

2024 Incident Command System Guide

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TRANSMOUNTAIN

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Purpose

This Trans Mountain Incident Command System Guide is a guidance document for implementing an Incident Command System (ICS) response management organization that can be universally adopted by responders during an emergency.

Scope

ICS provides for maximum flexibility in varied situations, which has been adapted by Trans Mountain for use during an operational upset. This ICS Guide is a job aid giving general instructions and checklists to assist responders in their duties within the ICS process. The Guide works in conjunction with Trans Mountain Emergency Response Plans (ERPs), Fire Pre-Plans and Geographic Response Plans (GRPs) which hold specific response tactics, environmental concerns, forms, and procedures relating to specific regulations.

Typical response teams outlined within this Guide represent a generic response organization for pre-incident planning; however, an actual the organization will be event specific. Not all positions in the structure need to be filled. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted, as necessary. This modular development is described in Section 2.0 Response Organization Development.

Personnel with specialized skills (Technical Specialists (THSP)), not specifically identified within the ICS, may be integrated anywhere within the organization to meet the needs of Incident Command. This feature allows the greatest compatibility with other existing response management systems.

Guide Maintenance

Single point accountability for the Incident Command System Guide (ICS Guide) development and maintenance rests with the Emergency Management Department. This accountability is for:

- ☐ The development of the ICS Guide and managing any future revisions,
- ☐ Ensuring the tools are available and functioning as described in this guide,
- ☐ Ensuring a minimum annual review of the guide takes place, and the guide is reviewed in full every 2 years; and
- ☐ Ensuring the guide is reviewed for effectiveness after an actual response, training or exercises and updated as necessary.

Guide Revisions

All requests for change must be made through the Emergency Management Department using the Revision Request Form located on the next page.

Guide Distribution

This guide will be replaced in its entirety as needed. It is not a controlled document, check with the Emergency Management Department to ensure you are using the most recent copy of the guide.

Revision Request Form

Requested by:	Date:
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Signature of Requestor:	
Send to: Emergency Management Department Trans Mountain 2700-300 - 5 th Avenue S.W. Calgary, AB T2P 5J2 Canada emergency_management@transmountain.com	

To be completed by the Emergency Management Department	
Date Received:	Comments:
Date Reviewed:	
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If No, reason for Rejection:	
Signature Emergency Management Department	

1.0 INTRODUCTION

The Incident Command System brings together the functions of the federal government, state/provincial government, local authorities/governments, affected Indigenous Community and the responsible party in order to achieve an effective and efficient response, where the Federal On-Scene Coordinator (FOSC) (USA) or Federal Incident Commander (FIC) (Canada) maintains ultimate authority. The emphasis during a response is on coordination and cooperation.

The following agencies may be involved with varying degrees of responsibility regardless of the size and severity of the incident:

- FOSC/FIC,
- State/provincial government (State On-Scene Coordinator (SOSC)(USA) or Provincial Incident Commander (PIC) (Canada)),
- Local authorities/ government representatives Local On-Scene Coordinator ((LOSC) in the US or Local Incident Commander (LIC) in Canada),
- Others including Indigenous, US Tribal, Parks, Vessel (as appropriate) and
- Responsible Party Incident Commander (RPIC).

Depending on the pipeline/facility regulatory jurisdiction either the FOSC/FIC or SOSC/PIC, retains the authority to direct the response, and may direct responses to events, such as spills that pose a substantial threat to the public health or welfare. In many situations, however, the FOSC/FIC or SOSC/PIC (depending on jurisdiction) may choose to monitor the response effort and provide support and advice where appropriate.

Note: The Trans Mountain Pipeline and Trans Mountain Pipeline (Puget Sound) will always have a FOSC/FIC (or representative as per government mutual aid agreements) as these two pipelines and associated facilities are federally regulated in their respective countries.

Also, more significant incidents will warrant multi-jurisdictional responses. Formation of a Unified Command (UC) using the ICS will pull federal, state/provincial, local, Indigenous or US Tribal, and private resources together within the framework of the existing response management system. In the USA, state and local responders should note that there are a wide variety of resources available through the Environmental Protection Agency (EPA) or US Coast Guard FOSC. Additionally, in Canada there are a wide variety of resources available provincially and federally through various response groups.

The ICS organizational guidance provided is not regulatory. Recognizing that a response will bring together numerous organizations with varying incident management structures, the Incident Commander or Unified Command for the specific incident will determine how to best set up and staff the incident-specific ICS organization for the most efficient and effective use of the resources involved.

1.1 Using the Incident Command System

The ICS provides for maximum flexibility in varied situations. By reading the general instructions, common unit leader responsibilities, position descriptions and checklists, responders will be supported in their duties within the ICS process using this guide.

The diagrams provided in each section of this guide show the types of positions that may be filled during a response. Not all positions need to be filled, however, a position with subordinates on the diagram must also complete the duties not assigned to an individual in their group. The size of the organization is

dependent on the magnitude of the incident and can be expanded or contracted as necessary. This modular development is described in Section 2.0 Response Organization Development.

Personnel with specialized skills (technical specialists), not specifically identified within the ICS, may be integrated anywhere within the organization to meet the needs of Incident Command. This feature allows the greatest compatibility with other existing response management systems.

1.2 Response Philosophy

On all emergency incidents, Trans Mountain will adhere to the following basic response approach:

1.2.1 Control the Incident Site

- The incident scene must first be controlled to ensure a safe and effective response to any incident:
 - Don't rush in; hazards must first be fully assessed.
 - Conduct vapour monitoring and confirm levels (H_2S , LEL levels) are safe as approaching the incident site.
 - Establish and maintain an isolation perimeter, with hot, warm, and cold zones.
 - Establish communications with the Control Centre; request information regarding the situation (e.g. alarms, product, pipeline readings, shutdown actions and other relevant information).
 - Establish and announce command at the ICP, either at the incident scene location or, if necessary, at a remote location.
 - Establish staging area(s).

1.2.2 Size up the Situation

- A site assessment will identify the scope and nature of the incident, as well as any potential hazards to responders:
 - Assess whether visual alarms have been activated.
 - Recognize and identify any hazardous materials involved.
 - Source of any releases.
 - Potential exposures.

1.2.3 Evaluate the Hazards and Risks

- An assessment must be conducted to evaluate the level of risk to responders and the public:
 - Assess health, physical, and chemical hazards.
 - Gather technical data (SDS, etc.).
 - Conduct vapour monitoring.

1.2.4 Establish Initial Objectives

- After the potential hazards have been identified, the Incident Commander(s) can establish the initial objectives for the response. Typical initial objectives include:
 - Control the incident scene.
 - Ensure the safety of responders and the public.
 - Establish the Incident Command Post.

1.2.5 Select and Don Personal Protective Equipment

- All incident responders must be protected with the Personal Protective Equipment (PPE) appropriate to the hazards present:
 - Approved fire-resistant coveralls.
 - Hard hats (where overhead hazards are present).
 - Gloves.
 - Splash goggles.
 - Rubber steel-toed boots.

Also:

- PPE must be worn properly to fully protect responders.
- Damaged or heavily oiled PPE should be replaced as soon as possible.
- All responders leaving the Hot Zone must go through a Decontamination Zone (Warm Zone) to ensure that contamination is not spread into the Cold Zone.

1.2.6 Manage Information and Coordinate Resources

- It is essential that information flows quickly and freely to all resources to ensure a safe and coordinated response:
 - Expand the ICS as needed, especially if Unified Command is established.
 - Ensure that all internal and external notifications are made.
 - Conduct briefings.
 - Confirm all communications to ensure that they are fully understood and implemented.

1.2.7 Implement Response Objectives

- Once initial objectives have been established, it will be possible to develop and implement strategies and tactics to achieve these objectives. These may be:
 - Offensive (i.e., emergency rescue, firefighting, spill source control).
 - Defensive (i.e., protecting the public, fire control, spill response).
 - Non-intervention (protecting the public).

1.2.8 Manage the Incident

- On larger incidents, it will be necessary to function over a number of Operational Periods. In these cases, it will be necessary to fully-staff the Incident Management Team (IMT), especially the Planning Section:
 - Establish Incident Objectives for each Operational Period.
 - Conduct Tactics and Planning Meetings.
 - Develop and approve Incident Action Plans (IAPs).
 - Conduct Operations Briefings.

1.2.9 Terminate the Incident Response

- Once the Emergency Phase of the incident is over, the Incident Commander will stand down the IMT, and ensure that all post-incident activities are completed:
 - Transition to, and conduct, the post-Emergency Phase of the response.
 - Conduct an incident debrief.
 - Ensure that all incident documentation is completed.
 - Ensure that all equipment, PPE, and ICP supplies are replenished.

- Transition from Emergency Phase to Project Phase with adequate documentation and continue any required Project Phase activities (i.e., site remediation, repair to terminal assets, etc.).

1.3 Levels of Emergency

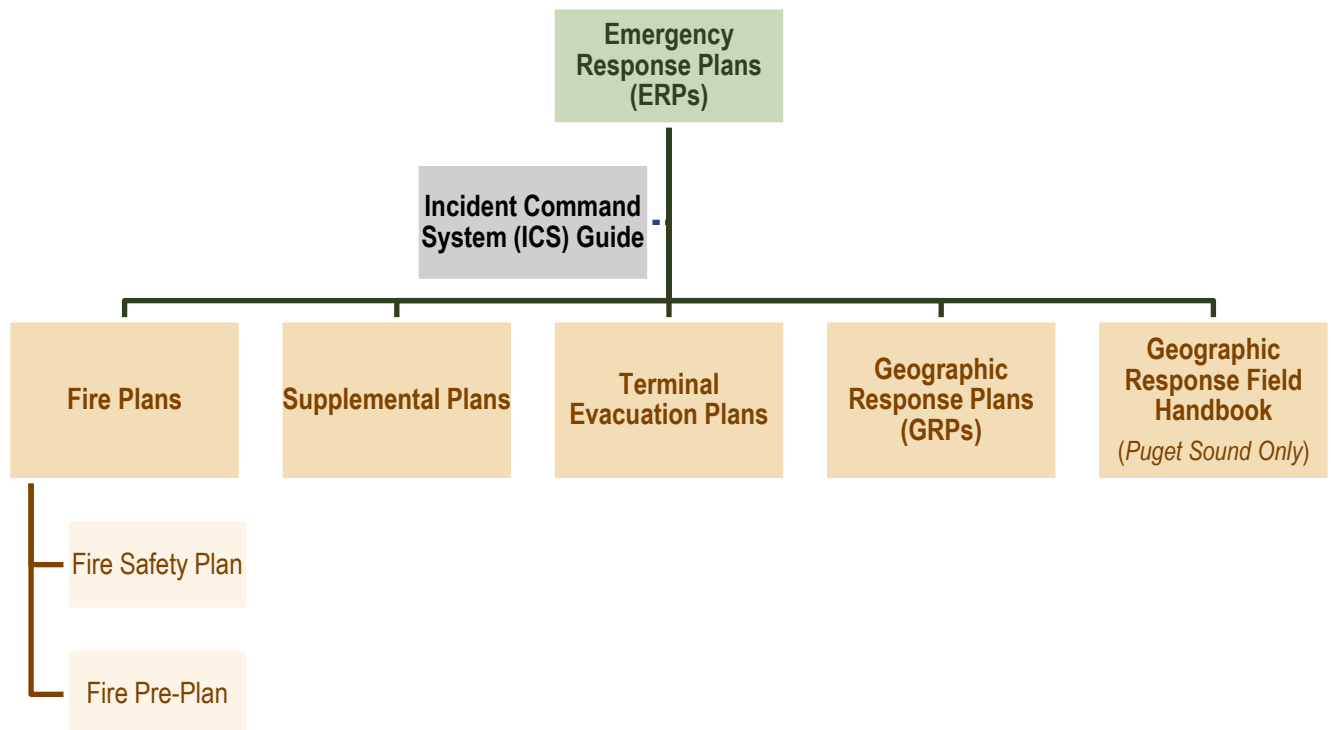
Level	Definition	Examples
1	The Company has the capability to manage and control a Level I emergency using company resources available within the area. The District Supervisor will assume the Incident Commander position.	<ul style="list-style-type: none"> • Oil spills confined to company property (pipeline station, terminal, or scraper trap). • Public, contractor, or employee safety not endangered. • Public property not endangered. • Local response handled by District personnel. • Notification may not be required to regulatory authorities. • Little or no media interest. • Security Incident (squatters on ROW, copper theft, etc.) • Business disruption such as: <ul style="list-style-type: none"> ○ Shut down of field office ○ Singular application unavailable
2	The Company has the capability to manage and control a Level II emergency using company resources and expertise, with some assistance from local contractors. The Region Director or designate may assume the Incident Commander position.	<ul style="list-style-type: none"> • Oil has migrated beyond company property (pipeline station, terminal, or scraper trap) but not into a waterway. • Emergency services may be required (e.g., fire, police, ambulance). • Public, contractor, or employee safety and/or property may be endangered. • Notification required to regulatory authorities. • May use a Unified Command organizational structure in the emergency. • Local media interest. • Security Incident (protest) • Business disruption such as: <ul style="list-style-type: none"> ○ Impact to one or more floors in Calgary Head Office ○ IT on Prem apps unavailable (DRP)
3	The Company may request assistance from other Industry, Municipal, or State Agency personnel to support the response to the incident. The Region Director will assume the Incident Commander position.	<ul style="list-style-type: none"> • Major emergency conditions, such as: <ul style="list-style-type: none"> ○ uncontrolled leak, ○ spill on a watercourse, ○ large fire at an operating facility or office building, ○ fatality or serious injury to an employee, contractor, or the public; or ○ spill of hazardous substances. • Major off-site environmental impact has occurred. • Public, contractor, or employee safety, and/ or property is endangered. • Emergency services are required (e.g., police, fire, ambulance). • Notification required to regulatory authorities. • Use of a Unified Command organizational structure in the emergency, as required, to facilitate coordination of

