❑ Coordinating food and water ordering.
- ❑ Obtaining necessary equipment and supplies to provide food services.
- ❑ Accounting for responders who use incident-supplied food services and providing that information to the FSC for modifying per diem rates on orders.
- ❑ Maintaining food service areas, ensuring that all appropriate health and safety measures are followed.
- ❑ Ensuring hand washing stations and sanitation receptacles are provided at each facility.
- ❑ Coordinating with SOFR and MEDL to identify potential illnesses related to food service.
- ❑ Supervising Food Unit personnel to ensure personnel handling food have been properly trained and equipped to do so.
- ❑ Working in conjunction with the Volunteer Coordinator and the SOFR on food donations.
- ❑ Coordinating delivery of meals to remote locations assuring that time/temperature and proper food handling standards are met.
- ❑ Planning for demobilization, identifying excess resources, helping prepare demobilization schedules, and briefing assigned resources on demobilization procedures and responsibilities.
- ❑ Ensuring incident and agency demobilization procedures are followed.

MEDICAL UNIT LEADER (MEDL)

The MEDL is primarily responsible for the development of the Medical Plan (ICS 206), providing medical care, overseeing health of response personnel, obtaining medical aid and transportation for injured and ill response personnel, coordinating with other incident personnel to resolve health and safety issues, and preparation of medical reports and records. Medical care for disaster victims is conducted by Operations and detailed in the IAP.

A MEDL may be a USCG Health Services Technician (HS) or a person that has a current Emergency Medical Technician (EMT) License or equivalent. The MEDL reports to the SVBD or directly to the LSC if no SVBD is activated.

The tasks and responsibilities of the MEDL may include:

- ❑ Establishing the Medical Unit and prepare procedures for major medical emergencies.
- ❑ Preparing the Medical Plan (ICS 206).
- ❑ Coordinating with SOFR, Operations, hazardous substance specialists, and others on proper personnel protection procedures for incident personnel.
- ❑ Providing continuity of medical care for incident personnel.
- ❑ Developing transportation routes and methods for injured incident personnel.
- ❑ Ordering, monitoring, and maintaining medical supplies and personnel necessary to meet the complexity of the incident.
- ❑ Ensuring incident personnel patients are tracked as they move from origin to the care facility, and on to final disposition.
- ❑ Providing/overseeing medical and rehabilitation care delivered to incident personnel.
- ❑ Monitoring health of incident personnel, including excessive incident stress.
- ❑ Responding to requests for medical aid, medical transportation, and medical supplies.
- ❑ Providing for medical biohazard handling and disposal procedures.
- ❑ Preparing and submitting authorizations, reports, and administrative documentation related to injuries, compensation, or death of incident personnel, in conjunction with Finance/Admin Section.
- ❑ Coordinating personnel and mortuary affairs for incident personnel fatalities.
- ❑ Providing oversight and liaison for injured response personnel across the emergency medical care system.
- ❑ Implementing procedures to protect medical records and Personally Identifiable Information (PII) in accordance with the Privacy Act and Health Insurance Portability and Accountability Act (HIPAA).
- ❑ Planning for demobilization, identifying excess resources, and briefing assigned resources on demobilization procedures and responsibilities.

- ❑ Ensuring incident and agency demobilization procedures are followed.

INFORMATION AND COMMUNICATIONS TECHNOLOGY BRANCH DIRECTOR (ICTB)

The ICTB establishes and manages the infrastructure and systems that support incident communication and information management needs. The ICT Branch consolidates ICT services within one branch while designating the delivery of services as either interoperable communications, IT, or cybersecurity services. The ICTB establishes, maintains, and secures integrated communications for the incident as well as providing recovery and/or continuity support should systems fail. The ICTB prioritizes allocation of ICT resources and manages all aspects of the ICT function. The ICTB prioritizes and mitigates risks to ICT infrastructure from known or suspected threats and vulnerabilities.

The tasks and responsibilities of the ICTB may include:

- ❑ Setting up and maintaining communications and IT infrastructure to support incident response and recovery personnel.
- ❑ Enabling integrated communications to provide connectivity, maintain situational awareness, and facilitate information sharing.
- ❑ Protecting communication and IT infrastructure to support incident management including Geospatial Information System (GIS), social media, communications, and other incident activities.
- ❑ Liaising with agency IT departments to ensure connectivity and support for incident needs.
- ❑ Developing plans to ensure the necessary equipment, systems, and protocols are in place to achieve integrated voice, data, and video communications.
- ❑ Ensuring interoperable communications systems are established to enable personnel to communicate within and across agencies.
- ❑ Maintaining inventory and accountability of all communication and data equipment issued to incident personnel.
- ❑ Coordinating the repair and maintenance of communications and data equipment used to support incident response activities.
- ❑ Planning for demobilization, identify excess resources, coordinate with Operations to prepare demobilization schedule, and brief assigned resources on demobilization procedures and responsibilities. Ensure incident and agency demobilization procedures are followed.

- ❑ Collecting input from subordinates and participating in a post-incident hot wash or After-Action review.

COMMUNICATIONS UNIT LEADER (COML)

The COML is responsible for developing plans, obtaining, distributing, and supporting the operation of computer and radio communications equipment.

The tasks and responsibilities of the COML may include:

- ❑ Planning and managing the technical and operational communications of an incident or event.
- ❑ Establishing voice networks for command, tactical, support, and air units.
- ❑ Documenting all radio channel resource assignments.
- ❑ Preparing and implementing the Incident Radio Communications Plan (ICS 205).
- ❑ Ensuring communication systems and equipment are installed, tested, and maintained.
- ❑ Supervising and operating the Incident Communication Center (ICC).
- ❑ Distributing and maintaining accountability of communications equipment issued to incident personnel.
- ❑ Ensuring personal portable radio equipment from cache is distributed per the Incident Radio Communications Plan (ICS 205).
- ❑ Coordinating with ICT service providers, as needed, to maintain communication links.
- ❑ Providing technical expertise on:
  - ■ Adequacy of communications systems currently in operation.
  - ■ Geographic limitations of communications systems.
  - ■ Equipment capabilities and limitations.
  - ■ Quantity and type of available equipment.
  - ■ Anticipated problems in the use of communications equipment.
- ❑ When required, supervising the Incident Communications Center Manager (INCM), Radio Operator (RADO), Communication Technician (COMT) assigned to the incident.

- ❑ Recovering and documenting return of equipment from units being demobilized.

INCIDENT COMMUNICATIONS CENTER MANAGER (INCM)

The INCM manages the ICC, if established. The INCM supervises all radio traffic, telephone call processing, data communications, and various forms of documentation tasked to the ICC. The INCM supervises incident tactical dispatchers and RADOs including scheduling, task assignment, record keeping, and demobilization.

RADIO OPERATOR (RADO)

The RADO manages radio traffic, telephone call processing, data communications, and various forms of documentation tasked to the ICC. The RADO is responsible for documenting all calls, 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 for the INCM.

INCIDENT COMMUNICATIONS TECHNICIAN (COMT)

The COMT installs, tests, and troubleshoots communications equipment and systems, maintains and repairs equipment, and distributes and tracks equipment. The COMT assesses radio system coverage and provides guidance and support to the COML in developing the Communications Plan.

INFORMATION TECHNOLOGY SERVICE UNIT LEADER (ITSL)

The ITSL plans and manages the technical and operational requirements for data and software applications used to support an incident.

The tasks and responsibilities of the ITSL may include:

- ❑ Establishing and supporting on-scene IT infrastructure and application capabilities.
- ❑ Documenting all data network requirements.
- ❑ Preparing the Incident Technology Plan, if required.
- ❑ Establishing and monitoring data networks.
- ❑ Overseeing the verification of customer accounts.
- ❑ Supervising the ICT Help Desk, if established, to ensure effective IT support for incident personnel.
- ❑ Coordinating data storage, record keeping, access, and maintenance.

- ❑ Providing on-site IT/data systems customer service to USCG or interagency end-users at all support levels.
- ❑ Reviewing requests for IT/data network support using CGFIXIT.
- ❑ Maintaining and repairing data communications equipment.
- ❑ Processing requests for non-standard software for submission to the USCG IT Change Configuration Board for approval or disapproval.
- ❑ Distributing and recovering data communications and network equipment to incident personnel.
- ❑ Coordinating passwords and security access to data networks and equipment.
- ❑ Ensuring all data equipment is collected and documented as part of the Demobilization Plan.

IT HELP DESK MANAGER (HELP)

The HELP establishes an on-site IT Help Desk function and provides subject matter expertise in IT customer service for incident personnel. The HELP coordinates the Centralized Service Desk, which assists in the creation of email distribution groups and advises individuals on USCG network access and procedures. The HELP reports to the ITSL.

CYBERSECURITY UNIT LEADER (CSUL)

The CSUL is responsible for identifying cybersecurity vulnerabilities, assessing threats to incident communication and data technology infrastructure, and recommending risk mitigation actions. The CSUL works with the IT departments of all response agencies to facilitate information sharing, protect data networks, and prevent cyber threats.

The tasks and responsibilities of the CSUL may include:

- ❑ Planning and managing the technical and operational requirements to meet the cybersecurity needs of an incident or event.
- ❑ Establishing and supporting on-scene cyber defense and application capabilities.
- ❑ Assisting in identifying, prioritizing, and implementing technical infrastructure and key resource used in cyber defense.
- ❑ Coordinating support with the cybersecurity departments of all responding agencies.
- ❑ Preventing and detecting cyber threats.

- ❑ Coordinating the development, promotion, and sharing of cybersecurity information.
- ❑ Ensuring electronic records of sensitive security information are properly controlled.
- ❑ Performing system administration on specialized cyber defense applications.
- ❑ Planning for demobilization, identifying excess resources, helping prepare demobilization schedules, and briefing assigned resources on demobilization procedures and responsibilities.
- ❑ Ensuring incident and agency demobilization procedures are followed.

SUPPORT BRANCH DIRECTOR (SUBD)

The SUBD is responsible for managing, organizing, and supervising the support units in the Logistics Section. The SUBD coordinates work assignments for SPUL, FACL, GSUL, VSUL and WEPS. The SUBD is also responsible for the development and implementation of logistics support plans that are part of the IAP. The SUBD reports to the LSC.

The tasks and responsibilities of the SUBD may include:

- ❑ Determining support operations in coordination with the LSC.
- ❑ Preparing organization and assignments for support operations.
- ❑ Coordinating the requesting/ordering process to include receiving, storage, and distribution.
- ❑ Identifying and coordinating the development of support plans required for the incident such as Transportation, Security, Traffic, and Vessel Routing plans.

Plans developed by the Support Branch:

- Transportation Plan
- Traffic Plan
- Security Plan
- Vessel Routing Plan

- ❑ Coordinating fueling, maintenance, and repair of incident resources including vehicles, vessels, and equipment.
- ❑ Overseeing the setup, maintenance, and demobilization of all incident facilities.
- ❑ Ensuring compliance with appropriate safety, security, and issuance requirements for weapons.
- ❑ Managing support for out-of-service resources.
- ❑ Planning for demobilization, identifying excess resources, and briefing assigned resources on demobilization procedures and responsibilities.

- ❑ Ensuring incident and agency demobilization procedures are followed.

SUPPLY UNIT LEADER (SPUL)

The SPUL is responsible for requesting/ordering personnel, equipment, supplies for the incident, and determining the appropriate quantity of each. The SPUL then coordinates receiving, inventorying, storing, and the distribution of supplies to include tactical resources, non- expendable supplies, and equipment. On larger incidents, the SPUL may oversee an ORDM and a RCDM.

The tasks and responsibilities of the SPUL may include:

- ❑ Determining the type and number of supplies, tactical resources, and personnel ordered and enroute to an incident.
- ❑ Establishing the requesting/ordering process for the incident.
- ❑ Maintaining visibility of reporting status, location, and arrival times of ordered resources, equipment, and supplies.
- ❑ Identifying who has requesting/ordering and approval authority.
- ❑ Receiving and responding to requests for personnel, supplies, and equipment.
- ❑ Establishing procedures for and coordinating the receiving, storage, distribution, and collection of supplies and equipment.
- ❑ Verifying completeness and approval of procurement requests (ICS 213RR).
- ❑ Identifying who is responsible for assigning request numbers to ensure proper tracking of requests and resources.
- ❑ Identifying sources for ordering incident resources including personnel, equipment, and supplies.
- ❑ Consolidating similar supply requests and confirming them to avoid duplication of orders.
- ❑ Attending operational Planning Meetings, as needed, to coordinate resource needs.
- ❑ Maintaining an inventory of supplies and equipment.
- ❑ Reconciling resource orders and preparing a filing system to track orders.
- ❑ Working with the Staging Manager (STAM) and RESL to coordinate resource accountability and verify inventories.

- ❑ Supporting planning for demobilization, identifying excess resources, and briefing assigned resources on demobilization procedures and responsibilities.
- ❑ Ensuring incident and agency demobilization procedures are followed.

ORDERING MANAGER (ORDM)

The ORDM is responsible for ordering and tracking resources on an incident. The ORDM receives and processes order requests from incident personnel for resources including personnel, equipment, and supplies. The ORDM places all orders for personnel, supplies, and equipment for the incident. The ORDM, when activated, reports to the SPUL.

RECEIVING AND DISTRIBUTION MANAGER (RCDM)

The RCDM receives incoming deliveries, maintains inventories, tracks accountable property, and coordinates the delivery of supplies to incident personnel. The RCDM may also package and document shipments leaving the incident. In addition, the RCDM is responsible for the service and repair of tools and equipment. The RCDM, when activated, reports to the SPUL.

FACILITIES UNIT LEADER (FACL)

The FACL is responsible for the setup, maintenance, and demobilization of incident facilities (e.g., ICP, Incident Base, and staging areas). The FACL is also responsible for the security services required to support incident operations. The FACL provides sleeping and sanitation facilities for incident personnel and manages incident facility operations. Each facility is usually assigned a manager who reports to the FACL and is responsible for operation of the facility. The FACL reports to the SUBD.

On larger incidents, the FACL may supervise:

- Base Managers (BCMG).
- Security Manager (SECM).
- Billeting Manger (BIMG).

The tasks and responsibilities of the FACL may include:

- ❑ Determining locations suitable for incident support facilities and securing permission to use them through appropriate means.
- ❑ Inspecting facilities prior to occupation and documenting conditions and preexisting damage.
- ❑ Determining requirements for each facility and preparing layouts for incident facilities.

- ❑ Notifying Unit Leaders of facility layout.
- ❑ Activating incident facilities.
- ❑ Establishing adequate lighting.
- ❑ Providing Facility Managers and personnel to operate facilities.
- ❑ Providing sleeping facilities, security services, food and water service, sanitation, showers, and facility maintenance services.
- ❑ Conduct pre- and post-incident inspections of all facilities for damage and potential claims.
- ❑ Demobilizing incident facilities.

BASE CAMP MANAGER (BCMG). The BCMG is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the Incident Base. The BCMG supervises base personnel performing facilities support work. The BCMG reports to the FACL when activated.

BILLETING MANAGER (BIMG). The BIMG is responsible for assisting incident personnel with obtaining billeting for the incident. This may include reserving, coordinating, and surveying hotels, motels, and camps allotted for the incident. The BIMG reports to the FACL when activated.

SECURITY MANAGER (SECM)

The SECM is responsible for organizing and supervising the security unit as well as providing safeguards needed to protect incident personnel and property from loss or damage. The SECM may supervise USCG personnel, law enforcement officers, and/or contractors. The SECM reports to the FACL and may report directly to the LSC.

The tasks and responsibilities of the SECM may include:

- ❑ Ensuring facility and personnel security requirements are met.
- ❑ Developing the Security Plan for incident facilities.
- ❑ Coordinating with the Intelligence and Investigations Section, as appropriate, to provide safety and security of incident facilities and personnel.
- ❑ Requesting required personnel support to accomplish work assignments.
- ❑ Ensuring security of classified material and systems, if required.
- ❑ Ensuring support personnel are qualified to manage security problems.

- ❑ Adjusting the Security Plan for personnel and equipment changes and releases.
- ❑ Coordinating security activities with appropriate incident personnel.
- ❑ Preventing theft of all government and personal property.
- ❑ Documenting all security-related complaints and suspicious occurrences.
- ❑ Coordinating demobilization of security personnel.

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 organization, the Vessel Support Unit may be requested to arrange fueling, dockage, maintenance, and repair of vessels on a case-by-case basis.

The tasks and responsibilities of the VSUL may include:

- ❑ Ordering support vessels based on anticipated needs.
- ❑ Ensuring all vessels are properly maintained and serviced in accordance with agency requirements.
- ❑ Ensuring all vessels are compliant with appropriate safety requirements and crews are properly trained for work assignments.
- ❑ Arranging for fueling, dockage, maintenance, and repair of vessel resources, as requested.
- ❑ Coordinating water-to-land transportation with the Ground Support Unit, as necessary.
- ❑ Coordinating development of the Vessel Routing Plan, if required.
- ❑ Coordinating vessel transportation assignments, requirements, and scheduling.
- ❑ Posting incident charts and maps identifying conditions in operating area.
- ❑ Supporting out-of-service vessel resources, as requested.
- ❑ Ensuring pre- and post-inspections are conducted on all incident vessels.
- ❑ Collecting and recording information on rental, contract, and agency equipment.

- ❑ Submitting reports to SUBD as directed.
- ❑ Ensuring vessels are decontaminated prior to demobilization.

GROUND SUPPORT UNIT LEADER (GSUL)

The GSUL is responsible for management of tactical equipment, vehicles, and mobile ground support equipment during an incident. The GSUL provides support functions for transportation and equipment repairs. The GSUL may supervise the Equipment Manager (EQPM), contractors, and drivers and is responsible for implementing the Traffic Plan for the incident. The GSUL works for the SUBD.

The tasks and responsibilities of the GSUL may include:

- ❑ Providing support to assigned resources including equipment inspections, maintenance and repair services, transportation, drivers, fuel, and rental vehicles, as needed.
- ❑ Maintaining an inventory of support and transportation vehicles, establishing a system to record daily equipment use, and submitting reports to Finance/Admin Section.
- ❑ Establishing a system to track support vehicles and ground equipment.
- ❑ Developing and implementing the Traffic Plan and Transportation Plan, if required.
- ❑ Requisitioning maintenance and repair supplies (e.g., fuel and spare parts).
- ❑ Notifying the Resources Unit of all status changes on support and transportation vehicles.
- ❑ Collecting and recording information on rental, contract, and agency vehicles and equipment.
- ❑ Maintaining incident roads, posting warnings, speed limits, and caution signs, as needed.
- ❑ Ensuring pre- and post-vehicle and equipment inspections are conducted and documenting any identified damage.
- ❑ Coordinating with the SOFR and the Agency Representative (AREP) to ensure driver familiarity with area roads and conditions.
- ❑ Managing hazardous materials handling and disposal, ensuring compliance with environmental regulations.
- ❑ Ensuring vehicles are decontaminated prior to demobilization.
- ❑ Completing the demobilization process per the Demobilization Plan.

EQUIPMENT MANAGER (EQPM)

The EQPM provides service, repair, and fuel for all equipment, transportation for support vehicles and vessels, and maintains records of equipment use and any service provided. The EQPM may work for either a VSUL or GSUL depending on support requirements.

WEAPONS SUPPORT UNIT LEADER (WEPS)

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

The tasks and responsibilities of the WEPS may include:

- ❑ Determining the requirements of the operation and arranging for the transportation, issuance, retrieval, and storage of small arms, ordnance, pyrotechnics, and ammunition.
- ❑ Ensuring weapons, ammunition, pyrotechnics, and ordinance are securely stored in accordance with the owning organization's particular standards when not in use.
- ❑ Ordering and maintaining adequate supplies to properly maintain weapons.
- ❑ Assisting incident personnel, small boats, or other operational resources with the acquisition, handling, and use of pyrotechnics.
- ❑ Ensuring personnel are trained and qualified by their agency as competent to carry and use weapons and ordnance.
- ❑ Ensuring accountability of all weapons.
- ❑ Coordinating demobilization, ensuring proper custody of all weapons, supplies, and storage containers.

TECHNICAL SPECIALISTS (THSP)

Certain incidents or events may require the use of THSPs who have specialized knowledge and expertise in a designated field. While THSPs are typically managed by the Planning Section, the following THSPs may be assigned to the Logistics Section based on their knowledge, expertise, and skills.

Specialist Position	Responsibilities
Communications Specialist	Installs, tests, and directs the operation and installation of communications hardware, equipment, and systems. Assists with troubleshooting communication networks, installing phone lines, and resolving communication issues.
Critical Incident Stress Management Specialist	Provides crisis intervention tactics to mitigate the negative impact of an event, accelerate the recovery process, and assesses the need for additional or alternative services.
Cybersecurity Support Specialist	Performs system administration on specialized cyber defense applications and systems. Assists in identifying, prioritizing, and implementing technical infrastructure and key resources for cyber defense. Assists in assessing the operational impact of cyber defense infrastructure and implement security monitoring programs.
Incident Technology Specialist	Installs, tests, and directs the operation and installation of software and computer hardware which includes servers, personal computers, printers, and other peripheral equipment. Troubleshoots system and equipment errors and connectivity problems. May assist in researching customer support requirements and making recommendation to resolve issues.
Surge Staffing Specialist	Assists with coordinating USCG temporary duty assignments to meet staffing requirements of USCG operational commanders ensuring mission completion. Surge Staffing personnel from the PSC can provide specialists to bring USCG Forces (active duty, reserve, civilian, and Auxiliary) to support incident response activities.

Logistics Section

Recommended minimum number of personnel by position and size of incident (Per 24-Hour operational period).

Logistics Section Position	Logistics Section Position				
	2	5	10	15	25
Logistics Section Chief	One Per Incident				
Deputy Logistics Section Chief					1
Information & Communications Technology Branch Director	As needed, Incident Specific				
Communications Unit Leader	1	1	1	1	1
Incident Communications Center Manager	As needed, Incident Specific				
Radio Operator	As needed, Incident Specific				
Incident Communications Technician		1	2	4	4
Information Technology Service Unit Leader		1	1	1	1
IT Help Desk Manager		1	1	2	2
Cybersecurity Unit Leader	As needed, Incident Specific				
Service Branch Director	As needed, Incident Specific				
Food Unit Leader		1	1	1	1
Medical Unit Leader	1	1	1	1	1
Support Branch Director	As needed, Incident Specific				
Supply Unit Leader		1	1	1	1
Ordering Manager		1	1	1	1
Receiving and Distribution Manager		1	1	1	1

Logistics Section Position	Logistics Section Position				
	2	5	10	15	25
Facilities Unit Leader		1	1	1	1
Security Manager		1	1	1	1
Base Camp Manager		1	1	1	1
Billeting Manager		1	1	2	2
Vessel Support Unit Leader	1	1	1	1	1
Ground Support Unit Leader	1	1	1	1	1
Equipment Manager		1	1	1	1
Weapons Support Unit Leader	As needed, Incident Specific				
Technical Specialists	As needed, Incident Specific				

Finance / Administration Section

FINANCE / ADMINISTRATION SECTION OVERVIEW

The Finance/Administration Section is responsible for all financial and cost analysis aspects of the incident. Not all incidents will require a Finance/Administration Section. The Incident Commander or Unified Command (IC/UC) establishes a Finance/Administration Section when on-site financial and/or administrative services are needed to support incident management activities.

The major activities of the Finance/Administration Section may include:

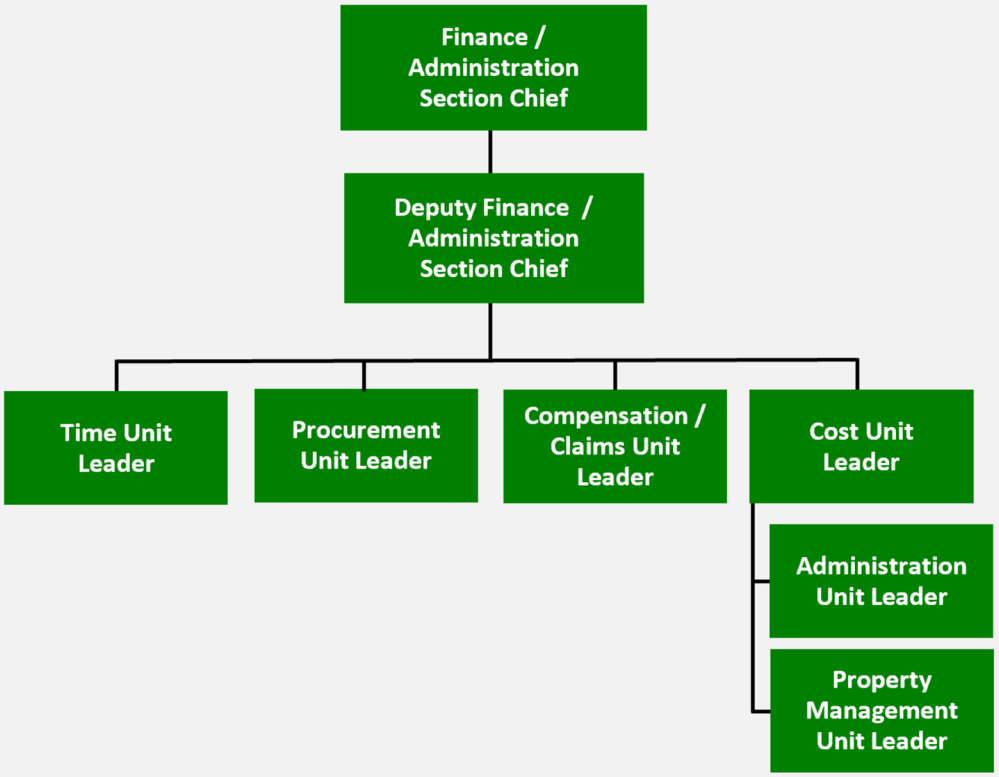
- ❑ Timekeeping.
- ❑ Cost analysis.
- ❑ Contract negotiation and monitoring.
- ❑ Compensation for injury or damage to property.
- ❑ Documentation for reimbursement and cost recovery.

A Finance/Administration Section is established when there is a specific need for financial and/or administrative services to support incident management activities. Large or evolving incidents may involve significant funding originating from multiple sources. For each funding source external to the USCG, a Deputy from the applicable agency will be assigned to manage its funding requirements.

In addition to monitoring multiple sources of funding, the Finance/Admin Section Chief (FSC) must track and report to the IC/UC the accrued cost as the incident progresses. This allows the IC/UC to forecast the need for additional funds before operations are affected negatively, and it is particularly important if significant operational resources are under contract from the private sector.

Finance / Administration Section

Finance / Administration Section Organization



Finance / Administration Section Positions	Acronym	See Page
Finance / Administration Section Chief	FSC	11-3
Deputy Finance / Administration Section Chief	DFSC	11-6
Time Unit Leader	TIME	11-6
Procurement Unit Leader	PROC	11-7
Compensation/Claims Unit Leader	COMP	11-8
Cost Unit Leader	COST	11-9
Administration Unit Leader	ADMN	11-10
Property Management Unit Leader	PROP	11-11
Technical Specialists (as required)	THSP	11-13

POSITION DESCRIPTIONS

FINANCE/ADMINISTRATION SECTION CHIEF (FSC)

The FSC is a member of the General Staff and is responsible for all financial, administrative, and cost analysis aspects of the incident. The FSC supervises members of the Finance/Administration Section. The Finance/Administration Section Chief oversees staff responsible for recording personnel time, negotiating leases, maintaining vendor contracts, administering claims, and tracking and analyzing incident costs to ensure compliance with applicable laws, policies, and procedures. Close coordination with the Planning and Logistics Sections is essential so that operational records can be reconciled with financial documents.

The tasks and responsibilities of the FSC may include:

- ❑ Working with IC/UC in estimating and tracking all incident obligations and expenditures.
- ❑ Coordinating the collection, analysis, and compilation of incident cost-accounting documentation.
- ❑ Coordinating and monitoring funding, including all funding sources and authorized ceilings for the incident.
- ❑ Providing financial support for contracting services, purchases, and payments.
- ❑ Developing and maintaining daily, cumulative, and projected cost reports including a daily burn-rate for the incident and ensure the Command is aware of cost ceilings.
- ❑ With approval from IC/UC, coordinating processes to increase funding ceilings, as appropriate.
- ❑ Maintaining an inventory of all accountable equipment.
- ❑ Supporting incident planning meetings and briefings, as required.
- ❑ Providing periodic financial status reports to IC/UC.
- ❑ Reviewing operational plans and providing alternative sources of funding, where financially appropriate.
- ❑ Preparing contracts with vendors or contractors.
- ❑ Working with Logistics and the Legal Advisor to review and execute new contracts, as required.
- ❑ Ensuring all funding obligation documents are properly initiated at the incident and completed per incident requirements.
- ❑ Ensuring coordination between the Finance Section and Resource Unit Leader (RESL) to verify daily time reports for personnel, equipment, and contractor resources.

- Overseeing the review of all funding documents to ensure correct fund coding, justification, authorizations, and closing out all expenditures.
- Meeting with assisting and cooperating Agency Representatives to discuss financial requirements, as needed.
- Establishing close coordination with Responsible Party and Other Government Agency (OGA) financial staff to facilitate accurate tracking of expenditures, costs, and claims.
- Developing a Property Management Plan, if needed, to identify, track, and collect reportable property.
- Participating in Business Management Meetings, as needed, with the Logistic Section Chief (LSC).
- Providing financial and administrative input for demobilization planning and support the Demobilization Plan, as needed.
- Actively managing incident funds, differentiating between the various funding sources used to carry out response activities.
- Ensuring that financial obligations are entered in financial recording software and establishing access to the accounting line.
- Coordinating final financial reporting and close out.

There are specific tasks and responsibilities the FSC may perform at various stages in the Incident Action Planning Process. The following are FSC responsibilities per the Planning-P:

Event	Responsibilities
Initial IC/UC Meeting	▪ Identify funding requirements and limits. ▪ Determine current response costs and burn-rate.
Command & General Staff (Strategy) Meeting	▪ Provide recommendations on cost-tracking requirements and financial reporting. ▪ Brief funding requirements, sources, and cost ceilings. ▪ Agree on contracting, purchasing authorities, and procurement procedures. ▪ Identify liability concerns and claims process, if required. ▪ Assist RESL in filling out Finance/Admin Section on ICS 203 and ICS 207.
Preparing for Tactics Meeting	▪ Validate burn-rate and funding ceilings. ▪ Identify existing contracts and prepare process for procuring additional resources. ▪ Determine claims potential and establish claims process, if required.
Tactics Meeting	▪ Identify expectations; provide insight on cost restrictions or limitations. ▪ Identify projected costs for increased assets or resources.

Finance / Administration Section

Event	Responsibilities
Preparing for Planning Meeting	▪ Prepare cost estimates, changes in burn-rate, and calculations on funding requirements including daily burn-rate, total cost, and impact on funding ceilings. ▪ Ensure compliance of resources assigned, resources ordered, or personnel to ensure proper use according to funding source restrictions and requirements. ▪ Work with Operation Section Chief (OSC), RESL, and LSC to identify contracting or procurement issues related to resource availability.
Planning Meeting	▪ Brief on daily cost, projected costs, funding requirements, funding sources, ceilings, administrative issues, claims process, and contractor issues (in coordination with Logistics). ▪ Provide financial report that tracks costs and can be used to brief senior commands on costs / expenditures.
IAP Preparation & Approval	▪ Ensure Finance/Admin Section details are accurate including reporting requirements, contact information, and Finance/Admin organization chart.
Operations Briefing	▪ Summarize administrative issues. ▪ Provide financial information upon request. ▪ Resolve any questions related to cost unit, time unit, or other administrative functions.
Execute Plan & Assess Progress	▪ Track burn-rate and ceiling authorizations. ▪ Ensure accurate and timely financial and administrative reporting. ▪ Support ongoing claims process, if required. ▪ Update financial report to include in the Incident Summary (ICS 209). ▪ Continue collaboration with financial contacts as required.
Demobilization & Close Out	▪ Complete all financial paperwork including closing out contracts, finalizing orders, documenting all expenditures. ▪ Determine final incident cost and prepare final financial report. ▪ Provide Document Unit Leader (DOCL) with financial and administrative reports, documents, contracts, and other material for incident case file.

Position-specific Job Aids provide more specific guidance and step-by-step instructions for IC position-specific tasks and considerations.

Note: Additional information pertaining to National Pollution Funds Center (NPFC) can be found on www.uscg.mil.

DEPUTY FINANCE/ADMINISTRATION SECTION CHIEF (DFSC)

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

TIME UNIT LEADER (TIME)

The Time Unit is responsible for daily recording of personnel and equipment time. The Time Unit also records travel, work hours, and overtime. Personnel time records should be collected and processed for each operational period. The TIME may require the assistance of personnel familiar with the relevant policies of any assisting and supporting agencies. These records must be verified, checked for accuracy, and posted according to existing policies. Overtime hours must be determined and recorded on separate logs.

The tasks and responsibilities of the TIME may include:

- ❑ Contacting appropriate organization personnel or Agency Representatives (AREPs) regarding organization-specific time recording requirements.
- ❑ Submitting cost estimate data forms to the Cost Unit Leader (COST), as required.
- ❑ Maintaining records security.
- ❑ Initiating, gathering, or updating a time report from all applicable personnel assigned to the incident for each operational period.
- ❑ Ensuring that all employee identification information is verified to be correct on the time report.
- ❑ Posting personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents.
- ❑ Ensuring that time reports are signed.
- ❑ Working with Staging Managers (STAM), Division/Group Supervisor (DIVS), and RESL to establish and maintain a daily record of equipment time.
- ❑ Maintaining a current posting on all charges or credits for fuel, parts, and services.
- ❑ Verifying all time data and deductions with the owner/operator of equipment used on the incident.
- ❑ Ensuring official records are printed from applicable USCG information systems for cutters, boats, and aircraft status.

- Ensuring government vehicle mileage, license number, type, and make of vehicle are recorded using local records.
- Releasing time reports from assisting organization personnel to the respective AREPs prior to demobilization.
- Briefing the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
- Coordinating commissary operations on larger or longer-term incidents, as needed.
- Supervising the Equipment Time Recorder (EQTR) and Personnel Time Recorder (PTRC) positions, if established. These positions may be used for larger incidents to help manage tasks.
- Supporting the review and consolidation of time records for personnel, equipment, and resources used during the incident.
- Ensuring that all records are current and complete prior to demobilization.

PROCUREMENT UNIT LEADER (PROC)

The PROC is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. **The Procurement Unit administers all financial matters pertaining to vendor contracts and coordinates sources for equipment, prepares and signs equipment rental agreements, and processes all administrative requirements associated with equipment rental and supply contracts**. The Procurement Unit works closely with the Supply Unit in the Logistics Section on procurement activities.

Although the PROC works within the Incident Management Team (IMT) in support of the IC/UC, specific procurement policies, authorities, and procedures, which include emergency authorization procedures to expedite purchases, must be strictly followed. **USCG members serving as the PROC shall execute all procurements per USCG policies and procedures**.

The tasks and responsibilities of the PROC may include:

- Reviewing incident needs and identifying special procedures with Unit Leaders, as needed.
- Coordinating with local jurisdictions and OGAs on plans and supply sources.
- Developing a resource request process with Logistics as needed.
- Preparing and authorizing contracts, building, and land-use agreements.

- Utilizing existing interagency agreements.
- Establishing contracts and agreements with supply vendors.
- Interpreting contracts and agreements to resolve disputes within delegated authority.
- Coordinating with the Supply Unit Leader (SPUL) and the Property Management Unit Leader (PROP) to ensure all orders and purchases are screened for possible accountable/reportable property.
- Completing final processing of contracts and sending documents for payment.
- Coordinating cost data in contracts with the COST.
- Briefing the FSC on outstanding issues, current problems, recommendations, and follow-up requirements.
- Coordinating with the SPUL and the COST to ensure all obligations are entered in financial recording software.
- Ensuring all costs are reconciled prior to demobilization.

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 (i.e., those other than injury) for an incident. Under ICS a single unit handles injury compensation and claims. The individual handling injury compensation ensures that all forms required by workers' compensation programs and local agencies are completed. This individual also maintains files on injuries and illnesses associated with the incident and ensures that all witness statements are obtained in writing. Since the Medical Unit may also perform some of these tasks, close coordination between the Medical and Compensation and Claims Units is essential. The Claims function handles investigations of all civil tort claims involving property associated with or involved in the incident. The Compensation/Claims Unit maintains records on the claims, obtains witness statements, and documents investigations and agency follow-up requirements.

The tasks and responsibilities of the COMP may include:

- Establishing contact with the incident Medical Unit Leader (MEDL), Safety Officer (SOFR), Public Information Officer (PIO), and Liaison Officer (LOFR) (or AREPs if no LOFR is assigned).
- Ordering unit personnel, as needed.
- Establishing a compensation and claims process.

- Reviewing the Medical Plan (ICS 206) for reporting injuries or fatalities to response personnel or the public.
- Reviewing and coordinating procedures for handling claims with the Procurement Unit.
- Working with the SOFR to gather information on the nature, frequency, and severity of injuries.
- Ensuring all "Compensation for Injury and Claims" logs and forms are complete and routed to the appropriate agency for processing.
- When required, working with LSC and Facilities Unit to create a workspace for Claims personnel and support staff.
- Demobilizing the unit in accordance with the incident Demobilization Plan, ensuring all paperwork is complete, and the claims/compensation process is transferred to appropriate mission support office.

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. The Cost Unit provides cost analysis data for the incident. It must obtain and accurately record the costs of all assigned resources. Additionally, the Cost Unit analyzes and prepares estimates of incident costs. The unit must ensure that equipment and personnel for which payment is required are properly identified. The Cost Unit also provides input on cost estimates for resource use to the Planning Section.

The tasks and responsibilities of the COST may include:

- Coordinating with organizations headquarters on cost reporting procedures.
- Ensuring that daily personnel time recording documents are prepared and in compliance with USCG policy.
- Establishing close coordination with the RESL to ensure proper tracking and accounting of resources.
- Coordinating with the RESL to obtain copies of all check-in/check-out records each day, ensuring the accuracy and completeness of all forms.
- Implementing procedures to protect Personally Identifiable Information (PII) information.
- Collecting and recording all cost data.
- Developing incident cost summaries and tracking burn-rates.

- Making cost-saving recommendations to the FSC.
- Ensuring all cost documents are accurately prepared.
- Maintaining cumulative incident cost records.
- Ensuring USCG cost documentation captures all costs associated with the incident.
- Coordinating receipt and invoice verifications, delivery verification, and demobilization of all equipment, personnel, and resources assigned to the incident.
- Establishing protocols to confirm charges for incident personnel, resources, and equipment including consumables.
- Coordinating with the PROC and SPUL to ensure all obligations are entered in financial recording software.
- Coordinating with Demobilization Unit Leader (DMOB) to stop payment when resources are released from the incident.
- Providing reports to the FSC.
- Completing all records and cost summaries prior to demobilization.

ADMINISTRATION UNIT LEADER (ADMN)

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

The tasks and responsibilities of the ADMN may include:

- Implementing the use of all necessary USCG Human Resources administrative software and programs.
- Ensuring reporting personnel meet organization requirements for assignment to the IMT.
- Ensuring personnel assignment and organization travel orders are accurate.
- Providing pay and travel support to deployed personnel.
- Validating travel orders for all assigned civilian, Auxiliary, and military personnel.
- Establishing appropriate points of contact (POCs) from Other Government Agencies (OGAs) and organizations for non-USCG personnel working at incident.
- Ensuring eligible personnel know how to document overtime according to organization policy.

- Alerting the Command and General Staff to sensitive issues that require USCG personnel intervention.
- Reviewing, analyzing, and providing advice on human resource management issues, including issues related to civilian personnel, USCG Reserve, and USCG Auxiliary matters.
- Providing advice and recommendations on personnel matters.
- Managing administrative databases and spreadsheets used for analyses and decision making.
- Ensuring compliance with Privacy Act requirements to maintain the confidentiality of personnel documents.
- Ensuring all paperwork is complete and files submitted to DOCL.
- Demobilizing the unit in accordance with the incident Demobilization Plan.

PROPERTY MANAGEMENT UNIT LEADER (PROP)

The PROP is responsible for all accountable property used or 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 tasks and responsibilities of the PROP may include:

- Coordinating 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.
- Ensuring documentation is maintained on recorded property to include, but not limited to, the Resource Request Message (ICS 213RR) and invoice.
- Recording location of accountable property and completing a physical inventory (including a joint inventory when transferring property to another Property Custodian).
- Depending on the size of the area affected by the disaster, designating Property Custodians to ensure logistical control and accountability over the accountable property.
- Ensuring individuals responsible to maintain and monitor the item sign a “Custody Receipt for Personal Property Pass” (DHS 560-1).
- Establishing procedures for the use of property passes for accountable and non-accountable government-owned property required for field operations.

- Ensuring all property assigned to the incident is appropriately marked and identifies ownership/possession.
- Designating custodial areas and property custodians in writing.
- Ensuring property assigned to the incident is demobilized, disposed of, or repaired in accordance with owning organization regulations or funding source requirements.
- Ensuring reportable and/or accountable property is reviewed by the organization that provided the funding before action for disposal is taken.
- Using a "Requisition and Invoice/Shipping Document" (DD Form 1149) if the issuing organization wants property returned.
- Following policies and procedures for property disposal based on the funding source utilized to acquire property.
- If property is to be disposed of, completing an "Issue Release/Receipt Document" (DD Form 1348-1a), and following Defense Logistics Agency (DLA) procedures for disposal.
- Ensuring all property documents are available to the USCG unit responsible for reimbursement billing.
- Ensuring all paperwork is complete and files are submitted to the DOCL.
- Demobilizing the unit in accordance with the incident Demobilization Plan.

TECHNICAL SPECIALISTS (THSP)

THSPs provide technical expertise and advice to Command and General Staff as needed; attend meetings and briefings, as appropriate, to clarify and help resolve technical issues within area of expertise; and attend press briefings and/or public open house meetings, as needed, for subject matter expertise.

Specialist Position	Description
Claims Specialist	The Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident. During large oil spills, the NPFC can provide a Claims Manager to assist in coordinating claims due to oil contamination. The Oil Pollution Act (OPA-90) Claims Specialist can answer questions on the claims process, assist in communicating requirements with impacted communities, and help monitor the claims process. Major incidents (e.g., Hurricane Katrina or Deep-Water Horizon) may require a Claims Specialist to be on hand to readily support the incident.
Contract Specialist	Responsible for all aspects of contracting support from initiation to the recommendation of award for the procurement of a variety of supplies, services, or construction in support of an incident.
Cost Recovery Specialist	During Federally Declared Disasters, a Cost Recovery Specialist can assist in collecting and archiving cost documentation required for seeking cost recovery from FEMA for operations conducted under a FEMA-funding Mission Assignment. Such support can be requested from the NPFC or Operational Logistics Command (LOGCOM).

Specialist Position	Description
Finance Specialist	The National Pollution Funds Center (NPFC) or Logistics Command can provide Case Managers or Contracting Officers to assist with management and coordination of funding issues. The USCG utilizes various funding streams such as the Oil Spill Liability Trust Fund (OSLTF), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), Stafford Act, or DoD funding that requires technical expertise in accessing, allocating, recording, and documenting expenditures including Pollution Removal Funding Authorizations (PRFA), Military Interdepartmental Purchase Request (MIPR), or Interagency Reimbursable Work Assignment (IRWA). This position should be filled during Type 1 or Type 2 incidents but may be filled remotely if necessary. The NPFC will not fill the role of the FSC during incidents. Case Managers will provide guidance to the FSC, USCG Federal On-Scene Coordinator (FOSC), and IC/UC on the OSLTF. Case Managers should have direct access to the FOSC to access funding streams, ensure compliance with funding requirements, address evolving issues, and to prevent delays in funding OGAs.
Human Resources Specialist	Provides assistance with personnel issues including pay, travel, leave, overtime, union issues, and compliance. Supports PII oversight and issues related to OGA coordination, USCG Reserve, and USCG Auxiliary deployments. Helps to research, address, and resolve HR issues.

Finance / Administration Section

Recommended minimum number of personnel by position and size of incident (Per 24-Hour operational period).