		<p>company, government and other agency response to the emergency.</p> <ul style="list-style-type: none">• Local, Provincial/State, and/or National Media interest.• Security Incident (Act of violence, hostage, etc.)• Business disruption such as:<ul style="list-style-type: none">○ Shut down of Calgary Head Office or multiple district offices○ IT Cyber Incident for all of TM
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1.4 Trans Mountain Emergency Response Plans

Trans Mountain maintains a library of interconnected plans designed to guide and support response efforts during emergency events. During an incident, Trans Mountain will activate primary Emergency Response Plans and implement applicable supporting plans, as necessary, to ensure a robust and organized response is undertaken. The diagram in Section 1.4.1 depicts how these plans are related.

1.4.1 Response Plan Relationship



2.0 RESPONSE ORGANIZATION DEVELOPMENT

An actual response organization typically grows from the Initial Response Organization to fit the level of response necessary for a specific incident. The size and focus of the organization is dependent on the magnitude of the incident and should be expanded or contracted as necessary.

Note: Only positions that are required for an adequate response need to be filled and organizations should be kept as small as possible to accomplish incident objectives and support the response.

2.1 Initial Response Team

Initial response resources are managed by the Senior On-Site individual who assumes the role of Incident Commander (IC) until such time as a more senior employee takes over. The IC will handle all initial response Command and General Staff responsibilities until additional resources arrive.

2.2 Local Incident Management Team

The Local Incident Management Team (IMT), which is comprised of District/Terminal personnel in each response area, will respond to incidents beyond the capability of the Initial Responders.

If deployed, the Local IMT's primary tasks are to:

- Ensure the safety of all workers in the area of the incident.
- Assess the situation (i.e., incident size, severity, likely impacts).
- Take appropriate action to mitigate the impacts to life safety, the environment, and property.

The Local IMT will perform these tasks until relieved, or replaced, by a higher level of management within the response organization.

2.3 Incident Management Team

On larger incidents, where the local IMT cannot manage a response without assistance, additional IMT personnel will be asked to attend from within Trans Mountain's company-wide support system.

The IMT is headed by the IC who directs and coordinates all response activities and resources. The Deputy Incident Commander provides on-site staff support to the IC through the Command Staff and relieves the IC as required.

Each Section is headed by a Section Chief reporting directly to the IC. The initial response team and initial IMT may be absorbed into the response organization as additional IMT personnel arrive on the scene. The Operations Section Chief (OPS) is also responsible for directing the activities of outside contractors called in to assist with the response.

2.4 Unified Command

Wherever possible, the IMT will establish, and operate within, a Unified Command structure as warranted by the circumstances of an incident. When a federal or state/provincial agency arrives on-scene to participate in managing a response action, the agencies will utilize a Unified Command structure to jointly manage the incident. In Unified Command, decisions with regard to the response will be made by consensus and documented through a single Incident Action Plan (IAP) for each Operational Period. If Unified Command is unable to reach consensus, the Federal On-Scene Coordinator (FOSC) or Federal Incident Commander (FIC) has ultimate decision-making authority. Unified Command may incorporate additional Indigenous, US Tribal, Parks, Vessel, or local government on-scene coordinators into the command structure as appropriate.



Incident Commanders for oil discharges and hazardous substance releases will, whenever possible and practical, be organized under the Unified Command structure which includes, but is not limited to:

- The pre-designated Federal On-Scene Coordinator (FOSC)/Incident Commander (FIC);
- The State On-Scene Coordinator (SOSC)/Provincial Incident Commander (PIC);
- The representative of the Responsible Party (RP); and
- The local Indigenous, US Tribal, Parks, Vessel On-Scene Coordinators, as appropriate.

To be considered for inclusion as a Unified Command member, the following criteria must be considered:

- The organization must have jurisdictional authority or functional responsibility under a law or ordinance for the incident; and
- The organization must be specifically charged by law or ordinance with commanding, coordinating, or managing a major aspect of the incident response; and
- The incident or response operations must have an impact on the organization's Area Of Responsibility (AOR); and
- The organization should have the resources to support participation in the response organization.

Note: Incidents occurring within Jasper National Park will see the participation of a Parks Canada Incident Commander within Unified Command, *not* an Alberta provincial agency Incident Commander.

The Alberta Ministry of Environment and Parks (AEP) will have an advisory role within the Incident Command Post. A Municipality of Jasper Incident Commander may also participate within Unified Command, depending upon the incident situation.

Actual Unified Command makeup for a specific incident will be determined on a case-by-case basis taking into account:

- The specifics of the incident;
- Determinations outlined in the four criteria listed above; and
- Decisions reached during the initial meeting of Unified Command.

Unified Command is responsible for the overall management of the incident. Unified Command directs incident activities including the development and implementation of strategic decisions, approval of the

Incident Action Plan, and approves the ordering and releasing of resources. It is expected that each Unified Command member will have the authority to make decisions and commit resources on behalf of their organization.

2.5 Typical Response Teams

The following diagram depicts a typical response organization at the Branch Director/Unit Leader level. If a position below a specific Chief, Director, Manager, Supervisor, or Unit Leader is not filled then the Chief, Director, Manager, Supervisor, or Unit Leader must complete the tasks of reporting position as well.

For further information on each position and the supporting roles, please see Sections 6.0 (Incident Command/Command Staff Duties), 7.0 (Operations Section Duties), 8.0 (Planning Section Duties), 9.0 (Logistics Section Duties), and 10.0 (Finance Section Duties).



3.0 RESPONSE OBJECTIVES AND STRATEGIES

Objectives establish the desired outcomes of an incident and are statements of intent related directly to response priorities. Priorities are situational and influenced by many factors, with life safety always being the highest priority. Within the Planning Cycle, incident objectives are established at the Unified Command (UC) Objectives Meeting. During this meeting the Incident Commanders come to a consensus on a collective set of objectives and priorities.

UC must develop incident objectives that can effectively guide a large response organization from the initial emergency phase through the cleanup and recovery phase. Weak and/or unclear objectives too often lead to misdirection and improper assignment of resources. When objectives are poorly written, responders may not be entirely sure of Command's intention and may therefore misinterpret the intent of the prescribed objective(s). Characteristics of poorly written objectives include:

- Too general to be meaningful
- Incompatible with the resource status
- Incapable of accomplishment
- Inappropriately assigned
- Too limiting to allow the use of alternative approaches or innovation
- Incomplete or unclear
- Unintelligible

3.1 Methods Used to Develop Incident Objectives

The following are common methods used in developing incident objectives. Each method may be used alone or in combination with one or more of the other methods:

3.1.1 Checklist Objectives

Used in the early phases of the response to ensure key items are completed. Checklists are pre-assigned responsibilities which helps speed up response efforts. It gives the UC an opportunity to focus on the unique rather than the common place aspects of the response. It ensures key issues are not overlooked and can be tailored to Trans Mountain's mission. It can list the key responsibilities that are to be carried out by the Command and General Staff positions. Checklist objectives are usually good for the first four to six hours of a large response effort.

A) Ensure the Safety of the Public and Response Personnel

Example Strategies

- ☐ Identify hazard(s) of spilled material
- ☐ Establish work zones (exclusion zone, contamination reduction zone, support zone)
- ☐ Establish site perimeter security and access controls
- ☐ Consider evacuation or shelter-in-place, as needed
- ☐ Establish aircraft restrictions
- ☐ Monitor air quality in impacted areas to ensure responders select appropriate Personal Protective Equipment (PPE)
- ☐ Develop a Health and Safety Plan for response personnel
- ☐ Run air dispersion model; determine potential evacuation zones

B) Control the Source of the Spill

Example Strategies

- ☐ Complete emergency shut-down procedures
- ☐ Conduct firefighting operations if required
- ☐ Eliminate potential flammable vapour ignition sources
- ☐ Initiate temporary repairs to stop the leak
- ☐ Transfer product to an approved container or facility
- ☐ Construct barriers to prevent spill from reaching a waterbody
- ☐ Run air dispersion model; determine potential evacuation zones

C) Maximize Protection of Environmentally Sensitive Areas

Example Strategies

- ☐ Implement Geographic Response Plans (GRPs)/Contingency Plans and pre-designated response strategies.
- ☐ Utilize Science Table to identify and prioritize the environmentally sensitive areas.
- ☐ Identify Resources at Risk (RAR) in spill vicinity.
- ☐ Track oil movement and develop spill trajectories.
- ☐ Conduct visual assessments (e.g., aerial overflights, ground-truthing).
- ☐ Identify, prioritize and flag areas used as habitat by endangered species.
- ☐ Develop/implement appropriate protection strategies.

D) Manage a Coordinated Response Effort

Example Strategies

- ☐ Complete or confirm notifications.
- ☐ Establish Unified Command organization and facilities (e.g. Incident Command Post, etc.).
- ☐ Ensure local and Indigenous, or US Tribal officials are included in response organization.
- ☐ Initiate spill response IAP.
- ☐ Ensure mobilization and tracking of response resources.
- ☐ Account for personnel and equipment.
- ☐ Maintain, complete and log all documentation related to the incident.
- ☐ Evaluate planned response objectives vs. actual response (debrief).

E) Contain and Recover Spilled Material

Example Strategies

- ☐ Deploy oil containment boom at the spill source.
- ☐ Deploy containment boom at appropriate collection areas.
- ☐ Conduct open water skimming with vessels.
- ☐ Evaluate time-sensitive response technologies (e.g., dispersants, in-situ burning).
- ☐ Develop disposal plan.