Finance & Administration Section Position	Number of Divisions / Groups				
	2	5	10	15	25
Finance & Administration Section Chief	One Per Incident				
Deputy Finance & Administration Section Chief					1
Time Unit Leader		1	1	1	1
Procurement Unit Leader		1	1	1	1
Compensation / Claims Unit Leader		1	1	1	1
Cost Unit Leader		1	1	1	1
Administrative Unit Leader		1	1	1	1
Property Management Unit Leader		1	1	1	1
Technical Specialists	As Needed, Incident Specific				

Intelligence and Investigations

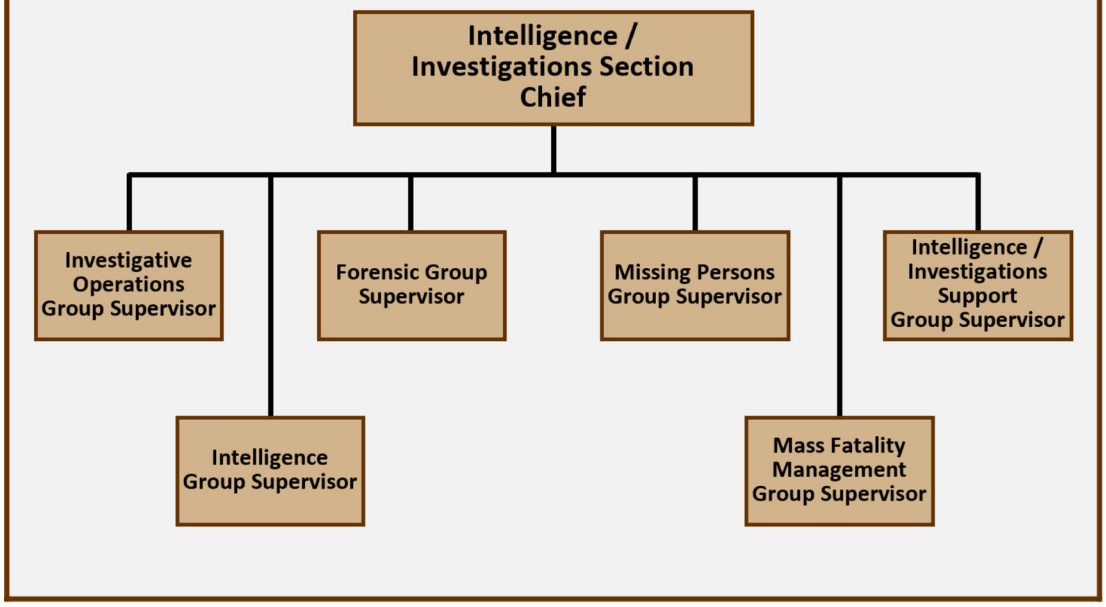
OVERVIEW

Intelligence/Investigations (I/I) is a sixth ICS function identified in NIMS. The I/I function handles investigative, intelligence, and collections functions related to the incident, special event, or potential threat. Its purpose is to ensure that all I/I operations and activities are properly managed, coordinated, and directed in order to:

- Prevent/deter potential unlawful activity, incidents, and/or attacks.
- Collect, process, analyze, secure, and appropriately disseminate information and intelligence.
- Identify, document, process, collect, maintain a chain of custody for, safeguard, examine, analyze, and store probative evidence.
- Conduct a thorough and comprehensive investigation into the incident.
- Support the collection and analysis of local and national incident-related information to improve situational awareness.
- Inform and support life-safety operations, including the safety and security of all incident personnel.

The scale, complexity, and type of incident will drive decisions about the appropriate organizational structure for conducting I/I activities. When I/I support is required, the Incident Command/Unified Command (IC/UC) can place the I/I function in multiple locations within the incident command structure based on factors such as the nature of the incident, the level of I/I activity, and the relationship of I/I to other incident activities. I/I can be implemented as a stand-alone Section, as an I/I Officer within the Command Staff, as a Group within the Operations Section, or as a Unit within the Planning Section. Considerations on when and how to implement the I/I function are outlined in this chapter.

Intelligence / Investigations Section Organization



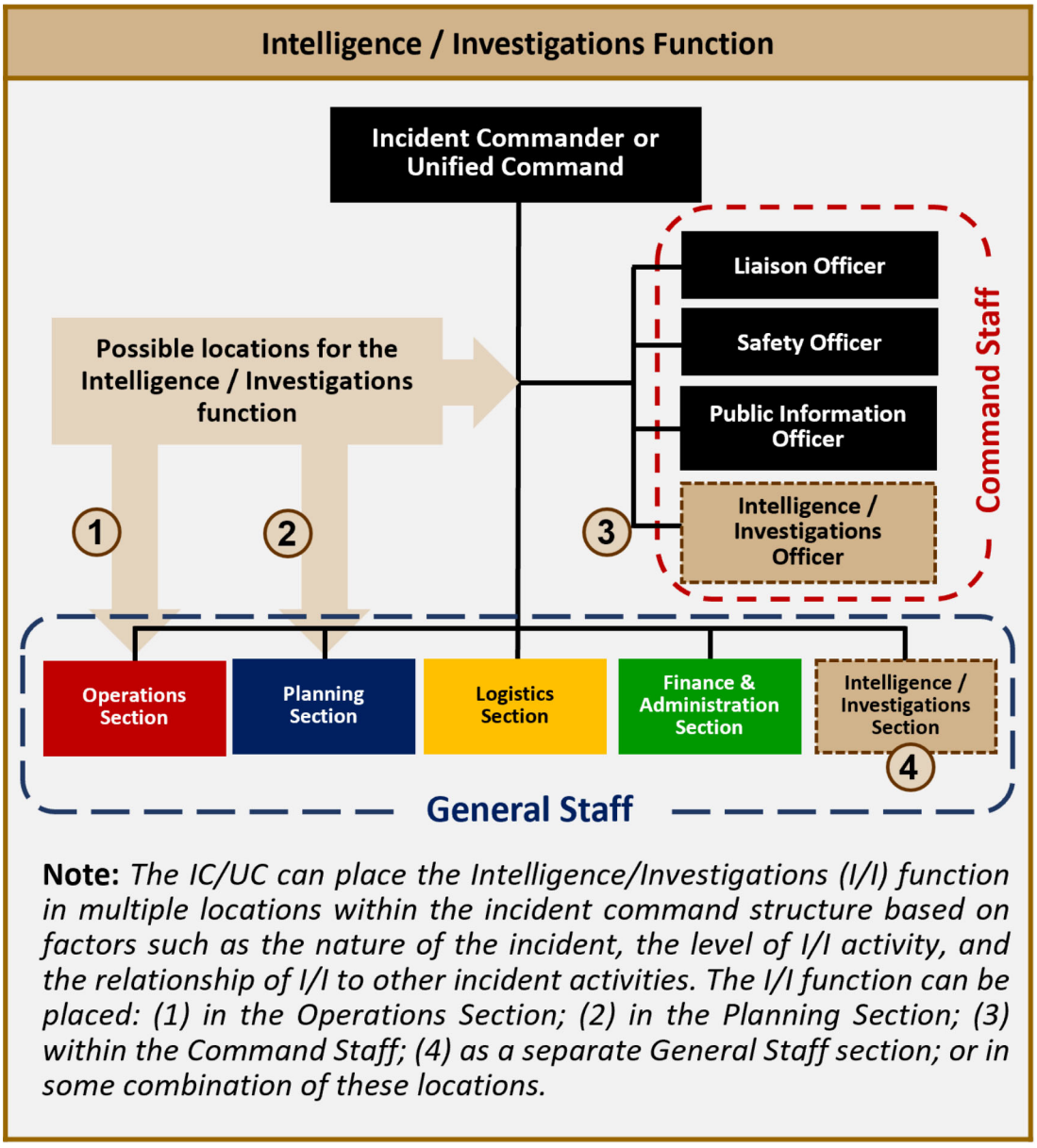
Intelligence / Investigations Positions	Acronym	See Page
Intelligence / Investigations Section Chief	ISC	12-9
Investigation Operations Group Supervisor	IOGS	12-12
Intelligence Group Supervisor	IGS	12-14
Forensic Group Supervisor		12-15
Missing Persons Group Supervisor		12-16
Mass Fatality Group Supervisor		12-17
Family Assistance Section		12-17
Intelligence / Investigations Support Group Supervisor		12-20
Technical Specialists (as required)	THSP	12-23

ORGANIZATIONAL CONSIDERATIONS

Activation and implementation of the I/I function and its capabilities within an ICS event/incident will generally be determined by three circumstances:

- Major Marine Casualty Investigation.
- Extraordinary Weather Events.
- Federal Investigation that occurs within the Maritime Environment.

This list, however, should not be considered exhaustive or limiting.



Note: *The IC/UC can place the Intelligence/Investigations (I/I) function in multiple locations within the incident command structure based on factors such as the nature of the incident, the level of I/I activity, and the relationship of I/I to other incident activities. The I/I function can be placed: (1) in the Operations Section; (2) in the Planning Section; (3) within the Command Staff; (4) as a separate General Staff section; or in some combination of these locations.*

The type of event/incident is the primary factor for determining the need for I/I staffing, organization, and operational posture to support/respond to the incident. Outlined here are four approaches the IC/UC can use to appropriately organize I/I support within the Incident Management Team (IMT).

- **I/I as a Group or Groups within the Operations Section**: This option provides for the activation of one or more I/I groups within the Operations Section, led by an Intelligence Group Supervisor (IGS) or an Investigative Operations Group Supervisor; (IOGS). This organizational structure may be used when I/I operations are highly integrated within the Operations Section. In this structure, the I/I group(s) enable intelligence-driven or investigative-enabled operations. Responsibilities would typically include Target Development and Prioritization, gaining Maritime Domain Awareness Advantage (e.g., through the use of Geographic Intelligence (GEOINT)), investigative efforts that directly support operations and/or leveraging specialized skills for a limited and specific task. If the I/I function is benefitting from the Operational Section's assigned tactical assets, employing one or more I/I groups may be appropriate.
- **I/I as a Unit in the Planning Section**: I/I may be established as an I/I unit in the Planning Section, or as individual I/I personnel placed within other Planning Section units, to support analysis, create analytic products, and improve information-sharing capabilities.
- **I/I as an Officer within the Command Staff**: This is the most common approach for smaller incidents or pre-planned events. This organizational structure may be used when intelligence operations are limited and the I/I function mainly serves to advise the IC/UC. Responsibilities would typically include controlling information shared by external intelligence or investigative agencies related to the incident.
- **I/I as a Section on the General Staff**: Implementing an I/I Section may be used for larger incidents with national security, intelligence, or investigative requirements, and when intelligence assets are resourced, tasked, and employed independently and concurrently with the Operations Section (e.g. Investigative Teams, Intelligence Collection Teams, National Technical Collection Assets directly tasked to support the incident, or overhead reconnaissance assets).

The table on the next page provides a more detailed list of factors to consider regarding the placement of the I/I function within the ICS organization.

Consider using...	When...
I/I Section	Any (especially more than one) of these functions are needed: ▪ Investigating civil or criminal liability for the incident, especially if the Responsible Party (RP) is part of a UC. ▪ Dedicated research support is needed for Investigative Support activities (especially if an IGS and IOGS are both employed). ▪ Conducting robust Incident Awareness and Assessment (IAA) with dedicated intelligence collection assets. ▪ Analytic products required for transition from Response to long-term Recovery. ▪ Reachback liaison with US Intelligence Community.
I/I Officer within Command Staff	▪ Reachback liaison with US Intelligence Community, if not already covered by I/I Operations Sections. ▪ Reachback liaison with primary Investigative Organization, if not part of the ICS.
I/I Groups within Operations Section	I/I Section not established and any of these functions are needed: ▪ Investigating civil or criminal liability for incident. ▪ Dedicated research support needed for Investigative Support activities. ▪ Investigative efforts directly support operational activities. ▪ Conducting limited IAA. ▪ Analytic products required for transition from Response to long-term Recovery. ▪ Coordinate with US Intelligence Community (USIC) for intelligence support and analysis.
Intelligence Unit in Planning Section	Support for situational awareness, processing of analytic products, and enhanced information-sharing is required.

INTELLIGENCE SUPPORT

The primary goal of Intelligence Support is to improve the basis for leadership decisions by proactively and methodically collecting all available information relevant to the incident in order to analyze the likelihood of future developments affecting Response and Recovery activities. Intelligence Support differs from Investigative Support, which methodically collects evidentiary information to determine the root causes of an incident. The two functions are complimentary.

Investigative Support activities serve as one vector of information collection in support of intelligence analysis and intelligence analysis activities identify leads for additional investigation.

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security and other types of classified information, but other operational knowledge such as event assessments, medical intelligence, domain awareness, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, which may come from a variety of different sources. Traditionally, awareness information management is located in the Planning Section. However, the IC may need to assign I/I functions to other parts of the ICS organization to support decision-making. For additional discussions on the relationship between the Situation Unit and I/I activities, see the "Coordination with Other ICS Positions" later in this chapter.

I/I resources for Intelligence Support may fit into different structures for the same requirement. These scenarios are not an exhaustive list and are ultimately up to the discretion of the IC/UC:

- **Dedicated research support is needed for Investigative Support activities**.

  Suggested Organizational Placement: One or more I/I personnel assigned to an Intelligence Group under an IGS or an Investigative Operations Group under an IOGS. This may fall under an Operations Section Chief (OSC), but if an Intelligence Group is required for this purpose alongside an Investigative Operations Group, consider standing up an I/I Section.

- **IAA requires proactive management of collection assets and capabilities** (e.g., human collectors, or collection platforms for imagery or signals).

  Suggested Organizational Placement: One or more Intelligence Groups, each under an IGS, reporting to an independent ISC or an OSC. The more robust this activity, the more appropriate it is to stand up an I/I Section.

- **Reachback liaison with USIC partners is required or desired to supplement Information Management functions**.

  Suggested Organizational Placement: Can range from an Intelligence Officer on the Command Staff to assigning an I/I Subject Matter Expert (SME) supporting the Situation Unit, to having one or more I/I personnel assigned to an Intelligence Group within the Operations Section or establishing a full I/I Section.

Intelligence Support should use the following general guiding priorities:

- Managing the collection, analysis, archiving, and dissemination of relevant and valid investigative and strategic intelligence in an operationally relevant manner.
- The fusion of historical intelligence from a variety of sources with new intelligence specific to the threat, critical incident, or special event to enable optimal resource employment.
- The flow of information to applicable decision makers within the response to gain decision advantage and with larger government departments, agencies, or organizations, as appropriate, for the coordination of the larger Intelligence Community.
- Collecting and reviewing all intelligence related to the threat, crisis, or special event to enable the IC to further develop and refine strategic objectives.

INVESTIGATIVE SUPPORT

Investigative Support is primarily responsible for determining the cause of the incident, gathering information needed for response operations, and guiding appropriate agency enforcement options. It is composed of investigative personnel from agencies with specific jurisdiction or authority for investigating the casualty and any crimes related to the threat, critical incident, or special event. **As the investigation may extend beyond the initial IC/UC structure, the investigative support must have a transition plan to continue after the IC/UC is demobilized**.

The Investigations Unit Coordinator for an incident without a terrorism nexus is usually a senior USCG Marine Investigating Officer or a Coast Guard Investigative Service (CGIS) special agent. Deputy ISCs for maritime casualties 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), Federal Bureau of Investigations (FBI), Defense Counterintelligence and Security Agency (DCSA), or the vessel's international flag state.

I/I resources for Investigations Support may fit into different structures depending on the type of incident. These scenarios are not an exhaustive list and are ultimately up to the discretion of the IC/UC.

- ❑ **Major incident involving multiple vessels with different flag states**.

  Suggested Organizational Placement: One or more Investigative Task Forces under an independent ISC.

- ❑ **Incident involving response to a mass rescue effort**.

Suggested Organizational Placement: One or more I/I personnel assigned to an IOGS under the OSC.

- **Dedicated investigative unit with multiple Federal Law Enforcement Officers (FLEO) and/or special investigators with overlapping/complimentary authorities**.

  Suggested Organizational Placement: One or more I/I personnel assigned to an Intelligence Group under an IGS or an IOGS. This may fall under an OSC, but if an Intelligence Group is required alongside an Investigative Operations Group, consider standing up an I/I Section.

- **Incident that requires Investigations activities to support the enforcement of local, state, tribal, territorial, and/or insular area Law Enforcement (LE) departments and agencies**.

  Suggested Organizational Placement: One or more Investigative Task Forces, under an IOGS reporting to an OSC or an independent ISC. Particular special legal considerations need to be applied during these circumstances. Legal and/or Department of Justice (DOJ) concurrence will be required.

- **Incident that requires novel and highly specialized forensic investigative skills and capabilities**. Examples include malicious cyber incidents, specialized digital evidence collections methods, and acts of state sponsored espionage.

  Suggested Organizational Placement: An I/I Officer assigned to the Command Staff using staff with the appropriate clearances assigned to the team or agency to enable the return of the investigative information collected. Most highly specialized cyber, digital forensic, and counterintelligence teams will not be assigned to an ICS construct.

When the RP is part of the UC, an independent I/I Section, under an ISC, is recommended to isolate Investigative Support from immediate response operations. Because the RP 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

Investigative Support should use the following general guiding priorities:

- Preserving life or minimizing risk to health is the first priority of operations.
- Determining the cause of the incident and relaying information to drive response operations.
- Identifying any criminal or civil violations for appropriate enforcement.
- Apprehending and successfully prosecuting perpetrators of criminal threats or incidents.

an appropriate level of autonomy from the UC to ensure sensitive investigative information is not shared with the RP.

INTELLIGENCE / INVESTIGATIONS POSITION DESCRIPTIONS

INTELLIGENCE AND INVESTIGATIONS SECTION CHIEF (ISC)

The tasks and responsibilities of the ISC may include:

- ❑ Evaluating and requesting sufficient Section supervisory staffing for both I/I and planning activities.
- ❑ Evaluating I/I operations and making adjustments to the organization, strategies, tactics, and resources as necessary.
- ❑ Advising the RESL of changes in the status of resources assigned to the I/I Section.
- ❑ Monitoring the need for and requesting additional resources to support I/I operations.
- ❑ Identifying and using staging areas.
- ❑ Determining the need for any specialized resources.
- ❑ Working with the PSC and OSC to develop I/I components of the Incident Action Plan (IAP), including incident objectives, strategies, tactics, and priorities; information on resources, reserves, services, and support; and I/I operations.
- ❑ Reviewing and approving final I/I Section-related ICS 204 prior to IAP approval.
- ❑ Coordinating planned activities with the Safety Officer (SOFR) to ensure compliance with safety practices.
- ❑ Ensuring 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 (OPSEC) or Information Security (INFOSEC) procedures, measures, or activities.
- ❑ Assisting with the development of strategic contingency and demobilization plans.
- ❑ Developing a list of I/I Section resources to be demobilized and initiating recommendation for release.
- ❑ Receiving and implementing applicable portions of the incident Demobilization Plan.
- ❑ Participating in meetings and briefings as required.
- ❑ Supporting the Communications Unit Leader (COML) in development and implementation of an incident-specific

Communications Plan, particularly if secure communications systems or security protocols are appropriate.

- Requesting 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).
- Implementing 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.
- Coordinating with the Public Information Officer (PIO) to ensure that public information-related activities and press releases do not violate or contradict OPSEC or INFOSEC procedures.
- Participating in post-incident hotwash prior to demobilization.

Investigation-related tasks and responsibilities of the ISC may include:

- Evaluating the current situation and predicting future developments.
- Supervising marine casualty investigations.
- Supporting the development of investigation-related Critical Information Requirements (CIRs).
- In coordination with the OSC, developing and implementing procedures to coordinate investigation activities and ongoing operations.
- Managing evidence collection, chain of custody, and disposition.
- Communicating frequently and coordinating with the OSC regarding tactical I/I-related activities (e.g., execution of a warrant, arrests, physical surveillance), and involving the respective legal authorities (e.g., prosecutors' office, magistrates, and courts of jurisdiction), as required.
- Providing investigation briefings to appropriate agencies, as requested.
- Providing the Situation Unit Leader (SITL) with periodic updates of I/I situation status as allowed by OPSEC or INFOSEC requirements.
- Supporting the SITL in the development of an accurate common operating picture to maximize situational awareness.
- Reviewing the IAP for I/I implications.

Intelligence-related tasks and responsibilities of the ISC may include:

- ❑ Providing intelligence briefings to the IC/UC as requested.
- ❑ Establishing liaison with and incorporating LE and intelligence agencies including the CGIS, FBI/Joint Terrorism Task Force (JTTF), and state and local police departments, as appropriate.
- ❑ Supporting the development of intelligence-related CIRs.
- ❑ Providing intelligence briefings in support of the Operational Planning Cycle.
- ❑ Collecting and analyzing incoming intelligence for applicability, significance, and reliability.
- ❑ Ensuring an I/I Plan is developed and implemented.
- ❑ Conducting first-order analysis on all incoming intelligence and fusing with current intelligence in preparation for briefings.
- ❑ In coordination with the DOCL, establishing and maintaining systematic, cross-referenced intelligence records and files.
- ❑ Preparing all required intelligence reports and plans.

There are specific tasks and responsibilities that the ISC may perform at various stages in the Incident Action Planning Process. The following are ISC responsibilities per the Planning-P:

Event	Responsibilities
Initial IC/UC Meeting	• If an ISC is established at this stage, the ISC will brief the IC/UC on current I/I operations. (For reactive response operations, the ISC may not be established yet because the need and structure of the I/I function will be determined at this stage.)
Objectives Meeting	• Advise the IC/UC in the development of I/I-related CIRs.
Command & General Staff (Strategy) Meeting	• Provide an update on I/I staffing and activities.
Preparing for Tactics Meeting	• Develop draft strategies and tactics for each I/I-oriented incident objective. May use ICS 234. • Develop alternative and/or contingency strategies and tactics. • Outline work assignments (tactics) and required resources using ICS 215. • Develop/outline I/I Section organization for next operational period.

Event	Responsibilities
Tactics Meeting	• Brief current I/I operations. • Present strategies, tactics, and resource needs using ICS 215. • Identify alternative strategies. • Present I/I Section organization.
Preparing for Planning Meeting	• Prepare ongoing I/I operations update. • Prepare final draft of ICS 215. • Develop Assignments Lists (ICS 204). • Coordinate with other staff as needed.
Planning Meeting	• Provide overview of current and planned I/I operations and activities.
IAP Preparation & Approval	• Provide required information for the IAP, including I/I Assignment Lists (ICS 204) .
Operations Briefing	• Provide I/I operations briefing for next operational period. • Ensure ICS 204 tasking is clear.
Execute Plan & Assess Progress	• Monitor on-going I/I operations and makes strategic and tactical changes as necessary. • Measure/ensure progress towards assigned objectives. • Brief Command on a scheduled basis.
Demobilization & Close Out	• Assist with development of strategic contingency and demobilization plans. • Develop list of I/I Section resources to be demobilized and make recommendations for release. • Receive and implement applicable portions of the incident Demobilization Plan.

Note: Position-specific Job Aids provide more specific guidance and step-by-step instructions for IC position-specific tasks and considerations.

INVESTIGATION OPERATIONS GROUP

The Investigation Operations Group is responsible for determining the cause of the incident and gathering information needed for response operations. The Investigation Operations Group ensures proper evidence collection, interviews witnesses, conducts causal analysis, and works with the Forensic Group for the collection of evidence.

The Investigative Operations Group ensures that:

- ❑ Each investigative lead/task is recorded in the assignment log or database and is assigned to appropriate personnel in the proper priority order and sequence.
- ❑ Each assigned investigative lead/task is properly, completely, and expeditiously performed.
- ❑ Results of each assigned investigative lead/task are documented, and all of the associated materials are invoiced, safeguarded, and examined.
- ❑ All forensic evidence, digital and multimedia evidence, and investigative evidence (e.g., documents, images, audios, and data) are invoiced, safeguarded, and analyzed.
- ❑ All investigative reports and materials associated with the results of each assigned investigative lead/task and the related forensic, investigative, and digital and multimedia evidence are discussed with authorized personnel; reports, materials, and evidence should also be examined and evaluated to determine whether the assigned investigative lead/task was properly performed.
- ❑ Each examined and evaluated investigative lead/task is categorized as closed (no further action or new leads generated) or open (additional action required).
- ❑ Information regarding each closed investigative lead/task is recorded in the assignment log or database.
- ❑ Results of each assigned investigative lead/task are exploited and, if applicable, one or more subsequent additional follow-up investigative leads/tasks are identified, recorded, assigned, and performed.
- ❑ A chronological record of the significant intelligence and/or investigations information, activities, decisions, directives, and results is documented and, if appropriate, displayed on situation boards or a Web log.
- ❑ I/I techniques and tactics are used in the proper priority order and sequence.
- ❑ Required legal advice, services, documents, applications, and process are obtained.
- ❑ Documentation and records management procedures are implemented.

INTELLIGENCE GROUP

The Intelligence Group is responsible for obtaining, analyzing, and managing unclassified, classified, and open-source intelligence. This group supports investigative activities with research, helps the SITL maintain the common operating picture, prepares briefings and analytic products, liaisons with the analytic and collection functions of USIC and LE partners, and plans IAA collection activity to ensure collection tasking is reflected in the IAP and assigned via ICS 204.

The Intelligence Group is responsible for ensuring that:

- Incoming information is evaluated to determine the proper security designation (e.g., classified or sensitive) and comply with required security procedures.
- Information is assessed, analyzed, and disseminated to appropriate incident personnel.
- Operations security, operational security, and information security procedures and activities are implemented.
- Classified information is disseminated to personnel who have the required clearance, access, and "need to know" and is disseminated in compliance with all associated "caveats".
- Sensitive information is disseminated to authorized personnel who have the required need to know and in strict compliance with applicable restrictions and laws.
- Maintaining liaison with intelligence components of other agencies affected by the incident and with fusion centers, through appropriate channels of the Intelligence Community.
- Intelligence information needs, requests for intelligence, intelligence gaps, and standing and ad hoc intelligence requirements are identified, documented, analyzed, validated, produced (if applicable), and resolved.
- Tactical and strategic intelligence/investigations information is collected using appropriate, authorized, and lawful techniques and activities.
- Requests for intelligence/investigations information are made to the appropriate governmental agencies, non-governmental organizations, private sector entities/individuals, the media, and the public.
- Classified information and/or access-controlled sensitive compartmented information and/or caveated/restricted information is sanitized to create and investigate leads/tasks,

publish intelligence products, and prepare warrant applications and accusatory instruments.

- Threat information/intelligence is immediately transmitted to the IC/UC, the OSC, and, if necessary, other authorized personnel.
- Finished and, if appropriate, raw intelligence/investigations information is documented and produced as needed (e.g., records, data, warnings, situation reports, briefings, bulletins, and/or assessments).

FORENSIC GROUP

The Forensic Group Supervisor is responsible for managing crime scenes and processing forensic evidence, digital and multimedia evidence, and the deceased. The Forensic Group ensures proper examinations, analyses, comparisons, and enhancements of forensic evidence, digital and multimedia evidence, and the deceased 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 the deceased.

The Forensic Group is responsible for ensuring that:

- The number and location of each crime scene and decedent are expeditiously and properly determined.
- The size, configuration, boundaries, etc., of each crime scene are properly determined and sufficiently sized to capture relevant information.
- Each of the crime scenes and the deceased is secured and safeguarded, with access being controlled, restricted, and limited.
- Prevention of contamination, alteration, loss, or destruction of forensic, digital, and multimedia evidence, and the deceased.
- Documentation of the rank/title, name, command/unit, agency, etc., of each person who enters a crime scene and/or touches, searches, disturbs, or moves the deceased.
- Personnel processing crime scenes and the deceased confer with the primary case investigator, primary case supervisor, medical examiner/coroner, and other appropriate personnel.
- Each of the crime scenes and the deceased is expeditiously processed in an appropriate manner and in the proper priority order and sequence.
- Forensic evidence, digital and multimedia evidence, and the deceased are expeditiously and appropriately delivered to one or

more suitable laboratories, analytical service providers, and/or morgue facilities.

- The receiving laboratory, analytical service provider, and/or morgue examines, analyzes, and compares forensic evidence, digital and multimedia evidence, and the deceased in priority order; the Forensic Group also ensures that the proper number and types of examinations, analyses, and comparisons are performed in the proper sequence.
- Personnel processing crime scenes and the deceased, the primary case investigator, and the primary case supervisor confer with the appropriate laboratory, analytical service provider, and morgue personnel.
- Forensic evidence, digital and multimedia evidence, and the deceased are delivered to a designated facility or site at an appropriate time for storage, secured, retained, and disposed of in a proper manner at an appropriate time.

MISSING PERSONS GROUP

The Missing Persons Group is responsible for directing the missing persons investigations and activities, as well as Family Assistance Center activities involving missing persons.

The Missing Persons Group is responsible for ensuring that:

- Missing persons information reporting, documentation, security, assessment, categorization, consolidation, tracking, storage, and dissemination activities are implemented.
- In coordination with the Public Information Officer, authorized information and instructions regarding the proper procedures for reporting missing persons information are disseminated to the media, the public, governmental agencies, non-governmental organizations, and private entities/individuals.
- Each of the reported actual missing persons is located, the related required notifications are made in an appropriate and timely manner to the appropriate persons, and the required information is documented in an appropriate manner.
- Appropriate documentation of the required information regarding the number of reported:
  - Potential missing persons.
  - Actual missing persons.
  - Actual missing persons located.

- Required information, data, records, images, DNA reference samples, investigative evidence, forensic evidence, digital and multimedia evidence, and non-evidence property regarding missing persons are obtained at one or more Family Assistance Centers and/or appropriate facilities/areas.

MASS FATALITY GROUP

The Mass Fatality Group is responsible for the matters related to the examination, recovery, and movement of the deceased. The Mass Fatality Group works closely with the medical examiner/coroner and Forensic Groups. The Mass Fatality Group also works with the Family Assistance Section.

The Mass Fatality Group is responsible for ensuring that:

- Decedent information reporting, documentation, security, assessment, categorization, consolidation, tracking, storage, and dissemination activities are implemented.
- When necessary, Disaster Mortuary Operational Response Teams or other similar resources are requested and, if required, debris sifting operations are implemented.
- All of the deceased are identified, related required notifications are made in an appropriate and timely manner to the appropriate persons, and the required information is documented in an appropriate manner.
- Mass fatality-related public health hazards are mitigated.
- The medical examiner/coroner expeditiously determines the cause and manner of death of each of the deceased and the appropriate authority expeditiously issues a death certificate regarding each of the deceased.
- Required information; data; records; images; DNA reference samples; investigative evidence; forensic evidence; digital/multimedia evidence; and non-evidence property regarding the deceased are obtained at one or more Family Assistance Centers and/or appropriate facilities/areas.

FAMILY ASSISTANCE SECTION

There can be a large number of casualties or multiple people affected by one incident. This may require setting up a Family Assistance Section. Each loss of life has an associated Next-of-Kin (NOK) notification requirement. Normally the personnel who are most familiar with the particulars of the case and have the responsibility of ensuring the situation prosecution is correctly executed, should be the

member(s) briefing the NOK. Some locations identify requirements for certain entities to conduct the briefings, such as a Coast Guard Search and Rescue Mission Coordinator (CG-SMC) with Active Search Suspension Authority (ACTSUS), specific state agencies, or private companies. As often as possible, with concurrent requirements to brief NOKs, the entities should brief together to align messaging and show a joint effort to find the missing person(s). Additionally, there should be a process to verify with the other entities that the necessary briefings are occurring for each victim with a NOK. Entity briefers should be aware of and provided support services, as necessary, to ensure they are able to continue fulfilling their emotional and traumatic duties of briefing NOK. For more details on available support see Chapter 5 Critical Incident Stress Management section.

Note: Some agencies have members specially trained to support the families and/or entity briefers (e.g., chaplains, grief counselors, trauma managers) which can assist the discussion.

It is ideal to have the briefing team provide only one NOK briefing per missing person to prevent information lapses. When multiple missing person incidents occur, there should be a limit of how many NOK briefings each briefer is handling (e.g., no more than 3 missing person NOK notifications per briefer). Regular briefings of multiple families require consistent notifications and generally produce more questions needing to be answered which is why a limit needs to be set. Additionally, with each missing person incident, NOK briefings can expand over time to include more family members. If too many missing persons are being handled by one or more briefers, it can cause the NOKs more frustration and create the impression the entities involved aren't doing enough to locate their missing person.

It is recommended when dealing with multiple NOKs, the IC or designated personnel be responsible for the NOK interactions. The ICP should be located close enough to the lodging area for the NOK to receive daily briefings in a controlled environment. Ensuring the briefing area is private is important to allow the NOK to express their concerns. These discussions can produce a wide range of responses from the NOK, and therefore it might be necessary to have local emergency medical services near at hand to support them. These concepts are generally needed during an incident involving five or more missing persons.

POSITION DESCRIPTION

Entity NOK Briefer

For the USCG, this position is commonly the CG-SMC/ACTSUS. For other entities, the role and responsibilities of the members filling this position are similar. The designated NOK Briefer should show proper

deference and care for each missing person and the NOK throughout this difficult period. This degree of empathy requires skill sets which may be developed through entity-specific training or experience to better prepare the briefer to handle these important responsibilities.

The tasks and responsibilities of the Entity NOK Briefer may include:

- ❑ Coordinating with the IC, CG-SMC/ACTSUS, or entity briefers to notify NOK as soon as possible.
- ❑ Evaluating the need for a NOK Advocacy Team or a NOK Briefer Branch, depending on the incident size and number of persons missing.
- ❑ Holding regular briefings with NOK to provide updates on mission progress and future actions. Ensure briefings are held prior to releasing new information to the media.
- ❑ Ensuring NOK lodging options are located near each other and easily accessible to facilitate briefings.
- ❑ Establishing a dedicated area where NOK can receive regular briefings.
- ❑ If unable to personally provide regular NOK briefings, assigning a senior member with proper training who is not engaged in the SAR operation to provide NOK daily briefings as a primary task.
- ❑ Notifying NOK prior to suspending search efforts.

Note: For cases involving airline crashes, the airlines are responsible for making NOK notifications.

Entity NOK Briefing Branch

The care of, and effective communications with, the NOK is not ancillary to the USCG's response; often it is a response itself. The IC should consider standing up a NOK Briefing Branch when a missing person response includes five or more subject families. This component might also be known as NOK Family Advocacy Team.

The tasks and responsibilities of the Entity NOK Briefing Branch may include:

- ❑ Assigning Family Liaisons to support the families. Liaisons should assist no more than three families to ensure proper span of control.
- ❑ Considering the assignment of a Chaplain to support discussions.
- ❑ Establishing a NOK logistics team focused on providing support services such as transportation and lodging.

- Requesting an Operations liaison to provide the status of response as well as technical insights related to the operation.
- Requesting a Planning liaison to coordinate NOK meetings.
- Assigning a Recorder to capture the discussions with each NOK and associated persons.
- Assigning an Administrative Assistant to capture information required for internal documentation and to support creation of necessary paperwork for each family. (e.g., creating a "Letter of Presumed Death").
- Coordinating with the PIO to harmonize information provided to NOK and associated persons prior to the information being released in other venues.

Note: When resources are limited, consider reaching out to other agencies/entities in the local area that may be able to provide support. Additionally, the Red Cross and the National Transportation Safety Board both have specialized teams to assist with survivors.

INTELLIGENCE / INVESTIGATIONS SUPPORT GROUP

The I/I Support Group is responsible for ensuring that required investigative personnel are made available expeditiously and that the necessary resources are properly distributed, maintained, safeguarded, stored, and returned, when appropriate. The I/I Support Group works closely with the Command and General Staff, particularly the Logistics and Planning Sections, to ensure that necessary resources, services, and support are obtained for the I/I Section.

The I/I Support Group is responsible for ensuring that:

- I/I Section staging areas are activated when required and each staging area is situated at an appropriate location. A Staging Area Manager is designated for each of the activated staging areas.
- Personnel, equipment, vehicles, aircraft, watercraft, supplies, facilities, infrastructure, networks, and other operational and supporting resources are expeditiously ordered and obtained.
- Technical and nontechnical support services are expeditiously ordered and obtained.
- Resources are properly used, documented, maintained, repaired, or replaced when necessary, safeguarded, tracked, and ultimately retrieved or retired.
- Records and reports are prepared regarding investigative support-related activities.

- Accountability procedures and activities are implemented for operational and support resources.

COORDINATION WITH OTHER ICS POSITIONS

Command Staff: The I/I function typically works very closely with Command Staff when intelligence operations are limited and the I/I function mainly serves to advise the IC/UC. Responsibilities would typically include controlling information shared by external intelligence or investigative agencies related to the incident. Additional positions that the I/I Support Group may coordinate with under the Command Staff include:

- **Liaison Officer (LOFR)**: It is possible for both the I/I and LOFR to have overlapping communications and relationships with the same supporting agency. Every effort should be used to ensure role clarity and minimal impact to the external agency. This is achieved by conferring with the LOFR to ensure that I/I Section activity is coordinated, CIRs are coordinated, and role clarity is documented to transcend shifts, planning periods, and incident scaling.
- **Public Information Officer (PIO)**: Support and coordinate with the PIO to ensure that public information-related activities do not violate or contravene OPSEC, operational security, or information security procedures.

Operations Section Chief (OSC): The I/I function typically works very closely with the OSC. I/I will communicate and coordinate with the Operations Section regarding tactical I/I-related activities (e.g., warrant executions, arrests, searches, seizures, physical surveillance, electronic surveillance, stops/detentions, directed enforcement operations, undercover officer operations, identification activities, and epidemiological surveillance). The OSC and ISC will also coordinate on interactions with legal authorities outside the Incident Management Team (e.g., prosecutors' office, magistrates, and courts of jurisdiction), as required. Additional positions the I/I Support Group may coordinate with under the Operations Section include:

- **Air Operations**: The I/I function will typically involve some form of an Intelligence, Surveillance, and Reconnaissance (ISR) collection planning. If the assets performing the collections are aviation assets (e.g., Fixed-Wing, Unmanned Aircraft Systems (UAS)) an extensive relationship needs to be formed with the Air Operations Branch Director (AOBD) to ensure effective ISR tasking.

Planning Section Chief (PSC): When an ISC is assigned, the ISC will work closely with the PSC to develop and implement the IAP. Additional positions that the I/I Support Group may coordinate with under the Planning Section:

- **Situation Unit Leader (SITL)**: Great care should be applied to create clear lines of communication and distinguish roles between the I/I function and the SITL, who is responsible for collecting, processing, organizing, displaying, and disseminating all incident information. It is vital that the I/I function enables Situation Unit success, but I/I activities should focus on moving beyond domain awareness to enabling domain decision-advantage.
- **Environmental Unit Leader (ENVL)**: The Environmental Unit will employ advanced and disparate environmental monitoring sensors to provide domain awareness and ideally decision-advantage. The processes and technologies the ENVL uses will often be alike and mutually benefit the I/I functions. Special attention should be applied when an I/I Section and an Environmental Unit are used at the same incident command.
- **Documentation Unit Leader (DOCL)**: The I/I function will typically result in the generation of documents of a restricted/exempted status. This could include, but is not limited to; classified, restricted, case files, and digital evidence. It is imperative that all efforts be taken to establish documentation and records management procedures in close consultation with the DOCL and/or legal advisors.

Note: According to HSPD-5, the Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at U.S. citizens or institutions abroad, where such acts are within the Federal criminal jurisdiction of the United States, as well as for related intelligence collection activities within the United States, subject to the National Security Act of 1947 and other applicable law, Executive Order 12333, and Attorney General approved procedures pursuant to that Executive order. Generally acting through the Federal Bureau of Investigation, the Attorney General, in cooperation with other Federal departments and agencies engaged in activities to protect our national security, shall also coordinate the activities of the other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States.

TECHNICAL SPECIALISTS

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 the Incident-Specific Annexes and the USCG THSP Job Aid for more detailed information on THSPs.

Specialist Position	Description
All Source Analyst	Skilled in the use of classified, official use, and open-source systems to conduct research, facilitated structure analysis, write analytic products, and brief leadership to create decision advantage.
Counterintelligence Agent	Graduate of the Defense Counterintelligence Agents Course, Joint Counterintelligence Training Activity, or an equivalent Course to carry out counterintelligence missions on behalf of the USCG
Geospatial Information Systems Specialist (GISS)	Skilled in the use of Geographic Information Systems to assist in the production of GEOINT products, but not necessarily an Intelligence Professional.
Human-Derived Intelligence (HDI) Competency	Requires in-depth knowledge and application of the intelligence collection cycle, policies governing HDI collection, tactics, techniques, and procedures for collecting and reporting, and the ability to identify, handle, and mark appropriate classification or sensitive levels.
Signals Intelligence (SIGINT) Specialist	Skilled in the use of national technical means to collect intelligence information for potential operational and investigative leads when permitted by appropriate legal authorities.

Additional technical specialists are listed in the incident-specific annexes of the CG-IMH.

Area Command

OVERVIEW

Area Command (AC) is an expansion of the Incident Command (IC) function designed to manage a very large incident or a geographic area that has multiple Incident Manage Teams (IMTs) assigned. An AC may be established any time incidents are close enough that oversight direction and coordination of **critical resources** are required between IMTs to properly support response operations.

> "**Critical resources**" are any piece of equipment or personnel with technical or subject matter expertise, or other capabilities requested by the IC(s) that are in high demand or short supply and essential for the proper execution of tactical actions at the incident.

NIMS defines AC as an organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple IMTs engaged. In accordance with NIMS, an Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an AC. **For the USCG, a Sector Commander, District Commander or the Atlantic or Pacific Area Commander may make the decision to establish an AC, especially when the incident or incidents impact more than one Sector or District Area of Responsibility (AOR).** An AC is activated depending on the complexity of the incident and incident management span-of-control considerations.

The purpose of an AC is to provide strategic direction, support, and coordination of critical response resources. The AC organization is normally small, with personnel assigned to Command, Planning , Logistics, and Finance/Administration functions. Depending on the complexity of the incidents, technical specialists in other areas such as aviation, environmental issues, and public health may also be assigned to the AC.

> AC does not have an Operations Section. The execution of tactical operations is the responsibility of the on-scene IC/UC.

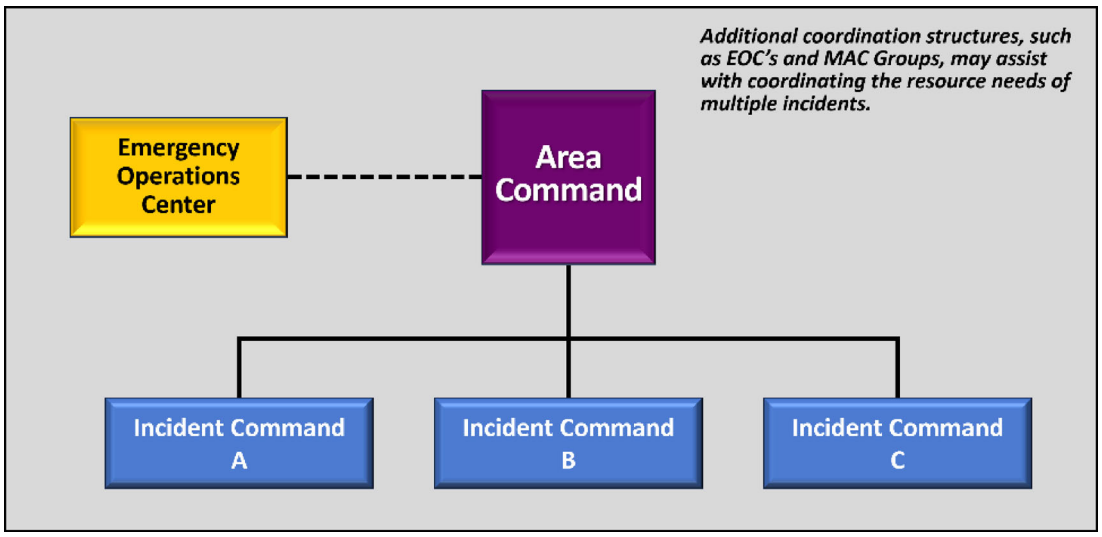
The AC prioritizes incident activities, allocates critical resources, and ensures incident information is distributed appropriately. **An AC does not supplant an IC/Unified Command (UC) but supports it by providing strategic direction and oversight of incident management activities**. The on-scene IC/UC sets incident-specific objectives and manages incident-specific tactical operations and support.

An Area Command may have responsibility for:

- ❑ Setting overall response strategy and priorities.

- Allocating **critical resources** according to priorities.
- Ensuring that incidents are properly managed.
- Ensuring objectives are met.
- Ensuring strategies are followed.

An AC should not be confused with the functions performed by a local or State Emergency Operations Center (EOC) or a USCG Crisis Action Team (CAT). The AC oversees management and resource allocation of the incident(s), while an EOC coordinates support functions. The CAT supports response activities and coordinates resources, but the CAT does not have command authority over the IC/UC.



The USCG has developed a comprehensive AC Job Aid that provides additional guidance including:

- General AC guidelines.
- AC staffing and position responsibilities.
- AC operational period and development of the AC Management Plan.
- AC forms and instructions.

ACTIVATION OF AREA COMMAND

When an incident reaches a complexity that requires an AC, the Captain of the Port (COTP), Sector Commander, District Commander, Commanders of USCG Atlantic or Pacific Areas (LANT/PAC), or the Commandant has the authority to establish an AC when the USCG is the lead response agency. This is accomplished in coordination with the affected state, local, tribal, territorial (SLTT) organizations, and the

Responsible Party (RP), if designated, to ensure coordination for command, planning, logistical, and fiscal matters. **A USCG-led AC should include organizations that have statutory authority or a legal responsibility to carry out proposed response actions and have jurisdiction within the area affected by the incident**.

There may be times when multiple incidents occur within one Sector's AOR where incidents are competing for the same resources, or when incidents cross multiple state or local jurisdictions, necessitating the activation of an AC. **An AC may be established by the Sector Commander, or the Sector Commander may fill the Area Commander (ACDR) role. It is more likely that an AC will be used for incidents involving two USCG Sectors or two USCG Districts**.