F) Recover and Rehabilitate Injured Wildlife**Example Strategies**

- ☐ Establish oiled wildlife reporting hotline.
- ☐ Conduct injured wildlife search and rescue operations.
- ☐ Establish primary care unit for injured wildlife.
- ☐ Operate wildlife rehabilitation centre.

G) Remove Oil from Impacted Areas**Example Strategies**

- ☐ Conduct appropriate shoreline cleanup efforts.
- ☐ Clean oiled structures (piers, docks, etc.).
- ☐ Clean oiled vessels.

H) Minimize Economic Impacts**Example Strategies**

- ☐ Consider tourism, vessel movements, and local economic impacts throughout response.
- ☐ Protect public and private assets, as resources permit.
- ☐ Establish damage claims process.

I) Keep Stakeholder Informed of Response Activities**Example Strategies**

- ☐ Provide forum to obtain stakeholder input and concerns.
- ☐ Provide stakeholders with details of response actions.
- ☐ Identify stakeholder concerns and issues, and address as practical.
- ☐ Provide elected officials details of response actions.

J) Keep the Public Informed of Response Activities**Example Strategies**

- ☐ Provide timely safety announcements.
- ☐ Establish a Joint Information Centre (JIC) (USA) or Public Information Office (PIO) (Canada).
- ☐ Conduct regular news briefings.
- ☐ Manage news media access to spill response activities.
- ☐ Conduct public meetings, as appropriate.

3.1.2 SMART Objectives

Developed as the response continues to unfold SMART objectives help provide focus for a growing and expanding organization. They can be customized by adding specifics to general checklist objectives. They highlight the major concerns of the organization and details are added as additional incident specific information is gathered within the Incident Command Post (ICP).

In order to reduce the likelihood of misinterpretation and improper use of resources, UC members should strive to create SMART objectives.

The **SMART** objective concept provides the following key characteristics of good objectives.

- **Specific:** Sufficient detail to understand what exactly must be done, but flexible enough to allow for strategic and tactical alternatives.
- **Measurable:** Responders should be able to know when they have accomplished the objective.
- **Assignable:** It can be assigned to a specific resource.
- **Realistic:** There is an acceptable probability of success.
- **Time-related:** How long they to accomplish the objective.
 - **Note:** Objectives developed by Unified Command are applicable for the determined operational period length unless communicated otherwise by UC. Objectives may extend into future operational periods, be revised (if required) or closed out once completed.

Utilizing the SMART concept when developing objectives will ensure objective clarity, focus and motivation needed to achieve response goals. It may improve the ability to reach overall response goals by encouraging responders to complete objectives by set a completion time. SMART objectives are easy to understand by anyone, anywhere, without the need for specialist tools or training. The following outlines common SMART objectives that may be utilized during a response.

A. Manage a coordinated response effort with all response agencies throughout the operational period.

Example Strategies

- Complete or confirm notifications
- Establish a unified command organization and facilities (Incident Command Post)
- Ensure local authority and indigenous communities are included in response organization
- Initiate spill response Incident Action Plan (IAP)/ICS Form 201
- Ensure mobilization and tracking of response resources
- Account for personnel and equipment
- Complete documentation
- Evaluate planned response objectives vs. actual response (debrief)

B. Keep key stakeholders and the public informed of response activities throughout the duration of the emergency phase.**Example Strategies**

- Provide timely safety announcements
- Establish a public hotline
- Establish an incident web site (dark site)
- Implement a community relations plan
- Establish a Joint Information Center (JIC)
- Conduct regular news briefings
- Manage news media access to spill response activities
- Conduct public meetings, as appropriate
- Provide forum to obtain stakeholder input and concerns
- Provide stakeholders with details of response actions
- Identify and document stakeholder concerns and issues, and address as practical
- Provide elected officials details of response actions

C. Contain, recover and remove spilled material from all contaminated areas.**Example Strategies**

- Deploy oil containment boom at the spill site
- Deploy containment boom at appropriate collection sites along the shoreline
- Recover oil at collection sites (e.g., skimmers, pumps, absorbents)
- Evaluate methods for minimizing damage to sensitive marsh areas caused by spill response and heavy equipment operations
- Evaluate the use of bioremediation technology for oil in the marshes
- Develop hazardous waste transportation & disposal plan
- Conduct appropriate cleanup efforts
- Decontaminate shorelines (SCAT)
- Setup and operate vehicle and equipment cleaning operations to prevent off-site spread of contamination
- Excavate contaminated soils
- Restore site to pre-cleanup conditions (backfill, regrade, fence, etc.)

D. Ensure all recovered and/or injured wildlife are properly cared for by wildlife professionals**Example Strategies**

- Establish oiled wildlife reporting hotline
- Conduct injured wildlife search & rescue operations
- Ensure primary care unit for injured wildlife is established
- Restore site to pre-cleanup conditions (backfill, regrade, fence, etc.)

E. Minimize economic impacts to Trans Mountain and all impacted communities.**Example Strategies**

- Monitor economic impacts throughout response (burn rate)
- Protect public and private assets, as resources permit
- Establish damage claims process

3.1.3 Performance Monitoring

Objectives must be continuously re-evaluated throughout the response for their effectiveness. The Planning Cycle is a cyclical process where lessons learned during tactical operations in the field are fed back to the UC and Operations Section Chief and used to improve subsequent operations being planned for the next operational period. It is important to document observations in the field so that the information can be used to readjust any tactics considered ineffective with regards to achieving the incident objective or undesirable due to its adverse impacts to the environment or safety of the responders. Field operations personnel (e.g., Division/Group Supervisors, Task Force and Strike Team Leaders, etc.) and Field Observers in the Planning Section play an important role in providing feedback to the UC. Field Observers are frequently assigned to monitor the performance and safety of oil spill response and hazardous material cleanup contractors.

4.0 AGENCY/STAKEHOLDER COORDINATION

Agency/Stakeholder coordination is critical to an effective and efficient response. Trans Mountain is committed to working with our partners during response efforts. The Liaison Officer (LO) is responsible for coordination with assisting and cooperating agencies.

The LO is responsible for gathering the concerns of local agencies affected by the incident and communicating that information to the Incident Commander (IC) or Unified Command (UC). The LO must promote the best use of available assisting agency support and resources by providing for smooth communication and information exchange. There are two overall coordination strategies that impact Trans Mountain operations, one in the USA and one in Canada. In the USA, the Regional Response Team (RRT) may be established, and in Canada, the Science Table may be established.

4.1 Regional Response Team (USA)

The framework for requesting the RRT can be found in Section 300.115 of the National Oil and Hazardous Substances Pollution Contingency Plan (NCP).

Regionally, the National Response System provides for RRT support. The RRT is a group of 16 federal agencies and state representatives charged with providing advice, counsel, and other support when requested to the IC or UC. An incident specific RRT activation will provide federal and state agency coordination for the response.

An incident specific RRT may be activated by the RRT Chair if the discharge:

- ☐ Exceeds the local response capability;
- ☐ Transects state boundaries;
- ☐ Substantially threatens US public health and welfare, or regionally significant amounts of property;
- or
- ☐ Is a worst case discharge as defined in the NCP.

Also, per the NCP, an incident specific RRT, when activated, is responsible to:

- ☐ Monitor and evaluate reports from the response;
- ☐ Provide advice and recommendations to the IC/UC;
- ☐ Request other federal, state, or local governments or private agencies to provide resources under existing authorities for monitoring or response to a discharge; and
- ☐ Provide additional oversight per the NCP.

Other agency coordination mechanisms are also available. Among these are Area Committees, Local Emergency Planning Committees, locally designated response teams such as marine fire-fighting teams, and the Multi-Agency Coordination System (MACS) found in National Incident Management System (NIMS). In some areas, coordination, and allocation of public resources to support an IC or UC may occur through use of a MACS group.

4.2 Environmental Emergencies Science Table

The Environmental Emergencies Science Table (Science Table) provides consolidated and coordinated environmental advice, information, and assistance in the event of an environmental emergency. The Science Table brings together relevant experts in the field of environmental protection such as response agencies, all levels of government, Indigenous representatives, local communities, industries, environmental non-government organizations, and academic institutions. Its membership can be customized and scaled to the incident. The Science Table is most common in Canada; however, it may be adapted for use in the USA if the responding agencies are interested in forming this type of team.

The Science Table is able to develop consensus on protection and cleanup priorities, provide the appropriate expertise, adapt the scale of response to a particular environmental emergency, and provide a forum for rapidly moving information to minimize damage to the environment while maximizing the use of limited response resources. The Science Table effectively eliminates agency overlap and utilizes all resources to identify and prioritize Resources at Risk (RAR).

During response to an environmental emergency requiring multi-agency cooperation, the Lead Agency coordinating the emergency response may chair the Science Table, or request that Environment and Climate Change Canada chair or co-chair it. The Science Table is not a spill response organization in the literal or traditional sense. It is not involved in hands-on spill cleanup operations, nor does it own or maintain cleanup equipment. Rather, it brings together relevant experts in the field of environmental protection in the event of a significant environmental emergency response.

In an emergency situation the Science Table provides comprehensive and coordinated environmental advice, information, and assistance to the Responsible Party Incident Commander (RPIC), Coast Guard On-Scene Commander (marine spills) or other government Lead Agency (land spills). On behalf of the RPIC, Coast Guard On-Scene Commander or Lead Agency, the Science Table can address and prioritize the environmental, cultural and human issues.

Technical Specialists (THSPs) representing the Science Table agencies should form part of the Environment Unit.

Responsibilities of the Science Table, when established, include:

- ☐ Develop the Science Table from agencies with jurisdiction or interest in the incident, as well as local resources such as Indigenous, US Tribal, local cultural/historical specialists and other appropriate private sector groups.
- ☐ Identify the environmentally sensitive resources in the area impacted – by utilizing the RAR Form (ICS 232).
- ☐ Assist with determining pollutant behaviour, fate and effects
- ☐ Identify and prioritize environmental areas to be protected, rehabilitation priorities, and historical and culturally sensitive areas.
- ☐ Support the Environment Unit Leader (EUL) in the Tactics and Planning meetings regarding RAR and its recommendations/priorities.
- ☐ Maintain a Unit Log (ICS 214) of all activities and provide to the Documentation Unit at the end of each shift.

4.3 Indigenous and US Tribal Stakeholders

In the event that an Indigenous Community or U.S Tribal Territory is directly impacted by a pipeline incident Trans Mountain will invite representatives from these communities to form part of the Incident Command Structure. As a member of the Incident Management Team (IMT) these representative(s) will ensure that their interests are heard at the highest level of decision-making. The appointed representatives will work with other members of Unified Command to determine incident objectives and response priorities. Joining Unified Command is a voluntary process however it is considered important as members of Indigenous Communities and U.S. Tribal Territories preserve intimate knowledge of their local environment, including important cultural sites, which will help in establishing incident objectives and response priorities.

Please note that Unified Command is not used in all situations. In some instances, and typically for smaller sized incidents, a single Incident Commander from Trans Mountain may exercise authority. In such cases the appointed Liaison Office would ensure that impacted communities are informed of and included in the incident response. The Liaison Office then remains in contact with the affected parties until the incident phase is terminated.

When community representatives are asked to join the Incident Command Structure, they will be contacted by the Liaison Office and asked to join Trans Mountain representatives at the local Incident Command Post (ICP). The Liaison Office coordinates with all stakeholder groups including representatives assisting and cooperating with emergency response efforts.

4.3.1 Traditional Territory Stakeholders

Notification to the communities with identified Traditional Territory in the area of the incident will be completed by the Liaison Office in order to ensure Indigenous Communities or US Tribal Territories are made aware incidents impacting their traditional lands. Included in this notification will be a process for providing information to the Liaison Office for consideration by Unified Command. A means for accessing updated incident information will also be shared at this time to ensure communities can remain up to date with ongoing response actions.

Traditional Territory Stakeholders are unlikely to form part of Unified Command as this position is filled by the directly impacted community. However, there may be opportunity for involvement within a variety of other ICS positions. This will be determined by Unified Command on a case-by-case basis.

4.4 Addressing Stakeholder Concerns

It is critical that stakeholder concerns be identified and adequately addressed. While this may be planned in advance through contingency plans, the Incident Command organization should aggressively ensure that all concerns unique to the incident are identified and addressed.

To that end, the duties and responsibilities of the LO and the Information Officer (IO) list a number of functions that must be carried out in order to address stakeholder concerns. In general, these are:

- ☐ Identify stakeholders;
- ☐ Provide stakeholders with information on the status of the response; and
- ☐ Address stakeholder concerns and issues, as practicable.

5.0 GENERAL RESPONSIBILITIES

5.1 Common Responsibilities

The following checklist is applicable to all personnel in the Incident Command System (ICS) organization:

- ☐ Receive assignment from your agency, including:
 - Job assignment (e.g. designation, position, etc.).
 - Brief overview of type and magnitude of incident.
 - Travel instructions including reporting location and reporting time.
 - Any special communications instructions (e.g. travel, radio frequency).
 - Monitor incident related information from media, internet, etc.
 - Assess personal equipment readiness for specific incident and climate (e.g. medications, money, computer, medical record, etc.).
 - Maintain a checklist of items and possibly a personal Go-Kit.
 - Inform others as to where you are going and how to contact you.
 - Review appropriate ICS Guide Sections, Planning Cycle Section and Emergency Response Plan (ERP) for additional applicable duties.
 - Take advantage of available travel time to rest prior to arrival.
- ☐ Upon arrival at the incident, check in at the designated check-in location. Check-in may be found at any of the following locations:
 - Incident Command Post (ICP).
 - Base.
 - Staging Areas.
 - Helibases.

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

- ☐ Receive briefing from immediate supervisor.
- ☐ Agency representatives from assisting or cooperating agencies report to the Liaison Officer (LO) at the ICP after check-in.
- ☐ Acquire work materials.
- ☐ Maintain an Individual Log (ICS 214a) of all activities.
- ☐ Participate in Incident Management Team meetings and briefings as appropriate.
- ☐ Ensure compliance with all safety practices and procedures. Report unsafe conditions to the Safety Officer (SO).
- ☐ Supervisors shall maintain accountability for their assigned personnel with regard as to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
- ☐ Organize and brief subordinates.
- ☐ Know your assigned communication methods and procedures for your Area of Responsibility (AOR) and ensure that communication equipment is operating properly.
- ☐ Use clear text and ICS terminology (no "10 codes") in all radio communications.
- ☐ Complete forms and reports required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
- ☐ If information needs to be passed to another group/individual use a General Message Form (ICS 213).
- ☐ Follow the document flow procedures as outlined in *Section 12.18 ICS Form Distribution/Flow*
- ☐ Ensure all equipment is operational prior to each work period.

- ☐ Report any signs/symptoms of extended incident stress, injury, fatigue or illness for yourself or coworkers to your supervisor.
- ☐ Brief shift replacement on ongoing operations when relieved at operational periods or rotation out.
- ☐ Respond to demobilization orders and brief subordinates regarding demobilization
- ☐ Prepare personal belongings for demobilization.
- ☐ Return all assigned equipment to appropriate location.
- ☐ Turn in all "original" documentation to the Documentation Unit.
- ☐ Put all "copies" of documentation into the secure recycle bin.
- ☐ Complete Demobilization Check-Out process before returning to home.
- ☐ Participate in after-action activities as directed.
- ☐ Carry out all assignments as directed.
- ☐ Upon demobilization, notify Resource Unit Leader (RUL) at incident site and home unit of your safe return.

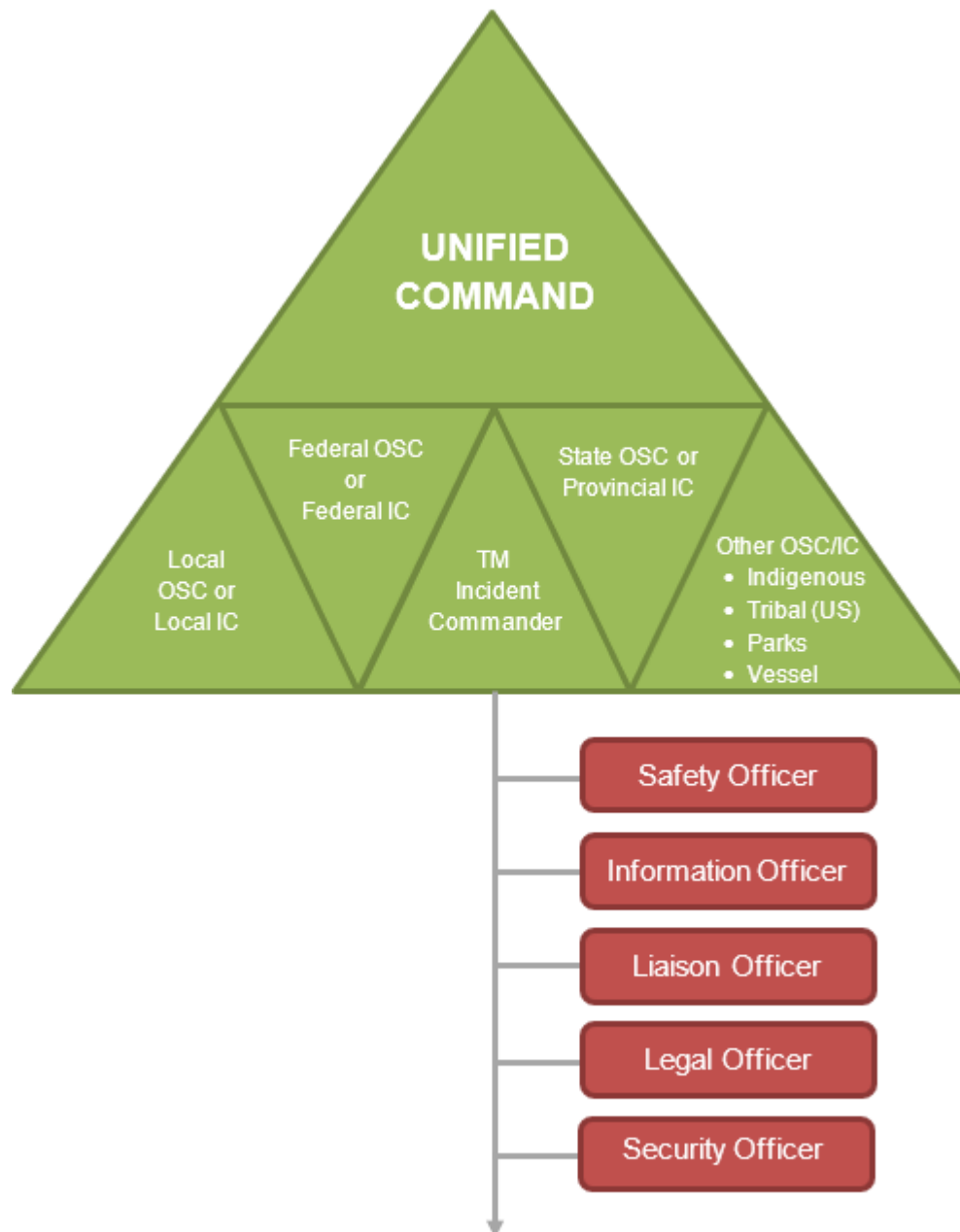
5.2 Supervisory Responsibilities

A number of the Supervisory responsibilities are common to all functions within the ICS organization. Common responsibilities of Supervisory personnel (Section Chiefs, Branch Director, Group Supervisor Unit Leader, Strike Team/Task Force, etc.) are listed below. These will not be repeated in Supervisory personnel checklists in subsequent chapters.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Upon check-in, receive briefing from IC, Section Chief, Branch Director, or Unit Leader as appropriate.
- ☐ Participate in incident meetings and briefings, as required.
- ☐ Determine current status of unit activities.
- ☐ Determine resource needs.
- ☐ Order additional unit staff, as appropriate.
- ☐ Confirm dispatch and estimated time of arrival of staff and supplies.
- ☐ Assign specific duties to staff and supervise staff.
- ☐ Develop and implement accountability, safety, and security measures for personnel and resources.
- ☐ Supervise demobilization of unit, including storage of supplies.
- ☐ Provide Supply Unit Leader with a list of supplies to be replenished.
- ☐ Maintain unit records, including Unit Log (ICS 214).
- ☐ Ensure individual responders maintain personal log of actions, decisions and events using Individual Log Form (ICS 214a).
- ☐ Carry out all assignments as directed by your Section Chief.

6.0 INCIDENT COMMAND/COMMAND STAFF DUTIES

6.1 Incident Command Chart



6.2 Incident Commander

The IC may have a Deputy who may be from the same entity or from an assisting entity. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Assess the situation and/or obtain a briefing from the Initial IC. Obtain a copy of the Incident Briefing (ICS 201) or assist with the creation of the Incident Briefing (ICS 201).
- ☐ Confirm/Declare Level of Emergency and ensure all staff are aware.
- ☐ Review the Incident Commander Job Aid located in [Emergency Tool Kit](#)
- ☐ Ensure that notifications have been made.
- ☐ Establish and support Unified Command (UC).
- ☐ Determine incident objectives and strategies using the Incident Objectives (ICS 202).
- ☐ Identify Critical Information Requirements (CIRs)
- ☐ Establish immediate priorities.
- ☐ Establish an Incident Command Post (ICP).
- ☐ Establish an appropriate organizational structure.
- ☐ Approve and authorize implementation of an Incident Action Plan (IAP).
- ☐ Ensure that adequate safety measures are in place.
- ☐ Coordinate activity of all Command and General Staff.
- ☐ Attend appropriate Operational Period meetings, briefings, and press briefings.
- ☐ Review and approve appropriate plans.
- ☐ Coordinate with key stakeholders and officials through the Liaison Officer (LO).
- ☐ Approve requests for additional resources or for the release of resources.
- ☐ Keep lead agency and Crisis Management Team informed about incident status.
- ☐ Authorize release of information through the Information Officer (IO).
- ☐ Ensure incident funding is available.
- ☐ Notify Command/General staff of spending limit thresholds.
- ☐ Notify natural resource trustee(s).
- ☐ Coordinate incident investigation responsibilities.
- ☐ Seek appropriate legal counsel.
- ☐ Order the demobilization of incident resources, when appropriate.
- ☐ Maintain Individual Log (ICS 214a).
- ☐ Approve the use of trainees, Convergent Volunteers, and Auxiliary personnel.
- ☐ Ensure planning meetings are scheduled if a Planning Section Chief has not been assigned.

6.3 Deputy Incident Commander

The Deputy Incident Commander position (if staffed) is responsible for assisting the IC by ensuring that the tactical and safety aspects of response operations are implemented. The Deputy Incident Commander must be capable of assuming the IC role, as required.

- ☐ Carry out duties as assigned by IC. Monitor tactical response operations to assess progress and to ensure that sufficient resources are available to the Operations Section.
- ☐ Ensure an effective Health and Safety Plan is in place.
- ☐ Attend appropriate Operational Period meetings and briefings.
- ☐ Maintain Individual Log (ICS 214a).

6.4 Unified Command

The Incident Command System (ICS) organization may be expanded into Unified Command (UC) for complex responses which cross jurisdictional boundaries or involve multiple agencies with geographic or functional jurisdiction(s). UC brings together the “Incident Commanders” of all major organizations/agencies involved in the response to function as a team with a common set of incident objectives and strategies.