Factors to consider when deciding to activate an AC include but are not limited to:

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

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

- ❑ An ACDR is designated by the Sector Commander, District Commander, Commanders of USCG Atlantic Area or Pacific Area (LANT/PAC), or the USCG Commandant.
- ❑ ACDR(s) and Deputy(ies) are issued clear delegation of command authority.
- ❑ If an incident is multijurisdictional, the AC should be established using Unified Command concepts and principles.
- ❑ Determine the appropriate location for the Area Command Post.

UNIFIED AREA COMMAND

AC may become a Unified Area Command (UAC) when incidents are multijurisdictional or involve multiple agencies. **Most ACs that the USCG is part of will be UACs**. The UAC is an expansion of the singular ACDR position to include multiple organizations in command. For the purposes of this Chapter, the terms AC and UAC will be referred to as AC.

The UC guidance provided in Chapter 6 of this IMH should be applied to the establishment of a UAC. As a component of ICS, AC is a structure that brings together ACDRs 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. **AC links responding organizations to the separate incident commands that may be established and provides them a 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 an AC, a participating organization must have statutory authority or a legal obligation to carry out proposed response activities and have jurisdiction within the area affected by the incident. **Members of the AC 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**.

AREA COMMAND RESPONSIBILITIES

AC has the overall responsibility for strategic management of the incident(s). AC responsibilities may include:

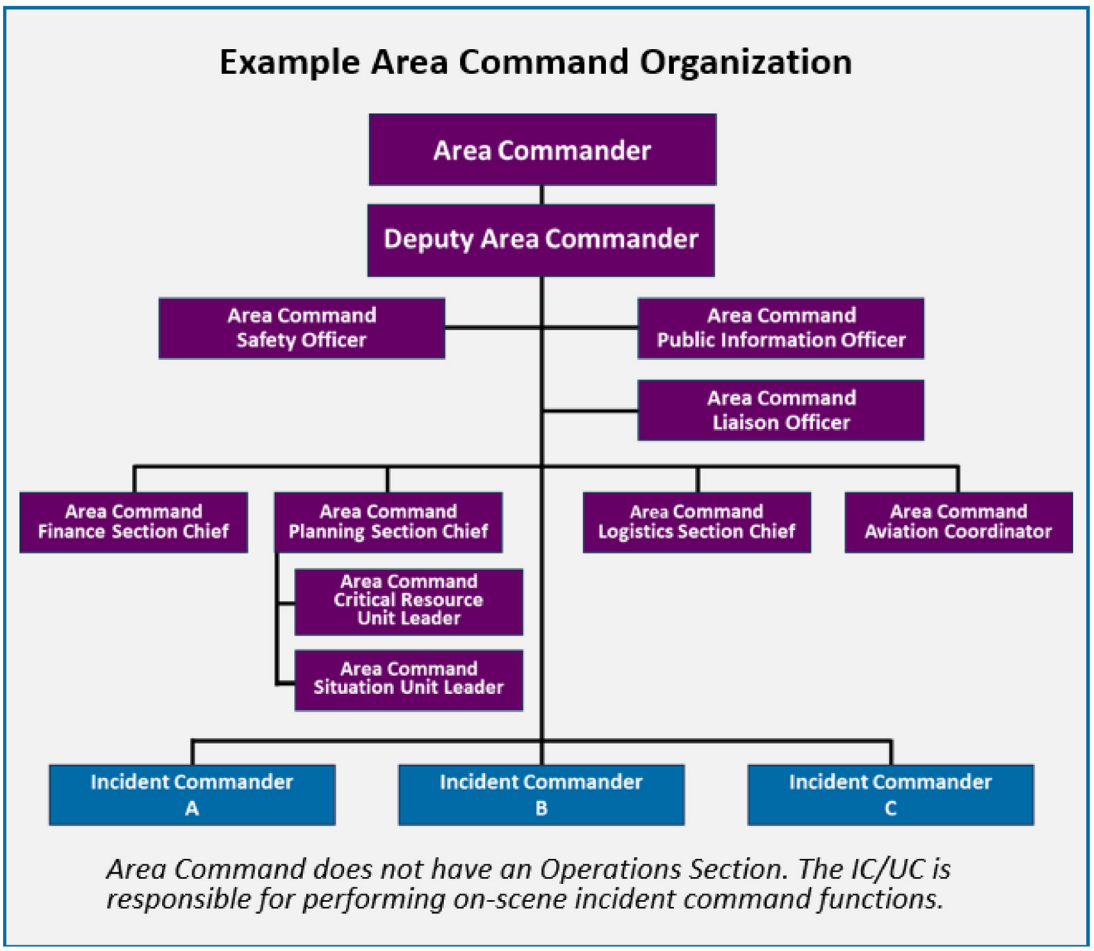
- ❑ Establish overall response priorities.
- ❑ Establish AC strategic objectives.
- ❑ Provide agency or jurisdictional authority for assigned incidents.
- ❑ Ensure a clear understanding of expectations, intentions, and constraints related to the incident(s).
- ❑ Establish critical resource use priorities between incidents.
- ❑ Support the development of individual incident objectives and strategies if needed.
- ❑ Prioritize incident response activities or geographic incident areas.
- ❑ Allocate assigned critical resources as established priorities change. Reallocate critical resources as needed.

- ❑ Ensure incidents are properly managed.
- ❑ Ensure appropriate organizations are included in the response operation with the appropriate level of authority.
- ❑ Ensure effective communications across stakeholders (e.g., federal, state, local, tribal, and territorial governments; private partners; media).
- ❑ Ensure incident management objectives are met and do not conflict with other organizations' policies.
- ❑ Provide support as needed to assist the ICs in meeting their objectives.
- ❑ Minimize potential conflicts with supporting agencies, stakeholders, and public concerns.
- ❑ 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.
- ❑ Coordinate demobilization or reassignment of critical resources between incidents.

AREA COMMAND ORGANIZATION

The AC Staff is organized similarly to an ICS structure but does not contain an Operations Section because operations are conducted on-scene. Other ICS Sections and Command functions are represented in an AC structure.

The AC should be a small scalable team comprised of highly experienced incident management personnel having the organizational authority to oversee and provide strategic priorities, objective, critical resources, and communication direction to the IC/UC within their assigned area.



Note: The Aviation Coordinator position is optional. The ACDR may add an Aviation Coordinator position any time there is a need for aviation coordination at the AC level.

AREA COMMAND POSITION RESPONSIBILITIES

The following AC positions may be assigned on an as-needed basis. It is important to note that AC does not in any way replace incident level ICS organizations or functions. Any of these positions established within AC are strictly related to AC functions. **Note:** AC positions require a higher level of skill, therefore it is recommended that positions should be filled by personnel qualified at the Type-1 or Type-2 level when working in the AC.

- ❑ Area Commander (ACDR)
- ❑ Deputy Area Commander, if required (Deputy-ACDR)
- ❑ AC Public Information Officer (AC-PIO)
- ❑ AC Liaison Officer (AC-LOFR)
- ❑ AC Safety Officer (AC-SOFR)

- ❑ AC Planning Section Chief (AC-PSC)
- ❑ AC Situation Unit Leader (AC-SITL)
- ❑ AC Critical Resources Unit Leader (AC-CRESL)
- ❑ AC Logistics Section Chief (AC-LSC)
- ❑ AC Finance Section Chief (AC-FSC)
- ❑ AC Aviation Coordinator (optional)

The AC organization does not replace the IMT functions at the IC/UC level. The AC positions are strictly support the AC functional responsibilities. Tactical operations continue at the IC/UC level.

Area Commander (ACDR)

The ACDR is responsible for the overall direction of IMTs within their assigned area. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies selected for the use of critical resources. The ACDR ensures the proper flow of information, coordination across all assisting and cooperating agencies, and the timely and accurate distribution of information to the public and elected officials. The ACDR, working in cooperation with agency administrators and the assigned ICs, has the authority and responsibility to perform the following:

- ❑ Establish overall incident-related priorities and communicate to ICs.
- ❑ Set overall strategic objectives.
- ❑ Maintain contact with ICs, agency officials, and other agencies and stakeholders.
- ❑ Provide clear direction on expectations, intention, constraints, and reporting requirements.
- ❑ Establish priorities for assignment and demobilization of critical resources.
- ❑ Assign and approve demobilization of critical resources.
- ❑ Approve procedures for release of information to the media and the public in coordination with the AC-PIO and the IC/UCs.
- ❑ Manage the AC organization to ensure the on-scene IC/UCs are properly supported.
- ❑ Ensure that personnel are qualified, and incidents are properly managed.
- ❑ Ensure plans support priorities and objectives.

- ❑ Coordinate information flow between the IC/UCs and the District and/or LANT/PAC Commander to mitigate external impacts to operations.
- ❑ Coordinate critical resource demobilization.

Deputy Area Commander (Deputy-ACDR)

The Deputy-ACDR assists the ACDR in executing their responsibilities. The Deputy-ACDR may oversee and facilitate the overall management of the AC staff. The Deputy-ACDR will perform all ACDR duties in the absence of the designated ACDR.

AC Public Information Officer (AC-PIO)

The primary function of the AC-PIO is to coordinate and validate incident information for the provision of consistent, accurate, and timely information releases. The AC-PIO will generally provide information on the overall status and progress of the response from a regional or national perspective. Information requests about incident-level response actions are referred to the appropriate incident PIO or JIC for action.

The tasks and responsibilities of the AC-PIO may include:

- ❑ Closely coordinate with incident-level PIOs to develop and establish an effective public information strategy.
- ❑ In coordination with the PIOs at the IC/UC level, provide information on overall progress and status of the response while ensuring unity of messaging.
- ❑ Keep the AC organization informed of news releases, press conferences, and public meetings to be conducted at the AC level.
- ❑ Provide public information between incidents.
- ❑ Serve as primary point of contact for media requests.
- ❑ Schedule and keep the ACDR and AC staff informed of press releases, press conferences, town meetings, etc.
- ❑ Prepare materials and coordinate press conferences, town meetings, etc. in coordination with the PIOs for the IC/UCs.
- ❑ Identify and communicate to the AC organization and IMTs the ACDR's policy and procedures regarding release of information.
- ❑ In coordination with the AC-LOFR, coordinate the protocol function for visiting dignitaries including briefings, site visits, and photo opportunities. As much as possible, AC should coordinate VIP visits in an effort to reduce potential impacts on the IC/UC staff.

AC Liaison Officer (AC-LOFR)

The Liaison Officer at an AC is responsible for establishing required and/or desired relationships with executive-level representatives of agencies at the incident level. Liaison relations may also exist with executives of stakeholder groups. The AC-LOFR works for the ACDR.

The tasks and responsibilities of the AC-LOFR may include:

- ❑ Establish liaison as needed with representatives of assisting and cooperating agencies. This will often be with the same agencies represented at the IC/UC level but will typically be at a more senior organizational level than that represented on-scene.
- ❑ Establish liaison, as needed, with stakeholders (environmental, economic, political) and coordinate with the AC-PIO as needed on outreach.
- ❑ Monitor and support the LOFRs at the IC/UC level to establish and maintain strong ties with Assisting and Cooperating Agencies and key stakeholders.
- ❑ Keep AC staff informed of assisting, cooperating, and stakeholder agency/organization issues and concerns to minimize impacts to response operations.
- ❑ Coordinate AC site visits with IMTs and IC/UCs.

AC Safety Officer (AC-SOFR)

The AC-SOFR develops actions or recommends measures for ensuring personnel health and safety and to assess/anticipate hazardous or unsafe situations. The AC-SOFR generally provides information on overall safety issues and progress of the response. The AC-SOFR works for the ACDR.

The tasks and responsibilities of the AC-SOFR may include:

- ❑ Develop AC Facility Safety Plan and monitor for compliance.
- ❑ Support incident-level SOFRs and assist them with safety issues and ensure a consistent safety strategy.
- ❑ Assist incident-level SOFRs and IMTs in investigating and documenting accidents, injuries, fatalities, etc.
- ❑ Ensure SOFRs have access to necessary specialists. In the event that specialists may become critical resources, the AC-SOFR will work with the ACDR(s) and CRESL to prioritize assignment or develop a plan to provide complete coverage.
- ❑ Participate in agency administrator/executive close-out/After-Action Report (AAR) requirements.

AC Planning Section Chief (AC-PSC)

The AC-PSC is responsible for collecting, evaluating, managing, and disseminating information at the AC level. Normally, detailed information regarding incident planning specifics will be referred to and handled by the appropriate incident-level PSC. The AC-PSC will provide information on overall planning issues and status of the response.

The tasks and responsibilities of the AC-PSC may include:

- ❑ Review IC/UC Incident Actions Plans (IAPs) and Incident Summaries (ICS 209) for consistency and to prepare for future response needs and operational requirements.
- ❑ Facilitate/conduct AC meetings and briefings as required.
- ❑ In consultation with the AC-LSC, AC-RESL, and AC-SITL, recommend strategic incident and critical resource priorities to the ACDR.
- ❑ Prepare and distribute AC policies, procedures, and decisions to the AC staff and IC/UCs.
- ❑ Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
- ❑ Ensure appropriate displays are developed, posted, and maintained.
- ❑ Prepare AC Status Summary (AC 309-CG), including critical resources by management period and incident.
- ❑ Oversee preparation and dissemination of the Area Command Management Plan (ACMP).
- ❑ Ensure a documentation process is in place for collecting, analyzing, and distributing information including intelligence.
- ❑ Ensure advanced planning beyond the next operational period is being completed. Since AC adopts a strategic, forward-looking posture, collected planning data should include current incident information and analysis as well as incident potential information and analysis in 24-, 48-, 72-hour and beyond timeframes.

AC Critical Resources Unit Leader (AC-CRESL)

The AC-CRESL is responsible for maintaining the status of all critical resources and overhead personnel assigned to the AC. The AC-CRESL reports to the AC-PSC and will provide information on critical resource issues and status of the response.

The tasks and responsibilities of the AC-CRESL may include:

- ❑ Maintain resource status of all critical resources through constant contact with on-scene RESLs to ensure resource status is timely and correct.
- ❑ Track AC staff and resources assigned to the AC.
- ❑ Coordinate preparation of the AC Critical Resource Allocation and Prioritization Worksheet (AC 315-CG).
- ❑ Working with the IC/UCs, submit critical resource needs to the AC Logistics Section.
- ❑ Coordinate with the AC-Finance/Administration (AC-FSC) Section to track overhead costs for AC staff.

AC Situation Unit Leader (AC-SITL)

The AC-SITL collects, processes, organizes, and displays incident information related to the status of incident activities, broader incident-related impacts and affects, and potential incident growth. The AC-SITL will generally provide information on the overall issues and status of the response. Depending on incident needs, the AC-SITL may also develop criteria and procedures for posting information about the incident(s) on the selected Common Operational Picture (COP). The AC-SITL reports to the AC-PSC.

The tasks and responsibilities of the AC-SITL may include:

- ❑ Develop and implement procedures for establishing and maintaining a current COP for the ACDR and AC staff. Coordinate with the IC/UC SITLs to ensure information is communicated in order to maintain COP.
- ❑ Maintain timely and accurate situation status displays.
- ❑ Prepare incident situation information in support of briefings, reports, incident summaries, and presentations.
- ❑ Provide situation briefings at the start of all AC meetings.
- ❑ As required by the ACDR, develop periodic incident status updates to the Chain of Command, other agencies, and designated senior officials.

AC Logistics Section Chief (AC-LSC)

The AC-LSC is responsible for providing facilities, services, and material support at the AC level and for ensuring effective use of critical resources and supplies among the IMTs.

The tasks and responsibilities of the AC-LSC may include:

- ❑ Provide facilities, services, communication capabilities, materials, and administrative supplies for AC staff.
- ❑ Establish and maintain ordering process for AC and incident critical resources.
- ❑ Work with ICs/UCs and CRESL to identify and respond to critical resource needs.
- ❑ Identify list of potential critical/specialized resource suppliers.
- ❑ Source and order critical and specialized resources.
- ❑ Support/assist the AC-PSC in developing recommendations for establishing priorities to govern the assignment and demobilization of critical resources.
- ❑ Establish liaison with LSCs at the IC/UC level.
- ❑ Obtain specialists and AC staff support as needed.
- ❑ Coordinate the identification and acquisition of national level response assets needed by the IC/UCs.
- ❑ Develop the AC Communications Plan and ensure communications are coordinated.
- ❑ Coordinate with the AC-FSC on procurement and accounting purposes.

AC Finance/Administration Section Chief (AC-FSC)

The AC-FSC is responsible for all financial, administrative, and cost analysis aspects of the AC.

The tasks and responsibilities of the AC-FSC may include:

- ❑ Determine requirements for cost accounting and communicate requirements to incident-level FSCs.
- ❑ Track and document total response costs.
- ❑ Ensure that response costs are managed within the established financial ceilings and applicable guidelines; coordinate ceiling adjustments as needed.

- ❑ Provide daily updates to the AC organization on response costs as part of the daily planning cycle meetings.
- ❑ Coordinate funding authorizations and other interagency agreements as needed and ensure compliance with all applicable requirements.
- ❑ If required, develop cost-sharing agreements with members of the AC organization.
- ❑ Monitor use of high-cost specialized equipment and keep the AC organization advised.

AC Aviation Coordinator (ACAC)

The ACAC is an optional AC positions that allocates air and ground-based aviation resources among multiple IMTs in an assigned area or on single, large-scale incidents or events, based upon AC priorities and objectives.

The tasks and responsibilities of the ACAC may include:

- ❑ Coordinates with incident Air Operations Branch Directors (AOBDs), USCG Air Stations, and other aviation resource providers to determine availability and status of aviation resources.
- ❑ Ensures inter-incident movement of aircraft is planned, coordinated, and communicated to the affected incidents.
- ❑ Develops aviation procedural plans for aircraft inventory, allocation of incoming resources, Temporary Flight Restrictions (TFR), and aviation frequency management.
- ❑ Assist incidents by coordinating with Contracting Officers, local aviation managers, and vendors concerning contractual and operational issues such as fueling, contract modification, etc.

AUTHORITY AND COMMAND RELATIONSHIPS

An AC is typically established by applicable legal authorities and policies. When an AC is established, the District Commander should notify and designate the ACDR in writing to delegate appropriate authority. This will eliminate confusion and provide the ACDR authority to oversee management of incidents. The ACDR should subsequently delegate appropriate authority, if needed, for specific incidents to respective USCG ICs, serving as a part of the UC at the incident level.

The IC/UC must recognize critical priorities established by the ACDR. USCG IC/UCs must understand that acquisition of critical resources and services is balanced with the priorities established for the entire incident or geographic area of impact. IC/UCs may have to adjust

incident objectives, strategies, tactics, and resource assignments due to changes in resource availability during a given operational period. ACDRs should afford IC/UCs as much flexibility as possible in implementing their respective IAPs within the strategic direction and objectives provided.

In situations where multiple incidents are occurring, the need for an AC allows the IC/UC and Agency Administrators to be more effective for the following reasons:

- Much of the inter-incident coordination normally required of each IC/UC will be accomplished at the AC level, allowing the IC/UCs within the identified area to focus attention on their assigned incident and tactical response activities.
- AC sets priorities between incidents and allocates or reallocates critical resources according to established priorities.
- AC helps agency administrators by ensuring that agency policies, priorities, constraints, and guidance are being communicated to the respective ICs.
- AC reduces the workload of the agency administrator, especially if there are multiple incidents occurring simultaneously.

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

If the USCG is not the lead response agency, USCG Commands should be prepared to support an AC in one of four ways:

- As a member of the AC.
- As an Assisting Agency.
- As a Coordinating Agency.
- By assigning a Coast Guard Agency Representative (AREP).

AREA COMMAND MANAGEMENT PLAN

Similar to the IAP used at the IC/UC level, the AC Management Plan is used to communicate AC priorities, staff organization, and other management information to the AC staff and the supported IC/UCs.

The AC Management Plan includes:

- AC Management Plan Cover Sheet.
- AC Strategic Direction (AC 302-CG).

- ❑ AC Communications List (AC 305-CG)
- ❑ AC Organization Chart (AC 307-CG)
- ❑ AC Meeting Schedule (AC 330-CG)

AREA COMMAND'S ROLE IN DEMOBILIZATION

AC oversees the demobilization of critical resources from assigned incidents. This includes reviewing demobilization plans for critical or specialized resources from each incident. The AC should:

- ❑ Establish procedures with incident and EOCs on demobilization.
- ❑ Determine demobilization priorities and procedures for handling critical resources.
- ❑ Provide ICs with a list of critical resources and instructions for clearing releases with AC.
- ❑ Review demobilization plans and schedules from each incident.

AREA COMMAND BRIEFINGS AND MEETINGS

Area Commander In-Brief with ICs

- ❑ Concise incident briefings including IAPs and other documentation.
- ❑ Review AC roles and responsibilities.
- ❑ Policy, direction, and priorities.
- ❑ Establish conflict resolution procedures.
- ❑ Communication procedures and meeting schedules.
- ❑ Review critical resource requirements and resource ordering process.

Presidentially Declared Disasters and MACS

OVERVIEW

NIMS lays out doctrine for a whole-of-government response to incidents of various types and scales. In doing this, NIMS directs the use of ICS for tactical, on-scene incident management. NIMS also provides guidance on the incident support functions and coordination required to support field-level responders from the federal, state, local, tribal, and territorial (SLTT) levels. **This multiagency coordination (MAC) function is commonly referred to as incident support and outlines various Multiagency Coordination System (MACS) organizational structures that facilitate incident management and support from various levels**.

MAC is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. It occurs across the different disciplines involved in incident management, across jurisdictional lines, and across levels of government. MAC can and does occur on a regular basis whenever personnel from different agencies interact in activities such as preparedness, prevention, mitigation, response, and recovery. MACS is another term for the Command and Coordination functional groups outlined in NIMS. These include Emergency Operations Centers (EOCs), MAC Groups, and Joint Information Systems (JIS).

This annex covers the USCG's role in supporting MACS and during Presidentially Declared Disasters. A Presidentially Declared Disaster can be approved as "Emergencies", or "Major Disasters" as defined in reference (j). [See "Useful References" at the end of this chapter]

Emergency - Any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Major Disaster - 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.

These incidents involve multiple agencies and require multiagency coordination under the National Response Framework (NRF). Presidential Policy Directive 8: National Preparedness (PPD-8), the

NRF, and the NRF Annexes guide how the nation responds to disasters and emergencies. USCG responsibilities under the NRF are prescribed by references (a) through (g).

MACS under the NRF do not replace the on-scene Incident Commander/Unified Command (IC/UC), but support and provide broader coordination of incident-related activities. Execution of tactical operations and coordination remains the responsibility of the IC/UC and Area Command (AC), if established. **The NRF does not supplant an organization's statutory authority or provide any additional authorities. Any tactical operations must be carried out per the organization's inherent authority**.

MISSION ASSIGNMENTS AND THE STAFFORD ACT

To better understand the overall structure of the process, Mission Assignments (MAs) and the Stafford Act will be explained first. The MA process is the mechanism that the Federal Emergency Management Agency (FEMA) uses to task other federal agencies (OFA) to provide support under the Stafford Act. An MA is a work order issued by FEMA to another Federal Agency that directs the completion of a specific task (e.g., a State requests USCG Search and Rescue (SAR) logistical support) and cites funding, managerial controls, and other requirements. FEMA may issue an MA to any Federal Agency, with or without reimbursement, in support of disaster relief efforts. While most MAs are issued from the Joint Field Offices (JFO), certain MAs can be issued by the Regional Response Coordination Center (RRCC) or the National Response Coordination Center (NRCC) to support response operations. MAs are given in anticipation of, or in response to, a Presidential declaration of an emergency or a major disaster and are authorized by the Stafford Act. MAs are distinct because they allow for immediate deployment and assistance from the full range of federal resources to support incident needs.

In general, a Mission Assignment:

- Is issued leading up to and during the emergency response phase of an incident in anticipation of, or in response to, a presidential declaration of an emergency or major disaster.
- Involves only non-permanent work.
- Capitalizes on the unique resources of a Federal Agency.
- Is directive in nature.

The FEMA Disaster Relief Fund is a funding source available to Federal Agencies to seek reimbursement for activities conducted pursuant to these actions. No Disaster Relief Fund funds are allowed for work that a Federal Agency has statutory authority for. USCG commands need to be familiar with appropriate accounting procedures for funding provided to the USCG through non-traditional funding sources, such as

MAs, to ensure reimbursement for USCG operational support. The National Pollution Funds Center (NPFC) has personnel trained in the unique aspects of disaster funding. Additional information can be found in references (j) though (o).

Presidentially Declared and Natural Disaster events may include:

- ❑ Hurricanes / Typhoons
- ❑ Floods
- ❑ Tornadoes
- ❑ Winter Storms
- ❑ Tsunamis
- ❑ Earthquakes
- ❑ Volcanoes
- ❑ Wildfires
- ❑ Other disasters such as Pandemics.

Different parts of the country are more susceptible to certain weather events, and the USCG routinely responds to these hazards. The primary responsibility for natural disaster preparation and response rests with affected individuals, private industry, as well as state and local governments. USCG operations cannot foresee all situations or conditions. This does not reduce or replace the responsibility of any person or organization to exercise prudent judgement in the preparation for and response to heavy weather conditions.

Preparations for the arrival of a storm are critical to the safety and security of the port. Timely preventative actions can significantly eliminate or reduce the loss of life and property, and it is the responsibility of everyone in the maritime community to take appropriate precautions. The USCG will close ports and waterways whenever conditions pose an unacceptably high risk to vessel and facility safety. The emphasis in post-heavy weather recovery is placed on immediate surveys of channel blockage and prioritization of the steps necessary to resume essential, then normal, vessel traffic.

The USCG is one of several Federal Agencies that respond to actual or threatened natural disasters or emergencies. As the Captain of the Port (COTP) authority, the USCG is responsible for the safety and security of the ports within a zone. **Immediately after a disaster passes, the USCG will be focused on reestablishing port operations. USCG mission emphasis will be on conducting urgent SAR, surveying channel entries, environmental response, and restoring the Marine Transportation System (MTS).**

Presidentially Declared Disasters and MACS

Natural disasters and severe weather events, such as flooding or earthquakes, are challenging to USCG's response capabilities since these incidents may impact large geographical areas and often involve large population centers. Any ICS organizational structure that is adopted will likely need to be expanded, usually within the Operations Section, to allow for full coverage of operations over a large area and respond to potential MAs from FEMA.

ICS can be used to organize, coordinate, and direct USCG operations in collaboration with other federal and SLTT agencies, private sector entities, and non-governmental organizations (NGOs).

THE OBJECTIVES OF PRESIDENTIALLY DECLARED DISASTERS AND MULTIAGENCY COORDINATION INCIDENTS ARE TO:

- ❑ Facilitate a rapid, well-coordinated, and efficient State response to a major disaster.
- ❑ Provide fast, effective, and cooperative organization to respond to a major disaster.

MULTIAGENCY COORDINATION SYSTEM AND FACILITIES

To coordinate support for the field level, the MACS may use a set of fixed or temporary facilities. In each state, and many tribal and local jurisdictions, one or more EOCs are maintained as fixed facilities providing this coordination.

The primary function of a MACS is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of operations in the field. MACS include planning and coordinating resources, and other support for planned, notice, or no-notice events.

Each FEMA Region has a designated RRCC, and FEMA maintains the NRCC as an element of the National Operations Center (NOC) to carry out multiagency coordination. JFOs are temporary federal facilities established to support incident response. State and local governments usually operate EOCs.

Multiagency Coordination Groups (MAC Groups)

Typically, agency administrators and executives, or their designees, who are authorized to represent or commit agency resources and funds are brought together to form MAC Groups. **MAC Groups may also be known as multiagency committees, emergency management committees, or policy groups**. Personnel assigned to the EOC who meet the criteria for participation in a MAC Group may be asked to fulfill that role.

Unlike IC/UC, a MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s). Its primary function is to make cooperative multiagency decisions and resource prioritization and allocation.

MAC Groups are often confused with AC. The table below illustrates the key differences between a MAC Group and an AC.

Table: Differences between a MAC Group and an Area Command

MAC Group	Area Command
Off-scene coordination and support organization with no direct incident authority or responsibility.	Management function of ICS with oversight responsibility and authority of Incident Management Teams (IMTs) assigned at multiple incidents. AC may be established as a Unified Area Command (UAC).
Members are agency administrators and executives or designees from the agencies involved in, or heavily committed to, the incident.	Members are the most highly skilled incident management personnel.
Organization generally consists of MAC personnel (including agency administrators and executives), MAC Group coordinator, and an intelligence and information support staff.	Organization generally consists of an Area Commander and the AC general staff.
Members are agency administrators and executives or designees.	Authority for specific incident(s) is delegated from the agency administrator or executive.
Allocates and reallocates critical resources through the communications dispatch system by setting incident priorities.	The command assigns and reassigns critical resources allocated to it by MACS or the normal communications/dispatch system organization.

AREA COMMAND (AC)

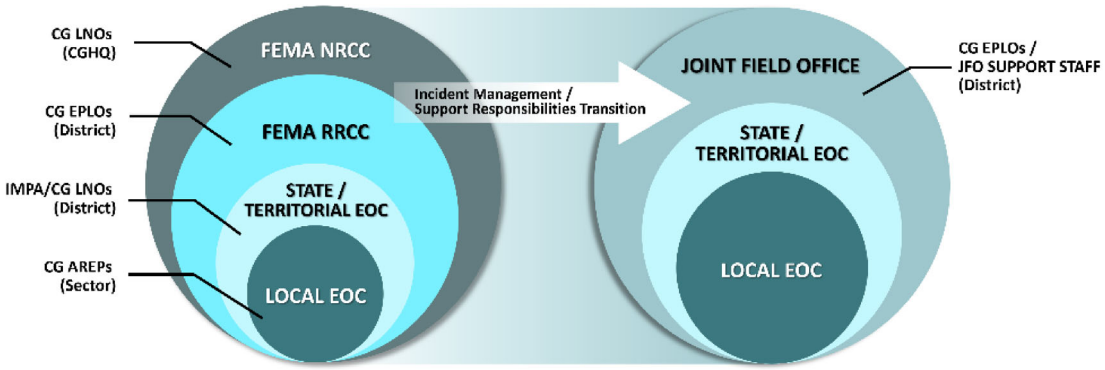
Depending upon the complexity, scope, geography, and other considerations associated with the disaster response, it may also be appropriate that an AC be established to oversee multiple IMTs during a disaster. See the AC Chapter in this handbook as well as the USCG Area Command Job Aid for additional guidance.

MAC FACILITIES

State and Local Emergency Operations Centers (EOC)

An EOC is a pre-designated facility established by an agency or jurisdiction to coordinate the overall response and support to an emergency. EOCs are generally set up and run by state and local governments. The primary functions of EOCs includes:

- Collecting, analyzing, sharing, and coordinating information.
- Supporting resource needs and requests, including allocation and tracking.
- Coordinating plans and determining current and future needs.
- Providing coordination and policy direction, as needed.



FEMA Regional Response Coordination Center (RRCC)

- FEMA has ten permanent interagency coordination centers called "RRCCs" with the primary responsibility of coordinating state, territorial, tribal, and insular-area preparedness activities during disasters. The RRCCs support operations until the required JFOs are operational. Depending upon the extent of the incident, an RRCC may support operations in and across several States within a FEMA region and coordinate operations closely with affected officials. An RRCC issues MAs to activate the ESFs at the regional level, establishes logistical and operational support facilities, and stages teams / resources for response and recovery activities. The associated USCG District provides staff to support the RRCC.

FEMA Initial Operating Facility (IOF)

- When FEMA takes actions either in anticipation of a Presidential Declaration under the Stafford Act or during the period between a declaration and the opening of a JFO, FEMA may operate from an IOF. Only key personnel critical to immediate incident management functions, such as a FEMA Incident Management Assist Team (IMAT) and select designees, are deployed to an IOF.

The IOF may be located at the State EOC or at another facility. The IOF closes when the JFO is established.

FEMA Joint Field Office (JFO)

The JFO is a temporary federal facility operated by FEMA that provides a central location for multiagency coordination of response and recovery efforts by the private sector, NGOs, and all levels of government. **The JFO is led by the Federal Coordinating Officer (FCO) and the Unified Coordination Group (UCG) that oversees the JFO staff**. When an incident impacts multiple regions and/or states, a separate JFO may be established for each Presidential Disaster Declaration.

USCG Districts provide JFO Support Teams who serve as the USCG's representative at the FEMA JFO. The JFO team focuses on providing USCG Emergency Support Function (ESF) support to on-scene efforts, incident management coordination, disaster response and recovery program implementation, as well as broader support that may extend beyond the immediate incident site. **The USCG teams at the JFO provide a direct link to the operational or incident commander, helping determine USCG resource availability, commitment for mission assignment tasking, situational awareness, and other critical issues**. The JFO Support Team should have knowledge of all USCG missions, as well as roles in all ESFs, and have connectivity to District staff members who are authorized to commit or decline resource requests and FEMA MAs.

FEMA National Response Coordination Center (NRCC)

The NRCC, located in FEMA Headquarters, coordinates Federal support for incidents through the 15 ESFs identified in the NRF. As one of the five principal components of the NOC, the NRCC is responsible for numerous activities in support of JFOs and Federal incident responses, including:

- ❑ Federal force provision.
- ❑ Resource coordination.
- ❑ Operational situational awareness and oversight.
- ❑ Operations planning support of Federal field operations.
- ❑ Management of unexpected events.

Consequently, the NRCC is a major hub of emergency management coordination for the Executive Branch. It is a critical conduit in the decision-making and communication process during response and recovery. The Coast Guard's Office of Emergency Management and Disaster Response (CG-OEM) coordinates staffing of the NRCC.

COAST GUARD COORDINATION WITH MULTIAGENCY COORDINATION CENTERS

Agency Representatives (AREP)

AREPs should have knowledge of all USCG missions and emergency management processes. They should have access to subject matter experts (SMEs) in incidents that require more specialized USCG involvement, such as air operations or large oil spill capabilities, as well as connectivity to the proper USCG command able to commit or decline resource requests. The AREP is the primary link between the USCG and the other federal and SLTT organizations that have jurisdiction over the incident. USCG field commanders should consider having an AREP present in the State or local EOC to assist with situational awareness, response coordination, and resource requests.

State and Local Emergency Operations Centers

Sector Commanders have responsibility for providing AREPs at State and local EOCs. AREPs should be familiar with the State's resource request system. In some events, both the State EOC and the FEMA RRCC and/or JFO will be activated, and AREPs need to coordinate closely to avoid duplicate requests for support. At local EOCs, 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, the Sector should focus limited resources at the regional EOC instead of each individual local EOC. Sectors that are unable to provide AREPs due to operational commitments should request AREP staffing from the District. Upon activation of a local EOC, communications and coordination must be established between Incident Command and the EOC. ICS field organizations must also establish communications with the activated local EOC, either directly or through their parent organizations.

FEMA Coordination Centers

The USCG, per reference (e), shall maintain connectivity with, and provide USCG representatives to, the FEMA MAC centers listed in Appendix B of the FEMA Incident Management Handbook (IMH). AREPs are requested or included when the USCG operational commander determines that significant coordination with FEMA is needed that cannot be accomplished through steady-state coordination mechanisms. USCG Districts have responsibility for staffing USCG positions at the RRCCs, JFOs, and Initial Operating Facility (IOFs), as needed and CG-OEM has responsibility for staffing USCG positions in the NRCC.

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. USCG members deploying to a FEMA JFO, or Area or District levels of USCG 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.

EMERGENCY SUPPORT FUNCTIONS (ESFs)

ESFs provide the structure for coordinating federal interagency support for a federal response to an incident. ESFs are a way to group functions that provide federal support to states and federal-to-federal support, both for Stafford Act-declared disasters and emergencies and for non-Stafford Act incidents.

Table: FEMA Emergency Support Functions

ESF	Roles	Department / Agency
ESF 1 Transportation	Coordinator	DOT
	Primary Agency(s)	DOT
ESF 2 Communications	Coordinator	DHS / CISA
	Primary Agency(s)	DHS / CISA
ESF 3 Public Works & Engineering	Coordinator	DoD / U.S.ACOE
	Primary Agency(s)	DoD / U.S. ACOE
ESF 4 Firefighting	Coordinator	USDA / U.S. Forest Service
	Primary Agency(s)	DHS / FEMA / U.S. Fire Admin

ESF	Roles	Department / Agency
ESF 5 Information & Planning	Coordinator	DHS / FEMA
	Primary Agency(s)	DHS / FEMA
ESF 6 Mass Care, Emergency Assistance, Temporary Housing, & Human Services	Coordinator	DHS / FEMA
	Primary Agency(s)	DHS / FEMA
ESF 7 Logistics	Coordinator	GSA DHS / FEMA
	Primary Agency(s)	GSA DHS / FEMA
ESF 8 Public Health and Medical Services	Coordinator	DHS
	Primary Agency(s)	DHHS
ESF 9 Search and Rescue	Coordinator	DHS / FEMA
	Primary Agency(s)	DHS / FEMA / US&R DHS / USCG DoD DOI
ESF 10 Oil and Hazardous Materials	Coordinator	EPA
	Primary Agency(s)	EPA DHS / USCG
ESF 11 Agriculture and Natural Resources	Coordinator	USDA
	Primary Agency(s)	USDA
ESF 12 Energy	Coordinator	DOE
	Primary Agency(s)	DOE
ESF 13 Public Safety and Security	Coordinator	DOJ
	Primary Agency(s)	DOJ

ESF	Roles	Department / Agency
ESF 14 Cross Sector Business and Infrastructure	Coordinator	DHS / CISA
	Primary Agency(s)	DHS / CISA
ESF 15 External Affairs	Coordinator	DHS / FEMA
	Primary Agency(s)	DHS / FEMA

USCG as ESF Primary Agency

The USCG is the ESF Primary Agency during Stafford Act disasters for:

- ESF #9 - Search and Rescue
- ESF #10 - Oil and Hazardous Material Response

ESF #9 - Search and Rescue (SAR)

ESF #9 refers to SAR responses where federal SAR resources are needed to provide lifesaving assistance to SLTT authorities, which includes support from local SAR Coordinators and SAR Mission Coordinators. In a disaster, affected SLTT and insular-area authorities are normally responsible for SAR within their respective jurisdictions. Each SAR authority may have different SAR capabilities and response plans.

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. FEMA serves as the ESF #9 Coordinator and is responsible for coordinating ESF #9 overarching planning and conduct of SAR operations during an incident.

ESF #9 Coordinator responsibilities may include:

- Activating ESF #9 when an incident is anticipated or occurs that may result in a request for an integrated SAR response.
- Designating the Overall Primary Agency for an ESF #9 SAR response (based on incident circumstances, SAR environment, type of response required, etc.).

ESF #9 Primary Agencies are:

- **FEMA Urban Search and Rescue (US&R)**: Responsible for structural collapse US&R. This includes operations for natural and man-made disasters and catastrophic incidents, as well as other

structural collapse operations that primarily require US&R task force operations.

- **USCG**: Responsible for Maritime/Coastal/Waterborne SAR. This includes operations for natural and man-made disasters that primarily require air, cutter, boat, and response team operations.
- **National Park Service (NPS)** and **Department of Defense** (DoD; Commander, U.S. Northern Command and Commander, U.S. Pacific Command): Responsible for land SAR. 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.

Regardless of which agency is serving as the overall Primary Agency, the Federal Search and Rescue Coordination Group (FSARCG) may be deployed, consisting of representatives of all Primary Agencies, in order to coordinate and synchronize federal resources.

ESF #9 Primary Agencies:

- Conduct SAR operations in support of an incident response.
- Coordinate the provision of ESF #9 resources as requested by a state, tribe, territory/insular-area, or other Federal Agency.
- Coordinate the ESF #9 response with federal and state partners. This may include assigning staff to locations such as the State EOC, RRCC, Rescue Coordination Center, Rescue Sub-Center, or Joint Rescue Coordination Center (JRCC) nearest to the affected area and assigning staff to coordinating bodies.

The USCG serves as the Primary Agency for maritime, coastal, and waterborne SAR. This designation may shift to another agency as the operational requirements of the incident evolve. USCG SAR assistance may be conducted under an ESF #9 MA. Sometimes, if the USCG is providing the preponderance of assets in a non-water related incident such as in US&R, USCG representatives can be part of the ESF #9 MA. Additional information can be found in references (j) through (0).

Catastrophic Incident Search and Rescue (CISAR)

A CISAR event consists of SAR operations carried out as all or part of the response to a Presidential emergency or disaster declaration. Some SAR authorities are better prepared and equipped to conduct CISAR operations than others. In CISAR operations, the response system shifts to providing SAR resources through ICS. The SAR Mission Coordinator (SMC) will normally be placed within the Operations Section, typically as the SAR Branch Director or SAR Group Supervisor.

The USCG may support CISAR operations with USCG assets that are organic to the region in which the catastrophic incident occurred.

Other assets may also be deployed from other geographic locations. In addition, the USCG will continue to respond to other SAR operations within the U.S. maritime SAR regions and waters under the jurisdiction of the U.S. As such, this may require the USCG to retain SMC of USCG assets during these other SAR operations and may only be able to accept CISAR mission assignments on a not to interfere basis. **As CISAR operations are conducted, it is critical that the IC/UC fully understands the USCG's continued responsibility to conduct other SAR operations in addition to supporting ongoing CISAR operations**.

Note: ESF #9 / CISAR

1. During CISAR operations (and to avoid confusion) Latitude and Longitude should be in one standard format: DD-MM.mm. If required, use up to 2 digits to the right of the decimal. If required, allow 3 digits in the degrees field for longitude (i.e., DDD-MM.mm). Do not use leading zeros to the left of the decimal for degrees or minutes that require fewer than the maximum number of possible digits to express their value. The minimum number of digits is always one, even if it is a zero. (Example: Recommended: 39° 36.6'N 76° 51.42'W; Not Recommended: 39° 36.600'N 076° 51.420'W).
2. Land SAR responders use U.S. National Grid. However, a good familiarity with latitude and longitude is necessary to ensure effective interface between Land and Aeronautical SAR responders (Note: Land SAR includes SAR on flooded terrain).
3. Aeronautical SAR responders will use latitude and longitude for CISAR response. However, aeronautical SAR responders that work directly with Land SAR responders should understand the U.S. National Grid system for effective Land SAR/Aeronautical SAR interface.
4. Air space deconfliction will only be implemented and managed using Latitude and Longitude.
5. Aeronautical SAR responders working with Land SAR responders have the primary responsibility of coordinating SAR using USNG. However, both groups must become familiar with both georeferencing systems.

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 of oil and/or an uncontrolled release of hazardous materials.

ESF #10 may be activated under the following conditions:

- ❑ In response to a disaster for which FEMA, under the Stafford Act, determines that federal assistance is required to supplement the response efforts of the affected State and local governments.

- 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 per the National Oil and Hazardous Substances Pollution Contingency Plan (NCP). The Environmental Protection Agency (EPA) serves as the Primary Agency for ESF #10 actions in the inland zone, and USCG serves as the Primary Agency for ESF #10 actions in the coastal zone. **Precise boundaries are determined by EPA - USCG Memoranda of Understanding and identified in federal regional contingency plans. For incidents affecting both, EPA is the Primary Agency, and DHS or USCG 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 SLTT governments and coordinate activities with them, as appropriate, at the Incident Command Post (ICP), JFO, and State or local EOCs. USCG Federal On-Scene Coordinators (FOSCs) and EPA On-Scene Coordinators (OSC) 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. Stafford Act funding may be used to address oil and hazardous materials incidents that are not at pre-existing sites. See Reference (o) for guidance on ESF #10 Mission Assignments for the USCG.

USCG as an ESF Supporting Agency

USCG is a Supporting Agency for:

- ESF #1: Transportation
- ESF #3: Public Works and Engineering
- ESF #4: Firefighting
- ESF #5: Information & Planning
- ESF #8: Public Health and Medical Services
- ESF #13: Public Safety and Security

ESF #1 - Transportation

ESF #1 facilitates coordination of the restoration and recovery of affected transportation systems and infrastructure among federal and SLTT organizations. The USCG is a Supporting Agency that identifies and provides assets and resources in support of the ESF #1 mission. The USCG coordinates with support agencies and MTS stakeholders to prioritize, evaluate, and support restoration of domestic ports, shipping, waterways, and related systems and infrastructure. The

USCG provides MTS recovery SME support at the FEMA NRCC and RRCCs to monitor and report MTS impacts and recovery actions.

ESF #3 - Public Works and Engineering

ESF #3 facilitates the delivery of federal resources of multiple public works and engineering core capabilities. The critical transportation core capability provides coordination, response, and technical assistance to affect the rapid stabilization and reestablishment of critical waterways, channels, and ports, to include vessel removal, significant marine debris removal, emergency dredging, and hydrographic surveys. The USCG is a Supporting Agency that coordinates the removal of obstructions declared to be hazards to navigation and has statutory authority/responsibility to oversee oil and hazardous substance pollution response operations associated with debris removal/salvage operations. This includes coordinating and/or providing resources, assessments, expertise, technical assistance, monitoring, and other appropriate support.

ESF #4 - Firefighting

Provides federal support for the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazards incident requiring a coordinated national response for assistance. The USCG is a Supporting Agency that provides marine firefighting assistance, as available, commensurate with each unit's level of training and the adequacy of available equipment. USCG assumes responsibility and direct authority for safeguarding ports and may exercise federal control over vessels, ports, harbors, and waterfront facility operations and vessel movements as deemed necessary.

ESF #5 - Information and Planning

ESF #5 collects, analyzes, processes, and disseminates information about a potential or actual incident, and conducts deliberate and crisis-action planning to facilitate the overall activities in providing assistance to the whole community. ESF #5 coordinates the development of overall incident situational awareness, including information collection, information management, modeling and analysis, and the development of reports and information analysis on the status of operations and impacts. ESF #5 also coordinates the development of federal plans to manage and support incident activities including crisis- and incident-action planning, analysis of risks and capability requirements, and other support as required.

ESF #8 - Public Health and Medical Services

ESF #8 provides the mechanism for coordinated federal assistance to supplement USCG and SLTT resources in response to a public health and medical disaster and/or during a potential health and medical emergency. The seamless interaction is needed between all levels of government and public health and medical service agencies to save the most lives possible during a mass casualty and/or mass rescue incident.

ESF #13 - Public Safety and Security

ESF #13 facilitates coordination of public safety and security among federal and SLTT organizations, as well as among other ESFs to ensure that ESF-13 activities are consistent with stated incident management missions and objectives. The USCG is a Supporting Agency to ESF #13 and may be called upon to support ESF #13 requests by SLTT governments through FEMA. The USCG legal staff should be consulted prior to acceptance of any ESF #13 MA.

COORDINATION BETWEEN THE IC/UC AND JFO

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 IMT Safety Officer (SOFR) and the JFO Safety Coordinator).

Based on the incident objectives and Incident Action Plan (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. USCG staffing requirements for a JFO are coordinated by the District and will be scaled to the severity and nature of the incident as well as the type of MAs issued by FEMA. There should be a small team of USCG SMEs supporting the JFO. 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 JFO Support Team should request assistance or admin support as needed.

To facilitate cooperation, the IC/UC should provide the following to the JFO:

- ❑ Copy of each IAP.
- ❑ Progress updates with identified challenges.
- ❑ Critical needs and resource shortfalls (and the impact of not receiving required resources).

- ❑ Political, social, economic, and environmental impacts.
- ❑ Long-term projections.
- ❑ Contact directory.
- ❑ Meeting schedules.

In turn, the JFO:

- ❑ Provides requested resources.
- ❑ Coordinates broader objectives along with those established by the IC/UC.
- ❑ Addresses resource and policy issues raised by the IC/UC.
- ❑ Synchronizes its planning cycle with the IC/UC planning cycle, as appropriate.
- ❑ Distributes a contact directory.
- ❑ Provides a copy of applicable JFO plans.

SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

COMMAND STAFF

Public Information Officer (PIO)

The PIO at the field level needs to coordinate with the PIO and Joint Information System (JIS) at the JFO and AC, if established. Unity of effort and consistent messaging are critical to ensuring a timely and effective federal response.

Liaison Officer (LOFR)

Timely and consistent communication between the LOFR and USCG personnel working at the MAC Groups is critical. LOFRs should ensure regular briefs are provided from the IC/UC to AREPs or LOFRs working at other command and control facilities activated for the incident. With the activation of multiple MAC Groups and the potential assignment of AREPs, the LOFR must ensure a consistent flow of information both internal to the USCG/IMT and with external entities.

Agency Representatives

An AREP is an individual assigned to an incident from an Assisting or Cooperating Agency. The USCG may work with multiple AREPS on a USCG-led UC organization. The USCG may assign USCG personnel to serve as AREPs at another ICP, EOC, or MAC Group. AREPs serve as a conduit of information flow, coordination, and operational support between the USCG and the other agency or ICP. AREPs may be given

incident-specific delegation of authority by the USCG operational commander directing their deployment. AREPs report to the LOFR.

OPERATIONS SECTION

Additional Branches and/or Divisions are created to account for the geographic requirements of the incident. It is common for a natural disaster to cross jurisdictional and political boundaries, in which case the creation of separate Branches, Divisions, and/or Groups may be prudent. The USCG should be prepared to support post-event Damage Assessment, Search and Rescue, Port Assessment, Pollution Response, Debris Removal, MTS Recovery, and other incident-related activities. The USCG may be assigned MAs requiring tasks outside of normal USCG operations.

TECHNICAL SPECIALISTS

Table: Specialized Teams and Other USCG Response Assets

Position	Description
Documentation Specialist	Incident operations that are funded through MAs or other non-traditional funding mechanisms require additional documentation. A documentation specialist from NPFC or COMDT (CG-LGL) is recommended to assist the Document Unit Leader (DOCL), Planning Section Chief (PSC), and the USCG IC in ensuring paperwork is properly collected, organized, and assembled to meet cost recovery and administrative requirements.
NPFC Finance Specialist	The NPFC or USCG LOGCOM-9 can provide Case Managers or Contracting Officers to assist with management and coordination of funding issues. The USCG utilizes various funding streams such as the Oil Spill Liability Trust Fund (OSLTF); Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); Stafford Act; or DoD funding that requires technical expertise in accessing, allocating, recording, and documenting expenditures including a Pollution Removal Funding Authorization (PRFA), Military Interdepartmental Purchase Request (MIPR) or Interagency Reimbursable Work Assignment (IRWA). This position should be filled during Type 1 or Type 2 incidents but may be filled remotely if necessary. The NPFC Case Managers should have direct access to the USCG FOSC to access funding streams, ensure compliance with funding requirements, address evolving issues, and to prevent delays in funding Other Government Agencies (OGAs).

Team or Asset	Description
Coast Guard Incident Management Assist Team (CG-IMAT)	CG-IMAT is a specialized resource under the NCP, administered by the U.S. Coast Guard National Strike Force Coordination Center (NSFCC). CG-IMAT is a specialized team consisting of ICS experts within reference (c). CG-IMAT supports preparing for, responding to, recovering from, and mitigating the effects of all-hazard incidents and complex events in support of all USCG missions. Additionally, CG-IMAT provides advisors and technical specialists for unit-conducted workshops and various scales of exercises. Requests for CG-IMAT response support or advisory assistance can be made 24/7 via the NSFCC or National Response Center.
National Strike Force (NSF) Strike Teams	NSF provides highly trained responders and specialized equipment to Coast Guard and other federal agencies to facilitate preparedness for, and response to, oil and hazardous substance pollution, and Chemical, Biological, Radiological, and Nuclear (CBRN) incidents to protect public health and the environment. Strike Teams Hazardous Materials Technicians conduct Level A, B, and C entries into hazardous environments. FOSCs can request on-scene and remote assistance for NCP responses by calling directly to the servicing Strike Team, without an request for forces (RFF).
NSF Public Information Assist Team (PIAT)	PIAT is a specialized resource within reference (c), administered by the NSFCC. PIAT's primary mission is to deliver expert crisis emergency risk communication support to incident commanders/on-scene coordinators during all-hazard incidents including oil spills, hazardous material releases, natural disasters, and humanitarian crises. Separately, PIAT advises the Public Affairs program and the response community in crisis/emergency risk communication, public information planning, and Joint Information Center (JIC) management during incidents and exercises. Requests for PIAT response support or advisory assistance can be made 24/7 via the NSFCC or National Response Center.
Maritime Safety and Security Team (MSST)	MSST consist of multiple law enforcement teams with deployable boats that conduct waterborne operations and limited shoreside security operations across USCG mission areas.
Maritime Security Response Team (MSRT)	MSRTs conduct maritime threat response. MSRTs can engage in maritime security and law enforcement operations to support homeland security and homeland defense missions. MSRTs are specially trained and equipped to rapidly deploy in support of short notice maritime response (SNMR) to include opposed-boarding situations.

Team or Asset	Description
DCMS Deployable Support Elements (DSEs)	DSEs support Area, District, Sector and Marine Safety Unit Operational and ICs during contingency responses through the timely and efficient deployment of mission support resources to quickly return units to normal, steady-state operations. There are many teams and assets available. Consult Deputy Commandant for Mission Support (DCMS) LOGCOM-4 for the most up-to-date list of available resources. All teams and assets listed can be requested through standard ICS 213RR in an ongoing USCG response.
DCMS Logistics Support Element (LSE)	An LSE is a scalable, flexible team designed to move quickly into a contingency area and work with the Incident or Operational Commander to support and sustain USCG forces employed in the response operation. The LSE provides expertise on Deputy Commandant for Mission Support (DCMS) support capabilities and provides planning for sustained logistical support for large incident responses. The LSE does not fill the Logistics Section Chief (LSC) position, but acts as a DCMS Technical Specialist supporting the IMT or AC.
DCMS Damage Assessment Team (DAT)	DATs assess damage and propose emergent repairs to impacted Coast Guard facilities, including Coast Guard housing. DATs can forward deploy when a contingency such as a hurricane is anticipated. DATs may deploy in coordination with a representative from the C5I Service Center and Health Safety and Work-Life (HSWL) Service Center.
DCMS Facility Response Team (RT)	The RT performs emergent repairs to Coast Guard facilities to resume operations or to prevent further damage until long-term repairs can be completed.
DCMS Vessel Support Team (VST)	A VST is made up of naval engineers who maintain and repair USCG boats and cutters used during an incident response.
Critical Incident Stress Management (CISM) Team	CISM is intended to help individuals exposed to critical incidents to identify and cope with their responses to these events. The focus of CISM is to provide operational stress control and psychological first aid to USCG personnel responding to, or directly affected by, the incident. Critical Incident Stress Response includes pre-incident training and post-incident services.

Additional information on Coast Guard Surge Resources and Deployable Support Elements can be found in Chapter 7 of Emergency Management Manual IV, COMDTINST M3010.24A.

Useful References:

a. National Preparedness, Presidential Policy Directive-8 (PPD-8), 2011.
b. National Response Framework (NRF), 2016.
c. National Incident Management System (NIMS), 2017.
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).
g. 44 CFR 206 Federal Disaster Assistance.
h. U.S. Coast Guard Addendum to the National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IAMSAR), COMDTINST M16130.2 (series).
i. Catastrophic Incident Search and Rescue Addendum (CISAR) to the National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IAMSAR)
j. Emergency Support Function #9 – Search and Rescue Annex.
k. Emergency Support Function #10 – Oil and Hazardous Materials Response Annex
l. Coast Guard Emergency Support Function (ESF) #9/Catastrophic Incident Search and Rescue (CISAR) Policy, 2018.
m. National Pollution Funds Center (NPFC) User Reference Guide
n. U.S. Coast Guard Pre-Scripted Mission Assignment Catalogs (2024)
o. Memorandum between USCG and FEMA, Policy Guidance on ESF #10 Mission Assignments for the USCG, 22 February 2019

Search and Rescue

OVERVIEW

Search and Rescue (SAR) efforts focus on preventing death or injury to persons in actual or potential distress and are carried out using a well-defined SAR response system per references (a) through (f). The requirements and guidance in these references are based on international conventions and agreements that U.S. SAR services are obligated to follow to maximize the effectiveness of SAR operations, particularly when working with other military services, international SAR authorities, and ships or aircraft in the maritime environment. When an emergency warrants response activities in addition to SAR, the NIMS ICS organizational structure is used for response management per references (h) and (i). Examples of other activities that are often closely associated with SAR include search and recovery, salvage, investigation, firefighting, and pollution response. Reference (g) provides the USCG SAR statutory authority independent of any international agreements.

This annex describes USCG SAR activities, ICS positions unique to SAR incidents, and an example of an ICS organizational structure that could be used to provide supervision and control during a SAR incident. SAR operations are conducted in accordance with references (a) through (f) and (k), which define SAR responsibilities and provide guidance to federal agencies with civil SAR responsibilities.

ICS AND THE SAR SYSTEM INTERFACE

For incidents that involve SAR, the response efforts will normally be initiated and coordinated by the SAR Mission Coordinator (SMC). ICS is not typically used for SAR, although there are unique cases where ICS may improve the effectiveness of managing an incident especially for prolonged, high-visibility, and unique SAR cases such as Mass Rescue Operations (MRO).

The SMC (or SMC designee) serves as the link between the SAR Response System and the ICS organization. The SMC is best placed as a Branch Director or Group Supervisor within the Operations Section.

The SMC's primary responsibilities include, but are not limited to:

- ❑ Maintaining situational awareness concerning the overall SAR response.
- ❑ Developing accurate and workable search plans.
- ❑ Coordinating SAR units/facilities conducting the SAR operation.
- ❑ Ensuring diligent risk management is maintained throughout the response.
- ❑ Determining or recommending to the SAR Coordinator when to cease SAR operations.

References (c) through (f) provide additional policy and requirements concerning the SMC. The SMC will initiate and coordinate SAR responses in accordance with these references. Further description and duties of the SMC are discussed later in this annex.

In addition to the standard NIMS ICS terminology used during a typical incident response, **SAR personnel will use standard SAR terminology and procedures** described in references (c) through (f), regardless of the scope of the response. While some NIMS ICS terminology and/or acronyms are the same in SAR, their meanings may differ. For example, the NIMS ICS acronym OSC (Operations Section Chief) and the SAR acronym OSC (On-Scene Coordinator) are not the same. SAR response efforts typically operate within Branch-level planning. **The SAR system terminology is an internationally recognized standard lexicon and cannot be changed which is why incident personnel should use plain language and avoid the use of acronyms during SAR incidents involving ICS**.

SAR SYSTEM RESPONSIBILITIES

The roles and responsibilities described herein are provided for the Incident Commander/ Unified Command (IC/UC). The SMC and SAR On-Scene Coordinators are to use guidelines and procedures set forth in references (a) through (f), (k), and in Standard Operating Procedure (SOPs).

SAR Coordinator

The SAR Coordinator, 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 SAR Coordinator may delegate suspension authority to the SMC in accordance with reference (f), these types of incidents are unlikely to involve an ICS organization. When the IC is designated, the SMC function may be placed under the umbrella of the ICS organizational structure as the SAR Branch Director.

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 USCG Sector or District Command Center, in accordance with reference (f).

In the USCG, the SMC designation is made by a USCG command center that serves as a Rescue Coordination Center (RCC) or Rescue Sub-Center.

The responsibilities of the SMC may include:

- ❑ Conducting SAR operations per references (a) through (f) and (k).
- ❑ Gathering detailed information relating to the distress situation.
- ❑ Issuing an Urgent Marine Information Broadcast (UMIB) to inform mariners of the distress situation and to instruct them appropriately.
- ❑ Assigning a SAR On-Scene Coordinator, as appropriate.
- ❑ Using search planning tools to develop search plans that optimally use available resources.
- ❑ Ensuring all SAR documentation is provided to the Document Unit Leader (DOCL) (e.g., copies of Situation Report (SITREPs), logs, SAR Action Plans, photo, and video).

SAR On-Scene Coordinator

The SAR On-Scene Coordinator manages all SAR resources at the scene and should safely carry out the SAR Action Plan in accordance with references (a) through (f). The SAR On-Scene Coordinator may serve as Branch Director or Group Supervisor to manage on-scene operations after the SAR mission is concluded and other missions continue, such as Salvage and Recovery.

The responsibilities of the SAR On-Scene Coordinators may include:

- ❑ Establishing and maintaining communications with the SMC.
- ❑ Assuming operational control and coordination of all assigned Search and Rescue Units (SRUs) until relieved or the mission is completed.
  - Establishing and maintaining communications with all SRUs using assigned channels.
  - Establishing a common altimeter setting for all on-scene aircraft.
  - Obtaining necessary information from arriving SRUs, providing an initial brief and search instructions, and providing advisory air traffic service to aid pilots in maintaining separation from one another.
  - Obtaining operations reports from aircraft.
- ❑ Carrying out the SAR Action Plan.
  - Receiving and evaluating all sighting reports and diverting SRUs to investigate.
  - Obtaining search results from departing SRUs.

- Submitting sequentially numbered SITREPs to the SMC at regular intervals.

KEYS TO A SUCCESSFUL SAR RESPONSE

The SMC is responsible for SAR response no matter where the position 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 Operations Section Chief.

SAR-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to SAR incidents are described below. A general description of SAR response specific functions is also included.

Incident Commander (IC) or Unified Command (UC)

The IC/UC of an incident that includes SAR coordinates and conducts the response in accordance with references (a) through (k). The IC/UC may be designated as the SMC; however, separate individuals should carry out the IC and SMC if the operational tempo or span of control warrant separation.

The responsibilities of the IC/UC during a SAR incident may include:

- Ensuring the Incident Command Post (ICP) accommodates the following components: (1) at-sea command and control; (2) reconstruction, investigation, and human remains transfer (primarily involving mass casualties); (3) next-of-kin (NOK) briefings; and (4) media briefings and access.

Note: NOK briefings occur when the SAR Coordinator designee and/or SMC discuss the findings, or lack of findings, from the SAR situation with impacted families. Often these discussions occur throughout a response to provide periodic updates of the missing to family members. Refer to COMDTINST M1770.9 and Chapter 12 for Next-of-Kin / Family Assistance information.

- If it is not operationally feasible for the SMC to be physically located at the ICP, assign an ICP Liaison to represent the SMC.
- Establishing a Medical Group to coordinate emergency medical care and transportation.
- Providing the SRU for the incident response, use each organization's applicable policies.

- Immediately assigning or requesting a Public Information Officer (PIO) to provide initial information to the media.

COMMAND STAFF

Public Information Officer (PIO)

The responsibilities of the PIO during a SAR incident may include:

- Establishing a Joint Information Center (JIC) to provide timely information on progress of SAR efforts and outlining future actions.
- Ensuring the JIC is staffed to meet information demands from the media, community, and the public.
- Conducting press briefings. Include the SMC if the IC/UC is not the designated SMC.

OPERATIONS SECTION

Operations Section Chief (OSC)

The Operations Section Chief of an incident that includes a SAR mission must recognize that the SMC is obligated to carry out the SAR mission per references (a) through (f) and (k). The Operations Section Chief may be the designated SMC; however, separate individuals should carry out the Operations Section Chief and SMC responsibilities if the operational tempo and/or span of control warrant separation. If the Operations Section Chief is also the SMC, then SMC responsibilities apply, in addition to the standard Operations Section Chief responsibilities.

SAR Branch Director

The SAR Branch Director should be the SMC for larger scale events or as deemed necessary. The SAR Branch Director is responsible for managing the SAR mission, which includes the planning, operational coordination, and controlling the SAR mission from the time assigned until conclusion with the resources available. The command center watch standers act on behalf of the SMC for the SAR incident.

On-Water SAR Group Supervisor

The On-Water SAR Group Supervisor, also On-Scene Coordinator, is assigned to an incident that has two or more SAR facilities involved in SAR Operations. The On-Water SAR Group Supervisor is the liaison between the Search Coordination Cell and SAR Units and ensures the Search Action Plan is carried out by all SRUs at the scene. SAR knowledge, communications capabilities, and on-scene endurance should be considered when assigning an On-Water SAR Group

Supervisor. The supervisor should maintain records of operations which includes SRU arrival and departure times, areas searched, track spacing used, sightings and leads, actions taken, and results obtained.

SAR Planner

The SAR Planner is responsible for SAR incident management; obtaining and evaluating incident data; alerting and dispatching SRUs; developing the Search and Rescue Plan, designating an On-Scene Coordinator, if necessary; briefing the Command Duty Officer (CDO)/SMC; and case documentation.

Medical Group Supervisor

The Medical Group Supervisor conducts victim triage, first aid, decontamination services, and transportation of patients to medical facilities. Often this is done at the local Emergency Medical Services (EMS) dispatch center and not the ICP. **Medical information about specific patients and deceased individuals shall be kept private until approved for release by Command**.

TECHNICAL SPECIALISTS

Position	Description
Diving Specialist	At some points, subsea currents and diving expert knowledge is required to assist the SAR Case in locating a person or remains. Their knowledge expertise can be invaluable in the support of understanding current interactions at various depth levels.
Drift Forecaster or Weather Specialist	A Drift Forecaster or Weather Specialist is usually used when different agencies have overlapping jurisdiction between SAR areas, such as the Air Force and USCG. Often when the two services work together, they need to discuss search planning as on-land and on-water SAR forecasting can cause factors of searching to vary. Often these searches are done with one of the services SAR Command Centers and not the ICP or jointly, but if the same units are being used for multiple services, this position could be necessary.

CLOSING OR SUSPENDING A SAR CASE IN AN ICS STRUCTURE

Only organizations designated as U.S. SAR Coordinators (USCG for the maritime and aeronautical SAR regions on the oceanic environment), 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 that individual may fill the IC role during a marine fire incident.

Per reference (c), the USCG may continue the SAR mission beyond the time a SAR case would normally be suspended due to humanitarian considerations, the number of people involved, or a forecast of greatly improved search conditions.

TRANSITION FROM SAR TO OTHER MISSIONS

For most incidents, the SAR response may be completed by the time the ICS structure is fully implemented. As the SAR concludes, other missions will take precedence. The SMC may be reassigned to serve as a Branch Director or DIVS in the Operations Section to manage operations other than SAR. Likewise, SRUs may be reassigned to other operations in the ICS structure once the SAR mission has concluded.

EXAMPLE SAR ORGANIZATION

An example of how to organize operations during a SAR response is provided on the following page. Experience and judgment are required to develop the best organizational construct to address complexities of an incident.

CATASTROPHIC INCIDENT SAR (CISAR)

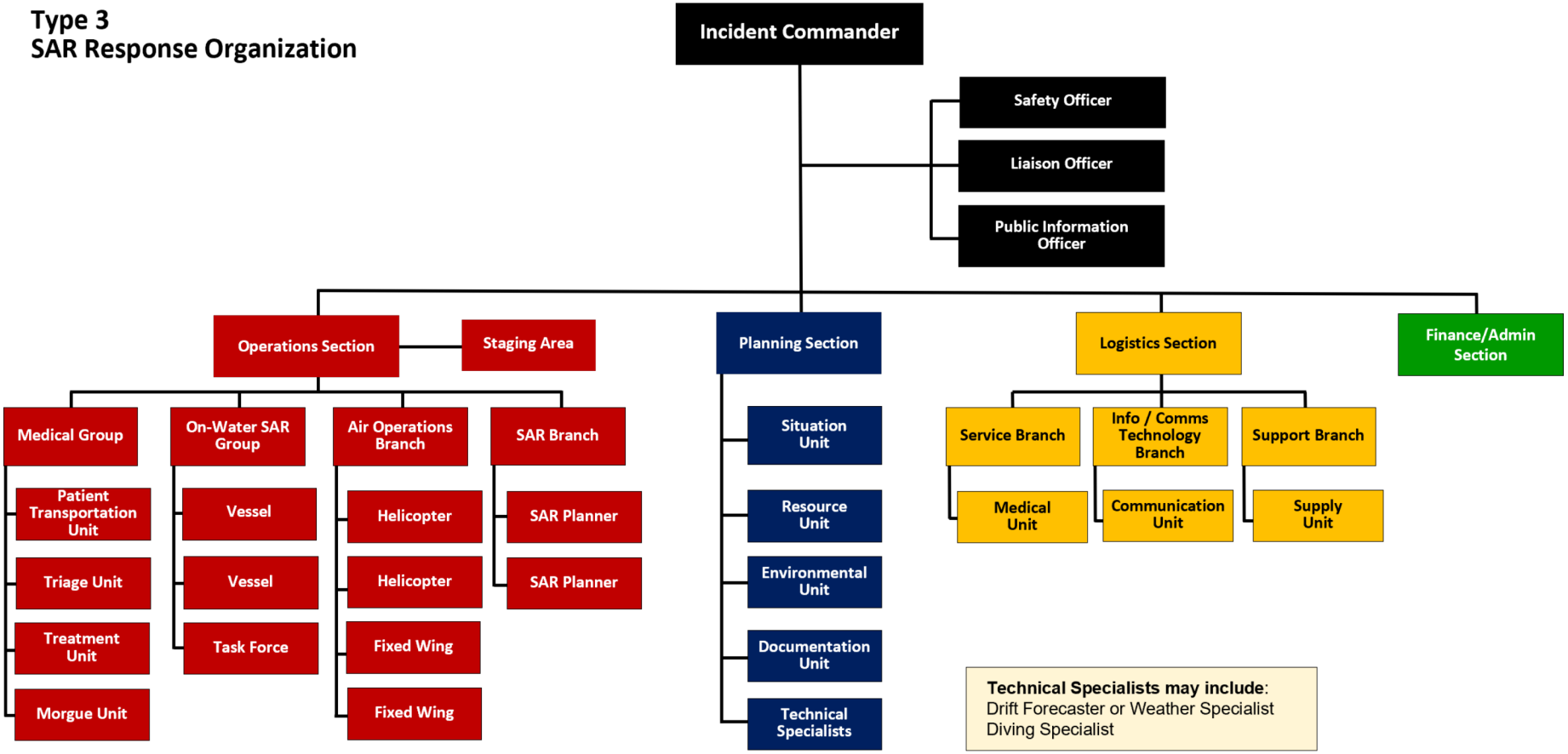
A catastrophic incident, as defined by reference (i), is any natural or man-made incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could result in sustained national impacts over a prolonged period; almost immediately exceeds resources normally available to state, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. These factors drive the urgency for coordinated national planning to ensure accelerated federal assistance.

Per reference (j), there are natural disasters that commonly require USCG and federal ESF #9 CISAR support, such as earthquakes, floods, hurricanes, tornadoes, and tsunamis. An understanding of the type of disaster and the potential impact the disaster may have on a community can greatly assist SAR responders during the response.

Chapter 14 of this handbook (Presidentially Declared Disasters and MACS) contains additional information on how the USCG carries out SAR missions under ESF #9. USCG personnel should refer to the USCG CISAR policy for additional guidance on performing SAR responses under ESF #9**.**

Search and Rescue

Type 3
SAR Response Organization



Useful References:

a. International Convention on Maritime Search and Rescue, 1979.

b. Convention on International Civil Aviation, 1944 (Annex 12 – Search and Rescue).

c. International Aeronautical and Maritime Search and Rescue Manual, Volumes I and II.

d. U.S. National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IAMSAR).

e. National Search and Rescue Plan, 2016.

f. U.S. Coast Guard Addendum to the National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IAMSAR), COMDTINST M16130.2 (series).

g. 14 U.S. Code 521 – Saving Life and Property.

h. National Incident Management System (NIMS), 2017.

i. National Response Framework (NFR), 2016.

j. Emergency Support Function #9 – Search and Rescue Annex.

k. The Catastrophic Incident Search and Rescue Addendum (CISAR) to the National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IAMSAR).

l. U.S. Coast Guard Boat Operations and Training (BOAT) Manual Vol I, COMDTINST M16114.32 (series).

m. Coast Guard Air Operations Manual, COMDTINST M3710.1 (series).

Mass Rescue Operations

OVERVIEW

Mass Rescue Operations (MROs) are infrequent and are defined as an event "*that involves the need for immediate assistance to large numbers of persons in distress such that capabilities normally available to Search and Rescue (SAR) authorities are inadequate*."

MROs require substantial commitments and partnerships among USCG and other SAR services and organizations, regulatory authorities, transportation industry stakeholders, military services, commercial assistance, and other key organizations and that may assist in the response. Additionally, an MRO response may be coordinated within a broader emergency response context that may involve hazard mitigation, damage control and salvage operations, pollution response, complex vessel and aviation traffic management, large-scale logistics, medical and coroner functions, accident-incident investigation, and intense public and political attention.

The USCG continuously prepares for MROs as required in references (a) through (i). USCG Districts and Sectors work closely with state and local governments to develop integrated contingency plans and response procedures. The guidance in this chapter should be used to establish the Command and Coordination elements that are critical for an effective and efficient response to an MRO.

Effective response to MROs requires immediate, well-planned, and closely coordinated large-scale actions, relying on resources from multiple organizations. **The USCG's initial actions during an MRO incident should be to establish an incident command and coordinate with other federal, state, local, territorial, and tribal (SLTT) fire and Emergency Medical Service (EMS) organizations**. These fire and EMS officials are critical partners to successful lifesaving operations during an MRO incident.

The following 13 MRO scenarios were identified as potential risks that should be considered, at a minimum, when evaluating the MRO risk in the identified Area of Responsibility (AOR):

- ❑ Domestic passenger vessel requires evacuation.
- ❑ Large passenger vessel sinks: passengers and crew must be located and rescued.
- ❑ Natural disaster requiring air, land, or water rescue.
- ❑ Major casualty aboard a cruise ship requiring evacuation.
- ❑ Rescue and interdiction of a large number of persons.
- ❑ Airliner crash requiring passenger extrication and water rescue.

- Rescue of people from a collapsed or burning waterfront building or facility.
- Rescue of individuals necessitated by a bridge collapse or train derailment.
- Offshore oil rig sinks: crew must be located and rescued.
- Waterborne evacuation necessitated by a large-scale terrorist action, industrial accident, natural disaster, or nuclear/ biological incident.
- Small MROs (rescue needs that exceed local capability).
- Rescue of individuals stranded on an ice floe, or on a ship beset in ice.
- Rescue of a large number of people from a flooded area.

PRIORITIES FOR MRO INCIDENTS

- Life Safety.
- Incident Stabilization.
- Property and the Environment.

EXAMPLES OF INCIDENT OBJECTIVES FOR MRO-RELATED INCIDENTS

- Locate and evacuate all passengers and crew.
- Provide lifesaving assistance to persons in distress through available assets which can be supported by the SAR Facilities List and the MRO Plan.
- Implement accountability process to account for all passengers and crew with 100 % accuracy.
- Evacuate survivors to a **place of safety** for medical treatment and transportation.

A "***place of safety"*** is defined in International Aeronautical Maritime SAR (IAMSAR) as:

"A location where rescue operations are considered to terminate; where the survivors' safety of life is no longer threatened and where their basic human needs (such as food, shelter, and medical needs) can be met; and a place from which transportation arrangements can be made for the survivors' next or final destination."

ESTABLISHMENT OF INCIDENT COMMAND POST (ICP)

For MRO incidents near shore, where notifications are typically received through the 911 system as well as very high frequency (VHF) radio, the USCG should be prepared to quickly establish an ICP with SLTT organizations. The ICP should be established at a predesignated location identified in MRO Plans.

If the predesignated ICP location is not appropriate for response operations, local government organizations will typically establish an ICP as close as possible to the incident site. The USCG should be prepared to send Command and General Staff to support the ICP, while recognizing that on-water lifesaving efforts will be directed by the designated SAR Mission Coordinator (SMC) that should be included in the incident organization as the SAR Branch Director.

MRO-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to MRO incidents are described below.

COMMAND

Staffing of an MRO Incident Command response organization will initially be comprised of primarily USCG personnel and first response organizations. As the response develops, other responding agencies and organizations will provide staffing as appropriate and the response organization may rapidly expand to include numerous federal, state, local, international, non-government organizations (NGOs), and the private sector. **Additionally, if the MRO involves a cruise ship, commercial passenger vessel, or airline, an industry representative will be essential to the Command Staff due to their extensive resources and capabilities**.

COMMAND STAFF

Public Information Officer (PIO)

The primary roles of the PIO during an MRO include management of the Joint Information Center (JIC) and providing family assistance support in conjunction with the cruise line, airline, and ferry service**. For large-scale MROs, the USCG Public Information Assist Team (PIAT) should be immediately requested**. **Coordination with the industry representative is critical to ensure consistency of messaging**. The PIO should provide the first and best source of information for the media, families, next-of-kin, passengers, and the crew. If the cruise line or airline establishes a public contact phone number for concerned citizens, that phone number should be included in all public affairs communications.

The JIC, in coordination with the commercial passenger industry, will coordinate family assistance and next-of-kin notifications. They will obtain up-to-date information from the Evacuee Accountability Branch. For a large MRO incident, a dedicated Family Assistance Coordinator may be assigned. **Medical information shall be kept private until approved for release by Command**.

Liaison Officer (LOFR)

Organizations involved in, or potentially involved in, a joint MRO response may send an Agency Representative (AREP) to the Incident Command to assist with coordination efforts. **The LOFR's primary job is to support coordination with the AREPs – both those assigned to the ICP as well as those deployed by Command to the Emergency Operation Center (EOC) and involved with elected officials and other entities**. The LOFR will need to work with the Command to determine the need for a Volunteer Coordinator.

OPERATIONS SECTION

Operations is responsible for monitoring SAR operations, coordinating shoreside support with other agencies, coordinating flight restrictions, and ensuring accountability of all passengers and crew.

The primary branches established under Operations during an MRO include:

- ❑ SAR Branch.
- ❑ Medical Branch.
- ❑ Shoreside Branch.
- ❑ Evacuee Accountability Branch.
- ❑ Emergency Response Branch.

SAR Branch

The SAR Branch takes immediate action to rescue persons and property in distress. The SMC will serve as the SAR Branch Director working out of the Joint Rescue Coordination Center (JRCC) or the Sector Command Center. A SAR Branch Deputy will be appointed to serve in the ICP to coordinate SAR operations with other MRO activities. While the SMC serves in a dual-hatted role as SAR Branch Director, the ICS process will not alter established SAR policy of the SMC's chain-of-command under the SAR Addendum.

Per reference (c), the SMC is "*in charge of a SAR operation until a rescue has been affected or until it has become apparent that further efforts would be of no avail, or until responsibility is accepted by another Rescue Coordination Center (RCC).*"

The responsibilities of the SMC / SAR Branch Director may include:

- ❑ Directing Search and Rescue Units (SRUs).
- ❑ Designating the SAR On-Scene Coordinator and Aircraft Coordinator (ACO).
- ❑ Developing search plans.
- ❑ Tracking people and SRUs.
- ❑ Coordinating Next-of-Kin interactions.

On-Scene Coordinator

The On-Scene Coordinator is designated by the SMC and provides tactical direction to surface assets at the rescue site. The On-Scene Coordinator communicates directly with the SMC and shoreside personnel for effective transfer of survivors. This position serves in the field and not as part of Incident Management Team (IMT) overhead personnel.

On-Water SAR Group

The On-Water SAR Group manages vessel response assets for an MRO and supports the On-Scene Coordinator by acquiring response assets, facilitating communications, managing information, and coordinating with air operations.

Air Operations Group

Operating within the SAR Branch, the Air Operations Group coordinates incident airspace, manages incident air traffic, and is the link between ground personnel and incident aircraft. The Air Operations Group Supervisor coordinates, assigns, and evaluates the use of aerial resources in support of incident objectives. **The Air Operations Group is also responsible for tracking and reporting the location of evacuees transported on air assets to the Evacuee Accountability Branch**. If the number of air assets is extensive, an Air Operations Branch may be established. The MRO ACO provides tactical direction to air assets at the rescue site.

Medical Evacuation (MEDEVAC) Group

The MEDEVAC Group manages initial triage, emergency treatment, and transportation of patients. **They support the MRO response by acquiring necessary MEDEVAC assets, facilitating communications, managing information, coordinating with vessel and air rescue**

operations, and reporting the locations of MEDEVAC patient to the Evacuee Accountability Branch. USCG command centers also maintain tracking of all MEDEVAC patients by USCG assets which must be shared with the Evacuee Accountability Branch.

Medical Branch

The Medical Branch is responsible for providing medical care, transport, and tracking of patients that are not brought directly to a hospital by the SAR Branch. The Medical Branch is also responsible for the recovery, preservation, and transportation of deceased individuals. **The Medical Branch will report the status and location of managed patients and deceased individuals to the Evacuee Accountability Branch**.

Emergency Medical Group

The Emergency Medical Group conducts victim triage, first responder treatment, decontamination services, and transportation of patients to medical facilities. **Medical information about specific patients and deceased individuals shall be kept private** until approved for release by Command.

Mortuary Affairs Group

The Mortuary Affairs Group directs and coordinates the recovery and transportation of deceased individuals to the medical examiner, coroner, or other appropriate personnel. **The Mortuary Affairs Group is also responsible for tracking and reporting, to the extent possible, the identity and location of deceased individuals to the Evacuee Accountability Branch**. If needed, this group will establish a temporary morgue for handling remains.

Shoreside Branch

The Shoreside Branch is responsible for the safety and care of persons evacuated from the vessel/aircraft, accounting for them, and arranging their transportation in coordination with the cruise line/airline. The Shoreside Branch will work closely with the Medical Branch to provide medical care to evacuees and will coordinate with the SAR Branch for transfer of evacuated persons from SAR assets to shore.

Landing Site Group

The Landing Site Group is responsible for landing site management, coordination, security, crowd, and traffic controls, as well as the overall safety and comfort of the evacuees at the landing site. The landing site must be safe to land the vessels bringing evacuees to shore and allow enough room for medical triage to be conducted and ambulances to enter and leave unimpeded. **The site also must be**

secure from the general public and provide temporary shelter for survivors prior to being transported to the reception center for further processing. The Landing Site Group may be combined with the Reception Center Group if they are collocated.

Shoreside Accountability Group

The Shoreside Accountability Group maintains accountability of evacuees brought to the shoreside landing site and works closely with other Shoreside Branch Groups to maintain accountability data from the time evacuees arrive at the landing site until they are transported to their final destinations. The Shoreside Accountability Group provides reports and updates to the Evacuees Accountability Branch which maintains overall accountability for the MRO incident. **The involved cruise line/airline or their agent may be best suited to serve as the Shoreside Accountability Group Supervisor**.

For a foreign flagged vessel or airline arriving in the U.S. from a foreign country, U.S. Customs and Border Protection (CBP) (or Host Nation agency) may require all passengers and crew to be tracked from the landing site to the reception center. At the landing site and/or reception center, U.S. CBP may implement emergency arrival and screening processes.

Reception Center Group

A reception center is a temporary location used to shelter, process, and care for evacuees prior to departure for their final destinations. In some cases, the reception center will provide on-site lodging. In other cases, evacuees may be lodged at separate facilities while they await departure, with the reception center serving as the central processing location. The Reception Center Group is responsible for management, coordination, security, crowd and traffic control, and the overall safety of evacuees at the reception center.

Shoreside Transportation Group

The Shoreside Transportation Group manages all non-medical shoreside transportation and may work with the Medical Branch to provide non-critical medical transportation. The Shoreside Transportation Group coordinates extensively with the Landing Site Group and the Reception Center Group.

The Shoreside Transportation Group is responsible for the safe transportation flow of evacuees from the landing site(s) to the reception center, to/from temporary lodging facilities (if present), and eventually to sites for final transportation home (e.g., an airport). Arrangements for final transportation will usually be made by the cruise line/airline in coordination with the company's Emergency Response Center (ERC).

An industry logistics specialist from the involved cruise line/airline is normally best suited to serve as the Shoreside Transportation Group Supervisor. This group will be primarily staffed by cruise line/airline personnel, as well as local emergency response agencies and the Red Cross.

Evacuee Accountability Branch

The Evacuee Accountability Branch is responsible for consolidating, managing, reconciling, and disseminating passenger and crew tracking data. Evacuee accountability is a critical and challenging function that requires support from the entire response organization. **USCG command centers by themselves are not equipped to handle survivor accountability. The vessel operator or their agent may normally take the lead in managing accountability since they hold the vessel's manifest and are able to coordinate support**. They may be assisted with available resources from the USCG, U.S. CBP, Red Cross, or other local agencies.

Emergency Response Branch

The Emergency Response Branch manages incident response activities outside of SAR to include fire, oil spill, vessel stability, salvage, or other contingencies as well as overall Marine Transportation System (MTS) recovery. In most incidents, existing USCG Sector-level and local plans are developed to guide these contingency response operations. The Emergency Response Branch may include a Fire Suppression Group, Pollution Response Group, Environmental Protection Group, Salvage Group, or others depending on the type of contingency and on the risks and hazards affecting of the MRO.

The Emergency Response Branch works closely with other branches in the Operations Section to ensure the safety and security of the overall MRO in accordance with the Commander's Intent and Priorities. The Emergency Response Branch will likely remain in place after SAR operations are completed and may continue to grow after evacuee care is complete and accountability is attained, managing the transition from a SAR response to pollution response or salvage operations.

TECHNICAL SPECIALISTS

Position	Description
Geographic Information System Specialist (GISS)	The GISS provides the knowledge and skills to build and maintain status displays and graphics during an MRO. The GISS may initially be located in JRCC or Sector Command Center (SCC) to develop SAR-specific products as well as supporting the Situation Unit Leader (SITL) within an ICP.
USCG Passenger Vessel Safety Specialist (PVSS)	The role of the PVSS is to be the liaison between the passenger industry and USCG for rescue response. The PVSS may serve in the role of MRO Specialist to assist Command Staff during the response or to support training, drills, and exercises with the local emergency response agencies to prepare for potential incidents.

UNIQUE ASPECTS OF MROs INVOLVING CRUISE SHIPS OR FOREIGN VESSELS

Role of the Passenger Vessel Industry

The Passenger Vessel Industry has a critical role in any response to an incident and is key in providing response resources and funding to support the care and safe movement of passengers and crew once ashore.

The industry can access an extensive network of passenger transportation resources which include charter aircraft and bus lines, as well as hotels to assist with the repatriation and the temporary accommodation of their passengers following an emergency incident aboard their vessels. They may have a contract with an emergency response company who will dispatch an “Away Team” to support the passengers ashore following an evacuation/departure from the vessel due to an emergency.

U.S. Customs and Border Protection (CBP)

U.S. CBP will require survivors to be tracked from landing sites to reception centers. If the situation requires survivors to be cleared by U.S. CBP, the Unified Command (UC) shall implement procedures to contain survivors at landing sites while being transferred to designated reception centers. At the reception centers. U.S. CBP may implement emergency arrival and screening processes for survivors.

Port Authorities and Local Authorities

The tasks and responsibilities of Port and Local Authorities may include:

- ❑ Participating in the UC.

- Providing shore-side marine fire-fighting support (air, foam, water), if required.
- Providing shoreside EMS.
- Establishing and operating Landing Sites for evacuees brought to shore.
- Assisting with evacuee transport from the Landing Site to the Reception Center.
- Establishing and operating an evacuee Reception Center until volunteer, industry, or other NGO personnel can fully staff it.
- Assisting with Evacuee accountability and reporting.
- Assisting with locating longer term available lodging and shelter, if required.
- Supporting the Joint Information Center (JIC).

Vessels of Opportunity

Vessels of Opportunity are not normally part of a traditional SAR response. When available, the IC and the SMC should be prepared to utilize the capabilities of these vessels to support an MRO response. The vessels may be used as search or recovery assets. SMCs should be careful to not use Vessels of Opportunity beyond their capabilities so as not to create a harmful situation.

EXAMPLE MRO INCIDENT COMMAND AND COORDINATION ORGANIZATION

An example of how to organize operations during an MRO response has been provided on the following page. Experience and judgment are required to develop the best organizational construct to address specific incident complexities. The example provides standardization of terms and names of Branches and Groups.

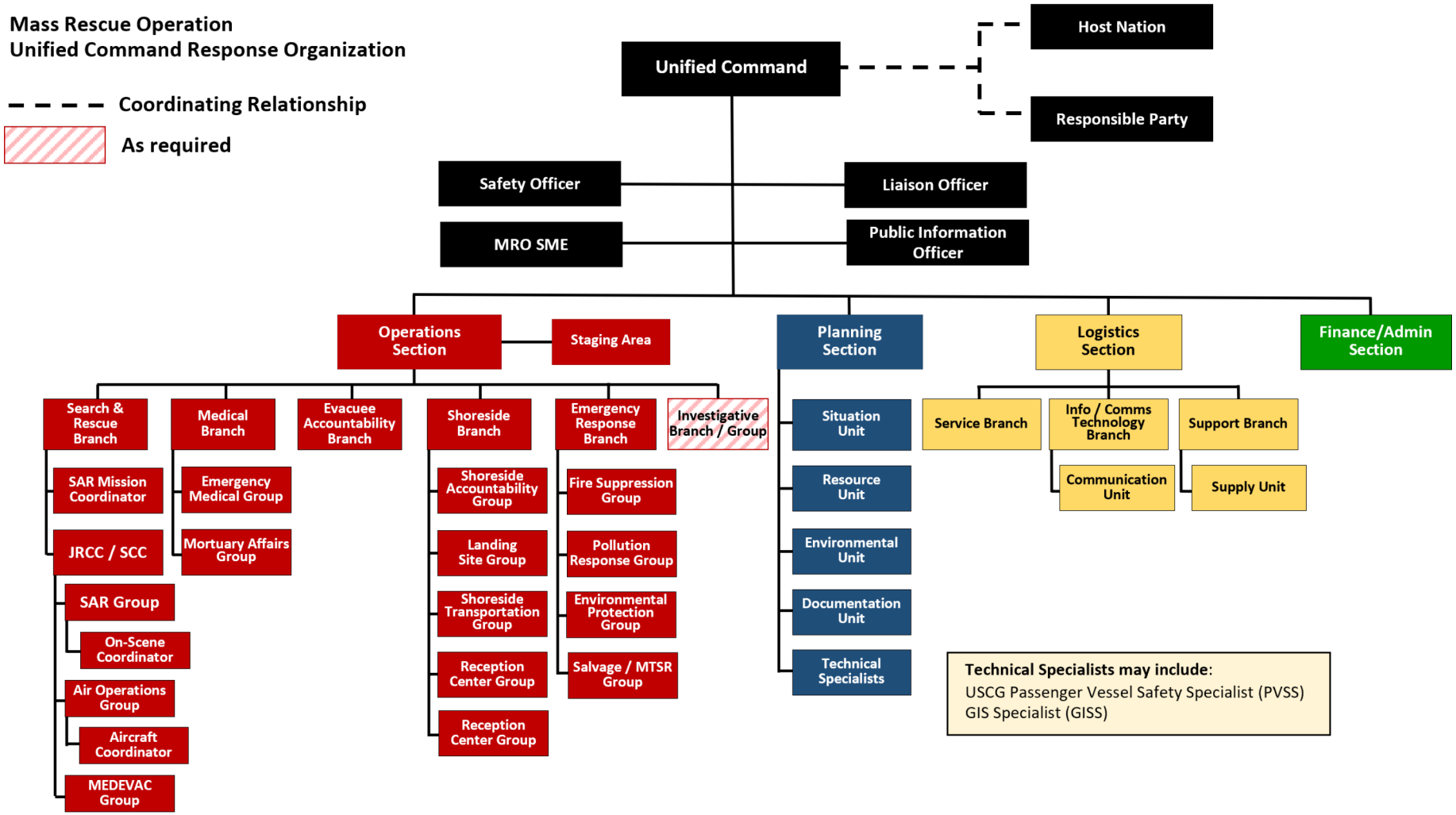
Primary operational functions that should be included in an MRO incident include:

- On-Water SAR
- On-Land SAR

Due to the magnitude and the large response organization needed to respond to an MRO incident, the initial response organization may expand rapidly. Expansion may require multiple Groups, Divisions, and even Branches to ensure proper span and control.