- Unified Command might include:
 - The Responsible Party Incident Commander (RPIC).
 - Federal On-Scene Coordinator (FOSC), or Federal Incident Commander (FIC).
 - State On-Scene Coordinator (SOSC) or Provincial Incident Commander (PIC).
 - Local On-Scene Coordinator (LOSC) or Local Incident Commander (LIC).
 - Other On-Scene Coordinators (OSC) or Incident Commanders (OIC) may include:
 - Directly impacted Indigenous Community
 - Tribal Nation;
 - Vessel operator; or
 - State/Provincial/National Park agencies.

Note: Incidents occurring within Jasper National Park will see the participation of a Parks Canada Incident Commander within Unified Command, not an Alberta provincial agency Incident Commander.

The Alberta Environment and Parks (AEP) will have an advisory role within the Incident Command Post. A Municipality of Jasper Incident Commander may also participate within Unified Command, depending upon the incident situation.

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

- The specifics of the incident;
- Determinations outlined in the Area Contingency Plan (ACP) or existing response plan; or
- Decisions reached during the initial meeting of UC.

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

UC is responsible for overall management of the incident, and directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. Each UC member may assign Deputy Incident Commander(s) to assist in carrying out Incident Command responsibilities. UC members may also be assigned individual legal and administrative support from their own organizations.

As a component of the ICS, UC facilitates and coordinates the effective involvement of various agencies and responders. It links the organizations responding to the incident and provides a forum for these agencies to make decisions by consensus. Under UC, the various jurisdictions and/or agencies, and non-government responders may blend together throughout the ICS organization to create an integrated response team. Assisting or cooperating agencies that are not part of UC can also participate through Agency Representatives working with the LO. It is important to note that participation in UC occurs without any agency abdicating authority, responsibility, nor accountability.

6.5 Safety Officer

The Safety Officer (SO) is responsible for monitoring and assessing hazardous and unsafe situations and developing measures to assure personnel safety. The SO will correct unsafe acts or conditions through the regular line of authority, although the SO may exercise emergency authority to prevent or stop unsafe acts when immediate action is required. The SO maintains awareness of active and developing situations, ensures the Site Health and Safety Plan is prepared and implemented, and includes safety messages in each Incident Action Plan.

Only one SO will be assigned for each incident, including incidents operating under UC and multi-jurisdictional incidents. The SO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ During initial response, document the hazard analysis process addressing hazard identification, Personal Protective Equipment (PPE), control zones, and decontamination area.
- ☐ Participate in planning meetings to identify any health and safety concerns inherent in the operations daily work plan.
- ☐ In Washington State, refer to the Northwest Area Contingency Plan (NWACP) Section 9203 Health and Safety Job Aid for additional information.
- ☐ Review the IAP for safety implications using the Incident Action Plan Safety Analysis (ICS 215a).
- ☐ Exercise emergency authority to prevent or stop unsafe acts.
- ☐ Investigate accidents that have occurred within incident areas.
- ☐ Ensure preparation, UC/IC approval, and implementation of Site Health and Safety Plan in accordance with the existing Emergency Response Plans (ERPs) and applicable regulations. The Site Health and Safety Plan shall, at a minimum, address, the following elements:
 - Health and safety hazard analysis for each site, task, or operation.
 - Comprehensive operations work plan.
 - Personnel training requirements.
 - PPE selection criteria.
 - Site-specific occupational medical monitoring requirements.
 - Air monitoring plan: specific to response personnel.
 - Site control measures.
 - Confined space entry procedures, if required.
 - Pre-entry briefings (tailgate meetings): initial and as needed.
 - Pre-operations health and safety conference for all incident participants.
 - Quality assurance of Site Health and Safety Plan effectiveness.
- ☐ Establish communication with Human Resources Branch Director and assist with any investigations as required.
- ☐ Assign assistants and operational Safety Watch positions and manage the incident safety organization.
- ☐ Conduct Safety Briefings as needed in the ICP and/or field, a designate may be used for field briefings.
- ☐ Review and approve the Medical Plan (ICS 206).
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

6.6 Information Officer

The Information Officer (IO) is responsible for developing and releasing information about the incident to the media (news, social, print, TV), incident personnel, members of the public, impacted parties, and local elected officials (except in Washington State). Only one IO will be assigned for each incident, including incidents operating under UC and multi-jurisdictional incidents. The IO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. It is important to connect with the Claims Unit and Trans Mountain's Land Department to sort out resident and impacted party notifications.

For incidents that occur in Burrard Inlet, Trans Mountain will be filling this role initially. Unified Command will identify the IO, taking into consideration credibility with the media and public, as well as previous experience in exercise scenarios or past environmental emergencies. Upon concurrence of Unified Command, a Trans Mountain representative may fill the Information Officer position.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ In Washington State, the IO is:
 - Government Representative; or
 - Other individual designated by UC.
- ☐ Establish and staff a Joint Information Centre (JIC) or Public Information Office (PIO), as necessary. Note the JIC/PIO will have a separate leader for that unit, that person is not always the same as the IO but can be in certain circumstances.
 - Staff must respond to all inquiries received through the toll-free phone line or email address. Note that any calls regarding odour or health complaints must be promptly shared with the EU-Air Monitoring Team and/or Health Authority Liaison.
- ☐ If the JIC is established in Washington State, ensure that JIC Manager uses NWACP JIC Manual (Section 9202).
 - LO will assign Community Relations Coordinator to the JIC to ensure consistent messaging and ensure the Community Relations Coordinator is using the NWACP Section 9210 for duties and assignments.
- ☐ Determine from the IC if there are any limits on information release.
- ☐ Attend appropriate ICS meetings to remain current on operational activities and issues.
- ☐ Develop material for use in media briefings, and ensure that:
 - News releases/briefings are approved and signed off by IC/UC;
 - News releases are published as requested by UC; and
 - New releases are accurate.
- ☐ Obtain IC/UC approval for news media releases.
- ☐ Prepare IC/UC for any news briefings including:
 - Identification of speakers;
 - UC,
 - Scientific Support Coordinator (SSC),
 - Environmental Unit Leader (EUL),
 - Wildlife expert(s); and
 - Others as needed.
 - Predict questions from the media, draft answers, and provide them to speakers.
 - Develop outline for the press conference.
- ☐ Ensure displays/maps developed for press conference match command post maps and information.
- ☐ Inform news media and conduct news briefings.
- ☐ Arrange for media tours, other interviews, or briefings that may be required.

- ☐ Obtain news media information that may be useful for incident planning.
- ☐ Maintain current information summaries and/or displays on the incident within the ICP and on incident website if established.
- ☐ Provide information on status of incident to assigned personnel.
- ☐ Work with LO on a public outreach media release, local officials briefing and open houses/public meetings.
- ☐ Work with the Claims Unit Leader (Trans Mountain Lands Department) to begin the process of field notifications of impacted parties and members of the public.
- ☐ If public evacuations are required, and the Local Authority requires assistance, provide support including (but not limited to):
 - ☐ Confirming location of reception centres and determining setup and operational needs.
 - ☐ Dispatch a Trans Mountain representative to reception centres, to be a liaison between the public and the company;
 - ☐ Disseminate information on the event
 - ☐ Collect relevant information from evacuees
- ☐ Ensure public inquiries are answered in a timely manner.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

6.7 Liaison Officer (LO)

Incidents that are multi-jurisdictional, or involve several agencies, may require the establishment of the Liaison Officer (LO) position on the Command Staff. The LO is the point of contact for the assisting and cooperating Agency Representatives, elected officials, Indigenous communities, and other Emergency Operation Centre's (EOCs) and stakeholder groups. Only one LO will be assigned for each incident, including incidents operating under UC and multi-jurisdictional incidents. The LO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions.

Note: In Washington State the LO is a government representative or an individual designated by UC. For incident occurring with the Burrard Inlet the LO may be staffed by a representative from Trans Mountain (responsible party) or from a responding agency as determined by Unified Command.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review the Liaison Office Checklist located in [Emergency Tool Kit](#)
- ☐ Develop the Liaison Incident Specific Plan for approval by IC/UC.
- ☐ In Washington State, refer to the Liaison Manual (Section 9210 of the NWACP) for further duties.
 - ☐ Obtain additional resources as required to fulfill the duties outlined in the NWACP.
 - ☐ Assign the Community Relations Coordinator to the JIC.
- ☐ In British Columbia, request the EMBC to hold a coordinated conference call with local governments, provincial ministries, Indigenous communities, and applicable Critical Infrastructure representatives to provide updates on the incident.
- ☐ If a municipal agency is not responding, request assistance from the leading Emergency Management Agency to ensure public protection measures can be implemented.
- ☐ Confirm all required notifications to agencies, local government (municipalities, regional districts, counties) Indigenous groups, and stakeholders have been made.
- ☐ Provide a point of contact and maintain a list of assisting and cooperating Agencies, stakeholders, and Indigenous groups.
- ☐ Provide agencies and organizations with a schedule for incident updates and keep them aware of incident status.
- ☐ Liaise with and activate internal Crisis Support Team and ensure executives are briefed.

- ☐ Keep Indigenous communities and other surrounding communities that are not assisting/supporting the incident aware of the incident status through regular updates and coordination calls.
- ☐ Identify representatives from each agency, including communications link and location.
- ☐ Monitor incident operations to identify current or potential inter-organizational issues and advise Incident Command, as appropriate.
- ☐ Participate in planning meetings; provide current resource status information, including limitations and capabilities of assisting agency resources.
- ☐ Liaise with responding agency EOCs as requested.
- ☐ Communicate all amounts in meters cubed, not barrels.
- ☐ Arrange for and provide personnel to act as an External Liaison Officer at responding agency Incident Command Post(s), and/or Emergency Operations Centre(s) as needed/requested by a federal agency, provincial/state agency, Indigenous community and/or local authority.
- ☐ Coordinate and manage convergent volunteers as required.
 - Reference the Convergent Volunteer Management Plan as needed, located in [Emergency Tool Kit](#)
 - Conduct local officials/VIP briefings and tours as needed.
- ☐ Conduct public meetings/open houses as needed.
- ☐ Assist the IO with public outreach focused press releases.
- ☐ Arrange and schedule On-Site Community Monitors to access select divisions of the incident site, subject to required training and PPE, as required.
- ☐ Review the Liaison Office Procedures reference documents for additional assistance, located in [Emergency Tool Kit](#)
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

6.7.1 Assistant Liaison Officer

The Liaison Officer may, at their discretion, appoint one or more assistant positions in order to ensure all liaison-related responsibilities are executed in a timely and effective manner.

The Deputy Liaison Officer is responsible for assisting the LO. The Deputy Liaison Officer must be capable of assuming all LO duties.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Coordinate communications between the Liaison Section and the LO.
- ☐ Handle routine team management, assign tasks and keep liaison staff and work moving forward; track status of all open action items.
- ☐ Carry out duties as assigned by LO.
- ☐ Coordinate and liaise with IO/JIC.
- ☐ Be the Point of Contact for the 1-800 monitoring team.
- ☐ Communicate to applicable Units, and/or assisting agencies information as applicable.
- ☐ Monitor for developing trends and/or areas of concern.
- ☐ Attend appropriate Operational Period meetings and briefings.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.1 Scribe/Meeting & Briefing Coordinator

Scribe/Meeting & Briefing Coordinator is responsible for supervising the preparation and facilitation of any meetings and briefings conducted by the Liaison Section. In addition, the Scribe/Meeting & Briefing Coordinator is responsible for recording key decisions and document actions taken by the Liaison Section

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Obtain briefing and tasks from Liaison Officer.
- ☐ Coordinate and provide support for meetings and briefings within the Liaison Section, including (but not limited to):
 - Establish meeting and briefing schedules;
 - Develop agenda and create any necessary material;
 - Record meeting briefing minutes and distribute once approved;
 - Procure any necessary equipment for meetings & briefings; and
 - Identify any additional staffing needs for meetings & briefings.
- ☐ Ensure all documentation is filed and stored with the Documentation Unit.
- ☐ Assist with general administrative duties as required.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.2 Information & Situation Assistant (Scribe)

The Information & Situation Assistant is responsible for assisting with meeting and briefing preparations, escorting VIPs, and other tasks to support the Liaison Section. In addition, the Information & Situation Assistant assists the Scribe/Meeting & Briefing Coordinator in recording key decisions and document actions taken by the Liaison Section.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Obtain briefing from Scribe/Meeting & Briefing Coordinator.
- ☐ Assist in development of documents for elected officials/VIP briefings and tours as needed.
- ☐ Assist with general administrative duties as required, particularly regarding local officials' briefings, tours, open houses and public meetings.
- ☐ Ensure all documentation is filed and stored with the Documentation Unit.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.3 Assisting & Cooperating Agency Coordinator

The Assisting and Cooperating Agency Coordinator is the point of contact for Assisting & Cooperating Agencies.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Maintain a list and contact information of assisting and cooperating agencies.
- ☐ Provide a point of contact for Assisting & Cooperating Agencies that are located within the ICP and those located outside the ICP.
- ☐ Conduct a meeting with Assisting & Cooperating Agency representatives to ensure that the agencies can support the IAP and provide inputs for any changes the IAP to meet their agencies expectations. Report any inputs for change to the Deputy LO.
- ☐ Provide personnel, services, or other resources to assisting agencies within the ICP in support of incident objectives, including (but not limited to):
 - Workspace and equipment;
 - Documentation/administrative support personnel; and
 - Communications support.
- ☐ Supply assistance, other than direct operational support functions or resources, to cooperating agencies in support of incident objectives.
- ☐ Monitor for trends and/or areas of concern that may develop with Assisting and Cooperating Agencies, reporting to Deputy LO as necessary.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.4 Indigenous Coordinator

The Indigenous Coordinator makes notifications and is the point of contact for Indigenous communities outside of the ICP or within the Liaison Unit.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Identify affected Indigenous communities.
- ☐ Notify, establish, and maintain communications with affected Indigenous communities.
- ☐ Identify potentially affected and affected Traditional Territories.
 - Notify, establish, and maintain communications with affected and potentially affected Traditional Territory representatives.
 - Invite representatives to participate in the Incident Management Team.
- ☐ Maintain contact list of Indigenous communities and leaders, including Traditional Territories.
- ☐ Lead the development and implementation of Indigenous Community Relationship Plan.
- ☐ Monitor for trends and/or areas of concern that may develop with Indigenous Communities, reporting to the Deputy LO as necessary.
- ☐ Identify and/or communicate requests for Indigenous participation in Monitoring.
- ☐ Share media releases with Indigenous community and Traditional Territory leaders.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.5 External EOC Liaison

The External Agency EOC Liaison attends an Agency or Community EOC or ICP as the representative in the Liaison Section for Trans Mountain. The External Liaison is physically present at the relevant external EOC and ensures that timely notification and updates of situation, risks, and incident details are provided to the Liaison Officer.

- ☐ Be a point of contact for external EOC staff.
- ☐ Communicate and coordinate information exchange.
- ☐ Keep the external EOC, and agencies present within it, aware of incident status.
- ☐ Assist in establishing and coordinating inter-agency contacts within the external EOC.
- ☐ Monitor external EOC operations to identify current or potential consequences, influencing factors, and data that may be useful for advanced planning and/or consequence management.
- ☐ Participate in the Liaison Section of any responding agency ICP and/or EOC, representing Trans Mountain.
 - Responding Agency could be a federal agency, provincial/state agency, Indigenous Community and/or local authority (municipal/region/county).
- ☐ Share approved messaging and updates with the external EOC.
- ☐ As required, participate in external EOC briefings and planning meetings.
- ☐ Monitor for trends and/or areas of concern that are of interest to Trans Mountain.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.6 Elected Officials Coordinator

The Elected Officials Coordinator maintains communication with elected officials, including the preparation of any required tours.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Establish and maintain communication with elected officials.
- ☐ Maintain contact list of elected officials.
- ☐ Lead the development and management of VIP Tour Plan
- ☐ Monitor for trends and/or areas of concern that may develop with Elected Officials, reporting to the Deputy LO as necessary.
- ☐ Coordinate with IO/JIC to ensure elected officials receive media releases prior to release.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.7 Affected Landowner Coordinator

The Affected Landowner Coordinator notifies and maintains communication with affected Landowners.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Identify potentially affected and affected Landowners.
 - Notify, establish, and maintain communications with affected and potentially Landowners.
- ☐ Communicate and support Land Agents, “Adjusters”, sent into the field.
- ☐ Determine communications needs to reach all affected landowners in a timely manner.
- ☐ Monitor communications, press releases, and other publicly facing media to ensure communication with affected landowners in consistent.
- ☐ Work with the Claims Unit Leader (Trans Mountain Land Department) to begin the process of field notifications of affected landowners.
- ☐ Monitor for trends and/or areas of concern that may develop with affected landowners, in concert with Claims Unit Leader, reporting to LO as necessary.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.8 Convergent Volunteer Coordination Leader

The Convergent Volunteer Coordination Leader role is to lead the convergent volunteer management functions, initiate the Volunteer Management Platforms and manage the Volunteer Coordination Centre (VCC). The assigned Convergent Volunteer Coordination Leader shall be a Trans Mountain representative and will work to support and enable convergent volunteer involvement.

- ☐ Review Common Responsibilities (Section 5.1 Common Responsibilities).
- ☐ Liaise with the Operations and Planning Sections to determine needs of the response and coordinate. convergent volunteer resources pertaining to those needs.
- ☐ Ensure that organizational convergent volunteer management processes are consistently applied.
- ☐ Lead the development and implementation of the incident specific Convergent Volunteer management plan
 - Set-up and manage the Convergent Volunteer Coordination Centre(s).
 - Work collaboratively to support convergent volunteer involvement during the response.
 - Create a friendly and supportive environment for convergent volunteers.
 - Maintain an effective training, orientation, and briefing program for convergent volunteers.
 - Revise convergent volunteer job descriptions and skill set required based on the response.

- Assign appropriate convergent volunteers to appropriate jobs based on skill set, interest, and availability.
- Ensure demobilization and volunteer recognition at the end of the response.
- ☐ Monitor for trends and/or areas of concern that may develop with Convergent Volunteers, reporting to the LO as necessary.
- ☐ Maintain Individual Log (ICS 214a).

6.7.1.9 On-Site Community Monitors

Trans Mountain has developed an On-Site Community Monitors procedure which identifies the process for providing safe and timely access of non-responders to incident sites. Timely access of monitors is important for collaboration and transparency between Trans Mountain and Indigenous Communities, community groups, and other stakeholders who may be associated with the area of impact. On-Site access of monitors may assist with the incorporation of local and/or cultural knowledge into response operations and remediation phase. On-site Community Monitors will be coordinated through the Liaison Office and will be escorted by someone appointed by Trans Mountain. Community Monitors are required to wear PPE while on-site, need to be signed into the response, and will need to follow all safety and security plans that are in place.

6.7.2 Agency Representatives

Agency Representatives are individuals assigned to an incident from Federal, Provincial, local government agency or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of the Liaison Officer.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Ensure that all Agency Representatives are properly checked-in at the incident.
- ☐ Obtain briefing from the LO or IC.
- ☐ Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- ☐ Attend briefings and planning meetings, as required.
- ☐ Provide input on the use of agency resources unless resource Technical Specialists (THSPs) are assigned from the agency.
- ☐ Cooperate fully with the IC and the General Staff on agency involvement at the incident.
- ☐ Ensure the well-being of agency personnel assigned to the incident.
- ☐ Advise the LO of any special agency needs or requirements.
- ☐ Report to home agency or headquarters on a prearranged schedule.
- ☐ Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- ☐ Ensure that all agency personnel and equipment are properly accounted for and released prior to departure (forms, reports, and documents).
- ☐ Meet with the LO or IC for debriefing prior to departure.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

6.8 Legal Officer

The Legal Officer is responsible for providing advice and direction on all matters that may have a legal impact on Trans Mountain or the response operation. This may include legal matters related to the response, claims, human resource issues, contracts, insurance, information releases, and documentation retention.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Support Liaison Officer and others with notifications to regulatory agencies as per existing Emergency Response Plans (ERP's).
- ☐ Provide advice and direction to the IC/UC on all legal matters related to response operations.
- ☐ Provide a single point of contact with any other legal counsel involved including external counsel support.
- ☐ Provide guidance and advise on documentation best practices including the collection, use, confidentiality and storage of documentation.
- ☐ Support the Documentation Unit and Claims Unit with legal issues.
- ☐ Provide legal advice and support to the Human Resources Branch Director for any HR related items and Worker's Compensation investigations.
- ☐ Review press releases, contracts, and other matters as requested if they have legal implications to Trans Mountain.
- ☐ Participate in appropriate Operational Period meetings as requested.
- ☐ Participate in incident investigations and damage assessments to provide legal advice and ensure solicitor-client privilege is maintained when necessary.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