Units are encouraged to reference locally generated unit specific MRO plans to ensure a cohesive and coordinated response.

Mass Rescue Operations



Useful References:

a. National Response Framework (NFR), 2016.

b. National Incident Management System (NIMS), 2017.

c. IMO/ICAO International Aeronautical and Maritime Search & Rescue Manual, Vols. I, II, & III.

d. U.S. National Search and Rescue Supplement to the International Aeronautical and Maritime Search & Rescue Manual.

e. National Search and Rescue Plan of the United States (2023).

f. National Search and Rescue Supplement to the International Aeronautical and Maritime Search and Rescue Manual.

g. U.S. Coast Guard Addendum to the United States National Search and Rescue Supplement to the International Aeronautical and Maritime Search and Rescue (IAMSAR) Manual, COMDTINST M16130.2 (series).

h. Coast Guard Mass Rescue Operations (MRO) Program, COMDTINST 16711.2 (series).

i. FEMA Operational Templates and Guidance for EMS Mass Incident Deployment, June 2012.

Marine Transportation System Recovery

OVERVIEW

As the designated Lead Federal Agency for maritime transportation, the USCG developed all-hazard processes and procedures per references (a) and (h) to facilitate the recovery of the Marine Transportation System (MTS) and resumption of commerce following a significant MTS transportation disruption, while promoting unity of effort among MTS stakeholders. The MTS Recovery incident management structure is a scalable and cooperative process that must address the implementation of three key operational planning factors: system stabilization, short-term recovery, and the transition from short-term recovery to long-term recovery.

PRIORITIES FOR MTS-RELATED INCIDENTS

- ❑ Prioritize the safety of responders.
- ❑ Minimize the life and safety impact.
- ❑ Protect property.
- ❑ Protect the environment and wildlife.
- ❑ Support economic recovery.

EXAMPLES OF INCIDENT OBJECTIVES FOR MTS-RELATED INCIDENTS

- ❑ Restore basic functionality of MTS infrastructure to facilitate the rapid resumption of commerce.
- ❑ Identify impacts to MTS infrastructure and cargo flow.
- ❑ Determine and recommend MTS stabilization and short-term recovery activities needed to restore basic functionality of the MTS.
- ❑ Support private sector efforts to adjust cargo flow.

The following MTS Recovery definitions apply throughout this chapter:

MTS Disruption - Any significant delay, interruption, or stoppage in the flow of commerce caused by a natural disaster, heightened threat level, act of terrorism, transportation security incident, or any other incidents that significantly impact the MTS.

Short-Term Recovery - Activities, policies, or mitigation strategies expected to be achievable within 90 days or less that stabilizes impacted MTS infrastructure elements and returns the capacity to operate at some level.

Long-Term Recovery - Activities, policies, or mitigation strategies expected to take longer than 90 days and return impacted MTS infrastructure elements to pre-incident condition or the capacity to operate as close to pre-incident levels as possible.

Note: For additional information on long-term recovery refer to "Transition to Long-Term Recovery" in this chapter.

MTS RECOVERY PLANNING

An MTS Recovery Unit Leader (MTSL) may be activated prior to, or in conjunction with, the establishment of an Incident Management Team (IMT). MTSL responsibilities are supported by reference (i), Area and District policies, and the local Captain of the Port (COTP) Zone MTS Recovery Plan (MTSRP) and Salvage Response Plan (SRP).

The MTS Recovery Unit (MTSRU) should consider the Area Maritime Security Committee, Harbor Safety Committee, Port Coordination Team, and other MTS stakeholder group recommendations for staffing of the MTSRU. The MTSRU is typically staffed by a core of USCG personnel and supplemented by interagency and MTS stakeholder subject matter experts. Public and private MTS stakeholder subject matter experts have extensive knowledge of facilities, port operations, labor, cargo flow, vessel movement, and intermodal dependencies which help to identify possible recovery courses of action (COAs). MTS Recovery planning should be conducted in coordination with the National Oceanic and Atmospheric Administration (NOAA), Scientific Support Coordinator (SSC), and the Environmental Unit Leader (ENVL), if staffed, to identify environmental issues of concern.

During large-scale incidents with extensive MTS impact, an MTS Recovery Branch (MTSRB) may be formed within the Operations Section. This is one method to using the MTSRB. Sometimes the tracking aspects of overall transportation system recovery should remain in the Planning Section in order to keep the monitoring aspects within the same section, such as how the ENVL or Geospatial Information System Specialist (GISS) are utilized.

The MTSL oversees the MTSRU in performing the following responsibilities:

- ❑ Tracking, documenting, and reporting MTS status in the Common Assessment Reporting Tool (CART).
- ❑ Understanding critical recovery pathways.
- ❑ Recommending and developing COAs.
- ❑ Providing MTS stakeholders an avenue of input to the response organization.
- ❑ Providing recommended priorities for cargo flow resumption and vessel movement.
- ❑ Identifying long-term recovery issues and needs.

Note: When developing priorities for cargo flow resumption and vessel movements, the MTSL shall, in collaboration with MTS stakeholders, focus on the necessity of the cargo or vessel movement rather than the economic value. Recommended cargo priorities are found in references (d) and (j) and the local COTP Zone MTSRP.

MTS RECOVERY PLAN (MTSRP)

The MTSRP is available to each COTP Zone per references (a) and (h). MTSRPs provide procedures to facilitate a safe, efficient, and timely recovery of the MTS.

System stabilization and short-term recovery discussed in the MTSRP focus on:

- **Planning and Preparedness**: This focuses on the port areas that make up the COTP Zone by identifying and prioritizing key infrastructure, operations, and linkages.
- **MTS Recovery Management**: This is guided by the policies and priorities of local and regional needs. System stabilization and short-term recovery is accomplished through the following process:
  - Establish the MTSRU.
  - Obtain situational awareness.
  - Determine MTS impact and COAs.
  - Determine reporting requirements.
  - Demobilize the MTSRU and transition to long-term recovery.

Note: An SRP is also available for each COTP Zone per reference (g).

MTS CYBER IMPACTS

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 result in an MTS disruption and necessitate MTS Recovery measures. Cyber disruptions that become severe enough to necessitate the use of MTS Recovery protocols will be tracked, documented, and reported the same as any other MTS disruption.

Note: A Cyber Security Plan is also available as an annex to the Area Maritime Security Plan (AMSP) for each COTP Zone per reference (g).

MTS RECOVERY STATUS INFORMATION

Common Assessment Reporting Tool (CART)

CART (https://cgcart.uscg.mil) is the USCG's primary system for tracking, documenting, and reporting MTS Recovery status information in near real-time for MTS disruptions. CART facilitates the comparison of port assessment data against baseline Essential Elements of Information (EEIs) to determine MTS impacts and support the development of MTS Recovery COAs. The MTS Executive Summary Report (CART Report) generated by the automated report function satisfies the reporting requirements of reference (a). If CART is not accessible, refer to the alternative reporting process of reference (h) to track, document, and report MTS Recovery status information manually.

CART Data Integrity Standards developed per reference (k) are meant to facilitate timely and accurate MTS Recovery documentation, reporting, and information sharing with consistent content and formatting.

Essential Elements of Information (EEIs)

EEIs are templates, stored in CART and listed in the local COTP Zone MTSRP, designed to facilitate collecting and disseminating consistent information regarding the status of the MTS. EEI types are grouped in five categories:

- ❑ Waterways and Navigation
- ❑ Port Area – Critical Infrastructure
- ❑ Port Area – Vessels
- ❑ Offshore Energy
- ❑ Monitoring Systems

Two Types of EEIs:

Baseline Data - Data captured for individual EEIs ***prior to*** incident management.

Status Data - Data captured for individual EEIs ***during*** incident management.

MTS Executive Summary Report (CART Report)

The CART Report generated by CART includes a comprehensive summary of pertinent EEI status, MTS impacts, and recovery and salvage COAs. Other pertinent information may include availability of utilities, intermodal connections, and cascading effects on the flow of commerce. **The CART Report supports the information needs of the Incident Commander/Unified Command (IC/UC), senior leadership, MTS stakeholders, and government agencies at all organizational levels to expedite the recovery of the MTS, thereby facilitating the restoration of commerce**.

The MTSL generates a CART Report based on established incident reporting time-period requirements or report times. This should be

completed at least every 24 hours as per reference (a). The CART Report informs the Incident Status Summary (ICS 209) and senior leadership bullets provided to the Chain of Command. This report may be included as an attachment to the Incident Action Plan (IAP). All CART Reports generated from CART must be saved and shall be forwarded to the Document Unit Leader (DOCL).

Note: CART does not archive a CART Report within the system. Changes made after an Executive Summary Report has been generated will overwrite previously reported information, notes, and EEI status.

Economic Impact Reporting

Economic impacts are an important consideration, but difficult to validate and do not provide a complete basis for informing MTS Recovery priorities. **Determining the economic impact of an MTS disruption is not a prescribed MTS Recovery function and is outside of USCG expertise**. However, some incidents may initiate requests (e.g., data call from senior leadership or tasking from the IC/UC) for economic impact information.

For economic impact requests, the following guidance applies:

- Economic impacts should be expressed in terms of availability, delay, percentage of operating capacity, or other descriptive factor for specific MTS infrastructure elements.
- Specific MTS infrastructure element representatives are the preferred points of contact for economic impact dollar value estimates.
- Economic impact dollar value estimates provided by specific MTS infrastructure element representatives may be used for internal USCG reporting, but the reporting source must be credited.
- Economic impact dollar value estimates should not be entered into CART.

Note: Requests for specific USCG generated economic impact dollar value estimates and incident-specific economic risk assessments may be referred to Commandant (CG-REG).

MTS RECOVERY-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

IC/UC

The IC/UC is responsible for incident priorities and objectives that facilitate the stabilization and short-term recovery of the MTS.

OPERATIONS SECTION CHIEF (OSC)

The OSC conducts MTS Recovery operations in accordance with the IAP. The OSC may establish various Divisions and/or Groups, as necessary, to support waterways management, infrastructure, and vessel operational objectives.

Marine Transportation System Recovery Branch Director (MTSB)

The MTSB is responsible for facilitating short-term recovery to stabilize the MTS and support the transition to long-term recovery following an incident which caused a significant MTS disruption. Activating an MTSRB often doesn't replace MTSRU. There can be a reconfiguration of the typical Planning Section and Operations Section constructs to address pre- and post-MTS impact assessments, recovery COAs, and accurate status reporting due to the complexity of some incidents.

The MTSB will ensure the MTSRB:

- ❑ Is appropriately staffed.
- ❑ Establishes Divisions and/or Groups, as necessary, to support waterways management, infrastructure, and vessels.
- ❑ Recommends and develops COAs.
- ❑ Provides operational tasking.
- ❑ Tracks and reports the status of the MTS.
- ❑ Understands critical recovery pathways.
- ❑ Provides MTS stakeholders with an avenue of input to the response organization.

Note: The MTSRB will likely report to the OSC, as the stand up of a Branch implies that Divisions and Groups will carry out the strategies and tactics as developed by the OSC to meet those specific MTS Recovery-related objectives.

PLANNING SECTION CHIEF (PSC)

The PSC advises the IC/UC when the impact to a port area or implications of an MTS disruption necessitate MTS Recovery planning support.

Marine Transportation System Recovery Unit Leader (MTSL)

The MTSL is responsible for facilitating short-term recovery to stabilize the MTS and support the transition to long-term recovery following an incident causing a significant MTS disruption.

The MTSL will ensure the MTSRU:

- ❑ Is appropriately staffed.
- ❑ Tracks and reports the status of the MTS.
- ❑ Understands critical recovery pathways.
- ❑ Recommends and develops COAs.
- ❑ Provides MTS stakeholders with an avenue of input to the response organization.
- ❑ Provides a list of MTS impacts for the Situation Unit.

The tasks and responsibilities of the MTSL may include:

- ❑ Reviewing the local COTP Zone MTSRP and implementing associated recovery procedures and priorities.
- ❑ Reviewing the local COTP Zone AMSP, Area Contingency Plan (ACP), and SRP.
- ❑ Conducting MTS Stakeholders outreach.
- ❑ Reporting MTS impacts.
- ❑ Reporting decisions and actions the IC/UC have made to restore the MTS and soliciting input for future decisions and operational planning.
- ❑ Coordinating prioritized port assessment of EEIs (e.g., critical Aids to Navigation (ATON), Federal Channels, Facilities, Ferries, Bridges).
- ❑ Determining MTS impacts by comparing port assessment data and MTS stakeholder outreach information against baseline EEIs.
- ❑ Identifying, tracking, and reporting MTS impacts and COAs using CART.
- ❑ Recommending prioritized MTS Recovery COAs (e.g., Restrictions, ATON, salvage, debris removal, and critical infrastructure repair).
- ❑ Identifying resources and agencies necessary to support port assessments and MTS Recovery COAs.
- ❑ Preparing advisories and/or orders (e.g., Marine Safety Information Broadcasts, Safety and/or Security Zones, Regulated Navigational Areas).

- Developing the Marine Traffic Management Plan and vessel priorities for cargo flow resumption based on cargo priorities and criticality, not economic value.
- Disseminating MTS Recovery information to other elements of the response organization.
- For incidents impacting areas outside of the local COTP Zone, disseminating information and coordinating COAs to support management of regional impacts.
- Supporting the development of the Information Management Plan to ensure appropriate tasking, collection, and dissemination of MTS status information.
- Identifying MTS disruption impacts to maritime commerce that could necessitate implementation of relief measures outside the impacted area (e.g., industry redirection of vessels).
- Maintaining Activity Log (ICS 214) and forward to DOCL for disposition.
- Generating CART Report daily and forwarding to DOCL for disposition.

Note: The MTSL will report to the PSC unless it is determined that there are operational objectives within the plan that require assignment within the Operations Section or the stand up of a MTSRB.

SPECIAL PURPOSE MEETINGS

MTS Stakeholder Meeting

Following an MTS disruption, numerous stakeholders will be interested in the status of the port and the actions being taken by the USCG, the ports, and other entities. The purpose of this meeting is to brief MTS Stakeholders on the incident, assess the status of the MTS, the need to establish any cargo and vessel priorities, the decisions and actions that the IC/UC have made to effect port recovery efforts, and solicit input for future decisions and operational planning.

TECHNICAL SPECIALISTS

Position	Description
GIS Specialist (GISS)	The GISS at the Incident Command Post can show a USCG enterprise-maintained geospatial display system that is maintained in the USCG Command Center on their Common Operating Picture (COP) tool. This should be the primary method for geospatial display of MTS Recovery status information. Geospatial display of the active CART event and EEI status data is available on the COP tool only when connected to the USCG Data Network. The GIS Data Report generated by CART's automated report function may be imported into external mapping software as a secondary method of geospatial display.
Port Security and Recovery Specialist	Port Security and Recovery Specialist (PSS/R) Description: The PSS/R is responsible for providing maritime security preparedness planning, subject matter expertise, and technical support for Area Maritime Security (AMS) plans and procedures with a subspecialty in Marine Transportation System (MTS) recovery. They may also have roles in port security planning, maritime security, and infrastructure recovery to include salvage response and resumption of maritime commerce.

TRANSITION TO LONG-TERM RECOVERY

Restoration of impacted MTS infrastructure elements to pre-incident conditions and operating capacity may be beyond the capability of MTS short-term recovery activities. MTS will coordinate with federal, state, and local agencies to support the transition from short-term to long-term recovery. Before demobilizing, the MTSL shall ensure a demobilization report is generated per reference (h). **The demobilization report shall include a list of impacted MTS infrastructure elements that will require long-term recovery efforts**. Long-term MTS Recovery is guided by the Infrastructure Systems Recovery Support Function of reference (c).

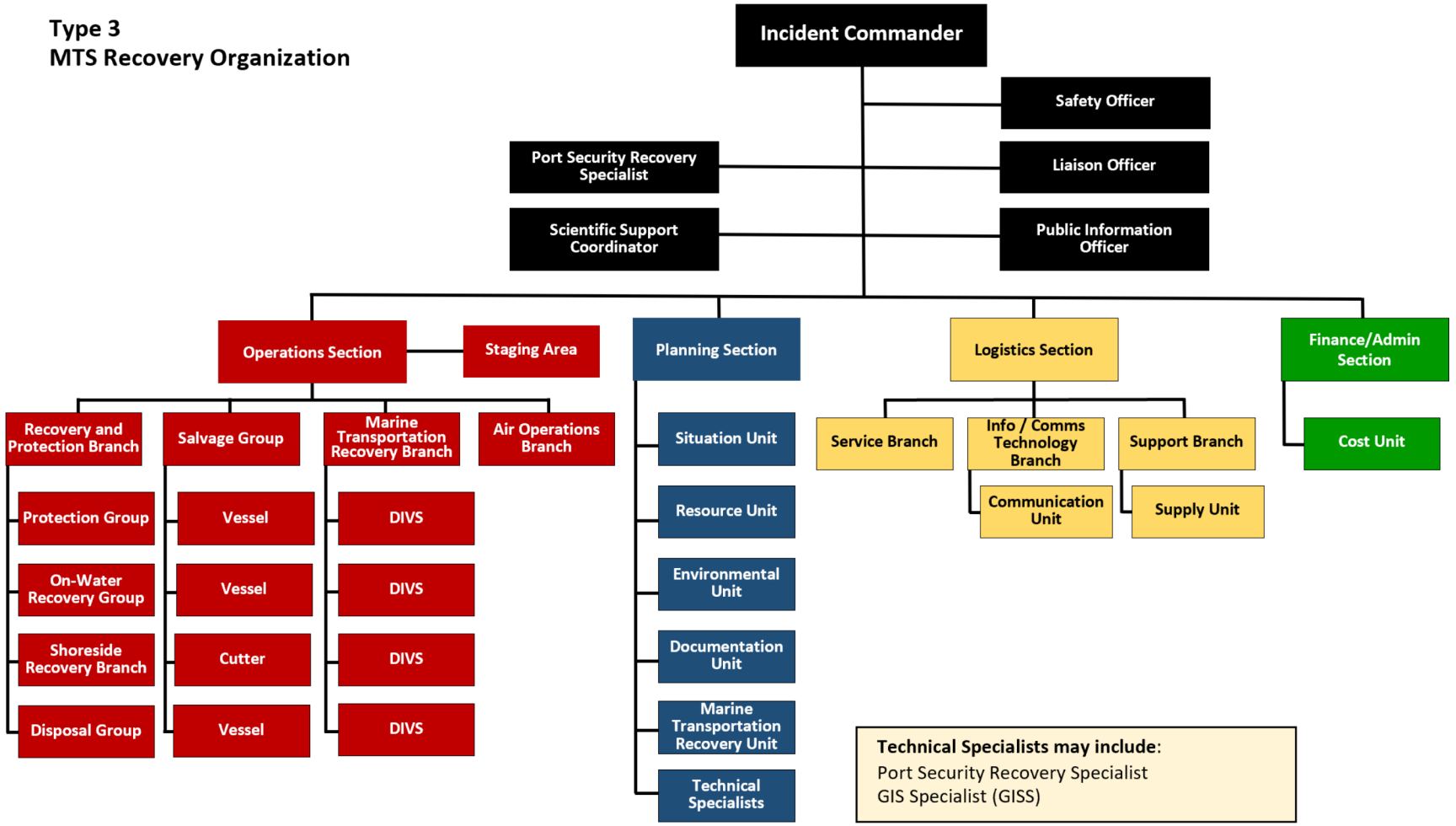
Note: Per reference (a) the demobilization report shall be submitted to Commandant (CG-FAC) via the chain of command.

EXAMPLE MTS RECOVERY ORGANIZATION

One example of how to organize operations during an MTS response is provided on the following page. Experience and judgment are required to develop the best organizational construct to address specific incident complexities. The example provides standardization of terms and names of Branches and Groups.

Marine Transportation System Recovery

Type 3
MTS Recovery Organization



Marine Transportation System Recovery

Useful References:

a. Marine Transportation System Recovery Planning and Operations, COMDTINST 16000.28 (series).

b. National Response Framework (NRF), 2016.

c. National Disaster Recovery Framework, 2016.

d. Maritime Infrastructure Recovery Plan, 2006.

e. Maritime Transportation Security Act of 2002.

f. Security and Accountability for Every Port Act of 2006.

g. Guidelines for the Area Maritime Security Committees and Area Maritime Security Plans Required for U.S. Ports, NVIC 9-02.

h. Guidelines for Drafting the Marine Transportation System Recovery Plan, NVIC 04-18 (series).

i. Marine Transportation System Recovery Job Aid.

j. CBP/USCG Joint Protocols for the Expeditious Recovery of Trade.

k. Common Assessment and Reporting Tool User Manual.

l. Cyber Incident Management Policy for the Marine Transportation System (MTS), COMDTINST 16600.5 (series).

Maritime Security

OVERVIEW

Maritime Security (MARSEC) activities for the Marine Transportation System (MTS) are conducted before an incident occurs, during incident response, and during recovery operations. These activities seek to deter and prevent incidents, protect vital maritime infrastructure, and support MTS recovery. Where a law enforcement or MARSEC (counterterrorism) response is required during incident management, MARSEC (antiterrorism) is a supporting activity.

MARSEC (antiterrorism), as used in this chapter, refers to:

- USCG and other agencies' MARSEC 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).
- Immediate MARSEC measures used for the initial MTS response and thereafter to reestablish MTS functions and cargo flow.

PRIORITIES FOR MARSEC INCIDENTS

- ❑ Responder Safety.
- ❑ MARSEC measures and Ports, Waterways, and Coastal Security (PWCS) mission operations.
- ❑ Environmental Protection.
- ❑ Economic Recovery.

EXAMPLE INCIDENT OBJECTIVES FOR MARSEC-RELATED INCIDENTS

These are some examples for incident objectives for MARSEC incidents:

- ❑ Provide for the safety and welfare of citizens and response personnel through the security event.
- ❑ Provide for the safety and security of responders and maximize the protection of public health and welfare from identified and unidentified security threats.
- ❑ Conduct a risk assessment and ensure controls are in place to protect responders and the public.
- ❑ Implement security awareness measures including evaluation of changes in incidents effects, response conditions, and secondary threats, including potential targeting of first responders and contamination.

- ❑ Implement measures to isolate, contain, and stabilize the incident including the establishment and adjustment of security perimeters.

CONTINUING MARSEC REQUIREMENTS DURING INCIDENT MANAGEMENT

MARSEC 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 Transportation Security Incident (TSI) triggers prearranged, enhanced MARSEC measures within the affected area to protect the MTS, with an emphasis on protecting vital maritime infrastructure. Such an event would likely result in the Commandant implementing additional antiterrorism security measures and possibly elevating the MARSEC Level and force protection levels within the MTS; thus, a Commandant Execute Order may be issued. These actions are guided by references (a) and (g).

USCG MARSEC activities that are used to fulfill the Ports, Waterways, and Coastal Security (PWCS) mission include patrols, security boardings, security zone enforcement (fixed and mobile), high value asset protection, military outload protection, and others. Certain PWCS activities will be increased in scope and frequency if the MARSEC Level is elevated.

Due to vulnerabilities during non-security incidents, enhanced MARSEC measures may be required to protect the MTS. During incidents, enhanced local MARSEC measures may be implemented, based on increased vulnerability to attack, new intelligence, or other threat information.

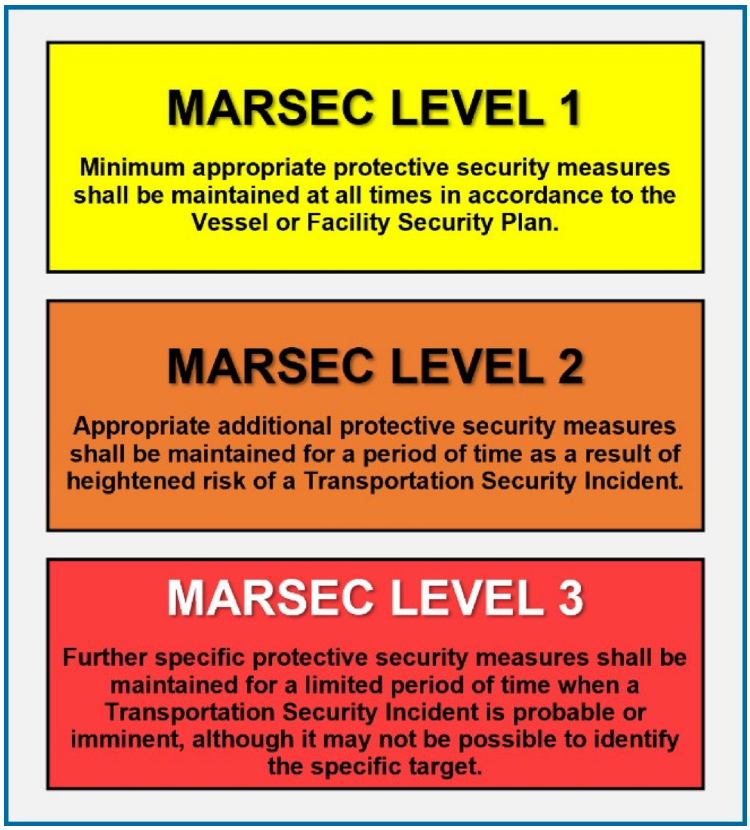
MARSEC DIRECTIVES

As stated in 33 CFR 101.405, when the USCG determines that additional security measures are necessary due to a threat assessment or to a specific threat against the MTS, the USCG 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.

MARSEC LEVELS

MARSEC Levels are 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 Terrorism Advisory System (NTAS) Alerts and other intelligence; however, the Commandant may change the 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 PWCS activities.



AREA MARITIME SECURITY (AMS)

AMS under the Maritime Transportation Security Act (MTSA), reference (e), and implementing regulations found in reference (g) cover the full preparedness continuum of prevention, protection, mitigation, response, and recovery. **The Incident Management Team (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 COMMITTEE (AMSC)

AMSCs plan and coordinate support among port stakeholders. They are not response entities for the purpose of incident management.

The Incident Commander/Unified Commander (IC/UC) and the IMT should use the existing knowledge and preparedness work of the local AMSC when developing priorities, objectives, strategies, and tactics.

AREA MARITIME SECURITY PLAN (AMSP)

An AMSP is 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, their role(s), resources they can provide, and procedures they will use.

The AMSC, in the development of the Area Maritime Security Plan, has:

- Identified maritime critical infrastructure and key resources in the AOR and provided recommended response strategies.
- Identified likely areas of risk within the AOR through annual risk-based assessments.
- Developed recommended mitigation strategies and implementation methods.
- Developed detailed additional security measures for increased MARSEC Levels.
- Pre-identified interagency response and recovery organizational constructs, responsibilities, capabilities, and procedures for security response and MTS recovery.

The IC/UC should leverage the preapproved communication and coordination processes among port stakeholders, law enforcement, and public officials in the AMSP to:

- ❑ Identify and reduce vulnerabilities to security threats in and near the MTS.
- ❑ Implement special procedures to ensure marine safety and the safety and readiness of personnel, installations, and equipment.
- ❑ Coordinate prevention and protection procedures during the response.
- ❑ Facilitate and support coordinated MTS recovery and restoration activities.

AMSPs and Area Contingency Plan (ACPs) may be implemented simultaneously requiring additional agencies and stakeholders to be included in the incident management organization.

PORT READINESS COMMITTEE (PRC)

PRCs plan and coordinate support among port stakeholders. They are not response entities for the purpose of incident management.

The PRC is chaired by the Captain of the Port (COTP) or Sector Commander which extends from 33 CFR 3 as the Federal Maritime

Security Coordinator. The partners on the PRC are the same as the National Port Readiness Network (NPRN) which are signatory members. More information on the NPRN can be found in ref (a) and (n). Other partners are local partners (e.g., state, county, city) of the port and are referred to as "Associate Members". PRCs develop and maintain Military Outload (MOL) plans for the U.S. Strategic Seaports. If there are no local U.S. Strategic Seaports, there is not normally a PRC.

MARSEC DURING INCIDENTS

The AMSP provides an existing local MARSEC 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.

MARSEC TASK DESCRIPTIONS

Specific tasks related to MARSEC incidents are described below.

IC/UC

The tasks and responsibilities of the IC/UC may include:

- ❑ Establishing and maintaining effective Maritime Domain Awareness in and around the incident site to enable appropriate and robust PWCS activities.
- ❑ Reviewing MARSEC responsibilities as delineated in the applicable AMSP and MOL Plan (if applicable).
- ❑ Determining required MARSEC measures based on the MARSEC Level, Commandant Execute Order (if applicable), and the Maritime Security and Response Operations Manual.
- ❑ Complying with critical incident communications requirements listed in reference (m).
- ❑ Ensuring the Operations Section has developed Divisions or Groups to accomplish MARSEC-related objectives.
- ❑ Assisting the USCG Component Commander in coordinated MARSEC and MTS responses and recovery operations consistent with the AMSP.

- ❑ Determining the antiterrorism support requirements for the MOL Plan, in or through the affected area, if required.

COMMAND STAFF

The tasks and responsibilities of the Command Staff may include:

- ❑ Coordinating the implementation of MARSEC Level changes and required security measures.
- ❑ Monitoring and reporting attainment of MARSEC Level measures and deficiencies.
- ❑ Assisting the IC/UC in meeting critical incident communications requirements listed in reference (m).
- ❑ Implementing AMSP contingency arrangements and procedures, and MOL Plan actions and procedures (if applicable).
- ❑ Coordinating AMS oversight and support with the AMSC and PRC (if applicable).
- ❑ Coordinating AMS support for law enforcement, oil and hazardous substance incidents, Search and Rescue (SAR), MOL, and MTS recovery activities.

OPERATIONS

Area Maritime Security Group

- ❑ Coordinate the implementation of MARSEC Level changes and required security measures.
- ❑ Monitor and report attainment of MARSEC Level measures and deficiencies.
- ❑ Assist the IC/UC in meeting critical incident communications requirements listed in reference (m).
- ❑ Implement AMSP contingency arrangements and procedures, and MOL Plan actions and procedures (if applicable).
- ❑ Coordinate AMS oversight and support with AMSC and the PRC (if applicable).
- ❑ Coordinate AMS support for law enforcement, oil and hazardous substance incidents, SAR, MOL, and MTS recovery activities.

Intelligence / Investigation Section

- ❑ Coordinate intelligence gathering / investigation oversight and support the AMSC and PRC as required.
- ❑ Identify initial cause of MARSEC level change and identify further courses of action that could increase the threat while identifying actions to mitigate those issues.

- Monitor and report possible items to monitor in order to identify and limit attacks.
- Coordinate with AOBD regarding the potential use of Unmanned Aircraft Systems (UAS).
- Provide input to the critical incident communications requirements, providing additional background and available, pertinent information.
- Implement investigation procedures and maintain chain of evidence in accordance with agencies' authority and jurisdiction.
- Coordinate intelligence / investigation support for law enforcement incidents.

TECHNICAL SPECIALISTS

Position	Description
Incident-Specific Security Specialist	Based on the type of response, security specialists might be needed to support the incident due to the interagency restrictions on authority and overlapping jurisdictions. Likewise, security specialists with specific expertise may prove useful when dealing with extraordinary incidents.
National Association of State Boating Law Administrators Specialist (NASBLA)	Civilian law enforcement personnel with maritime expertise and familiarity operate within their standard authority and jurisdiction. Often to have a force multiplier for incidents, NASBLA certified groups can seamlessly fit into an already established security and law enforcement structure. During extended responses, NASBLA certification specialists can support increased coverage of security by adding more assets to a controlled group of trained personnel. Many of these agencies that are already known to be certified are known through the local AMSC and AMSP.
Port Security Specialist	The USCG Port Security Specialist's primary responsibilities are to prepare and validate plans for the effective and efficient response to all port safety and security contingencies for which the USCG and community will respond. These members are often located at CG Sector or District levels (civilian positions) are good candidates to support coordinated port security planning and activities.

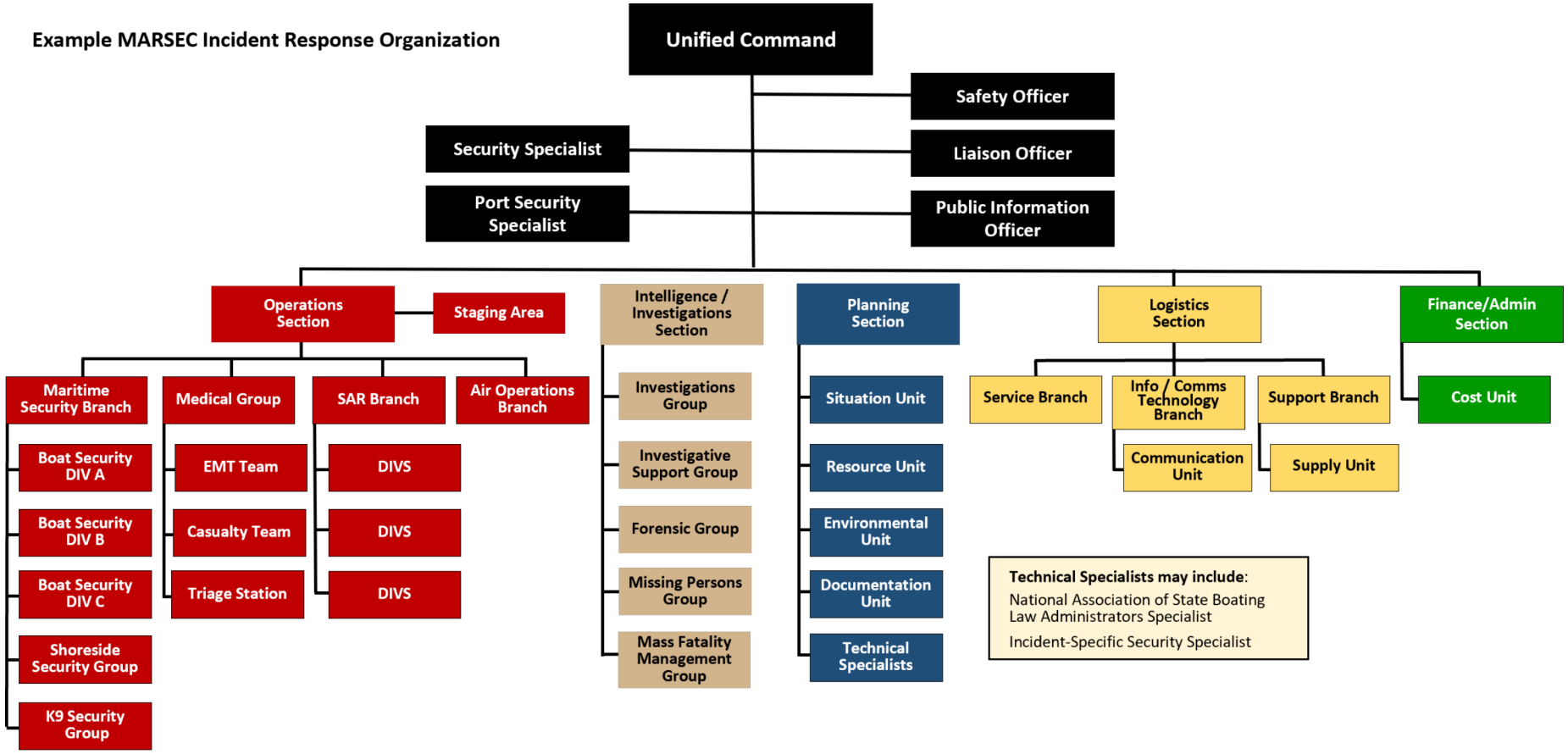
Note: Refer to AMSP for predesignated roles, positions, and agencies during responses as it changes based on the local area.

EXAMPLE MARSEC INCIDENT RESPONSE ORGANIZATION

One example of how to organize operations during a MARSEC response is provided on the following page. Experience and judgment are required to develop the best organizational construct to address the complexities of an incident. The example provides standardization of terms and names of Branches and Groups.

Maritime Security

Example MARSEC Incident Response Organization



Useful References:

a. Marine Security and Response Operations Manual, COMDTINST 16000.6 (series).

b. National Response Framework (NRF), 2016.

c. National Strategy for Maritime Security, 2005.

d. National Maritime Transportation Security Plan, 2005.

e. Maritime Transportation Security Act of 2002.

f. National Response Options Matrix.

g. 33 CFR 1 Subchapter H – Maritime Security.

h. Area Maritime Security Plan (AMS) and Area Maritime Security (AMS) Assessment Development and Maintenance Process, COMDTINST 16601.28 (series).

i. Guidelines for Development of Area Maritime Security Committees and Area Maritime Security Plans Required for U.S. Ports, NVIC 9-02 (series).

j. Public Law 106-390/42 U.S.C. 5121, et seq. The Robert T. Stafford Disaster Assistance and Emergency Relief Act.

k. Financial Resource Management Manual (FRMM), COMDTINST M7100.3 (series).

l. Maritime Infrastructure Recovery Plan (MIRP).

m. Critical Incident Communications, COMDTINST 3100.8 (series).

n. Marine Safety Manual Vol VII, Port Security, COMDTINST 16000.12 (series).

o. Physical Security and Protection Manual, COMDTINST M5530.1 (series).

Oil Spill

OVERVIEW

The National Oil and Hazardous Substances Pollution Contingency Plan (NCP) is the primary directive governing pollution response. All members of the Unified Command (UC) and its Command and General Staffs should be familiar with the contents of the NCP. The NCP operates under the National Response System (NRS). All parts of the NRS should be addressed concurrently with safety and stabilization being the highest priorities. The USCG is the Lead Federal Agency for pollution response in the Coastal Zone and provides pre-designated Federal On-Scene Coordinators (FOSCs) to direct and coordinate pollution responses.

The USCG uses a UC structure for all oil spill responses. National response priorities are found in the NCP and are summarized below. These priorities are broad in nature and should not be interpreted to preclude the consideration of other priorities.

- ❑ Ensure the safety of human life.
- ❑ Stabilize the situation by securing/removing the source to prevent additional oil spillage, and to minimize adverse impact to the environment.
- ❑ Use all necessary containment and removal tactics in a coordinated manner to minimize adverse impact to the environment.

In addition to the NCP, the UC response priorities and objectives shall follow the applicable Regional Contingency Plan (RCP) and Area Contingency Plan (ACP). These plans designate a FOSC and a State On-Scene Coordinator (SOSC) to be part of the UC. Example objectives are provided later in this chapter.

If a Responsible Party (RP) has been identified, and the source is a Marine Transportation Facility (MTF) or commercial vessel that has a Facility Response Plan (FRP), Vessel Response Plan (VRP), or Oil Spill Response Plan (OSRP), then the appropriate plan is required to be activated. Facilities or vessels may enact their FRP, VRP, or OSRP at any time, if deemed appropriate. These facilities or vessels must have a Qualified Individual (QI) activated for these situations. These plans pre-identify a spill management team and other response resources to carry out oil removal activities consistent with the RCP and ACP. The RP is expected to become a member of the UC, and the FOSC shall ensure the Responsible Party (RP) follows and implements their FRP, VRP, or OSRP.

ICS IMPLEMENTATION FOR OIL SPILL RESPONSE

The following information is provided on how to implement ICS during oil spills.

PRIORITIES FOR OIL SPILL INCIDENTS

- ❑ Safety of the public and responders.
- ❑ Protect the environment.
- ❑ Protect property.
- ❑ Support economic recovery.

EXAMPLES OF INCIDENT OBJECTIVES FOR OIL SPILL-RELATED INCIDENTS

- ❑ Conduct proper notifications and consultations with the necessary stakeholders and trustees affected by the spill in accordance with the ACP.
- ❑ Investigate to verify initial data provided, to include the quantity of material released or discharged.
- ❑ Understand the threat posed to the public and the environment.
- ❑ Classify the size and type of substance requiring a response to ensure required health effects are denoted.
- ❑ Request, collaborate, and support UAS response operations to include mission planning, data collection, image and mosaic mapping, data delivery, and short-and long-term data storage.
- ❑ Investigate the potential for, and if feasible use, alternative technologies to support response efforts.
- ❑ Initiate actions to stop or control the source, and minimize the total amount discharged.
- ❑ Determine oil fate and transport (trajectories).
- ❑ Identify resources at risk to include environmentally sensitive areas, culturally sensitive sites, and other important areas where various response strategies may be necessary.
- ❑ Develop strategies for environmental protection.
- ❑ Conduct pre-impact shoreline debris removal.
- ❑ Conduct an assessment and initiate shoreline clean-up efforts using environmentally sound practices for the responding area in accordance with the Geographic Response Strategies (GRSs).

- 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.

POSITION SPECIFIC TASKS AND RESPONSIBILITIES

COMMAND

The Command structure for oil spill response is normally a UC that includes the:

- FOSC.
- SOSC.
- Tribal On-Scene Coordinator (TOSC).
- Incident Commander (IC) of the RP.

The tasks and responsibilities of the UC for oil spills may include:

- Ensuring the safety of human life and the environment.
- Implementing the NCP, RCP, ACP, and other appropriate plans.
- Initiating a preliminary assessment of the oil spill.
- Classifying the discharge/potential incident as a "Minor", "Medium", or "Major" spill.
- Determining if the source is secured or is an ongoing, uncontrolled discharge.
- Ensuring notification to the appropriate state, local, tribal, and territorial (SLTT) governments, and other stakeholders who may be impacted.
- Ensuring prompt notification of the oil spill to natural resources trustees.
- Requesting activation of Regional Response Teams (RRT) through the RRT Co-Chair, and follow-on activation of the National Response Team (NRT), if required.
- Assessing the need for the use of special teams.
- Managing environmental, cultural, and natural resource consultation requirements and processes.
- Managing alternative response technology approval, resources, and usage in accordance with the ACP, RCP, and NCP.

COMMAND STAFF

Safety Officer (SOFR)

In addition to the tasks detailed in Chapter 7, the responsibilities of the SOFR specific to preparing a Health and Safety Plan for a hazardous substance release response include:

- Establishing a perimeter and restricting access.
- Characterizing site hazards to include identifying the hazardous substance, pollutant, or contaminant; obtaining Material Safety Data Sheets; conducting air monitoring; identifying CBRN and other potential hazards (e.g., slips, trips, falls, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants, and biological waste).
- Establishing control zones, including the exclusion zone, contamination reduction zone, and support zone.
- Establishing minimum safety training requirements.
- Assessing personnel training to include verification of Hazardous Waste Operations (HAZWOPER) cards, fit testing of Personal Protective Equipment (PPE), and entering/maintaining records of the Occupational Medical Surveillance and Evaluation Program (OMSEP).
- Selecting the responder PPE personnel should use.
- Ensuring the establishment of decontamination stations.
- Coordinating with the Medical Unit to locate and document hospital, Emergency Medical Technician (EMTs), and first-aid stations.

SCIENCE AND TECHNOLOGY ADVISORS

Scientific Support Coordinator (SSC)

The NCP defines the SSC as the Principal Advisor to the FOSC for scientific issues. The SSC may serve as a Science and Technology Advisor to the FOSC on the Command Staff, serve as an Environmental Unit Leader (ENVL), or as a Technical Specialist (THSP). Generally, SSCs and their Scientific Support Teams (SSTs) are provided by the National Oceanic and Atmospheric Administration (NOAA) in the coastal zones and by the Environmental Protection Agency (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. As the Principal Advisor for scientific issues, the SSC may communicate with the scientific community and coordinate requests for assistance from federal and state agencies regarding scientific studies.

The tasks and responsibilities of the SSC may include:

- ❑ Providing trajectory forecasting, including the actual location of oil, to the Situation Unit.
- ❑ Seeking consensus on scientific issues affecting the response.
- ❑ Facilitating environmental consultation processes.
- ❑ Developing 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.
- ❑ Providing environmental hazards information for the spilled product.
- ❑ Collaborating with UAS operations to enhance the Environmental Response Management Application (ERMA) common operating picture by providing real-time aerial data and situational awareness.
- ❑ Evaluating and comparing the environmental impacts of countermeasures, cleanup methods, and response endpoints.
- ❑ Integrating knowledge from government agencies, universities, community organizations, and private entities to assist the FOSC in evaluating the hazards and potential effects of an oil discharge and assisting with developing response strategies.
- ❑ Facilitating 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.

Natural Resource Damage Assessment (NRDA) Representative

NRDA Representatives are responsible for coordinating the NRDA needs and activities of the trustee team. NRDA activities generally do not occur within the structure, processes, and control of the incident. 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 coordinate with the spill response organization via the Liaison Officer (LOFR) and may need to work directly with the UC, Planning and Operations Sections, and SSC to resolve any issues and prevent duplicative efforts**.

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 tasks and responsibilities of the NRDA Representative may include:

- ❑ Attending appropriate meetings to facilitate communication between the NRDA Team and IC/UC.
- ❑ Providing status reports.
- ❑ Coordinating with operations to access sampling sites.
- ❑ Coordinating with the LOFR, or UC in the absence of a LOFR, to ensure that NRDA field activities do not conflict with ICS response activities, requesting logistical support for NRDA field activities, and ensuring the safety and accountability of all NRDA field personnel.
- ❑ Seeking 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).
- ❑ Supporting the incident response information requirements, as appropriate.
- ❑ Interacting with appropriate units to collect information requested by the NRDA Team.

Source Control Support Coordinator (SCSC)

The SCSC 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, discharge from subsea infrastructure, pipelines, or offshore facilities, the SCSC and other source control THSPs are provided by the Bureau of Safety and Environmental Enforcement (BSEE) Regional Office. 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.

The task and responsibilities of the SCSC may include:

- ❑ Providing governmental expertise, analysis, regulatory oversight and inspection for intervention, repair, integrity testing, and restart operations for offshore wells, facilities, and pipelines.

- Providing worst-case discharge forecasting for flow modeling to the Situation Unit Leader (SITL).
- Fostering consensus on source control issues affecting the response.
- Facilitating the surface blow-out or subsea source control consultation process, which may include input from government agencies, universities, community organizations, and private entities.
- Evaluating and comparing the environmental impacts of countermeasures, spill abatement methods, and source control endpoints.
- Quantifying the flow rate information of the source.
- Integrating knowledge from government agencies, universities, community organizations, and private entities to assist the FOSC in evaluating the hazards and potential effects of the subsea oil discharge and source control strategies.

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 are provided Personal Protective Equipment (PPE) and training to safely complete their assigned tasks. For oil spill responses, review the NRT Use of Volunteers Guidelines in reference (g). When there is significant volunteer participation, a Volunteer Coordinator may work for either the LOFR or the Planning Section Chief (PSC); see Chapter 7 for further information.

OPERATIONS SECTION

Branch Directors

To ensure the appropriate span of control in an Incident Management Team (IMT) during an oil spill response, Branches may be established by function or geography.

Typical functional Branches may consist of:

- Recovery and Protection
- Air Operations
- Wildlife
- Source Control

Typical geographic branches may consist of:

- Offshore, Near-shore
- North, East, South, West
- Coastal, Inland
- State, County, City

Geographic branches may be further subdivided by direction, county, or mile-marker. The functional and geographic branches listed above are not all-encompassing.

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 Incident Action Plan (IAP). The RPBD coordinates implementation of Protection and Recovery strategies by implementing "best management" practices for the 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 Protection Group Supervisor may modify protective actions as needed.

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 oil spill response equipment on board vessels and directs on-water recovery actions**.

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 (ATGS), On-water Recovery Group Supervisor, Subsea Dispersant Group Supervisor, and In-Situ Burn Group Supervisor, as necessary. The Dispersant Operations Group Supervisor determines dispersant resource needs, assists the Planning Section in the development of dispersant operations and

monitoring plans, and implements approved dispersant operations and monitoring plans.

In-Situ Burn Group Supervisor

For aerial support and/or ignition, the In-Situ Burn Group Supervisor works closely with the ATGS, On-Water Recovery Group Supervisor, and the Dispersant Operations Group Supervisor as necessary. This supervisor assists the Planning Section in the development of in-situ burn operations and monitoring plans, and coordinates implementation of approved in-situ burn operations and monitoring plans. This may include coordinating in-situ burn operations and use of air space with the ATGS and Dispersant Operations Group Supervisor.

Shoreside Recovery Group Supervisor

The Shoreside Recovery Group Supervisor is responsible for implementation of recovery strategies and coordinates the effectiveness of shoreside recovery identified by the shoreline clean-up assessment. The Shoreside Recovery Group may assist the Protection Group by monitoring the position, condition, and effectiveness of boom structures and other protective measures. The Group Supervisor should report any observations of stranded and/or displaced booms immediately.

The Shoreside Recovery Group may be further divided into Task Forces and Single Resources or be included in a Division/Branch with clearly defined geographic responsibilities.

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. **The Disposal Group Supervisor coordinates with EPA and state natural resource trustees on hazardous waste disposal**. This position also develops and implements waste management and segregation procedures, including locations for collections and containment of contaminated or waste materials, as well as ensuring PPE is properly used and safety measures are followed. The Disposal Group Supervisor must maintain accurate records of recovered material and provide reports to the SITL on the volume of oil and contaminated materials recovered. Depending on the size and location of the spill, the Disposal Group may be further divided into Task Forces and Single Resources.

Decontamination Group Supervisor

The Decontamination Group Supervisor is responsible for decontamination of personnel and response equipment in compliance

with the Decontamination Plan. The Decontamination Group Supervisor implements the Decontamination Plan, identifies resource needs, and directs decontamination activities for all response personnel, equipment, and assets involved in the response.

Salvage Group Supervisor

The Salvage Group Supervisor is responsible for the development of the Salvage Plan. This position also determines salvage resource requirements and implements the Salvage Plan.

USCG Dive Locker

USCG divers conduct military diving operations in support of port and waterway security, Aids to Navigation (ATON), and polar operational missions. USCG divers also conduct underwater ship husbandry and underwater search and recovery in support of mission requirements and other operations. Divers provide diving capabilities and other subsurface equipment and technologies to support all subsurface needs of the Service. This asset should be requested through a standard ICS 213-RR. More information on the USCG Diving Program can be found in reference (n).

U.S. Navy Supervisor of Salvage (SUPSALV) and Diving Technical Specialist

SUPSALV is an agency of the U.S. Navy and is highly proficient in ship salvage and salvage-related operations. It maintains an extensive array of specialized equipment and personnel available for use in salvage, as well as specialized equipment for containment, collection, and removal of oil spills, specifically designed for salvage-related and open sea pollution incidents.

SUPSALV can deploy personnel and equipment to support FOSCs and Incident Commanders under existing Memoranda of Agreement (MOAs) with the U.S. Army Corps of Engineers (USACE) and the USCG.

Air Operations Branch Director (AOBD)

The AOBD coordinates all air operations to support response efforts during an oil spill to include surveillance, VIP overflights, spill monitoring, trajectory verification, dispersant application, and UAS support. The AOBD is responsible for managing aviation resources and the airspace over the spill site, to ensure that the airspace is properly regulated when aircraft(s) are involved in the response.

Unmanned Aircraft System (UAS) Consideration

UAS support is available to provide surveillance, immediate aerial perspective, high-resolution imagery, thermal images, environmental

measurements, and assessment during incident response. UAS support should be coordinated through the Operations Section. UAS may be used in conjunction with aviation overflights or as stand-alone arial operations. For additional information on UAS support refer to the Operation Section of the CG-IMH and references (p) through (q).

Wildlife Branch Director (WLBD)

The Wildlife Branch Director (WLBD) is responsible for minimizing wildlife injuries during an oil spill response. The WLBD oversees four functional groups: Wildlife Recovery and Transportation Group, Wildlife Reconnaissance Group, Wildlife Hazing Group, and the Wildlife Care Processing Group.

The tasks and responsibilities of the WLBD may include:

- ❑ Supporting 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.
- ❑ Coordinating aerial and ground reconnaissance of wildlife at the oil spill site and reporting results to the SITL.
- ❑ Supporting the Safety Officer (SOFR) in the development of wildlife and responder safety information.
- ❑ Participating in the Endangered Species Act (ESA) consultation process with other natural resource trustees.
- ❑ Establishing communications protocols within the Wildlife Branch.
- ❑ Coordinating with the SITL and Public Information Officer (PIO) to include external communications regarding impacted wildlife numbers within the Information Management Plan.
- ❑ Coordinating with the Environmental Unit, particularly Resources at Risk, and appropriate trustees overseeing ESA Section 7 issues.
- ❑ Coordinating with the NRDA wildlife liaison.
- ❑ Assisting the Volunteer Coordinator in determining the training requirements of wildlife recovery volunteers.

Wildlife Recovery & Transportation Group Supervisor

The Wildlife Recovery & Transportation Group Supervisor is responsible for coordinating the search, collection, and field tagging of impacted wildlife (live and dead) and transporting them to care or processing centers. The Wildlife Recovery & Transportation Group

Supervisor manages the Wildlife Recovery Unit Leader and the Wildlife Transport Unit Leader. The Wildlife Recovery & Transportation Group Supervisor establishes and implements protocols for collecting and logging impacted wildlife, establishes communication protocols with the WLBD to ensure accurate and timely data reporting, and coordinates with the Wildlife Reconnaissance Group Supervisor and ENVL to determine best locations to conduct wildlife field operations.

Wildlife Reconnaissance Group Supervisor

The Wildlife Reconnaissance Group Supervisor is responsible for collecting and compiling all wildlife reconnaissance information and passing this information on 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.

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, and setting up Wildlife Hazing Teams consisting of appropriately trained personnel for targeted species (e.g., birds, mammals and/or other species). The Wildlife Hazing Group Supervisor determines wildlife hazing resource needs and coordinates with the ENVL and appropriate trustees to ensure methods used are approved by the UC and trustees.

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 tasks and responsibilities of the Wildlife Care Processing Group include:

- ❑ Determining wildlife care processing resource needs.
- ❑ Collecting data on impacted wildlife and briefing the WLBD.
- ❑ Establishing and managing stabilization, processing, and rehabilitation center activities for impacted wildlife.
- ❑ Establishing appropriate treatment centers for oil-fouled animals.
- ❑ Receiving oil-fouled wildlife at the processing center and recording essential information, collecting necessary samples,

and conducting triage, stabilization, treatment, transport, and rehabilitation of oiled wildlife.

- Coordinating the release of recovered wildlife.

Wildlife Field Stabilization Unit Leader

The Wildlife Field Stabilization Unit Leader provides triage to wildlife in the field prior to their transport to a primary care facility. The position determines wildlife field stabilization requirements, sets up wildlife triage equipment, provides wildlife field triage, and arranges for transportation of wildlife and support personnel.

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 blow-outs. The SCBD oversees three functional groups: Subsea Dispersant Group, Flow Modeling Group, and the Source Control Containment Group.

The tasks and responsibilities of the SCBD may include:

- Supporting 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.
- Coordinating reconnaissance of the subsea environment at the oil spill site and reporting the results to the SCSC, SSC, and SITL.
- Supporting the SOFR and ENVL in the development of responder and marine life safety information.
- Participating in the development of the Source Control Plan.
- Evaluating and comparing the environmental impacts of countermeasures, spill abatement methods, and source control endpoints.
- Quantifying the flow-rate information of the source.
- Providing input and requirements to the COML to support development of the Source Control Branch portion of the Communications Plan.
- Coordinating with the SITL and PIO to include external communications within the Information Management Plan regarding flow rate of the subject well or subsea pipeline.
- Coordinating with the ENVL regarding evaluation of resources at risk and appropriate trustees.

Subsea Dispersant Group Supervisor

For oil spills in the subsea environment and/or applications of dispersant in the subsea environment, the Subsea Dispersant Group Supervisor works closely with the Dispersant Operations Group Supervisor and Source Control Containment Group to determine subsea dispersant resource needs, assists in the development of dispersant operations and monitoring plans, and implements approved plans.

Source Control Containment Group

The Source Control Containment Group Supervisor is responsible for developing the Source Control Plan and coordinating the on-site activities of personnel engaged in the source control containment projects including the need for debris removal, capping stack, temporary containment, and recovery strategies at the point of discharge, as well as Relief Well.

Flow Modeling Group Supervisor

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 blow-outs, the Flow Modeling Group 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. The Flow Modeling Group Supervisor coordinates the implementation, monitoring, and adjustment of flow modeling for the source of the discharge until the source is secured, and reports the results to the SCSC, SSC, and SITL

PLANNING SECTION

ENVIRONMENTAL UNIT STAFF / TECHNICAL SPECIALISTS

Shoreline Clean-up Assessment Technique Team Coordinator

The Shoreline Clean-up Assessment Technique (SCAT) Team Coordinator is responsible for providing shoreline clean-up recommendations, including requirements for SCAT Teams and clean-up end point criteria.

The tasks and responsibilities for the SCAT Team Coordinator may include:

- ❑ Evaluating the need for SCAT Teams based on linear mileage requiring surveys and number of shoreline divisions/segments.
- ❑ Estimating the number of SCAT Teams required and determine their staffing and organization.

- Ensuring all SCAT Team members have the necessary training.
- Collaborating with UAS personnel to survey, characterize, and collect data in order to assess conditions and develop a shoreline cleanup plan.
- Developing daily assignments for each SCAT Team and arranging for equipment and transportation through the Logistics Section.
- Describing shoreline types and characterizing oiling conditions.
- Consulting the Resources-at-Risk THSP to ensure that SCAT Team activities and shoreline treatment recommendations support Best Management Practices (BMPs) for sensitive resources protection.
- Recommending high priority treatment areas based on risk to resources.
- Ensuring that SCAT missions are conducted and documented in accordance with the NOAA Shoreline Assessment Manual.
- Recommending specific clean-up methods and end-point criteria for each shoreline type.
- Evaluating the implementation of prescribed clean-up methods and effectiveness of oil removal operations.
- Integrating Trustee agencies and key stakeholders into the decision-making process, as appropriate.
- Developing shoreline treatment recommendations and obtaining necessary permits, consultations, and other authorizations required by the ESA, National Historic Preservation Act (NHPA), and Magnuson-Stevens Act.
- Validating the accuracy of SCAT data and ensuring data is available to the SITL and DOCL.
- Supporting the sampling team by equipping SCAT Teams for sample collection if directed by ENVL.
- Coordinating with NRDA to optimize data-sharing.
- Conducting post-clean-up inspections.

TECHNICAL SPECIALISTS

Specialist Position	Description
Disposal (Waste Management) Technical Specialist	The Disposal THSP is responsible for developing a Waste Management Plan that details the collection, sampling, monitoring, temporary storage, transportation, recycling, and disposal of all anticipated wastes from response activities. The Disposal THSP may also calculate and verify the volume of oil recovered, including oil collected with sediment and sand.
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 (h) as well as consulting with State Historic Preservation Officers (SHPO), land management agencies, appropriate native tribes, organizations, and other concerned parties. The Historical/Cultural Resources THSP must identify and prioritize historical/cultural sites and develop strategies for protection and cleanup of those sites to minimize damage caused by the response activities. They are responsible for implementing the Programmatic Agreement (PA) and coordinating NHPA Section 106 consultations required by reference (i) with the SHPO.
Resources-at-Risk Technical Specialist	The Resources-at-Risk THSP is responsible for the identification of resources at risk from exposure to the spilled oil and response activities. They will evaluate the importance of the resources, weigh the risks to each, and recommend priorities for their protection. This THSP also works with the Natural Resource Trustee Representatives to identify natural resources at risk, including endangered, threatened, and protected species, and their critical habitat. They may also support the ESA consultation process and support identification of historic properties at risk following a consultation with the Historical/Cultural Resources THSP. The Resources-at-Risk THSP may 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. The THSP may 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.

Specialist Position	Description
Sampling Technical Specialist	The Sampling THSP is responsible for providing a Sampling Plan for the coordinated collection, documentation, storage, transportation, and submission to appropriate laboratories for analysis or storage of spill samples. The Sampling THSP determines sampling resource needs; identifies appropriate laboratories and requests sample media and instructions; maintain chain of custody documents for all samples and, coordinates sampling activities with the NRDA Representative, Investigation Team, and legal advisors.
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. Some of the common utilized systems in these responses for oil or chemical fate analysis and forecasting are Computer-Aided Management of Emergency Operations (CAMEO), Areal Locations of Hazardous Atmospheres (ALOHA), General NOAA Operational Modeling Environment (GNOME), GNOME Online Oceanographic Data Server (GOODS), Environmental Response Management Application (ERMA), Remediation of Underwater Legacy Environmental Threats (RULET), DIVA GIS, and remote sensing with unmanned aerial vehicles (UAVs) or unmanned aircraft systems (UASs) to name a few, with more details found in Reference (m). The Trajectory Forecasting THSP coordinates spill observations, over-flights and use of UAS to provide trajectory and over-flight maps, weather forecasts, and tidal and current information to the Situation Unit.
Weather Forecast Technical Specialist	The Weather Forecast THSP is responsible for providing incident-specific weather forecasts on an assigned schedule. This position acquires data for and develops incident-specific weather forecasts, provides briefings on weather observations and forecasts to the SITL for dissemination, and answer specific weather-related response questions. This member coordinates with the SSC and Trajectory Forecasting THSP as needed.

ADDITIONAL PLANNING SECTION POSITIONS TO SUPPORT OIL SPILL RESPONSES

Oil Spill Aerial Observer

The Oil Spill Aerial Observer is a field observer working under the Planning Section. Aerial support — rotary and/or fixed wing, and/or unmanned systems — is indispensable for the effective employment of shoreline, marsh, and open-water oil skimming operations. The location and identification of high-threat, leading edge, skim-able concentrations, trajectory validations, daily relocation or fleet adjustment are not usually possible without aerial support and Oil Spill Aerial Observers.

Personnel designated as Oil Spill Aerial Observers should have training on oil observation, basic fate knowledge, and oil spill trajectories. Often these are achieved through members attending the NOAA Aerial Observer training or being a qualified Pollution Responder. This position records the location and describes with standard terminology the structure, color, and percent cover of spilled oil. The observers should include any other significant observations and report findings to the SITL. Oil Spill Aerial Observers can estimate oil thickness and volume, determine locations of recoverable oil concentrations, have knowledge of what local false positives may be (e.g., algae blooms, seaweed, and sediment deposits), identify false positives, and identify effective boom placement, and places of boom failure.

Refer to NOAA's Open Water Oil Identification Job Aid for more information on Aerial Oil Spill observation.

FINANCE/ADMINISTRATION SECTION

Oil Spill Liability Trust Fund Specialist

The National Pollution Funds Center (NPFC) or USCG Operational Logistics Command (LOGCOM) can provide Case Managers or Contracting Officers to assist with management and coordination of funding issues. USCG utilizes various funding streams (e.g., the Oil Spill Liability Trust Fund (OSLTF); Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); Stafford Act; or Department of Defense (DoD) funding) that require technical expertise in accessing, allocating, recording, and documenting expenditures, including Pollution Removal Funding Authorizations (PRFA), Military Interdepartmental Purchase Request (MIPR), or Interagency Reimbursable Work Assignment (IRWA). This position should be filled during Type 1 or Type 2 incidents but may be filled remotely if necessary. The NPFC Case Managers should have direct access to the USCG FOSC to access funding streams, ensure compliance with

funding requirements, address evolving issues, and to prevent delays in funding Other Government Agencies (OGAs).

NATIONAL INCIDENT COMMANDER (NIC)

The Commandant, in consultation with the Secretary of Homeland Security, may designate a National Incident Commander (NIC) for oil discharges that are classified as a Spill of National Significance (SONS) to perform the functions described in reference (g). **A SONS is a spill that, due to its severity, size, location, and actual or potential impact on the public health and welfare of the environment, or the scope of the response effort, is so complex that it requires extraordinary coordination of federal and SLTT governments and responsible party resources to contain and clean-up the discharge**. The declaration of a SONS offers to the IC/UC a cadre of emergency managers to facilitate an added degree of national-level support led by the NIC. The IC/UCs report to the NIC.

ESF #10 - OIL AND HAZARDOUS MATERIALS RESPONSE

ESF #10 may be activated in response to an oil and hazardous materials response when the Federal Emergency Management Agency (FEMA) determines that federal assistance is required to supplement the response efforts of the affected SLTT governments, under the Stafford Act, or in anticipation of a major disaster or emergency that is expected to result in a Stafford Act declaration.

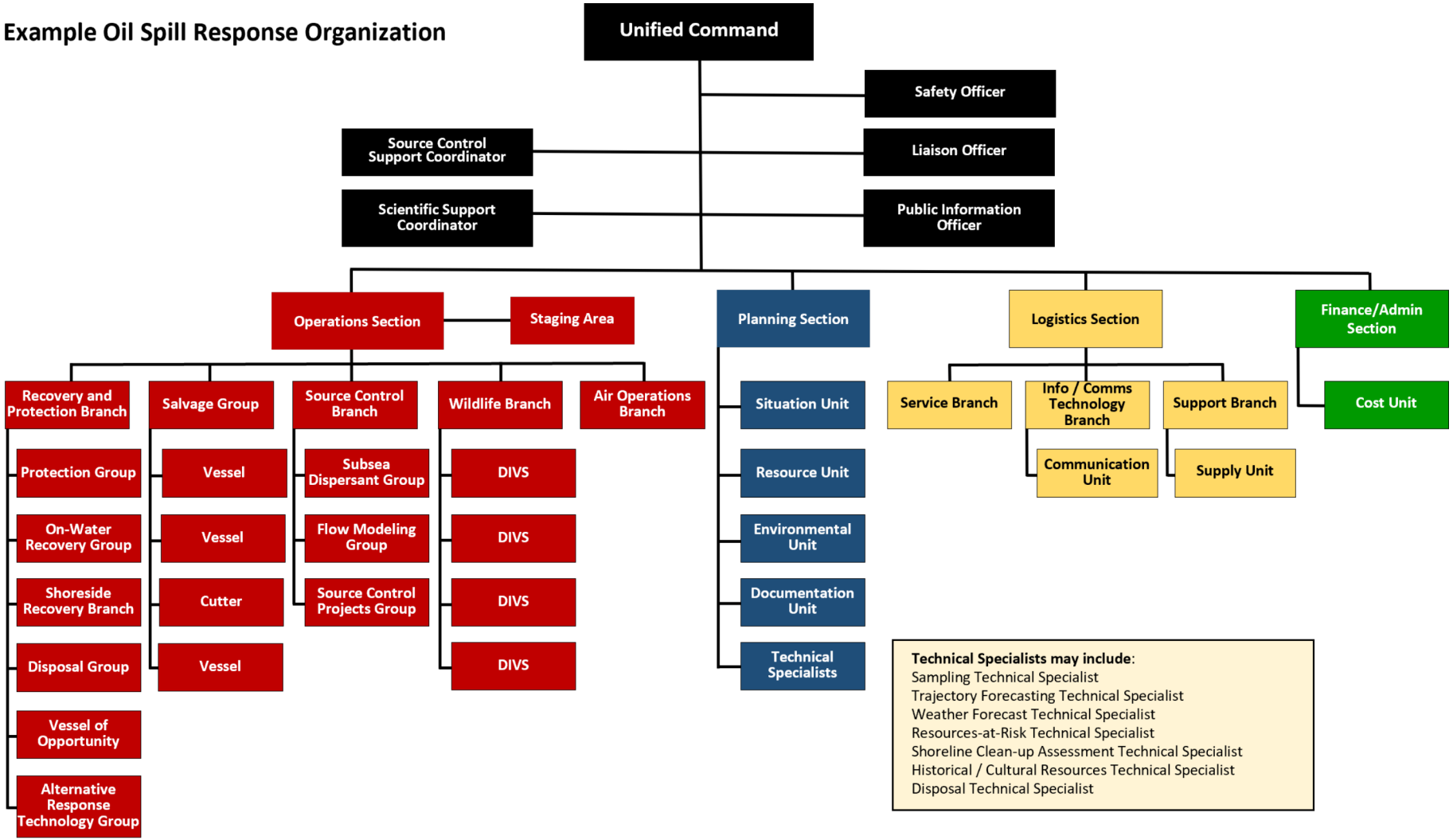
The Presidentially Declared Disasters and Multiagency Coordination System (MACS) chapter contains additional information on ESF #10 responses to oil and hazardous materials incidents.

EXAMPLE OIL SPILL RESPONSE ORGANIZATION

One example of how to organize operations during an oil spill response is provided on the following page. 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.

Oil Spill

Example Oil Spill Response Organization



Useful References:

a. 40 CFR §300, National Oil and Hazardous Substances Pollution Contingency Plan.
b. National Response Framework (NRF), 2016.
c. National Incident Management System (NIMS), 2017.
d. 30 CFR §254, Oil Spill Response Requirements for Facilities Located Seaward of the Coastline.
e. 33 CFR §154, Facilities Transferring Oil or Hazardous Material in Bulk.
f. 33 CFR §155, Oil or Hazardous Material Pollution Prevention Regulations for Vessels.
g. National Incident Commander's (NIC) Manual for Spill of National Significance (SONS) Management COMDTINST 16465.6 (series).
h. NRT Use of Volunteers Guidelines for Oil Spills, 2012.
i. Programmatic Agreement on the Protection of Historic Properties During Emergency Response under the NCP, 1997.
j. 50 CFR § 800, Protection of Historic Properties.
k. 50 CFR § 402, Interagency Cooperation- Endangered Species Act of 1973, as amended.
l. Interagency Memorandum of Agreement Regarding Oil Spill Planning and Response Activities Under the Federal Water Pollution Control Act's National Oil and Hazardous Substances Pollution Contingency Plan and the Endangered Species Act.
m. U.S. Coast Guard Marine Environmental Response and Preparedness Manual, COMDTINST M16000.14 (series).
n. U.S. Coast Guard Diving Program Manual, COMDTINST M3150.1 (series).
o. U.S. Coast Guard Air Operations Manual, COMDTINST M3710.1 (series).
p. SR-UAS Maritime Environmental Response (MER) Oil Mission Guidelines.
q. National Oceanic and Atmospheric Administration (NOAA) Oil Spill Response Uncrewed Aircraft Systems (UAS) Guidance and Training.

Supporting Plans:

a. Regional Contingency Plan (RCP).
b. Area Contingency Plan (ACP).
c. Industry Oil Spill Response Plan (OSRP), as applicable.

Hazardous Substance

OVERVIEW

USCG Federal On-Scene Coordinators (FOSCs) coordinate and direct responses to releases or potential releases of hazardous substances, pollutants, and contaminants. Their primary objective is to protect public health and safety, and the environment. In accordance with reference (a) and (b), the USCG is the lead agency for federal pollution response in the coastal zone and is responsible for regulating maritime transportation of hazardous materials. The National Contingency Plan (NCP) is the basis of USCG responses to hazardous substance incidents. As per the NCP, three other federal agencies —the Environmental Protection Agency (EPA), Department of Defense (DoD), and Department of Energy (DOE) — also have On-Scene Coordinator authorities for hazardous substance responses in their areas or respective facilities.

There are different uses of the term “HAZMAT” throughout the transportation, response, and regulatory communities. This handbook will refer to hazardous substance and hazardous material (HAZMAT) as “hazardous substances”.

NCP Hazardous Substance Response

The NCP provides overarching response priorities for hazardous substance releases. FOSCs are required to ensure these priorities are integrated into the response.

- ❑ Ensure the safety of human life.
- ❑ Stabilize the situation.
- ❑ Employ containment and removal tactics in a coordinated manner.
- ❑ Use all parts of the national response strategy.

There are well-defined steps associated with hazardous substance response. The NCP outlines seven phases for hazardous substance response. Regional Contingency Plans (RCPs) and Area Contingency Plans (ACPs) expound upon these steps. USCG FOSCs normally conduct the first three phases:

- ❑ Discovery or notification.
- ❑ Removal site evaluation.
- ❑ Removal action.

Note: The remaining phases can be found in reference (a).

Special teams are available to help the FOSC conduct hazardous substance incident response. A few of these teams include:

- ❑ USCG National Strike Force (NSF).

- EPA Environmental Response Team.
- National Oceanic and Atmospheric Administration (NOAA) Scientific Support Coordinator (SSC).

These teams are described in detail in ACPs, Geographic Response Plans (GRPs), and references (a) and (k). The team information throughout the section is meant to assist members when considering needed capabilities based on the type of incident. It is not an all-encompassing list.

HAZARDOUS SUBSTANCE RESPONSE PREPAREDNESS

Pre-incident planning stakeholder meetings (e.g., Area Maritime Security (AMS) and Area Committee Planning Meetings) are essential 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 Unified Command (UC) participation will be required. The Unified Hazardous Substance Response organization is one that provides the necessary supervision and control to abate, prevent, minimize, stabilize, mitigate, or eliminate the threat to the public health and welfare or the environment.

SPECIAL SUBSTANCE INCIDENTS

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 USCG FOSC determines that the release may present an imminent and substantial danger to public health or safety, the USCG 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, Emergency Support Function (ESF) #8, ESF #10, the Biological Incident Annex, and other National Response Framework (NRF) annexes can be employed as guides to coordinate a broader response. Additional information on USCG support during these responses can be found in the Presidentially Declared Disasters and Multiagency Coordination System (MACS) chapter of this handbook.

Detailed biological agent information is available from the U.S. National Response Team (NRT) web site. Some agent types include:

- Bacterial (e.g., Anthrax, Brucellosis).
- Virals (e.g., Argentine Hemorrhagic Fever, Bolivian Hemorrhagic Fever).

- Biotoxins (e.g., Botulism or Ricin).

Additional specialized teams that are available to help the FOSC conduct biological incident response include:

- EPA Chemical, Biological, Radiological and Nuclear Consequence Management Advisory Team (CBRN CMAT)
- USCG Maritime Security Response Team (MSRT) - CBRN Team/Operators
- Centers for Disease Control and Prevention (CDC)/ Agency for Toxic Substances and Disease Registry (ATSDR)
- National Guard Civil Support Teams (CSTs)

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.

Additional specialized teams available to help the FOSC conduct radiological incident response include:

- EPA Radiological Emergency Response Teams
- DOE Federal Radiological Measurement and Assessment Center
- DOE Radiological Assistance Program

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 Nuclear/ Radiological Incident Annex (NRIA), and 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, as appropriate. For any man-made nuclear incident involving non-DoD or non-Nuclear Regulatory Commission radioactive material, the DOE will assume the role of Coordinating Agency to address the radiological aspects of the response.

Specialized teams available to help the FOSC conduct nuclear material incident response include:

- CG NSF.
- CG MSRT
- EPA CBRN CMAT

- EPA Radiological Emergency Response Team
- EPA Environmental Response Team
- NOAA SSCs
- DOE Nuclear Emergency Support Team
- National Guard CST

Man-Made Disaster

This section focuses on the USCG's response to the intentional release of Chemical, Biological, Radiological, and Nuclear (CBRN) substances and materials and does not supersede any FOSC authorities and responsibilities.

The UC responding to a man-made disaster has to be acutely aware of the government's response mechanisms described in the NRF and the National Prevention Framework for these types of incidents.

During a man-made disaster response, the Federal Bureau of Investigation (FBI) is the lead agency for investigation. The USCG will act in a supporting role for these incidents and may send special teams, such as USCG Investigative Service (CGIS) and strike teams, to assist and coordinate through the Joint Terrorism Task Force (JTTF). The USCG would likely activate the Area Maritime Security Plan (AMSP) with the Area Maritime Security Committee (AMSC). The USCG's first priority is to ensure the safety of all USCG forces in the potentially contaminated area. **USCG forces should not conduct response and recovery operations within a contaminated environment until the USCG FOSC issues a "Safe to Respond" determination with the UC**. The USCGs primary roles is to provide command, control, and support through the UC. The USCG may employ specialized USCG 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.

ICS IMPLEMENTATION FOR HAZARDOUS SUBSTANCE INCIDENTS

Priorities for Hazardous Substance Incidents

- Ensure the safety of human life.
- Stabilize the situation by securing/removing the source to prevent additional hazardous substance release and to minimize adverse impacts to the environment.
- Use all necessary containment and removal tactics in a coordinated manner to minimize adverse impacts to the environment.

- All parts of the NRS should be addressed concurrently with safety and stabilization being the highest priorities.

These priorities are broad in nature and should not be interpreted to preclude the consideration of other priorities.

Examples of Objectives for Hazardous Substance-related Incidents

- Investigate the initial reporting to verify data provided, to include the quantity of material released.
- Determine the physical properties of the hazardous substance, exposure limits, potential exposure paths, and impacts to human health and the environment.
- Determine if the release meets the reportable quantity under the Clean Water Act or CERCLA and determine feasibility of removal actions.
- Evacuate members to a safe distance per safety standards of the release.
- Identify resources at risk to include environmentally sensitive areas, culturally sensitive sites, and other important areas where various response strategies may be necessary.
- 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.
- Determine hazardous substance fate and effect (trajectories).
- Develop strategies for protection.
- Investigate the potential for, and if feasible, use alternative technologies to support response efforts.
- Initiate actions to stop or control the source, and minimize the total amount released.
- Conduct pre-impact shoreline debris removal.
- Contain, treat, and recover spilled materials from the water's surface or, in the case of offshore oil wells or pipelines, at the release point.
- Conduct an assessment and initiate clean-up efforts using environmentally sound practices for the responding area in accordance with applicable plans.
- Identify threatened species and prepare to recover and rehabilitate injured wildlife.

HAZARDOUS SUBSTANCE RELEASE-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to hazardous substance release incidents are described below.

POSITION SPECIFIC TASKS AND RESPONSIBILITIES

COMMAND

The command structure for hazardous substance response is normally a UC that includes the:

- ❑ FOSC
- ❑ State On-Scene Coordinator (SOSC)
- ❑ Tribal On-Scene Coordinator (TOSC)
- ❑ IC of the Responsible Party (RP)

The tasks and responsibilities of the UC for hazardous substance responses may include:

- ❑ Ensuring the safety of human life and the environment.
- ❑ Implementing the NCP, Regional Response Plan (RCP), ACP, and other appropriate plans.
- ❑ Initiating a preliminary assessment of the hazardous substance incident.
- ❑ Determining if the source is secured or is an ongoing, uncontrolled release.
- ❑ Ensuring notification to the appropriate state, local, tribal and territorial organizations, and other stakeholders who may be impacted.
- ❑ Ensuring prompt notification of the hazardous substance release to natural resources trustees.
- ❑ Requesting activation of Regional Response Team (RRT) through the RRT Co-Chair, and follow-on activation of the NRT, if required.
- ❑ Assessing the need for the use of special teams.
- ❑ Managing environmental, cultural, and natural resource consultation requirements and processes.
- ❑ Managing alternative response technology approval, resources, and usage in accordance with the ACP, RCP, and NCP.

COMMAND STAFF

Safety Officer (SOFR)

In addition to the tasks detailed in Chapter 7, the responsibilities of the SOFR specific to preparing a Health and Safety Plan for a hazardous substance release response include:

- ❑ Establishing a perimeter and restricting access.
- ❑ Characterizing site hazards to include identifying the hazardous substance, pollutant, or contaminant; obtaining Material Safety Data Sheets; conducting air monitoring; identifying CBRN and other potential hazards (e.g., slips, trips, falls, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants, and biological waste).
- ❑ Establishing control zones, including the exclusion zone, contamination reduction zone, and support zone.
- ❑ Establishing minimum safety training requirements.
- ❑ Assessing personnel training to include verification of Hazardous Waste Operations (HAZWOPER) cards, fit testing of Personal Protective Equipment (PPE), and entering/maintaining records of the Occupational Medical Surveillance and Evaluation Program (OMSEP).
- ❑ Selecting the responder PPE personnel should use.
- ❑ Ensuring the establishment of decontamination stations.
- ❑ Coordinating with the Medical Unit to locate and document hospital, Emergency Medical Technician (EMTs), and first-aid stations.

Assistant Safety Officer - Hazardous Substances

The Assistant SOFR - Hazardous Substances 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 Substances advises the Hazardous Substance Group Supervisor, or Hazardous Substance Branch Director, on health and safety issues, and has the authority to stop or prevent unsafe response activities.

The tasks and responsibilities of the Assistant SOFR – Hazardous Substances may include:

- ❑ Participating in the preparation and implementation of a Health and Safety Plan.

- Advising the Hazardous Substance Group Supervisor, or Branch Director, of deviations from the Health and Safety Plan and other dangerous situations.
- Ensuring the protection of the Hazardous Substance Group personnel from identified hazards.
- Coordinating with the Medical Unit Leader (MEDL) to ensure the provision of Emergency Medical Services (EMS) for assigned personnel.
- Coordinating with the MEDL to ensure that medical records for the Hazardous Substance Group personnel are updated to reflect any exposures to hazardous materials.

Assistant Safety Officer - Public Health

The Assistant SOFR – 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 Assistant SOFR – Public Health should be assigned to the Public Health Assessment Team in the Operations Section, if used. The Assistant SOFR – 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 tasks and responsibilities of the Assistant SOFR - Public Health may include:

- Establishing liaison to maintain situational awareness with all key public health organizations (e.g., federal, state, tribal, and local (SLTT) agencies, non-government organizations (NGOs), and commercial entities) within the incident boundaries.
- Providing immediate briefings to the SOFR and UC regarding any public health emergencies or imminent threats.
- Conducting public health surveillance, including for mental and behavioral health and communicable and non-communicable diseases.
- Developing risk communications and public health information including web content and social media.
- Developing 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).
- Conducting environmental monitoring, including sampling, analysis, and interpretation.

- Providing data needed to assess potential health impact on populations at risk.
- Identifying communicable and non-communicable disease issues.
- Tracking status of public health resources and recommending additional resources that may be needed to sustain public health work and operations.
- Participating in planning processes, as appropriate.
- Providing public health input to situational reports.

Scientific Support Coordinator

Details about the SSC can be found in the Oil Spill chapter of this handbook. See reference (i) for more information on support SSCs can provide.

The tasks and responsibilities of the SSC may include:

- Providing trajectory forecasting, including the actual location of the hazardous substance, pollutant, or contaminant, to the Situation Unit.
- Providing environmental hazards information on the hazardous substance.
- Evaluating and comparing the environmental impacts of countermeasures, clean-up methods, and response endpoints.
- Integrating knowledge from government agencies, universities, community organizations, and industry to assist the FOSC in evaluating the hazards and potential effects of the release, and in developing response strategies.

OPERATIONS SECTION

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 tasks and responsibilities of the Hazardous Substance Group Supervisor may include:

- Ensuring the development of control zones and access control points, and the placement of appropriate control lines.
- Evaluating and recommending public protection action options to the Operations Section Chief (OSC) or Branch Director, if activated.

- Establishing environmental monitoring of the hazard site for contaminants.
- Ensuring that a Safety Message (ICS 208) or a Health and Safety Plan is developed and implemented.
- Conducting safety meetings with the Hazardous Substance Group.
- Ensuring the proper responder PPE approved by the SOFR is selected and used.
- Utilizing Entry Team Leaders for the entry operations within the exclusion zone.

Decontamination Group Supervisor

The Decontamination Group Supervisor supervises decontamination operations including establishing the contamination reduction corridors; maintaining control over movement of people and equipment within the contamination reduction zone; coordinating operations with the Hazardous Substance Group Supervisor; coordinating the transfer of decontaminated patients requiring medical attention to the Medical Group; and coordinating the handling, storage, and transfer of contaminants within the contamination reduction zone.

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 tasks and responsibilities of the Site Access Control Leader may include:

- Organizing and supervising personnel who control access to the hazard site.
- Overseeing placement of the exclusion control line and the contamination control line.
- Ensuring actions are taken to prevent the spread of the hazardous substance.
- Establishing a Safe Refuge Area within the contamination reduction zone and appointing a Safe Refuge Area Manager, as needed.
- Coordinating with the Medical Group for proper separation and tracking of potentially contaminated persons needing medical attention.

- Ensuring injured or exposed individuals are decontaminated prior to departing the hazard site.
- Tracking the movement of persons passing through the contamination control line and providing the records to MEDL for long-term observation.
- Monitoring any changes in weather and other circumstances that may affect site access.
- Maintaining communications and coordinating operations with the Entry Leader.
- Maintaining communications and coordinating operations with the Decontamination Leader.

Medical Group Supervisor

The Medical Group Supervisor conducts victim triage, first aid, decontamination services, and transportation of patients to medical facilities. Often this position is filled at the local EMS Dispatch Center and not the ICP, but if the same units are being used for multiple functions, this ICS position could be necessary. **Medical information about specific patients and deceased individuals shall be kept private until approved for release by Command**.

Triage Leader

The Triage Leader is responsible to triage victims for treatment, collect information, and prevent the spread of contamination by these victims. The Triage Leader reports to the Medical Group Supervisor.

The tasks and responsibilities of the Triage Leader may include:

- Establishing the triage area adjacent to the contamination reduction corridor and exclusion control line.
- Monitoring the hazardous substance response to ensure the triage area is not subject to contamination.
- Assisting the Site Access Control Leader and Decontamination Group Supervisor by ensuring victims are evaluated for contamination.
- Managing the triage area for the holding and evaluation of persons suspected of being contaminated and those who may have information about the incident.
- Maintaining communications with the Entry Leader to coordinate the movement of victims from the triage area(s).
- Maintaining communications with the Decontamination Group Supervisor to coordinate the movement of victims from the triage area into the contamination reduction corridor, if needed.

Sampling and Assessment Group Supervisor

The Sampling and Assessment Group is assigned to the Operations Section due to the quick communication and coordination it must have with other field Groups. The Sampling and Assessment Group will normally include an Air Monitoring Team, Water Sampling Team, and Soil Sampling Team. This Group is responsible for perimeter monitoring and sampling. Group personnel should coordinate with the Entry Team to ensure area sampling techniques and results are understood.

The tasks and responsibilities of the Sampling and Assessment Group Supervisor may include:

- ❑ Coordinating all monitoring and sampling with the Assistant SOFR – Public Health.
- ❑ Collecting samples, as directed, by the regulatory agencies and other interested parties using appropriate the sampling protocols.
- ❑ Coordinating activities involving the release to determine the risk to humans, including acute and chronic public health threats, and to advise the Assistant SOFR – Public Health on findings.
- ❑ Ensuring samples are properly transferred to Documentation Unit Leader (DOCL) using appropriate chain of custody procedures for proper documentation, analysis, and final disposition.
- ❑ Ensuring all sampling required for immediate operational activities is completed and sample data results are communicated to on-site personnel.

Hazardous Substance Law Enforcement Group

The Hazardous Substance Law Enforcement Group may be created to support Law Enforcement (LE) operations conducted during a hazardous substance release. The Group may be assigned to the Operations Section or the Intelligence / Investigations Section.

The tasks and responsibilities of the Hazardous Substance Law Enforcement Group may include:

- ❑ Obtaining pertinent LE information from the following sources in order to coordinate the operational response:
  - FBI field office.
  - Servicing Coast Guard Investigative Service (CGIS) office.
  - State and local LE.
  - Local fire and rescue organizations, including HAZMAT teams.
  - State and/or local EOCs.

- Pertinent CBRN information discussed at intelligence sharing forums.
- Current national and international events involving terrorist activities.

- ❑ Advising the UC of LE-related issues and the latest intelligence information.
- ❑ Being familiar with the available local LE resources.
- ❑ Assisting in obtaining needed resources from LE sources.
- ❑ Identifying and addressing incident security.
- ❑ Investigating whether the incident was intentional or accidental.
- ❑ Establishing inner and outer perimeters at the scene based on the nature of the incident.
- ❑ Coordinating incident site evacuation.
- ❑ Coordinating evacuation of surrounding areas, as needed.
- ❑ Coordinating traffic flow, especially ingress and egress of emergency and rescue vehicles.
- ❑ Providing evidence identification, collection, and control:
  - Establish control of security at the scene.
  - Coordinate the collection and preservation of evidence with the FBI and the servicing CGIS office.
  - Map and photograph all evidence locations.
  - Collect non-contaminated evidence.
  - Coordinate the collection, chain of custody, and safe storage of contaminated evidence with the Hazardous Substance Group.
  - Provide secure storage for collected evidence.
- ❑ Affect the arrest and transportation of the perpetrators.

PLANNING SECTION

Sample Tracking Team

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. The Sample Tracking Team works for the DOCL.

The tasks and responsibilities of the Sample Tracking Team may include:

- ❑ Ensuring samples are collected by field sampling teams.