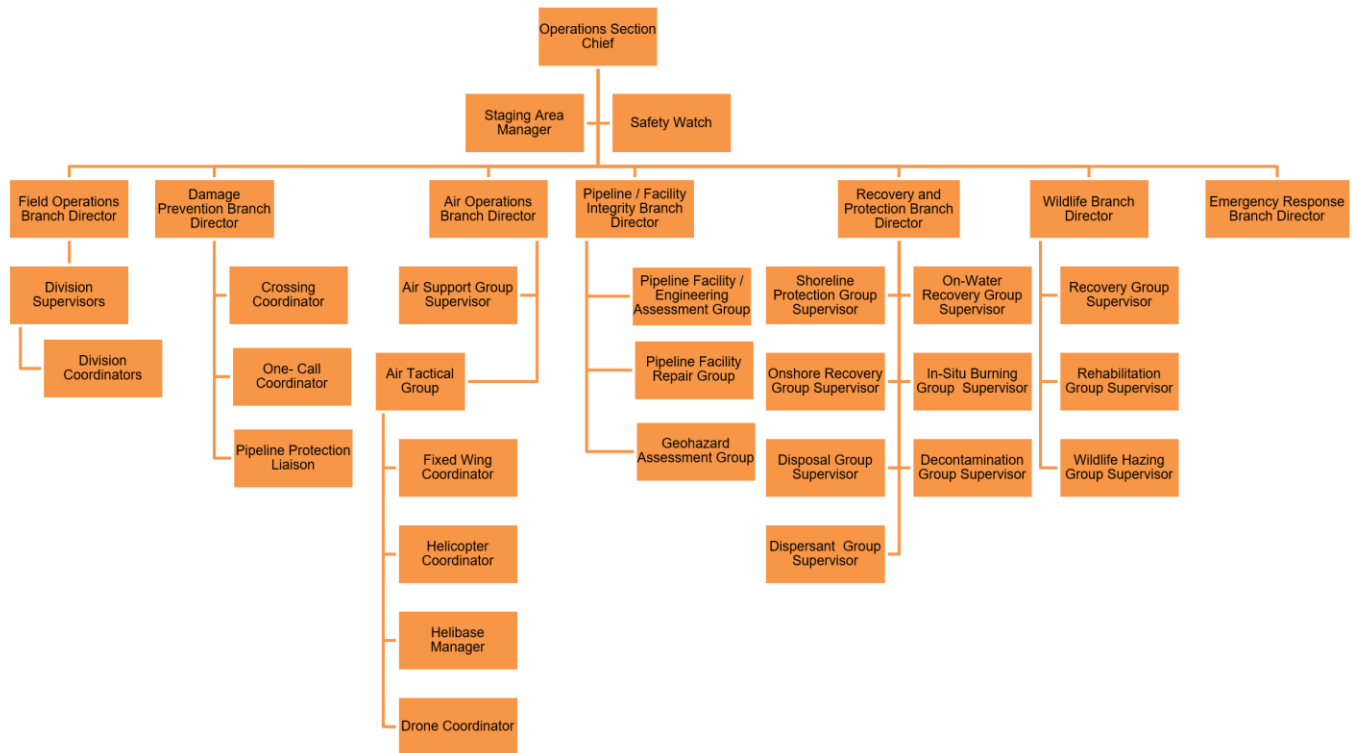
6.9 Security Officer

The Security Officer is responsible for providing safeguards for protecting personnel and property from loss or damage.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
 - ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
 - ☐ Establish security for the ICP and implement an identification program for incident facilities.
 - ☐ Using the Check-in List (Personnel) (ICS 211p), check in/out all incident personnel entering/leaving the ICP, and other incident facilities and forward to the Resource Unit.
 - ☐ Establish contacts with local law enforcement agencies, as required.
 - ☐ Contact agency representatives to discuss any special custodial requirements which may affect operations.
 - ☐ Request required personnel support to accomplish work assignments.
 - ☐ Ensure that support personnel are qualified to manage security problems.
 - ☐ Develop Security Plan for the incident site and facilities, including Staging Area, ICP, and any location where personnel are housed; adjust plan for personnel and equipment changes and releases.
 - ☐ Adjust Security Plan for personnel and equipment changes and releases.
 - ☐ Coordinate security activities with appropriate incident personnel.
 - ☐ Keep the peace, prevent assaults, and settle disputes by coordinating with Agency Representatives.
 - ☐ Prevent theft of company and personal property.
 - ☐ Document all complaints and suspicious occurrences.
- Maintain Unit/Individual Log (ICS 214/214a).

7.0 OPERATIONS SECTION DUTIES

7.1 Operations Section Organization Chart



7.2 Operations Section Chief

The Operations Section Chief (OPS), a member of the General Staff, is responsible for managing all tactical operations directly applicable to the primary mission. OPS activates and supervises elements in accordance with the Incident Action Plan (IAP) and directs its execution; monitors span of control; activates and executes the Site Health and Safety Plan; directs the preparation of unit operational plans; requests or releases resources; makes expedient changes to the IAP as necessary; and reports such to the Incident Commander (IC).

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from IC.
- ☐ Review the Operations Section Chief Checklist located in [Emergency Tool Kit](#)
- ☐ Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
- ☐ Supervise Operations Section field personnel.
- ☐ Liaise with Marine Interface Supervisors, as required
- ☐ Work with Planning Section Chief (PSC) to determine the response divisions.
- ☐ Participate in Incident Command System (ICS) meetings – Initial Incident Briefing, Tactics Meeting, Planning Meeting, Ops. Briefing.
- ☐ Implement the Site Health and Safety Plan and ensure safe tactical operations.
- ☐ Assist with the preparation and implementation of the IAP
- ☐ Assemble and disassemble teams/task forces assigned to Operations Section.
- ☐ Brief IC, PSC and Information Officer (IO) about the implementation of the IAP and other operational activities and issues.
- ☐ Implement the IAP for the Operations Section.
- ☐ Evaluate on-scene operations and adjust organization, strategies, tactics, and resources as necessary.
- ☐ Ensure the Resources Unit is advised of changes in the status of resources assigned to the section.
- ☐ Ensure that Operations Section personnel execute work assignments following approved safety practices.
- ☐ Monitor need for and request additional resources to support operations as necessary.
- ☐ In consultation with the Air Operations Branch Director, determine the need to issue a Notice to Airmen (NOTAM) and restrict air space over the incident location.
 - Refer to *Section 12.15 Notice to Airmen* in this guide for further information.
- ☐ In consultation with the Recovery and Protection Branch Director, review the National Warnings (NAVWARNs) website to assess the marine hazards to Trans Mountain responders and marine equipment deployment.
 - Refer to *Section 12.17 Navigational Warnings* in this guide for further information.
- ☐ Assemble/disassemble task force/strike teams as appropriate.
- ☐ Identify/utilize staging areas.
- ☐ Evaluate and monitor current situation for use in next Operational Period planning.
- ☐ Convert operational incident objectives into strategic and tactical options.
- ☐ Coordinate and consult with the PSC, Technical Specialists (THSPs), modelling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
- ☐ Identify type and number of resources required to support selected strategies.
- ☐ Develop work assignments and allocate tactical resources based on strategic requirements (i.e. develop the Operational Plan Worksheet ICS 215).

- ☐ Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
- ☐ Assist with development of long-range strategic, contingency, and Demobilization Plans.
- ☐ Develop recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- ☐ Receive and implement applicable portions of the incident Demobilization Plan.
- ☐ Participate in operational briefings to Incident Management Team (IMT) members as well as briefings to media and visiting dignitaries.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.3 Deputy Operations Section Chief

The Deputy Operations Section Chief (if staffed) is responsible for assisting OPS. The Deputy Operations Section Chief must be capable of assuming OPS duties.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Carry out duties as assigned by OPS.
- ☐ Attend Operational Period meetings and briefings.
- ☐ Maintain Individual Log (ICS 214a).

7.4 Staging Area Manager

Under OPS, the Staging Area Manager is responsible for managing all activities within the designated staging areas.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Implement pertinent sections of the IAP and determine scope of support services to be provided.
- ☐ Establish and maintain boundaries of staging areas. Post signs for identification and traffic control.
- ☐ Establish check-in function and coordinate forwarding of Check-in Lists (ICS 211e/p) to Resources Unit.
- ☐ When moving and/or updating the status of equipment or personnel checking into or out of the staging area, fill in Status Change form (ICS 210) and forward to the Resources Unit.
- ☐ Establish interface with Logistics Section for info on resource movements, support for resources in the staging areas, and required security.
- ☐ Advise OPS of all changing situation/conditions on scene.
- ☐ Attend Operational Period meetings as required.
- ☐ Respond to requests for resource assignments.
- ☐ Respond to requests for information, as required.
- ☐ Support servicing and preparation of equipment for next operational period as defined in the IAP.
- ☐ Demobilize or reposition staging areas, as needed.

7.4.1 Marine Interface Supervisors

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Liaise between ship to shore operations.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.5 Safety Watch

The Safety Watch operates in the field to ensure that incident response operations at the site level are conducted in a safe manner in keeping with the Site Health and Safety Plan, and Trans Mountain Health and Safety practices. The Safety Watch works functionally with the Safety Officer (SO) to ensure that effective two-way safety communication is established between the field and the Incident Command Post (ICP). The Safety Watch may be assigned at the Division, Group, Task Force or Strike Team Level depending on number of workers, geographic spread, and the circumstances of the incident.

Note: If response activities cannot be conducted safely on site, halt operations. The Safety Watch position has the authority of the IC to halt operations immediately if a serious safety issue arises.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Implement Site Health and Safety Plan, and review site safety requirements with responding field personnel.
- ☐ Ensure that all personnel have appropriate training.
- ☐ Ensure that all personnel have appropriate Personal Protective Equipment (PPE) and training in its use.
- ☐ Establish safe work areas/zones.
- ☐ Continuously monitor environmental working conditions, including vapour exposures, combustible gasses, O₂, and H₂S.
- ☐ Monitor physical working conditions including slippery surfaces, wave exposures, predatory animals, temperature extremes, etc.
- ☐ Relieve injured or sick workers from active duty and advise first aid attendant immediately.
- ☐ Provide an ongoing assessment of site safety hazards.
- ☐ Maintain close contact with site supervisors and leaders and ensure that safety messages and advisories are passed to all personnel.
- ☐ Advise OPS and if staffed, the Safety Officer, of existing or potential hazards.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.6 Field Operations Branch Director

The Branch Director is under the direction of OPS and is responsible for implementing the portion of the IAP appropriate to the Divisions. The Branch Director will work with OPS to establish the geographical Divisions to be numbered alphabetically.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Develop, with subordinates, alternatives for Branch control operations.
- ☐ Attend planning meetings at the request of OPS.
- ☐ Review Division/Group Assignment Lists (ICS 204) for Divisions/Groups within Branch. Modify lists based on effectiveness of current operations.
- ☐ Assign specific work tasks to Division/Group Supervisors.
- ☐ Supervise Branch operations.
- ☐ Resolve logistics problems reported by subordinates.
- ☐ Report to OPS when: IAP is to be modified, additional resources are needed, surplus resources are available, hazardous situations or significant events occur.
- ☐ Approve accident and medical reports (home agency forms) originating within the Branch.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.6.1 Division Supervisor

The Division Supervisor reports to the Branch Director and will take the name of the Division they are working in (i.e. Division A Supervisor, Division B Supervisor, etc.). If the number of Divisions exceeds 7 (span of control), Division Coordinators will be implemented.

The Division Supervisor is responsible for implementing the assigned portion of the IAP, assigning resources within the Division, and reporting progress of control operations and status of resources within the Division.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Implement IAP for Division.
- ☐ Review Division assignments and incident activities with subordinates and assign tasks.
- ☐ Keep Communications Unit and/or Resources Unit advised of all changes in status of resources assigned to the Division and/or Group.
- ☐ Coordinate activities with other Divisions.
- ☐ Determine need for assistance on assigned tasks.
- ☐ Submit situation and resources status information to Branch Director or OPS.
- ☐ Report special occurrences or events such as accidents or sickness to the immediate supervisor.
- ☐ Resolve logistics problems within the Division.
- ☐ Participate in developing Branch plans for the next Operational Period.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.6.1.1 Division Coordinator

The Division Coordinator reports to the Division Supervisor and will take the name of the Division they are working in (i.e. Division A Coordinator, Division B Coordinator, etc.). When implemented, the Coordinator is responsible for implementing the assigned portion of the IAP, assigning resources within the Division, and reporting progress of control operations and status of resources within the Division.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Implement IAP for Division.
- ☐ Review Division assignments and incident activities with subordinates and assign tasks.
- ☐ Coordinate activities with other Divisions.
- ☐ Determine need for assistance on assigned tasks.
- ☐ Submit situation and resources status information to Division Supervisor.
- ☐ Report special occurrences or events such as accidents or sickness to the Division Supervisor.
- ☐ Resolve logistics problems within the Division.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.7 General Duties for Multi Division/Group Resources

7.7.1 Strike Team/Task Force Leader

The Strike Team/Task Force Leader reports to a Division and/or Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The leader reports work progress, resources status, and other important information to a Division Supervisor, and maintains work records on assigned personnel.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Monitor work progress and make changes, when necessary.
- ☐ Coordinate activities with other Strike Teams, Task Forces, and Single Resources.
- ☐ Submit situation and resource status information to Division/Group Supervisor.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.7.2 Single Resources

The person in charge of a single tactical resource will carry the unit designation of the resource.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review IAP Assignment Lists (ICS 204s).
- ☐ Obtain necessary equipment/supplies.
- ☐ Review weather/environmental conditions for assignment area.
- ☐ Brief subordinates on safety measures.
- ☐ Monitor work progress.
- ☐ Ensure adequate communications with Supervisor and subordinates.
- ☐ Keep Supervisor informed of progress and any changes.
- ☐ Inform Supervisor of problems with assigned resources.
- ☐ Brief relief personnel and advise them of any change in conditions.
- ☐ Return equipment and supplies to appropriate unit.
- ☐ Complete and turn in all time and use records on personnel and equipment.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.8 Damage Prevention Branch Director