- Ensuring sample analyses are completed according to the requested schedule and documenting any reasons for delays.
- Ensuring chain of custody documents are prepared and logged for samples.
- Assigning a control number to each sample.
- Ensuring samples are properly transferred to an approved laboratory.

Sampling Protocol Team

During a significant hazardous substance response, there will be numerous sampling requirements that must be coordinated across Divisions. The Sampling Protocol Team, working for the DOCL ,is responsible for developing the incident sampling plan.

The tasks and responsibilities of the Sampling Protocol Team may include:

- Coordinating with each organization holding jurisdiction over the incident response.
- Coordinating procedures for split samples between all organizations holding jurisdiction over the incident response.
- Providing special instructions to field sampling teams.
- Determining the laboratories to use for sample analysis.
- Providing special instructions on sample analysis to the approved laboratories.
- Obtaining sample analysis reports from approved laboratories.

Sample Information Dissemination Team

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 its activities with the Sample Documentation Team and the Sample Tracking Team. It will ensure the original sample analysis document is retained by the Documentation Unit for the historical event file. The Sample Information Dissemination Team works for the DOCL and coordinates dissemination of information with the SITL.

Clean-up 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 Clean-up Technical Team contributes to minimizing

the effects on humans and the environment by determining appropriate clean-up methods for affected areas. The Clean-up Technical Team may work as part of the Environmental Unit.

The tasks and responsibilities of the Clean-up Technical Team may include:

- ❑ Researching approaches to mitigate the effects of the hazardous substance released.
- ❑ Determining the most reasonable and economical approach for remediating the effects of the hazardous substance release.
- ❑ Recommending government or private sector businesses capable of performing the required removal work to the OSC.
- ❑ Determining hazardous response clean-up levels.
- ❑ Developing a Removal Plan and having it approved by the UC.
- ❑ Reviewing information obtained from initial response operations and modifying the Removal Plan, as required.

TECHNICAL SPECIALISTS

Position	Description
Chemical Engineer Technical Specialist	A Chemical Engineer Technical Specialist is a trained and licensed professional who 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.
Hazardous Substance Technical Specialist	The Hazardous Substance THSP provides technical information and assistance to the Hazardous Substance Group aided by a variety of resources such as computer databases, technical journals, and facility representatives. The Hazardous Substance THSP may also provide product identification using hazardous categorization tests and other means of identifying unknown materials. The responsibilities of the Hazardous Substance THSP include, but are not limited to, interpreting environmental monitoring data, analysis of hazardous substances, and PPE compatibility with hazardous substances.
Industrial Hygienist Technical Specialist	An Industrial Hygienist THSP is a trained and certified professional who can help the SOFR analyze work practices to determine the protective measures that responders need to take during complex hazardous substances responses to ensure their health and safety are not negatively impacted. The Industrial Hygienist THSP should check responder PPE, chemical reactivity of involved hazardous substances, and response techniques.
Marine Chemist Technical Specialist	A Marine Chemist Technical 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. A chemist or industrial hygienist is required for declaring confined spaces as gas-free for entry.
Toxicologist Technical Specialist	The Toxicologist THSP is a trained and certified professional who can determine the toxic effects of the released hazardous substance on responders, the public, and the environment.

FINANCE/ADMINISTRATION SECTION

Comprehensive Environmental Response, Compensation, and Liability Act Fund Specialist

The National Pollution Funds Center (NPFC) or LOGCOM can provide Case Managers or Contracting Officers to assist with management and coordination of funding issues. USCG utilizes various funding streams (e.g., OSLTF, CERCLA, Stafford Act, or DoD funding) that require technical expertise in accessing, allocating, recording, and documenting expenditures, including Pollution Removal Funding Authorizations (PRFA), Military Interdepartmental Purchase Request (MIPR) or Interagency Reimbursable Work Assignment (IRWA). This position should be filled during Type 1 or Type 2 incidents but may be filled remotely if necessary. The NPFC Case Managers should have direct access to the USCG Federal On-Scene Coordinator (FOSC) to access funding streams, ensure compliance with funding requirements, address evolving issues, and to prevent delays in funding OGAs.

ASSISTING AGENCIES

Law Enforcement (LE)

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. Actions LE agencies may perform are:

- ❑ Isolating the incident area.
- ❑ Providing crowd control.
- ❑ Providing traffic control.
- ❑ Providing public protective action.
- ❑ Managing on-highway incidents.
- ❑ Managing criminal investigations.

State and Local Agencies

A representative from the state or local agency will be a member of the UC. These agencies may:

- ❑ Determine the identity and nature of the hazardous substance.
- ❑ Establish the criteria for clean-up and disposal of the hazardous substance.
- ❑ Declare the incident area safe for re-entry by the public.
- ❑ Monitor the environment for exposure.

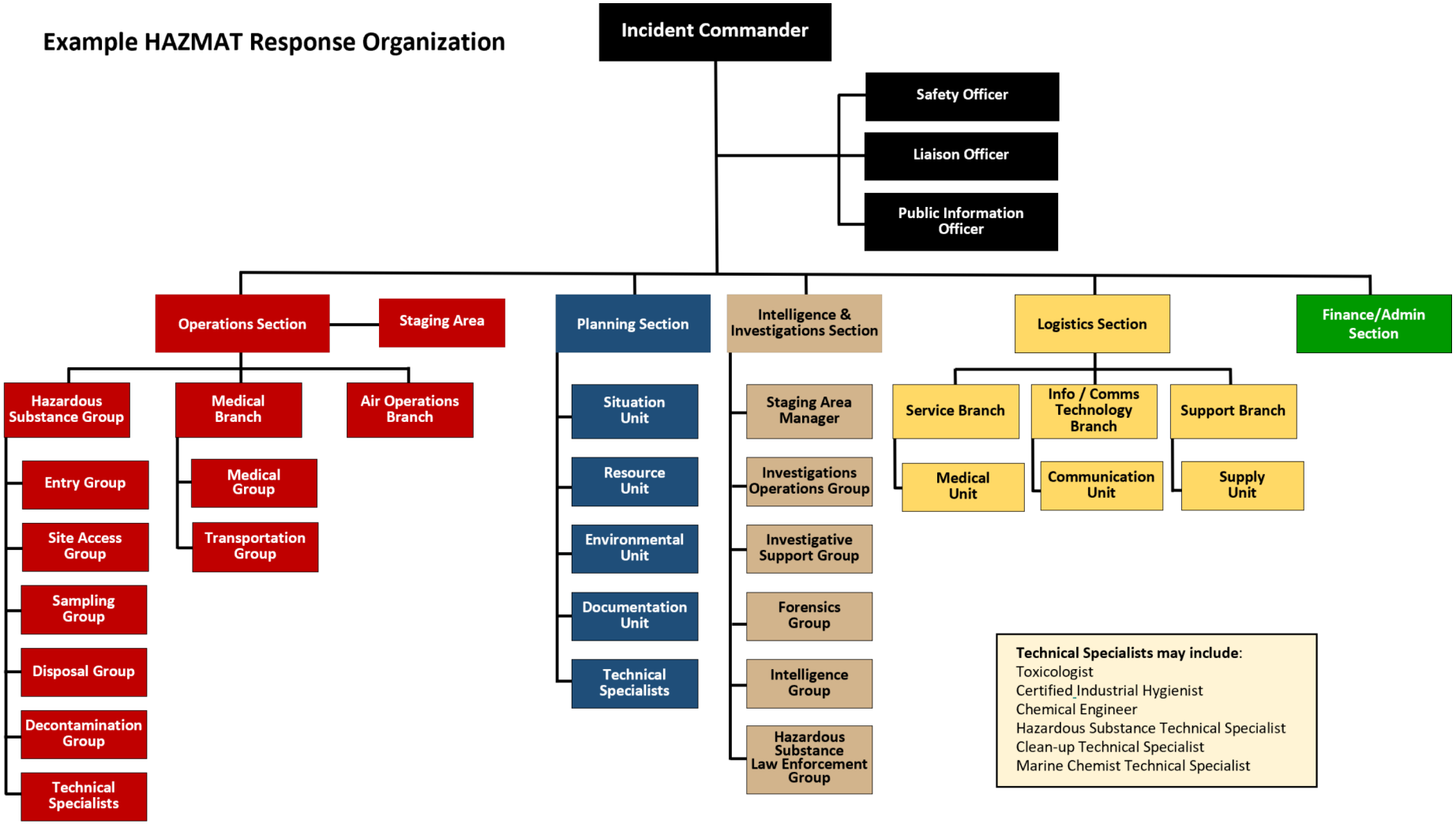
- Monitor the clean-up of the site.
- Enforce various laws, ordinances, and acts.
- Provide technical advice.
- Direct evacuation and re-entry.

EXAMPLE HAZARDOUS SUBSTANCE RESPONSE ORGANIZATION

One example of how to organize operations during a hazardous substance response is provided on the following page. 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.

Hazardous Substance

Example HAZMAT Response Organization



Hazardous Substance

Useful References:

a. 40 C.F.R. §300, National Oil and Hazardous Substances Pollution Contingency Plan.

b. 49 C.F.R. §176, Hazardous Materials Regulations, Carriage by Vessel.

c. U.S. Coast Guard Marine Environmental Response and Preparedness Manual, COMDTINST M16000.14 (series).

d. National Response Framework (NFR), 2016.

e. National Incident Management System (NIMS), 2017.

f. CG Investigative Service Roles and Responsibilities, COMDTINST 5520.5 (series).

g. USCG Maritime Law Enforcement Manual, COMDTINST M16247.1 (series).

h. Hazardous Materials Response Special Teams Capabilities and Contact Handbook.

i. FOSC's Guide to NOAA Scientific Support.

j. U.S. Coast Guard Emergency Management Manual Volume IV: Incident Management and Crisis Response, COMDTINST M3010.24 (series).

Supporting Plans:

a. Regional Contingency Plan (RCP).

b. Area Contingency Plan (ACP).

c. Industry Spill Response Plan, as applicable.

Salvage and Marine Firefighting

OVERVIEW

This annex provides an ICS organizational structure and guidance to an Incident Commander/Unified Command (IC/UC) to fulfill the essential functions required for a Salvage and Marine Firefighting (SMFF) response as guided by references (a) and (b) and potentially required by references (c) through (k). The ICS organizational structure used in response to an SMFF incident varies depending upon the location of the vessel, proximity to salvage and firefighting resources, capabilities of firefighting resource providers, type of vessel, nature of the vessel's cargo, and source of the fire.

The USCG does not typically conduct firefighting, however the USCG under Captain of the Port (COTP), Federal On-Scene Coordinator (FOSC) and Search and Rescue (SAR) Mission Coordinator authorities is responsible for planning and coordinating marine firefighting operations. A marine fire response will typically be managed under a UC. The UC response structure allows for effective control over the response and coordination of efforts because these incidents typically involve fire departments, law enforcement, public health organizations, marine cargo experts, industrial fire departments, and private firefighting and salvage resource providers and experts.

The USCG plans and prepares for SMFF through multiple planning bodies and associated plans. Planning bodies include the Area Committee, associated SMFF Sub-Committee, and the Area Maritime Security Committee. Plans include the Area Contingency Plan (ACP), associated Marine Firefighting Plan, Area Maritime Security Plan (AMSP) and the associated Salvage Response Plan (SRP). The UC must ensure the Incident Action Plan (IAP) is in alignment with these area and industry plans and includes the appropriate stakeholders to achieve an efficient and effective response.

USCG Captain of The Port Authority (COTP)

Per reference (c), the COTP is the USCG 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 references (i) and (j), USCG personnel shall not actively engage in firefighting (other than fires on USCG 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. USCG availability is limited to the level of training and adequacy of equipment.

USCG Federal On-Scene Coordinator (FOSC)

Sector Commanders and MSU Commanding Officers with COTP authority are, by regulation and USCG policy, predesignated as the FOSC for their COTP Zone. The COTP Zones are listed in 33 Code of Federal Regulations (C.F.R.) § 3. Per the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) and reference (i), the FOSC plans, prepares for, and responds to pollution incidents, and coordinates and directs all on-scene activities during a pollution incident.

PRIORITIES FOR SALVAGE AND MARINE FIREFIGHTING INCIDENTS

- ❑ Human life and responder safety.
- ❑ Environmental protection.
- ❑ Marine Transportation System (MTS) integrity.

EXAMPLE OBJECTIVES FOR SALVAGE AND MARINE FIREFIGHTING-RELATED INCIDENTS

- ❑ Stabilize the situation to prevent the incident from worsening.
- ❑ Extinguish fire.
- ❑ Conduct an assessment to evaluate the potential for environmental impacts, discharge of pollutants, and impacts to the MTS.
- ❑ Leverage existing plans and response structures and effectively utilize available resources to ensure quick and proper actions are taken.
- ❑ Ensure the safety of the public and all response personnel.

MULTIJURISDICTIONAL 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, an organization that includes all affected states, counties, jurisdictions, and agencies. While this organization will be very similar to the Oil Spill response organizations listed in the Oil Spill chapter, 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.

SALVAGE AND MARINE FIREFIGHTING - SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

ICS positions and tasks specific to salvage and marine firefighting incidents are described below.

OPERATIONS SECTION

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 Operations Section Chief (OSC). 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.

Note: Per 33 C.F.R. § 155.4040, Vessel Response Plan (VRP) plan-holders are required to have the capability to conduct remote assessment and consultation. Remote assessment and consultation can include assessment of the situation, determining an appropriate course of action, and initiation of a response plan. This information will permit the UC to make informed decisions, mitigate the impact of the incident, and have adequate resources available prior to the vessel entering port. The nature of the incident will determine the specific makeup of the team and equipment needed for evaluation.

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.

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 and below-deck firefighting activities.

Salvage/Dewatering Branch Director

The Salvage/Dewatering Branch Director is responsible for developing a plan to identify resources needed to complete Branch tasks, stabilize the vessel to be salvaged, and remove from the vessel, water 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.

PLANNING SECTION

USCG Salvage and Engineering Response Team (SERT)

SERT provides immediate, 24/7, naval architecture and salvage engineering support to USCG units in response to vessel incidents, including grounding, sinking, capsizing, collision/allision, fire, and structural damage. SERT also assists with exercises and with casualty investigations, including technical reviews and independent analyses of vessel stability and structural integrity.

SERT should be contacted by USCG units as soon as practical following a vessel incident, so that pertinent technical information can be gathered and SERT can be integrated quickly into the early phases of the response. The Duty Officer will provide an initial assessment of the incident and guide requests for additional information. For many incidents, the SERT Duty Officer will request additional technical information be provided on the Rapid Salvage Survey Checklist. This document serves as a basic "checklist" for many vessel incidents.

Advance Planning Team

There will be incidents where the USCG 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 UC the opportunity to plan for the response. The UC should utilize the USCG SERT Rapid Salvage Survey Checklist to collect information needed to make informed decisions, mitigate the impact of the incident, and ensure adequate resources are available prior to the vessel entering port. The nature of the incident will determine the specific make-up of the team and equipment needed for evaluation. UCs should work with the VRP plan-holder and resource providers to gather information and make informed decisions, mitigate the impact of the incident, and have adequate resources available prior to the vessel entering port.

U.S. Navy Supervisor of Salvage (SUPSALV) and Diving Technical Specialist

SUPSALV is an agency of the U.S. Navy and is highly proficient in ship salvage and salvage-related operations. It maintains an extensive array of specialized equipment and personnel available for use in salvage, as well as specialized equipment for containment, collection, and removal of oil spills, specifically designed for salvage-related and open-sea pollution incidents.

Tankship and Mobile Offshore Drilling Unit (MODU) Firefighting and Salvage

This unit 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 an authorized 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 (g), the owner or operator of a vessel subject to reference (d) and (e) must ensure that all major response equipment (e.g., booms, skimmers, vessels) is inspected and maintained. Each response plan should have 24-hour access procedures for computerized, shore-based damage, stability, and residual structural strength calculation programs 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) and (e), the UC must 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 (f), can provide the pre-fire response plan which includes vessel specific response information.

Primary Resource Provider

For vessels subject to reference (f), 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 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 based on the 15 criteria set forth in 33 CFR §155.4050(b).

Response Expectations

The table on the following page lists the planned response timeframes for Primary Resource Providers and reflects the preplanned resource capability requirements for salvage and marine firefighting operations for commercial vessels subject to reference (f).

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	
Salvage		**CONUS: Nearshore Area; Inland Waters; Great Lakes; and OCONUS; Less than or Equal to 12 miles from COTP city (hours)**	**CONUS; Offshore Area; and OCONUS; Less than or Equal to 50 miles from COTP city (hours)**
Assessment & Survey			
Remote Assessment and Consultation		1	1
Begin Assessment of Structural Stability		3	3
On-Site Salvage Assessment		6	12
Assessment of Structural Stability		12	18
Hull and Bottom Survey		12	18
Stabilization			
Emergency Towing		12	18
Salvage Plan		16	22
External Emergency Transfer Operations		18	24
Emergency Lightering		18	24
Other Refloating Methods		18	24
Making Temporary Repairs		18	24
Diving Services Support		18	24
Specialized Salvage Operations			
Special Salvage Operations Plan		18	24
Subsurface Product Removal		72	84
Heavy Lift		Estimated	Estimated
Marine Firefighting	**At pier (hours)**	**CONUS: Nearshore Area; Inland Waters; Great Lakes; and OCONUS; Less than or Equal to 12 miles from COTP city (hours)**	**CONUS; Offshore Area; and OCONUS; Less than or Equal to 50 miles from COTP city (hours)**
Assessment and Planning			
Remote Assessment and Consultation	1	1	1
On-site Fire Assessment	2	6	12
Fire Suppression			
External Firefighting Teams	4	8	12
External Vessel Firefighting Systems	4	12	18

The table below displays the services that are provided, and the actions that signify response timeframe endpoints for the given service.

Service	Response Timeframe Ends When
Salvage	
Remote Assessment and Consultation	Salvor is in voice contact with Qualified Individual (QI) / Master / Operator
Begin Assessment of Structural Stability	A structural assessment of the vessel has been initiated
On-site Salvage Assessment	Salvor on board vessel
Assessment of Structural Stability	Initial analysis is completed. This is a continual process, but at the time specified an analysis needs to be completed
Hull and Bottom Survey	Survey completed
Emergency Towing	Towing vessel on scene
Salvage Plan	Plan completed and submitted to IC / UC
External Emergency Transfer Operations	External pumps on board vessel
Emergency lightering	Lightering equipment on scene and alongside
Other Refloating Methods	Salvage plan approved, and resources on vessel
Making Temporary Repairs	Repair equipment on board vessel
Diving Services Support	Required support equipment and personnel on scene
Special Salvage Operations Plan	Plan completed and submitted to Incident Commander / Unified Command
Subsurface Product Removal	Resources on scene
Heavy Lift	Estimated
Marine Firefighting	
Remote Assessment and Consultation	Firefighter in voice contact with QI/ Master / Operator
On-site Fire Assessment	Firefighter representative on site
External Firefighting Teams	Team and equipment on scene
External Vessel Firefighting Systems	Personnel and equipment on scene

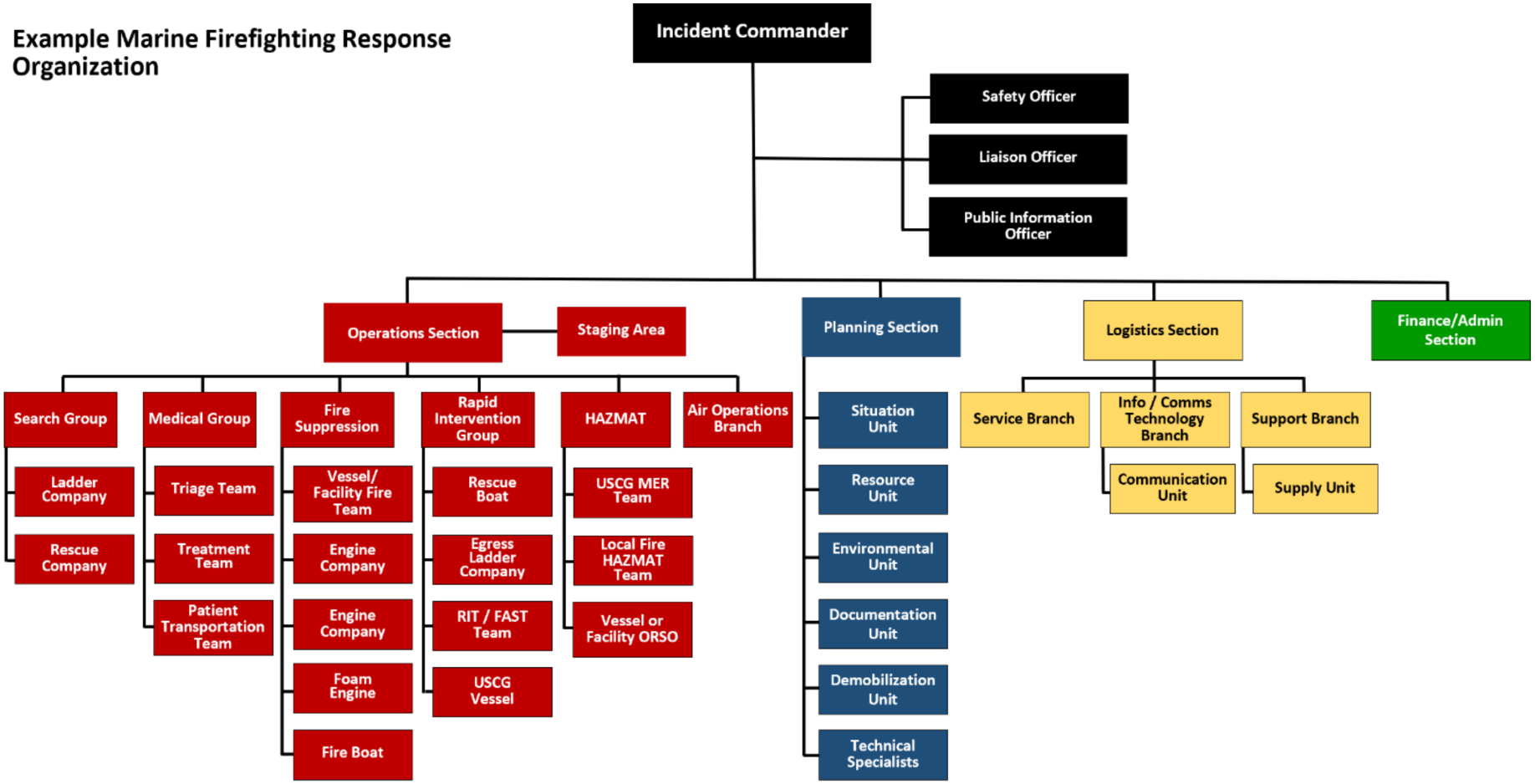
EXAMPLE MARINE FIREFIGHTING RESPONSE ORGANIZATION

One example of how to organize operations during a marine fire and salvage response is provided on the following page. 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.

Note: While local fire departments may initially respond to a Marine Firefighting incident and hold positions within the Incident Command, SMFF resource providers must be integrated into the ICS organization for all incidents involving a vessel with a VRP. SMFF resource providers are highly trained and equipped to respond to complex vessel salvage and fire incidents in the maritime environment.

Salvage and Marine Firefighting

Example Marine Firefighting Response Organization

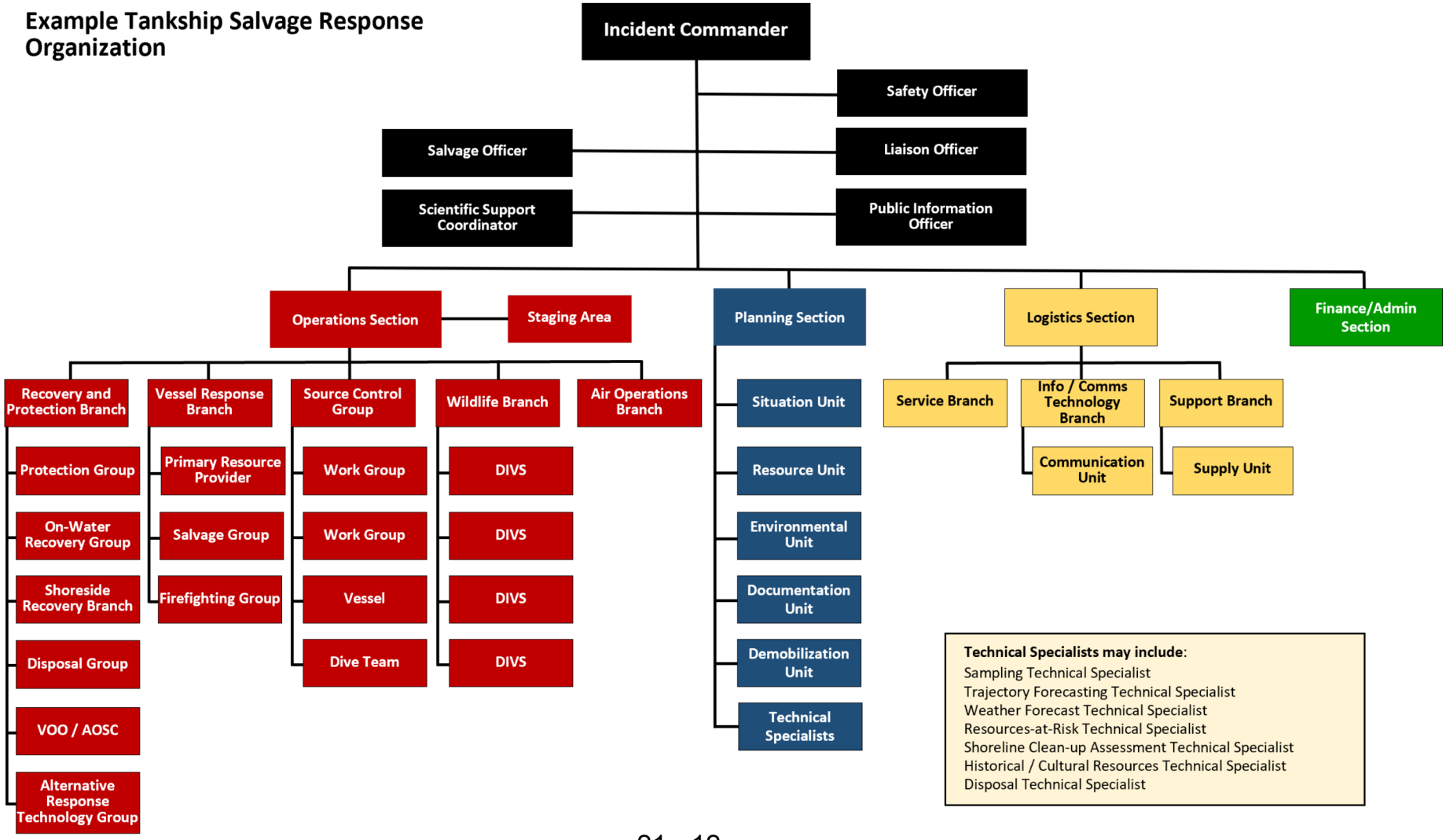


EXAMPLE VESSEL SALVAGE RESPONSE ORGANIZATION

One example of how to organize operations during a tankship salvage response is provided on the following page. 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.

Salvage and Marine Firefighting

Example Tankship Salvage Response Organization



Useful 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 J – Non-tank Vessel Response Plans.

f. 33 CFR § 155, Subpart I - Salvage and Marine Firefighting.

g. 33 CFR § 155.1062, Inspection and Maintenance of Response Resources.

h. 30 CFR § 254, Oil Spill Response Requirements for Facilities Located Seaward of the Coastline.

i. U.S. Coast Guard Marine Environmental Response and Preparedness Manual, COMDTINST M16000.14 (series).

j. 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).

k. Guidance for Implementation and Enforcement of the Salvage and Marine Firefighting Regulations for Vessel Response Plans, Navigation and Vessel Inspection Circular (NVIC) 2-10.

Supporting Plans:

a. National Oil and Hazardous Substances Pollution Contingency Plan (NCP).

b. Area Maritime Security Plan / Salvage Response Plan.

c. Area Contingency Plan / Marine Firefighting Plan.

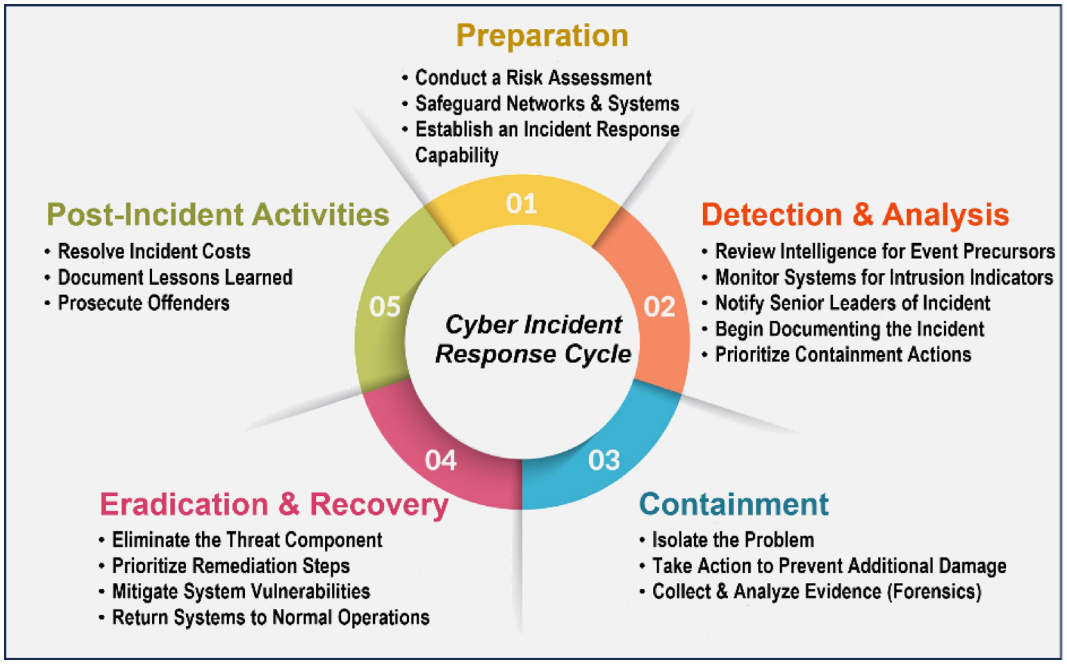
Cyber Incident

OVERVIEW

Cyberspace is a global domain within the information environment consisting of the interdependent network of information system infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. The cyber domain is a critical enabler of all USCG missions. As such, the protection of infrastructure central to cyber support operations is essential. Should prevention and protection efforts fail, a robust cyber incident response capability is required for the timely, complete restoration of information systems, networks, and data.

CYBER INCIDENT MANAGEMENT CYCLE

The Cyber Incident Management Cycle provides a systematic approach to prepare for, prevent, respond to, and resolve a cyber incident. The cycle consists of five phases:



Adapted from *Computer Incident Handling Guide,* NIST Special Publication 800-61, Revision 2

Preparation Phase: This phase involves developing an understanding of the cyber operational environment and hardening the environment against possible malicious attacks. Preparation activities include:

- ❑ Conducting a risk assessment of the agency's cyber environment.
- ❑ Documenting policies and procedures for incident response.
- ❑ Establishing cyber response staff structures and cyber response plans.
- ❑ Educating users on cyber threats and notification procedures.

- Instrumenting the environment to detect suspicious activity.
- Leveraging cyber threat intelligence to proactively identify potential malicious activity.

Detection and Analysis Phase: This phase involves accurately detecting and assessing cybersecurity incidents. Detection and Analysis activities include:

- Monitoring available cyber intelligence sources to identify possible precursors to a cyber-attack.
- Monitoring the baseline of system information to detect and alert on anomalous and suspicious activity.
- Analyzing events to determine if a malicious incident has occurred.
- Implementing pre-defined processes to respond to a verified cyber incident.
- Notifying agency leaders and other interested parties of the incident and its possible implications, including business continuity options.

It is important to **ensure there are procedures to deconflict potential incidents with authorized activity** (e.g., confirm that a suspected incident is not simply a network administrator using remote admin tools to perform software updates).

Containment Phase: The Containment Phase involves all actions to isolate the cause of the incident to prevent further damage to systems and data. Containment strategies are specific to the type of attack. Such strategies may include disconnecting a system from the network, disabling certain functions, and denying continued system access to the malicious actor.

Eradication & Recovery Phase: Prior to initiating this phase, the response team should coordinate eradication plans with Information and Communications Technology (ICT) service providers, commercial vendors, and law enforcement. This is to ensure that all means of persistent access into the network have been accounted for, that the adversary activity is sufficiently contained, and that all evidence has been collected. The objective of this phase is to allow the return of normal operations. Key activities in this phase are:

- Eliminating artifacts of the incident (e.g., removing malicious code).
- Mitigating the vulnerabilities or other conditions that were exploited.

- Hardening or modifying the environment to protect targeted systems.

Eradication and Recovery activities should be done in a phased approach so that remediation steps are prioritized. However, in some cases, it is possible to conduct Eradication and Recovery actions simultaneously.

Post-incident Activities Phase: A formal, structured close-out of any cyber incident is essential to improving prevention and response to future incidents. Activities in this phase include:

- Reviewing the incident to assess root causes and response procedures.
- Documenting findings and archiving incident artifacts.
- Informing agency leaders of incident findings and close-out.
- Applying best practices and lessons learned to improve the handling of future incidents.

CYBER INCIDENT RESPONSE

The ***National Cyber Incident Response Plan*** **(NCIRP)** provides the strategic framework for how the Nation plans, prepares for, and responds to cyber incidents. It explains the roles and responsibilities, capabilities, and coordinating structures that support the response to, and recovery from, significant cyber incidents that pose risks to critical infrastructure. The plan serves as the cyber annex to the *Response and Recovery Federal Interagency Operational Plan (FIOP)*.

Cyber incidents differ in scope and severity. The NCIRP distinguishes between two main categories of cyber incidents:

Cyber Incident	Significant Cyber Incident
An event occurring on or conducted through a computer network that actually or imminently jeopardizes the confidentiality, integrity, or availability of computers, information or communications systems or networks, physical or virtual infrastructure controlled by computers or information systems, or information resident thereon.	A cyber incident that is (or group of related cyber incidents that together are) **likely to result in demonstrable harm** to the national security interests, foreign relations, or economy of the United States or to the public confidence, civil liberties, or public health and safety of the American people.

According to Presidential Policy Directive (PPD) 41 (*United States Cyber Incident Coordination*), if the effects of a significant cyber incident are limited to the operational activities of a private entity, the

federal government, will remain cognizant of the affected entity's response. The relevant Sector Risk Management Agency (SRMA) will generally coordinate the federal government's efforts to understand the potential business or operational impact of a cyber incident on private critical infrastructure. The Department of Homeland Security (DHS) and other federal agencies shall provide support to the SRMA, as appropriate. For significant cyber activities affecting Department of Defense (DoD) and Intelligence Community assets, response activities will be led by those agencies with support from other federal agencies as appropriate.

Cyber Incident Response Lines of Effort

Cyber incident response efforts are conducted across three primary lines of effort. The lines of effort run concurrently — before, during, and after an incident. Although the lines of effort are separate in terms of goals, processes, and the organizations responsible for coordinating response and recovery activities, they are mutually supporting.

The individual lines of effort, their target areas, and the lead federal agency responsible for coordinating activities within the line of effort are:

Line of Effort	Target Areas	Lead Federal Agency
Threat Response	▪ Law enforcement ▪ Event forensics ▪ Threat actor interdiction ▪ Mitigation activities	**Department of Justice** (DOJ) (through the Federal Bureau of Investigation and the National Cyber Investigative Joint Task Force (NCIJTF))
Asset Response	▪ Cyber technical assistance ▪ Risk assessments ▪ Information sharing	**DHS** (through Cyber and Infrastructure Security Agency (CISA) or USCG)
Intelligence Support	▪ Threat analysis ▪ Intelligence dissemination	**Office of the Director of National Intelligence (ODNI)** (through the Cyber Threat Intelligence Integration Center (CTIIC))

Source: *National Cyber Incident Response Plan*

Threat Response includes attributing, pursuing, and disrupting malicious cyber actors and malicious cyber activity. It includes conducting criminal investigations and other actions to counter the malicious cyber activity. The **USCG Investigative Service** seizes and

exploits digital information systems and conducts legally sanctioned cyber activities to preserve evidence of illegal activity in accordance with federal legal standards.

Asset Response includes protecting assets and mitigating vulnerabilities in the face of malicious activity. It includes reducing the impact to systems and/or data; strengthening, recovering, and restoring services; identifying other entities at risk; assessing potential risk to the broader community; and mitigating potential privacy risks to affected individuals. USCG Cyber Command (CGCYBER)'s **Cyber Protection Teams (CPT)** are globally deployable units responsible for offering prevention and response focused cybersecurity services to the Marine Transportation System (MTS). The **Maritime Cyber Readiness Branch (MCRB)** focuses on MTS readiness, resilience, and response postures, and helps the Captain of the Port (COTP) assess risks to the port.

Intelligence Support is designed to better understand cyber incidents and to share threat information with potentially affected entities and responders. The CTIIC provides intelligence support to federal agencies in response to cyber incidents. The **USCG Counterintelligence Service** conducts investigations and operations to identify and prevent foreign intelligence service efforts to exploit USCG networks and systems.

ORGANIZING FOR A SIGNIFICANT CYBER INCIDENT RESPONSE

While most cyber incidents can be handled through existing policies, certain cyber incidents have significant impacts on an entity, our national security, or the broader economy and require a unique approach to response efforts. These significant cyber incidents demand unity of effort within the federal government and especially close coordination between the public and private sectors. **PPD 41 sets forth principles governing the federal government's response to any cyber incident**, whether involving government or private sector entities. For significant cyber incidents, this PPD also establishes Lead Federal Agencies and an architecture for coordinating the broader federal government response.

CISA is the operational lead for federal cybersecurity and the national coordinator for critical infrastructure security and resilience. During a significant cyber incident, CISA is responsible for coordinating and integrating information to provide cross-domain situational awareness to the Nation's cyber security centers. To help with this effort, CISA may choose to organize a Unified Coordination Group (UCG). A Cyber UCG is responsible for coordinating the development of incident priorities and response strategies, as well as the execution of incident response and recovery tasks. A Cyber UCG will be formed

only for a declared significant cyber incident. It will be incident specific.

Goals of Cyber Incident Response

- Minimize system downtime and loss of data.
- Keep senior leaders apprised on incident effects.
- Restore systems and data as quickly as possible.
- Document the event to enhance future prevention efforts.

For cyber incidents that produce significant cascading effects, the Federal Emergency Management Agency (FEMA), in cooperation with CISA, will lead the physical consequence management effort in accordance with the National Response Framework. CISA is the designated federal coordinator for Emergency Support Function (ESF) #2 (Communications). ESF #14 (Cross-Sector Business and Infrastructure) plays a major role during a significant cyber event. CISA is also the designated federal coordinator for ESF #14.

CISA operates **CISA Central**, **a 24x7 national center for cyber situational awareness and incident response.** Working with an SRMA, CISA oversees the federal response to cyber emergencies or events of national significance that threaten the Nation's critical infrastructure and key resources. Under the National Infrastructure Protection Plan (NIPP), **the USCG is the SRMA for the maritime transportation mode of the broader Transportation Systems Sector**. In this capacity, the USCG is responsible for protecting the MTS from cyber threats.

The CGCYBER maintains the **MCRB** to support cybersecurity operations within the MTS. The MCRB is responsible for cybersecurity operational planning, outreach and engagement, initial "risk-to-the-port" assessment, and information sharing to port partners. It actively maintains important partnerships with key MTS stakeholders to share threat information and best practices for responding to and recovering from cybersecurity incidents. The MCRB also provides training for field unit personnel and recommends improvements to the sector's cyber infrastructure to enhance domain resilience.

If a cyber incident is reported, the MCRB can:

- Provide guidance and answer questions an incident investigator may have.
- Provide direct assistance in investigating the incident, including conducting interviews with the affected entity.
- Act as Subject Matter Expert (SME) advisors to the COTP and aid in evaluating the risk to the port, to include recommending CPT involvement when appropriate.

The CGCYBER CPT's provide deployable teams with expertise in cyber operations, intelligence, and mission support. The CPT's main mission is to enhance the resilience of MTS critical infrastructure against cyber disruptions. The CPTs deliver capabilities in three core areas at no cost to industry partners: Assessment, Threat Hunting, and Incident Response.

- **Assessment**: CPT's assessments include threat emulation, vulnerability enumeration, and hardening recommendations.
- **Threat Hunting**: Proactively identifying and providing advice to remove adversary presence on networks and systems.
- **Incident Response**: CPTs integrate cyber threat intelligence, forensic analysis, and support/coordination from other agencies into response activities. They provide guidance on system remediation and mitigation to recover from a cyber incident.

Within the MTS sector, there are two basic types of large-scale cyber incidents which may affect critical infrastructure. The first is an incident which only affects cyberspace and requires a largely cyber-focused response. An example of this would be an active cyber-attack on a power grid that then results in a loss of services to the MTS infrastructure. The second is an incident which includes degradation or damage to both physical infrastructure and to the supporting cyberspace component. An example of this would be a cyber-attack on a petrochemical facility's operational technology, leading to a large oil spill. The cyber response for this type of incident would be part of a simultaneous physical response effort. The structure of the incident response organization and the focus of response and recovery operations will thus depend on the type of incident which has occurred.

Reporting a Cyber Incident

Facilities and Vessels regulated under the Maritime Transportation Security Act (MTSA) are required to report suspicious activities and breaches of security without delay. The Assistant Commandant for Prevention Policy (CG-5P) provides guidance on the requirements for cyber incident reporting. Affected MTSA-regulated entities should report to the National Response Center (NRC); the NRC will make reports to other federal agencies as appropriate. Other critical infrastructure sector partners can make cyber incident reports to CISA Central.

For maritime-related cyber incidents, COTPs should refer to the Maritime Transportation System Cyber Incident Playbook for guidance. CGCYBER's MCRB will investigate the incident and maintain communication with the COTP and affected entities throughout the

incident. CGCYBER will evaluate the incident against the federal government's Cyber Incident Severity Schema (CISS) to determine whether the incident constitutes a local- or national-level incident. For local incidents, a COTP may or may not stand up a command post.

The CISS describes the severity of a cyber incident and establishes a common framework for evaluating and assessing cyber incidents to ensure that all departments and agencies have a common view of the:

- Severity of a given incident.
- Urgency required for responding to a given incident.
- Seniority level necessary for coordinating response efforts.
- Level of investment required of response efforts.

Any event categorized with a Cyber Incident Severity Level of "3" or higher will automatically be designated a "Significant Cyber Incident".

Disaster Level	Cyber Incident Severity	Description
Level 1	**Level 5** *Emergency*	Poses an imminent threat to the provision of wide-scale critical infrastructure services, national government security, or the lives of US citizens.
Level 2	**Level 4** *Severe*	Likely to result in a significant impact to public health or safety, national security, economic security, foreign relations, or civil liberties.
	Level 3 *High*	Likely to result in a demonstrable impact to public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.
Level 3	**Level 2** *Medium*	May impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.
	Level 1 *Low*	Unlikely to impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.
Level 4	**Level 0**	Unsubstantiated or inconsequential event.

Source: *National Cyber Incident Response Plan*

INFORMATION-SHARING DURING A CYBER INCIDENT RESPONSE

Information-sharing is essential to a successful cyber incident response. However, the USCG must ensure that sensitive information related to USCG systems and operations is adequately protected and

not shared as part of remediation activities. Response teams should identify sensitive information and discuss the potential sharing of that information with operational, legal, and public affairs teams prior to release.

CYBER INCIDENT-SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

IC/UC

The IC/UC is responsible for setting the incident priorities and objectives that best facilitate the restoration of all cyber-related systems and services. The IC/UC is also responsible for communicating the status of the cyber incident response to organizational leadership including timelines for restoration, anticipated impacts, and expected costs.

Public Information Officer (PIO)

The PIO should structure an information campaign based on the public affairs posture — active or passive — set by the Incident Commander. In all cases, the PIO should be careful not to disclose particular system vulnerabilities that led to the incident, nor discuss specifics regarding the services lost or degraded as a result of the incident. This will require close coordination with the Incident Commander and team members from the Operations and Intelligence and Investigations Sections prior to any release of incident information to the public.

Liaison Officer (LOFR)

LOFR activities are essential to coordinating and maintaining communications with external organizations such as CISA, the NSA, the FBI, and partners who rely upon or support Coast Guard services. Any interactions with external agencies must be coordinated with the Incident Commander and team members from the Operations and Intelligence and Investigations Sections. The LOFR should be generally aware of any interactions with third-party vendors or service suppliers carried out by members of the Operations, Logistics, or Finance and Administration Sections.

OPERATIONS SECTION

The Operations Section focuses on the technical response to the incident. Cyber incident response is dependent on the on the nature of the event which caused system degradation (e.g., data breach, ransomware attack), and the organization of the Operations Section must be tailored to that event. However, the majority of incidents requiring a response will usually organize around three primary functions:

- **Containing** the cause to prevent further damage or degradation.

- **Eradicating** the cause of the event.
- **Restoring** the system to permit resumption of normal operations.

To this end, the Operations Section Chief is responsible for organizing the section to address these functions, prioritizing tasks, adjusting tactics as the response proceeds, and communicating incident progress to the Command Staff and other General Staff sections. Most times for the Coast Guard, these support members will stem from the Cyber Program and specifically the Cyber Protection Teams (CPTs). The Operations Section Chief will generally be a senior cybersecurity professional with previous incident response experience.

Containment Branch

Following the initial awareness of a threat posed to the integrity and performance of a network or system, the role of the Containment Branch is to prevent further damage or degradation to non-compromised portions of the network and vulnerable data. Once the threat has been properly identified and contained, it is vital that Containment Branch personnel assist in preserving all relevant evidence for future reference and possible law enforcement investigation. All containment activities should be closely coordinated with CISA.

The Containment Branch Director is responsible for overseeing the containment phase of the cyber response incident.

The responsibilities of the Containment Branch Director may include:

- Leading the Containment Branch and ensuring effective communication within the Branch and with the Operations Section Chief.
- Developing and implementing strategies to isolate affected systems and prevent further damage.
- Ensuring the tools, personnel, and resources are available to execute the required containment measures.
- Continuously monitoring the situation to assess the effectiveness of containment efforts.
- Participating in hotwashes and post-incident analyses.

Network Isolation Unit

Personnel in the Network Isolation Unit (also can be known as Network Analyst) are responsible for isolating portions of the affected network to contain and limit the spread of malicious activity.

The responsibilities of the Network Isolation Unit may include:

- Analyzing real-time network traffic to identify malicious patterns and ensure proper containment of the threat.
- Deploying access control measures to restrict communication with compromised systems.
- Collaborating with system administrators, forensic analysts, and other members of the Containment Branch to ensure proper isolation.
- Implementing validation and testing measures to verify that isolated systems and segments continue to remain secure.
- Maintaining records of isolation activities, including network configurations, changes made to those networks and their timelines.
- Participating in hotwashes and post-incident analyses.

System Quarantine Specialist

The Systems Quarantine Specialist is responsible for isolating compromised systems to prevent the spread of malicious activity and protect the organization's network. Often this role would be filled by a technical specialist.

The responsibilities of the System Quarantine Specialist may include:

- Identifying and isolating affected systems from the network to contain the threat and minimize further damage.
- Continuously monitoring quarantined systems for any signs of ongoing malicious activity or attempts to reconnect to the network.
- Collaborating with forensic analysts, incident response teams, and IT staff to ensure proper handling of quarantined systems.
- Assisting in preparing quarantined systems for reintegration into the network once they are deemed secure.
- Preparing detailed records of the quarantine process, including which systems were isolated why and for how long.

Malware Reversing Unit

For an incident involving malware, the Malware Reversing Unit provides specialized expertise in the identification, understanding, and mitigation of a malware threat.

The responsibilities of the Malware Reversing Unit may include:

- Observing how the malware interacts with the live system and in controlled environments to predict its impact.
- Dissecting malware samples to understand their behavior, functionality, and purpose.
- Creating detection signatures, patches, or other solutions to neutralize the malware.
- Preparing detailed reports on the malware's characteristics, potential risks, and recommended actions.

Forensics Analysis Unit

The Forensic Analysis Unit is responsible for investigating and analyzing compromised systems to uncover evidence related to malicious activity. Personnel in the Forensic Analysis Unit may work closely with Intelligence and Investigations Threat Analysts to develop a complete intelligence picture, preserve evidence, and identify possible perpetrators of the incident. Depending on the nature of the incident, the Restoration Unit may require additional forensic specialists for cloud-based or individual systems.

The responsibilities of the Forensic Analysis Unit may include:

- Investigating the methods used by attackers to understand how the breach occurred.
- Examining log files, network traffic, and other digital artifacts to identify the source and scope of the intrusion.
- Creating a timeline of events to understand the sequence of actions taken by the attacker.
- Documenting the results of the analysis and providing actionable recommendations to mitigate the incident and prevent future attacks.

Before moving to the eradication phase, ensure that all means of persistent access into the network have been accounted for, that the malicious activity is fully contained, and that all necessary evidence has been preserved for future analysis.

Eradication Branch

The role of the Eradication Branch is to remove all artifacts of the incident (e.g., malicious code) and to open the way toward resuming normal operations.

The Eradication Branch Director is responsible for overseeing the eradication phase of the cyber response incident.

The responsibilities of the Eradication Branch Director may include:

- Developing a comprehensive plan to eradicate the threat, addressing each network and all affected systems and applications.
- Leading the collaboration with various teams to implement eradication measures.
- Declaring that the threat has been fully neutralized.

Eradication Unit

Following guidance from the Eradication Branch Director, the Eradication Unit leads the tactical efforts to eliminate the threat and ensures the affected systems and environments are secure from additional damage.

The responsibilities of the Eradication Branch Director may include:

- Eliminating malware, backdoors, and other remnants of the attack from compromised systems and networks.
- Ensuring thorough checks are conducted to confirm the threat has been completely neutralized across all affected assets.
- Collaborating with the containment, restoration, and forensic teams to ensure a unified response to the threat and to system recovery.
- Coordinating with Malware Reversing Unit personnel to understand the nature of the malicious code and options to facilitate its removal.
- Documenting the eradication process, including the steps taken, tools used and results of the eradication process.
- Participating in hotwashes and post-incident analyses.

In some cases, it is possible to conduct eradication and restoration activities simultaneously.

Restoration Branch

The Restoration Branch is responsible for planning, implementing, and completing the processes necessary to bring networks, systems, and data back to normal operating status. A key activity within restoration operations is to establish enhanced review and control protocols to verify the restoration plan was successfully implemented and all known system vulnerabilities have been eliminated.

The Restoration Branch Director is responsible for overseeing the restoration phase of the cyber response incident.

The responsibilities of the Restoration Branch Director may include:

- Developing and overseeing a comprehensive plan to recover compromised systems, restore data, and resume normal operations.
- Leading the restoration team to ensure all activities align with the restoration plan.
- Collaborating with the containment, eradication and other restoration teams to ensure a seamless transition from threat containment to recovery.
- Participating in hotwashes and post-incident analyses.

Restoration Unit

The Restoration Unit is responsible for bringing systems back to normal operational status is a secure and efficient manner. Often this role can be supported by Control Systems Security Specialists which maintain day-to-day security operations of control systems.

The responsibilities of the Restoration Unit may include:

- Restoring data from backups, ensuring the data is clean and uncompromised before reintroducing it into the operational environment.
- Reinstalling and reconfiguring affected systems, including operating systems, applications, and security controls.
- Confirming that all backups are updated and reliable for future use, incorporating lessons learned from the incident.
- Collaborating with security teams to address vulnerabilities exploited during the attack and implementing additional preventive measures.
- Documenting the restoration process, including all actions taken, tools used, and challenges encountered.
- Participating in hotwashes and post-incident analyses.

To validate that normal operations can resume, consider performing an independent test of compromise-related activities.

INTELLIGENCE AND INVESTIGATIONS SECTION

The Intelligence and Investigations (I/I) Section specializes in gathering, analyzing, and disseminating threat intelligence. This ensures the incident response team has accurate and timely information about the threat actors, methods, and potential risks. These roles are often filled by Cyber Defense Incident Responders

when built to DoD standards since they fill the investigative role to cyber incidents for networks. Additionally, personnel in the I/I Section serve as the gateway to support from national-level intelligence and investigations assets.

Threat Intelligence Unit

The responsibilities of the Threat Intelligence Unit may include:

- ❑ Analyze the incident to identify the nature of the threat, such as the actors behind it, their motivations, and methods.
- ❑ Deliver real-time, accurate intelligence to inform decision-making during the response.
- ❑ Collaborate with incident responders and forensic teams, sharing information and intelligence assessments to develop a complete picture of the threat and potential malicious actors involved.
- ❑ Coordinate assistance with internal and external intelligence offices and agencies.
- ❑ Document findings, lessons learned, and recommendations to improve future defenses.
- ❑ Participating in hotwashes and post-incident analyses.

LOGISTICS SECTION

Given the nature of a cyber incident, the Logistics Section will generally be smaller and more focused on certain support activities. For example, it may not be necessary to stand-up a Services Branch for the provision of food and medical support.

Information and Communication Technology (ICT) Branch

The IC/UC may establish an Information and Communications Technology Branch in the Logistics Section to support the responders' requirements for IT systems and network access. The ICT Branch is not responsible for responding to the cyber incident itself but rather supports those who are. See Chapter 10 for a complete discussion of the ICT Branch.

Support Branch

For a significant cyber response incident, a Support Branch may be needed to provide supplies and coordinate facility availability and access.

FINANCE AND ADMINISTRATION SECTION

For a significant cyber response, the establishment of a separate Finance and Administration Section is highly recommended. The Finance and Administration Section can assist with:

- ❑ Tracking incident response costs.
- ❑ Negotiating and securing contracts with vendors.
- ❑ Expediting procurement of specialized equipment.
- ❑ Tracking hours expended by government personnel and contractors during incident response.

CYBER TECHNICAL SPECIALIST (THSP)

Depending upon the incident, certain Cyber Technical Specialists can be added to any Command and General Staff Section. They can be invaluable for offering technical advice or interpreting issues for non-technical staff personnel.

The Cyber THSP is responsible for coordinating all cybersecurity matters associated with a cyber incident response, including information and operational technology (IT/OT) assessments, information sharing (internal and external), and coordination with the Incident Command/Unified Command. The Cyber THSP prepares and assists with status updates for the Situation Unit. The Cyber THSP must communicate frequently with the affected entities' IT/OT leadership, as well as any local or federal government agency involved. Since incidents involving cyber can change rapidly, regular coordination is necessary.

A THSP's responsibilities may include detection, evidence preservation, containment, investigation, remediation, and/or recovery. For some incidents, proper authority, jurisdiction, and certifications are required to conduct these functions. At a minimum, the Cyber THSP should meet DoD 8570 Information Assurance Technician III (IAM III) training to ensure an appropriate level of cyber literacy. Cyber THSPs can be Cyber SMEs, Rated Cyber Specialists, or MCRB/CPT personnel depending on the IC and needs of the incident.

The tasks and responsibilities of the Cyber THSP are:

- ❑ Obtaining a briefing and special instructions from the IC/UC and/or Planning Section Chief.
- ❑ Coordinating information-sharing with internal/external partners.
- ❑ Advising and informing the IMT and ensuring leadership understands the cyber risk to critical infrastructure.

- Maintaining regular communication with the Planning Section.
- Ensuring compliance with applicable cyber laws, regulations, and ordinances.
- Following established local and industry contingency plans and MTS recovery protocols when applicable.
- Identifying the need for and preparing any special advisories or communications.

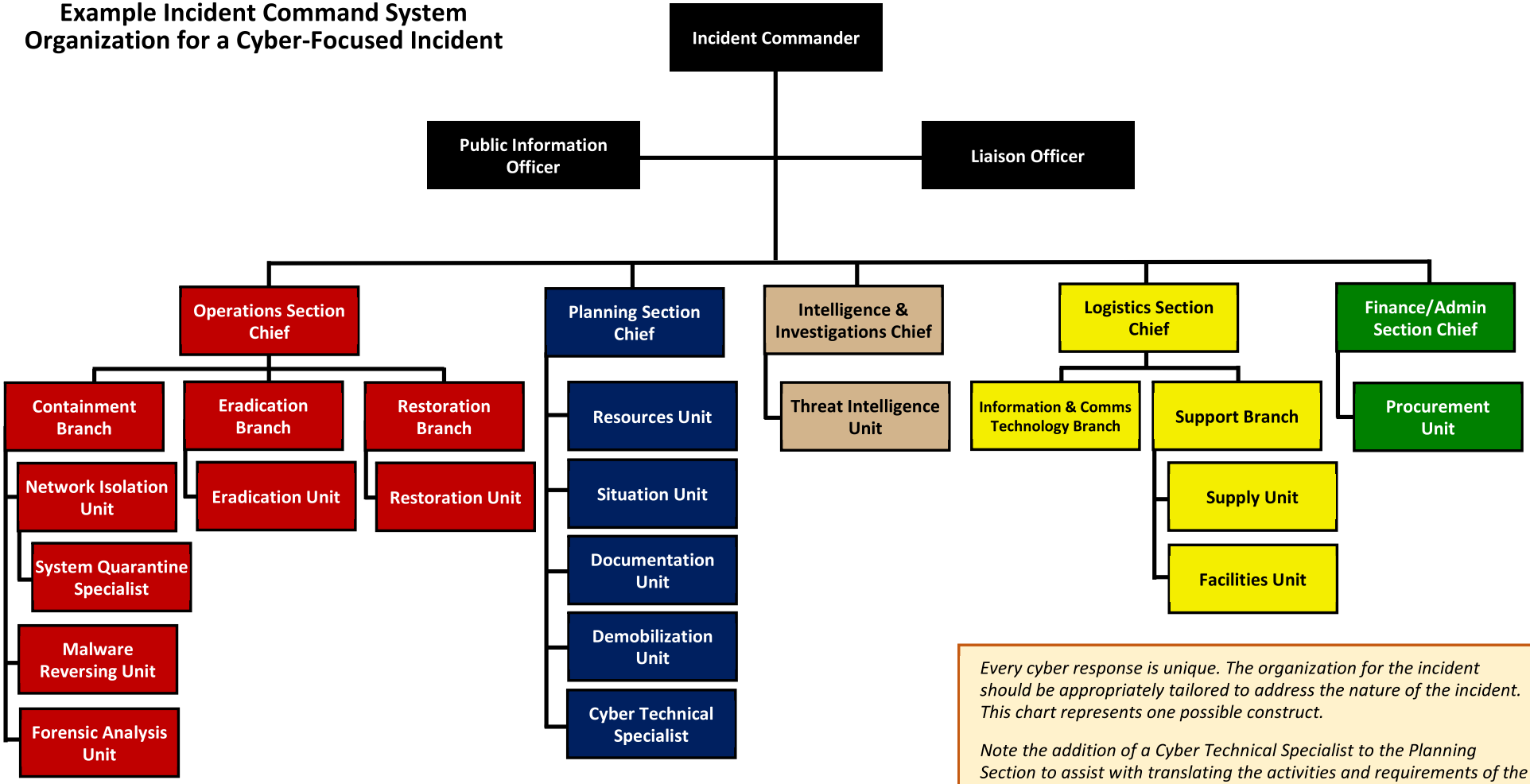
For an incident which includes degradation or damage to both physical infrastructure and to the supporting cyberspace component, Cyber SMEs can be added to the Operations Section. These experts can be formed into a cyber specialty unit, participate as part of a task force, or stand up as a single resource.

EXAMPLE CYBER INCIDENT RESPONSE ORGANIZATION

One example of how to organize operations during a Cyber incident response is provided on the following page. 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.

Cyber Incident

Example Incident Command System Organization for a Cyber-Focused Incident



Every cyber response is unique. The organization for the incident should be appropriately tailored to address the nature of the incident. This chart represents one possible construct.

Note the addition of a Cyber Technical Specialist to the Planning Section to assist with translating the activities and requirements of the Operations Section.

Useful References:

a. *Computer Security Incident Handling Guide*, Special Publication 800-61, Revision 3, National Institute of Standards and Technology.

b. *Guide to Test, Training, and Exercise Programs for IT Plans and Capabilities,* Special Publication 800-84, National Institute of Standards and Technology.

c. *Guide for Cybersecurity Event Recovery*, Special Publication 800-184, National Institute of Standards and Technology.

d. *National Cyber Incident Response Plan*, Department of Homeland Security, December 2016.

e. *United States Coast Guard Cyber Strategic Outlook*, August 2021.

f. *Coast Guard Maritime Industry Cybersecurity Resource Center*, https://www.uscg.mil/MaritimeCyber/.

g. *Cyber Workforce Management, DoD Directive (DoDD) 8140.01,* October 2020.

U.S. COAST GUARD NIMS ICS FORMS LIST

This list contains commonly used forms by the U.S. Coast Guard during response operations. All ICS Forms are available at: Intranet/Pixel Dashboard: Directives Pubs, and Forms - PowerApps (appsplatform.us) and https://www.uscg.mil/.

Note: *Specific guidance for preparation and distribution are listed within each individual ICS Form.*

ICS FORM #	FORM TITLE	PURPOSE
201	Incident Briefing	Provides basic information regarding the response situation and the resources allocated to the incident.
202	Incident Objectives	Provides basic incident strategy, objectives, command emphasis, priorities, and safety considerations for use during the next operational period.
203	Organization Assignment List	Provides ICS personnel with information on the staffing structure for the incident.
204	Assignment List	Informs Division and Group supervisors of incident assignments.
204A-CG	Assignment List Attachments	Identifies specific instructions for specific resources.
205	Incident Radio Communications Plan	Provides information for all radio frequency of trunked radio system talk group assignments for each operational period.
205A	Communications List	Lists methods of contact for incident personnel.
206	Medical Plan	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
207	Incident Organization Chart	Provides a wall chart depicting the ICS organization position assignments for the incident.

ICS FORMS

ICS FORM #	FORM TITLE	PURPOSE
208	Safety Message	Outlines details for Health and Safety Plan during an incident.
209	Incident Status Summary	Utilized for reporting information on significant incidents.
211	Incident Check-In List	List check-ins of personnel and equipment arriving at locations.
211A-CG	Daily Personnel Sign-In	Daily sign-in sheet to track personnel hours worked on the incident.
213	General Message	Utilized to record incoming messages that cannot be orally transmitted to the intended recipients.
213RR	Resource Request	Utilized to order resources and track resource status.
214	Activity Log	Records details of unit activity, strike team activity, or individual activity.
215	Operational Planning Worksheet	Communicates decisions made by the Operations Section Chief concerning resource assignments and needs for the next operational period.
215A	Incident Action Plan Safety Analysis	Aids the Safety Officer in completing an operational risk assessment and develop appropriate controls.
217A	Communications Resource Availability Worksheet	Provides communications resource availability for all radio frequency of trunked radio system talk group.

ICS FORMS

ICS FORM #	FORM TITLE	PURPOSE
220	Air Operations Summary	Provides the Air Operations Branch with the number, type, location, and specific assignments of aircraft.
221	Demobilization Check-Out	Ensures resources checking out of the incident have completed all appropriate incident activities.
225	Incident Personnel Performance Rating	Provides an evaluation of performance on incident assignments.
230-CG	Daily Meeting Schedule	Records information about daily meetings and other scheduled activities.
232-CG	Resources at Risk Summary	Provides information about sites in the incident area which are sensitive due to environmental, archaeo-cultural, or socio-economic resources at risk.
232A-CG	Area Contingency Plan Site Index	Identifies specific site numbers or site names shown on the Situation Map.
233-CG	Open Actions Tracker	Utilized to assign and track tasks/actions to IMT personnel that do not rise to the level of being an Incident Objective.
234-CG	Work Analysis Matrix	Utilized to assist in selecting the best strategies and tactics to achieve the operational objectives.
235-CG	Facility Needs Assessment	Planning tool used to develop the Incident Command Post (ICP) Plan.
236-CG	Tentative Release List	Identifies resources that are no longer required for the incident.
237-CG	Incident Mishap Reporting Record	Utilized to record incident MISHAPs.
261-CG	Incident Accountable Resource Tracking Sheet	Utilized to track resources and property acquired for the incident.

ICS FORMS

ICS Form Responsibility	
Incident Commander	▫ **ICS 201:** Incident Briefing
Safety Officer (SOFR)	▫ **ICS 208:** Safety Message ▫ **ICS 215A:** Incident Action Plan Safety Analysis
Operations Section Chief (OSC)	▫ **ICS 204:** Assignment List ▫ **ISC 215:** Operational Planning Worksheet ▫ **ICS 220:** Air Operations Summary (also can be completed by AOBD) ▫ **ICS 234-CG:** Work Analysis Matrix
Planning Section Chief (PSC)	▫ **ICS 202:** Incident Objectives ▫ **ICS 204A-CG:** Assignment List Attachments ▫ **ICS 234-CG:** Work Analysis Matrix
	RESL ▫ **ICS 203:** Organization Assignment List ▫ **ICS 204:** Assignment List ▫ **ICS 207:** Incident Organization Chart ▫ **ICS 211:** Check-In List ▫ **ICS 211A-CG:** Daily Sign-In Sheet ▫ **ICS 219:** Resource Status Cards
	SITL ▫ **ICS 209:** Incident Status Summary ▫ **ICS 230-CG:** Daily Meeting Schedule ▫ **ICS 232A-CG:** ACP Site Index
	DOCL ▫ **ICS 233-CG:** Incident Open Action Tracker
	DMOB ▫ **ICS 221:** Demobilization Check-Out ▫ **ICS 236-CG:** Tentative Release List
	ENVL ▫ **ICS 232-CG:** Resources at Risk Summary

ICS Form Responsibility	
Logistics Section Chief (LSC)	**COML** ▫ **ICS 205:** Incident Radio Communications Plan ▫ **ICS 205A:** Communications List ▫ **ICS 217A:** Communications Resource Availability Worksheet
	MEDL ▫ **ICS 206:** Medical Plan
	SPUL ▫ **ICS 261-CG:** Incident Accountable Resource Tracking Worksheet
	FACL ▫ **ICS 235-CG:** Facility Needs Assessment
All IMT Members	**Any IMT Member** ▫ **ICS 213:** General Message ▫ **ICS 213RR:** Resource Request Message
	All Sections and Units ▫ **ICS 214:** Activity Log
	All Supervisors ▫ **ICS 225:** Incident Personnel Performance Rating ▫ **ICS 237-CG:** Incident Mishap Reporting Record

Glossary & Acronyms

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)

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 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).

AREA COMMAND POST - A central point for command and control of incidents. See incident command post.

AREA CONTINGENCY PLAN - A reference document prepared for the use of all agencies engaged in responding to environmental emergencies within a defined geographic area.

AREA OF RESPONSIBILITY - Geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations. The Coast Guard defines this term as the Geographical area associated with a command within which the commander has the authority to plan and conduct operations – in addition to geographic delineation, an area of responsibility may be relative to subject, mission, or other factors.

AREA MARITIME SECURITY PLAN - A coordination plan focused on awareness, preparedness, and prevention with supporting plans for salvage response and MTS recovery.

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 identified by roman numerals or by functional name (e.g., service and support).

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.

CATASTROPHIC INCIDENT SEARCH AND RESCUE - Civil SAR operations carried out as all or part of the response to an emergency or disaster declared by the President, under provisions of the NRF and ESF #9.

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 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.

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.

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.

COMMUNITY LIFELINES - as defined by FEMA these services enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security.

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.

CONSEQUENCE MANAGEMENT ADVISORY TEAM - serves as EPA's national Special Team providing leadership, expertise, and response capabilities for CBRN incidents.

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.

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.

CONTINUITY OF OPERATIONS PLAN - An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

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 INCIDENT STRESS MANAGEMENT - is a readiness program and model of psychological first aid used by first responders to help individuals and units cope with and respond to stress.

CRITICAL INFORMATION REQUIREMENTS - A comprehensive list the Incident Commander/Unified Command has identified as critical to facilitating timely decision making.

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.

DECONTAMINATION - The process of making any person, object, or area safe within acceptable limits by absorbing, making harmless, or removing contaminated material clinging to or around.

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 - Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States**.**

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 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.

ENVIRONMENTAL RESPONSE TEAM - is a group of EPA technical experts who provide around-the-clock assistance at the scene of hazardous substance releases. ERT offers expertise in such areas as treatment, biology, chemistry, hydrology, geology, and engineering.

ESSENTIAL ELEMENTS OF INFORMATION - Subset of a Critical Information Requirement which provides greater detail on the information needed.

EVACUATION - Organized, phased, and supervised withdrawal, dispersal, or removal of persons from dangerous or potentially dangerous areas, and their reception and care in safe areas.

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).

FEDERAL AGENCY - Any department, independent establishment, Government corporation, or other agency of the executive branch of the Federal Government, including the U.S. Postal Service, but shall not include the American National Red Cross.

FEDERAL COORDINATING OFFICER - The Federal officer who is appointed to manage Federal resource support 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.

FINANCE/ADMINISTRATION SECTION - The section responsible for all administrative and financial considerations on an incident.

FUNCTION - The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management Needs. The term function is also used when describing the activity involved (e.g., the planning function).

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 or 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)

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 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 service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

INCIDENT ACTION PLAN - A 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 federal, state, local, tribal, and territorial 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 COMMAND - The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

INCIDENT COMMANDER - The individual responsible for on-scene 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.

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.

INFORMATION - Information is data that is processed but not necessarily analyzed.

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.

INTELIGENCE AND INVESTIGATION SECTION - Allows for the integration of intelligence and information collection, analysis, and sharing, as well as investigations that identify the cause and origin of an incident regardless of source. If the incident is determined to be a criminal event, the I/I Function leads to the identification, apprehension, and prosecution of the perpetrator.

JOINT FIELD OFFICE - A temporary federal facility established locally to provide a central point for federal, state, local, tribal, and territorial

executives with responsibility for 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 Unified Command including the Federal On-Scene Coordinator (FOSC), State On-Scene Coordinator (SOSC), local on-scene coordinator, responsible party and/or qualified individual.

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: Multijurisdictional Incident)

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.)

LOCAL GOVERNMENT - Public entities responsible for the security and welfare of a designated area as established by law.

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.

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.

MARSEC LEVELS - MARSEC Levels advise the maritime community and the public of the level of risk to the maritime elements of the national transportation system. Ports, under direction of the local COTP, will respond to changes in the MARSEC Level by implementing the measures specified in the AMS Plan. Similarly, vessels and facilities required to have security plans implement the measures specified in their security plans for the applicable MARSEC Level.

MASS RESCUE OPERATIONS - Search and rescue operations characterized by the need to provide immediate response to large numbers of persons in distress, such that the capabilities normally available to SAR authorities are inadequate.

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.

MOBILIZATION - The process and procedures used by all organizations-federal, state, local, tribal, and territorial-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

MULTIAGENCY 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.

MULTIAGENCY 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 INCIDENT MANAGEMENT SYSTEM - Provides stakeholders across the whole community with shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System. It defines operational systems that guide how personnel work together during incidents.

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.

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 non-governmental 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 SEARCH AND RESCUE PLAN - An interagency agreement providing national arrangements for coordination of search and rescue services to meet domestic needs and international commitments.

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.

NATURAL DISASTER - Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, or other catastrophe in any part of the U.S. which causes, or which may cause, substantial damage or injury to civilian property or persons.

NON-GOVERNMENTAL 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 - is an interagency response effort, managed by FEMA when activated, that provides advanced radiological and nuclear response and recovery capabilities through cooperation and coordination with the Department of Energy and the 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.

ON SCENE COORDINATOR - A person designated to coordinate search and rescue operations within a specified search area. See also Incident Commander (IC).

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).

OPERATIONS COORDINATION CENTER - The primary facility of the Multiagency Coordination System. It houses staff and equipment necessary to perform Multiagency 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.

OVERHEAD PERSONNEL - Personnel who are assigned to supervisory positions that includes: Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

PERSONAL PROTECTIVE EQUIPMENT - 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.

PLACE OF SAFETY - Location where rescue operations are considered to terminate and where the survivor's safety or life is no longer threatened, basic human needs (such as food, shelter and medical needs) can be met, and transportation arrangements can be made for the survivor's next or final destination.

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.

PRIVATE SECTOR - Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and nonprofit organizations, formal and informal structures, commerce, and industry.

PROCESSING - Combing, transferring, and cataloging data into common repositories.

PUBLIC INFORMATION - Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

PUBLIC INFORMATION OFFICER - A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident related information requirements.

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 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.

RESCUE - An operation to retrieve persons in distress, provide for their medical or other needs, and deliver them to a place of safety.

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.

RESPONDER - A person designated by a responsible authority, that is trained, equipped, and qualified in a position to perform a specific task.

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.

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 operations after the Search and Rescue mission is concluded and other missions continue, such as search and recovery.

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 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.

SITUATION REPORT - Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.

SOURCE CONTROL SUPPORT COORDINATOR - The Source Control Support Coordinator is a BSEE position that 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.

STRATEGY - The general plan or direction selected to accomplish incident objectives.

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.

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.

TERRITORY - Territories are one type of political division of the U.S., overseen directly by the Federal Government and not any part of a U.S. State.

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.

THREAT - Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

TRIBAL GOVERNMENT - Any federally recognized governing body of an Indian or Alaska Native tribe, band, nation, pueblo, village, or community that the Secretary of Interior acknowledges to exist as an Indian Tribe under the Federally Recognized Tribe List Act of 1994, 25 U.S.C 479a.

TRIBAL LEADER - Individual responsible for the public safety and welfare of the people of that tribe.

TYPE - An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

UNIFIED AREA COMMAND - A Unified Area Command is established when incidents under an Area Command are multijurisdictional.

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 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.

UNIT LEADER - The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

UNITY OF COMMAND - An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

URBAN SEARCH AND RESCUE - Operational activities that include locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures.

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.

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 disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Glossary & Acronyms

A

AC	Area Command
ACAC	Area Command Aviation Coordinator
ACDR	Area Commander
ACMP	Area Command Management Plan
ACO	Aircraft Coordinator
ACP	Area Command Post 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
AOR	Area of Responsibility
AREP	Agency Representative
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
ATSDR	Agency for Toxic Substances and Disease Registry

B

BCMG	Base Camp Manager
BIMG	Billeting Manager
BMP	Best Management Practices
BOAT	Boat Operations and Training
BSEE	Bureau of Safety and Environmental Enforcement

C

C2	Command and Control
CART	Common Assessment Reporting Tool

CASREP	Casualty Report
CBP	Customs and Border Protection
CBRN	Chemical, Biological, Radiological, and Nuclear
CCL	Contamination Control Line
CDC	Center for Disease Control and Prevention
CDRUSNORTHCOM	Commander, U.S. Northern Command
USINDOPACOM	Commander, U.S. Indo-Pacific Command
CDO	Command Duty Officer
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CG	Coast Guard
CG AREP	Coast Guard Agency Representative
CGIS	Coast Guard Investigative Service
CIR	Critical Information Requirement
CISA	Cyber and Infrastructure Security Agency
CISAR	Catastrophic Incident Search and Rescue
CISM	Critical Incident Stress Management
CISS	Cyber Incident Severity Schema
CLMS	Claims Specialist
CMAT	Consequence Management Advisory Team
CO	Commanding Officer
COA	Course of Action
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
CPT	Cyber Protection Team
CRESL	Critical Resource Unit Leader
CRZ	Contamination Reduction Zone
CST	Civil Support Teams
CSUL	Cybersecurity Unit Leader
CTIIC	Cyber Threat Intelligence Integration Center

D

DART	Disaster Assistance Response Teams

DAT	Damage Assessment Team
DCMS	Deputy Commandant for Mission Support
DCSA	Defense Counterintelligence and Security Agency
DEA	Drug Enforcement Administration
DFO	Disaster Field Office
DHS	Department of Homeland Security
DHHS	Department of Health and Human Services
DIVS	Division / Group Supervisor
DLA	Defense Logistics Agency
DMAT	Disaster Medical Assistance Teams
DMOB	Demobilization Unit Leader
DOCL	Documentation Unit Leader
DoD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DOI	Department of the Interior
DOT	Department of Transportation
DOSC	Deputy Operations Section Chief
DPRO	Display Processor
DSE	Deployable Support Elements

E

EEI	Essential Elements of Information
EMM	Emergency Management Manual
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ENSP	Environmental Specialist
ENVL	Environmental Unit Leader
EOC	Emergency Operations Center
EPA	Environmental Protection Agency (US)
EQPM	Equipment Manager
EQTR	Equipment Time Recorder
ERC	Emergency Response Center
ER-FOG	Emergency Response – Field Operations Guide
ESA	Endangered Species Act
ESF	Emergency Support Functions

F

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
FIOP	Federal Interagency Operational Plan
FIR	Field Intelligence Reports
FLEO	Federal Law Enforcement Officer
FOB	Field Observer
FOIA	Freedom of Information Act
FOSC	Federal On-Scene Coordinator
FPCON	Force Protection Condition
FRMM	Financial Resource Management Manual
FRP	Facility Response Plan
FSC	Finance / Administration Section Chief

G

GIS	Geographic Information System
GISS	Geographic Information System Specialist
GRP	Geographic Response Plans
GSA	General Services Administration
GSUL	Ground Support Unit Leader

H

HASP	Health and Safety Plan
HAZMAT	Hazardous Materials
HAZSUB	Hazardous Substances
HAZWOPER	Hazardous Waste Operations and Emergency Response
HCO	Helicopter Coordinator
HSPD-5	Homeland Security Presidential Directive 5 – Management of Domestic Incidents

I

IAA	Incident Awareness and Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Communications Center
ICP	Incident Command Post
ICS	Incident Command System
ICTB	Information and Communication Technology Branch Director
IGS	Intelligence Group Supervisor
I/I	Intelligence / Investigations Section
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
INFOSEC	Information Security
INJR	Compensation for Injury Specialist
IO	Investigation Officer
IOF	Initial Operating Facility
IOGS	Investigative Operations Group Supervisor
IRWA	Interagency Reimbursable Work Assignment
ITSL	Information Technology Service Unit Leader

J

JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
JRCC	Joint (aeronautical and maritime) Rescue Coordination Center
JTTF	Joint Terrorism Task Force

L

LANT	USCG Atlantic Area
LE	Law Enforcement
LEO	Law Enforcement Officer
LLCM	Lessons Learned Collection Manager
LOFR	Liaison Officer
LOGCOM	USCG Operational Logistics Command
LSC	Logistics Section Chief
LSE	Logistics Support Element

M

MA	Mission Assignment (Issued by FEMA)
MAC	Multiagency Coordination
MACC	Multiagency Command Center
MACS	Multiagency Coordination System
MARSEC	Maritime Security
MCRB	Maritime Cyber Readiness Branch
MEDEVAC	Medical Evacuation
MEDL	Medical Unit Leader
MFF	Marine Fire Fighting
MIPR	Military Interdepartmental Purchase Request
MIRP	Maritime Infrastructure Recovery Plan
MLE	Maritime Law Enforcement
MOA	Memorandum of Agreement
MODU	Mobile Offshore Drilling Unit
MOL	Military Outload
MOU	Memorandum of Understanding
MRO	Mass Rescue Operation
MSST	Maritime Safety and Security Team
MTS	Marine Transportation System
MTSA	Maritime Transportation Security Act
MTSB	Marine Transportation System Recovery Branch Director
MTSL	Marine Transportation System Recovery Unit Leader

MTSRB	Marine Transportation System Recovery Branch
MTSRP	Marine Transportation System Recovery Plan
MTSRU	Marine Transportation System Recovery Unit

N

NASBLA	National Association of State Boating Law Administrators
NCIJTF	National Cyber Investigative Joint Task Force
NCIRP	National Cyber Incident Response Plan
NCP	National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)
NDRF	National Disaster Recovery Framework
NEPA	National Environmental Policy Act
NGO	Non-Governmental Organization
NIC	National Incident Commander
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NOK	Next-of-Kin
NOTAM	Notice to Airmen
NPFC	National Pollution Funds Center
NPRN	National Port Readiness Network
NPS	National Park Service
NRC	National Response Center
NRCC	National Response Coordination Center
NRDA	Natural Resource Damage Assessment
NRF	National Response Framework
NRIA	Nuclear / Radiological Incident Annex
NRS	National Response System
NRT	National Response Team
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

O

ODNI	Office of the Director of National Intelligence
OFA	Other Federal Agencies
OGA	Other Government Agency
OPA 90	Oil Pollution Act of 1990
OMSEP	Occupational Medical Surveillance and Evaluation Program
OPBD	Operations Branch Director
OPCON	Operational Control
OPSEC	Operations Security
ORDM	Ordering Manager
OSC	Operations Section Chief
OSHA	Occupational Safety and Health Administration
OSLTF	Oil Spill Liability Trust Fund
OSRP	Oil Spill Response Plan

P

PA	Programmatic Agreement (Historical / Cultural Protection)
PAC	USCG Pacific Area
PDD	Presidential Decision Directive
PIAT	Public Information Assist Team
PIO	Public Information Officer
POC	Point of Contact
PPD-8	Presidential Policy Directive 8: National Preparedness
PPE	Personal Protective Equipment
PQS	Performance Qualification Standard
PRC	Port Readiness Committee
PRFA	Pollution Removal Funding Authorization
PROC	Procurement Unit Leader
PROP	Property Management Unit Leader

PSC	Planning Section Chief
PTRC	Personnel Time Recorder
PVSS	Passenger Vessel Safety Specialist
PWCS	Ports, Waterways, and Coastal Security

Q

QI	Qualified Individual

R

RADO	Radio Operator
RBDM	Risk-Based Decision Making
RCC	Rescue Coordination Center
RCDM	Receiving and Distribution Manager
RCP	Regional Contingency Plan
RERT	Radiological Emergency Response Team
RESL	Resource Unit Leader
RFF	Request for Forces
RFI	Request for Information
RIT	Rapid Intervention Team
ROE	Rules of Engagement
RP	Responsible Party
RPBD	Recovery and Protection Branch Director
RPIC	Responsible Party Incident Commander
RRCC	Regional Response Coordination Center
RRT	Regional Response Team
RSC	Rescue Sub-Center

S

SAR	Search and Rescue
SC	SAR Coordinator
SCAT	Shoreline Cleanup Assessment Technique
SCBD	Source Control Branch Director

SCIF	Sensitive Compartmented Information Facility
SCKN	Status / Check-In Recorder
SCSC	Source Control Support Coordinator
SECM	Security Manager
SEHO	Safety and Environmental Health Officer
SERT	CG Marine Safety Center Salvage Engineering Response Team
SFLC	Surface Forces Logistics Center
SHPO	State Historical Preservation Officer
SILC	Shore Infrastructure Logistics Center
SITL	Situation Unit Leader
SITREP	Situation Report
SLDMB	Self-Locating Datum Marker Buoy
SLTT	State, Local, Tribal, and Territorial
SMC	SAR Mission Coordinator
SME	Subject Matter Expert
SMFF	Salvage and Marine Firefighting
SOFR	Safety Officer
SONS	Spill of National Significance
SOP	Standard Operating Procedures
SOSC	State On-Scene Coordinator
SPUL	Supply Unit Leader
SRA	Safe Refuge Area
SRMA	Sector Risk Management Agency
SRU	Search and Rescue Unit
SSC	Scientific Support Coordinator
SSI	Sensitive Security Information
STAM	Staging Area Manager
STL	Strike Team Leader
STR	Shoreline Treatment Recommendation
SUBD	Support Branch Director
SUPSALV	Supervisor of Salvage
SVBD	Service Branch Director

T

TELECOM	Telecommunications
TFL	Task Force Leader
TFR	Temporary Flight Restrictions

THSP	Technical Specialist
TIME	Time Unit Leader
TOSC	Tribal On-Scene Coordinator
TSA	Transportation Security Administration
TSI	Transportation Security Incident
TTP	Tactics, Techniques, and Procedures

U

UAC	Unified Area Command
UC	Unified Command
UCG	Unified Coordination Group
UMIB	Urgent Marine Information Broadcast
US&R	Urban Search and Rescue
USACE	U.S. Army Corps of Engineers
USCG	United States Coast Guard
USIC	United States Intelligence Community
USN	United States Navy
USNG	United States National Grid

V

VHF	Very High Frequency
VRP	Vessel Response Plan
VST	Vessel Support Team
VSUL	Vessel Support Unit Leader

W

WEPS	Weapons Support Unit Leader
WLBD	Wildlife Branch Director
WMD	Weapons of Mass Destruction

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

- This type of incident is the most complex, requiring national resources for safe and effective management and operation.
- All command and general staff positions are filled.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches need to be established.
- Highly complex information management requirements including the use of one or more incident management software tools and a COP.
- A written IAP is required for each operational period.
- The agency administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated.
- Use of resource advisors at the incident base is recommended.
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

TYPE 2

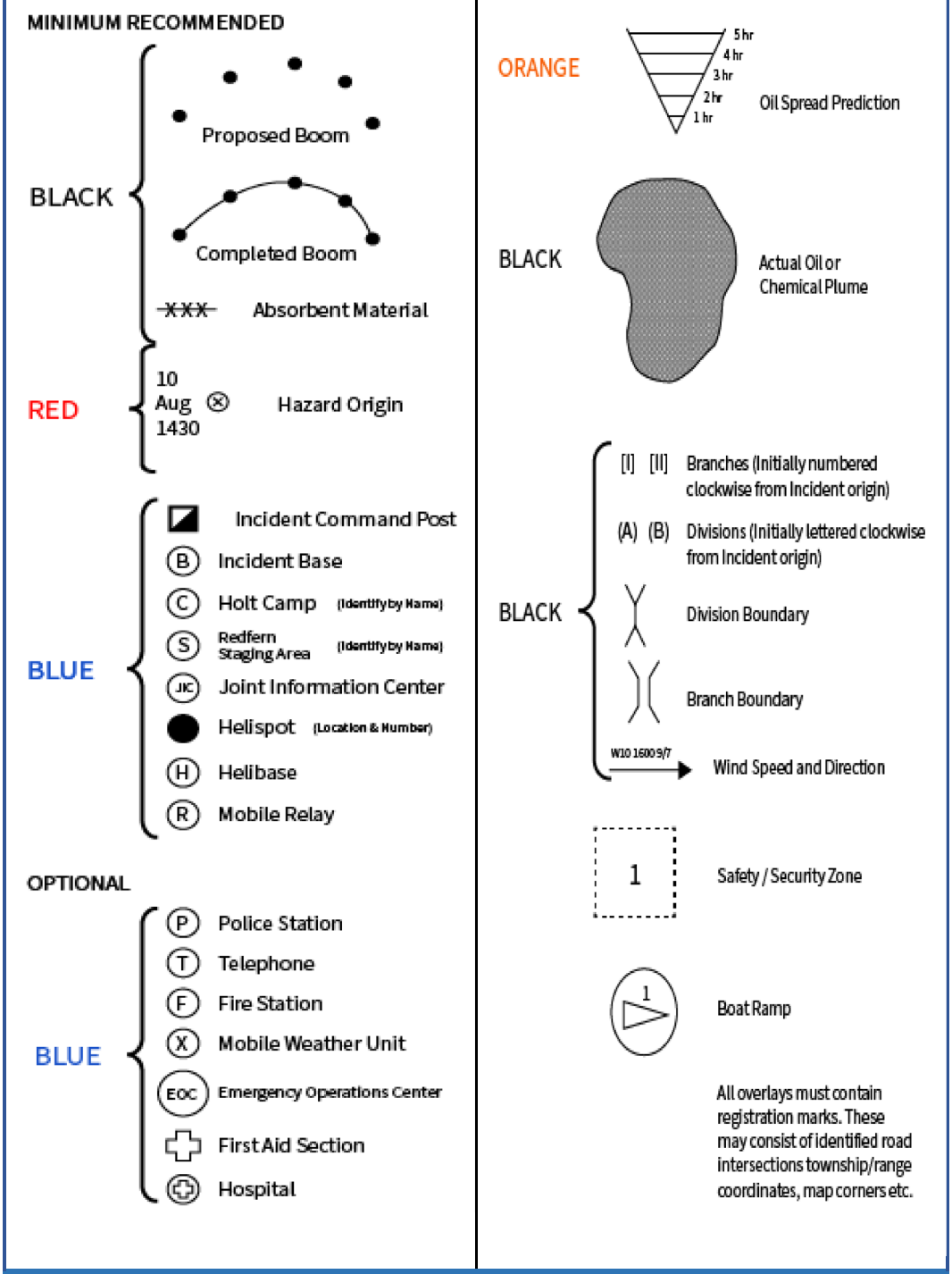
- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Most or all of the command and general staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are needed and staffed.
- A formal Information Management Plan is developed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.

Coast Guard Incident Typing Characteristics

TYPE 3	■ 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. ■ A Type 3 IMT or incident command organization is established. ■ Operations personnel normally often exceed 25 per operational period and total incident personnel do not exceed 200 (guidelines only). ■ The incident requires multiple operational periods. ■ A written IAP is required for each operational period.
TYPE 4	■ Command staff and general staff functions are activated only if needed. ■ Several resources are required to mitigate the incident, including a task force or strike team. ■ The incident is usually limited to one operational period in the initial response phase. ■ The agency administrator may have briefings and ensure the complexity analysis and delegation of authority is updated. ■ No written IAP is required but a documented operational and safety briefing will be completed for all incoming resources. ■ The role of the agency administrator includes development of objectives and priorities. ■ Examples include a maritime search and rescue case, small recoverable oil spill, or extended law enforcement boarding.
TYPE 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and general staff positions (other than the incident commander) are not activated. ■ No written IAP is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a maritime search and rescue case, sheen or unrecoverable oil spill, MEDEVAC of an injured person, or a law enforcement boarding.

MAP/CHART SYMBOLOGY

ICS MAP/CHART DISPLAY SYMBOLOGY



TO BE USED ON INCIDENT BREIFING AND ACTION PLAN MAPS/CHARTS