The Damage Prevention Branch Director (DPBD) is responsible for establishing and maintaining communication with key representatives externally and within Incident Command (IC)/Unified Command (UC) for the purpose of identifying measures to protect the pipeline from external damage caused by first, second or third parties during emergency response activities. Utilize the Damage Prevention Branch Checklist attached to assist with performing tasks.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Review IAP Assignment Lists (ICS 204s).
- ☐ Establish Damage Prevention/Pipeline Protection ("DP") Branch as part of the Incident Command Post (ICP) and determine 24-hour staffing requirements, as necessary.
- ☐ Considerations for resourcing should include, but are not limited to:
 - Scribe/briefing coordinator
 - Crossing Coordinator

- Pipeline Protection Liaison
 - One Call Notification Centre Coordinator
- ☐ Document assigned positions (what and who)
- ☐ If necessary, develop an Incident Specific Damage Prevention Plan (DPP) for approval by Incident Command (IC)/Unified Command (UC).
 - Once approved, communicate DPP to all Sections, and distribute internally as required.
- ☐ Logistics Section Phone Tree – include option for contacting the One Call Notification Centre Coordinator
- ☐ Provide Damage Prevention Daily Summary for “Sit Stat Wall” (Situation Status Wall) – refer to details under PLP Liaison Responsibilities
- ☐ Set up an official scheduling calendar for PLP Inspectors in the field
- ☐ Set up access to calendar for DPBD and One Call Notification Centre Coordinator
- ☐ Identify potential impacts of incident on the pipeline.
- ☐ Considerations should include:
 - Missing/damaged pipeline signage
 - Changes to depth of cover over pipe
 - Ground pressure exceedance over pipeline
 - Unplanned contact with pipeline
 - Line of sight of pipeline (for patrol purposes) impaired
- ☐ Identify potential impacts of response activities to the pipeline.
- ☐ Considerations should include:
 - Access crossings over the pipeline for response activities or evacuations
 - Ground disturbance activities in proximity to the pipeline (e.g. infrastructure repair, clean up, debris removal)
 - Equipment staging within the right-of-way/over the pipeline
 - Helipads within the right-of-way
 - Natural hazards (flood/water course changes, fire, landslides, rockfall)
- ☐ Apply and communicate mitigation measures in accordance with DPP
- ☐ Provide updates to UC as required and attend all status meetings
- ☐ As required, liaise with Public Awareness Advisor to ensure any Damage Prevention specific messaging is being communicated to stakeholders appropriately
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.8.1 Crossing Coordinator

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review IAP Assignment Lists (ICS 204s).
- ☐ Facilitate permitting and vehicle/equipment crossing analysis related to incident/response activities
- ☐ If required, develop a temporary permit template for use to track ground disturbance activities by internal contractors, etc.
- ☐ Communicate with One Call Notification Centre Coordinator as required
- ☐ Communicate with Permit Technicians in PLP as required
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.8.2 One Call Coordinator

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review IAP Assignment Lists (ICS 204s).
- ☐ Triage and assign emergency tickets
- ☐ Respond to Logistics Section Phone Tree inquiries
- ☐ Communicate with PLP Liaison to support tracking of items for Daily Summary Report
- ☐ Liaising with Planning Section to determine if needed resources are available
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.8.3 Pipeline Protection Liaison

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review IAP Assignment Lists (ICS 204s).
- ☐ Review one call tickets/locate requests
- ☐ Track requests on a Daily Summary Report (spreadsheet) that identifies the following:
 - Emergency one call tickets
 - Permits issued for ground disturbance activities (obtain from Crossing Coordinator)
 - Number of calls received from Logistics Phone Tree
 - Updates from PLP that Ops Section needs to be aware of
 - PLP Inspectors schedules/locations of work
 - Breakdown of location of air operations (for PLP awareness)
- ☐ Provide Daily Summary Report to DPBD (if needed provide updated versions throughout the day)
- ☐ Identify trends or patterns to anticipate upcoming activities and communicate findings to applicable PLP personnel (Supervisors, Inspectors, Patrollers)
- ☐ Main point of contact with Logistics to identify resources that are needed
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.9 Pipeline/Facility Integrity Branch Director

The Pipeline/Facility Integrity Branch is responsible for ensuring the inspection, assessment, repair and return to service of affected pipeline and/or facility assets.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Participate in Operational Period meetings such as Planning Meeting and Operations Briefing, as required.
- ☐ Develop pipeline repair portion of the IAP
- ☐ Inform Ops about the stats of repair operations, resource needs and issues/challenges requiring resolution
- ☐ Ensure any required engineering assessments including geohazard assessments are completed and submitted, as required.
- ☐ Review IAP Assignment Lists (ICS 204s).
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.9.1 Pipeline/Facility Engineering Assessment Group

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Identify a field assessment team to complete initial inspection and collection of evidence for pipeline/facility impacts.
- ☐ Develop an engineering assessment plan for evaluating impacts to pipeline/facility infrastructure.
- ☐ Communicate findings to the Pipeline/Facility Repair Group.
- ☐ Develop engineering assessment assignments (ICS 204) for Field Operations.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.9.2 Pipeline/Facility Repair Group

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review findings from the pipeline/facility engineering assessment provided by the Pipeline/Facility Engineering Group.
- ☐ Develop a pipeline/facility repair plan for any damaged or impacted pipeline/facility infrastructure.
- ☐ Identify resources needed to execute the repair plan.
- ☐ Develop pipeline/facility repair assignments (ICS 204) for Field Operations.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.9.3 Geohazard Assessment Group

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review geohazard inventory list and complete an assessment for both the directly impacted area and associated response divisions established by Operations.
- ☐ Identify contractors to assist with field level geohazard analysis and support.
- ☐ Communicate potential hazards/concerns to Operations and Planning.
- ☐ Develop the geohazard portion of the IAP
- ☐ Develop Geohazard Assignment (ICS 204) for Field Operations Branch
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10 Air Operations Branch Director

The Air Operations Branch Director, who is ground-based, is primarily responsible for preparing the air operations portion of the IAP. The IAP will reflect agency restrictions such as night flying or hours per pilot, that impact the operational capability or use of resources. After the IAP is approved, Air Operations is responsible for implementing its strategic aspects (those that relate to the overall incident strategy). Additionally, the Air Operations Branch Director is responsible for providing logistical support to helicopters assigned to the incident. Specific tactical activities are normally performed by the Air Tactical Group Supervisor working with ground and air resources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine aircraft requirements.
- ☐ Supervise all air operations activities associated with the incident, including aircraft refueling and support.
- ☐ Participate in Operational Period meetings as required and participate in preparing the IAP.
- ☐ Perform operational planning for air operations.
- ☐ Prepare and provide Air Operations Summary Worksheet (ICS 220) to the Air Support Group and Fixed-Wing Bases.
- ☐ Determine coordination procedures for use by air organization with ground Branches, Divisions, or Groups.
- ☐ Coordinate with appropriate Operations Section personnel.
- ☐ Establish procedures for emergency reassignment of aircraft.
- ☐ Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- ☐ Coordinate with NAV Canada /Federal Aviation Administration if a NOTAM is required. Declare or cancel airspace restrictions and resolve issues with non-incident aircraft in the area.
 - Refer to *Section 12.15 Notice to Airmen* in this guide for further information.
- ☐ Report to OPS on air operations activities.
- ☐ Arrange for an accident investigation team, when warranted.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10.1 Air Support Group Supervisor

The Air Support Group Supervisor is primarily responsible to support and manage Helibase and Helispot operations and maintain liaison with Fixed-Wing Air Bases. This includes:

- ☐ Providing fuel and other supplies,
- ☐ Arranging helicopter maintenance and repair,
- ☐ Keeping records of helicopter activity; and
- ☐ Enforcing safety regulations.

These major functions are performed at Helibases and Helispots. Helicopters (during landing and takeoff, and while on the ground) are under the control of the Air Support Group's Helibase or Helispot managers. The Air Support Group Supervisor reports to the Air Operations Branch Director.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain copy of the IAP from the Air Operations Branch Director, including the Air Operations Summary Worksheet (ICS 220).
- ☐ Participate in Air Operations Branch Director planning activities.

- ☐ Inform Air Operations Branch Director of group activities.
- ☐ Identify resources/supplies dispatched for Air Support Group.
- ☐ Request special air support items from appropriate sources through Logistics Section.
- ☐ Identify Helibase and Helispot locations from the IAP or from the Air Operations Branch Director.
- ☐ Determine need for personnel and equipment assignments at each Helibase or Helispot.
- ☐ Coordinate special requests for air logistics.
- ☐ Maintain coordination with air bases supporting the incident.
- ☐ Coordinate activities with Air Operations Branch Director.
- ☐ Obtain assigned ground to air frequency for Helibase operations from Communication Unit Leader (COML) or Communications Plan.
- ☐ Inform Air Operations Branch Director of capability to provide night-flying service.
- ☐ Ensure compliance with each agency's operations checklist for day and night operations.
- ☐ Ensure dust abatement procedures are implemented at Helibase and Helispots.
- ☐ Provide crash-rescue service for Helibases and Helispots.
- ☐ Ensure that Air Traffic Control procedures are established between Helibases and Helispots, and the Air Tactical Group Supervisor, Helicopter Coordinator or Fixed-Wing Coordinator.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10.2 Air Tactical Group Supervisor

The Air Tactical Group Supervisor is primarily responsible for coordinating and scheduling aircraft operations intended to locate, observe, track, survey, support dispersant applications, other deliverable response application techniques, or report on the incident situation when fixed- and/or rotary-wing aircraft are airborne at an incident. These coordination activities are performed by the Air Tactical Group Supervisor while airborne. The Air Tactical Group Supervisor reports to the Air Operations Branch Director.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine what aircraft (fixed-wing and helicopters) are operating within the area of assignments.
- ☐ Obtain briefing from the Air Operations Branch Director or OPS.
- ☐ Manage air tactical activities based upon the IAP.
- ☐ Establish and maintain communications with Air Operations, Fixed-Wing Aircraft, Helicopter Coordinators, Air Support Group Supervisor, and Fixed-Wing Bases.
- ☐ Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.
- ☐ Coordinate dispersant and in-situ burning application through the Air Operations Branch Director and Dispersants and/or In-Situ Burn Operations Group Supervisor.
- ☐ Obtain information about air traffic external to the incident.
- ☐ Receive reports of restricted air space violations.
- ☐ Make tactical recommendations to approved ground contact (OPS, Branch Director, or Division/Group Supervisor).
- ☐ Inform the Air Operations Branch Director of tactical recommendations affecting the air operations portion of the IAP.
- ☐ Coordinate air surveillance mission scheduling and observer assignments with the Situation Unit Leader (SUL).
- ☐ Identify remote sensing technology that may enhance surveillance capabilities.
- ☐ Coordinate air surveillance observations and provide reports by the most direct methods available.
- ☐ Report air surveillance and operations activities to Air Operations Branch Director.

- ☐ Coordinate application monitoring requirements with the Helicopter and Fixed-Wing Coordinators and the Situation Unit.
- ☐ Report on air application activities to the Air Operations Branch Director.
- ☐ Report on incidents/accidents.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10.2.1 Fixed-Wing Coordinator

The Fixed-Wing Coordinator is primarily responsible for coordinating assigned airborne fixed-wing aircraft operations at the incident. The Fixed-Wing Coordinator is also responsible for scheduling fixed-wing operations intended to locate, observe, track, survey, or report on the incident situation. The Fixed-Wing Coordinator coordinates the application of dispersants, in-situ burning agents, and bioremediation agents. The Fixed-Wing Coordinator reports to the Air Tactical Group Supervisor.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine type and number of aircraft operating within the incident area.
- ☐ Determine fixed-wing aircraft capabilities and limitations.
- ☐ Survey and report on potential problems within incident assignment area.
- ☐ Coordinate air traffic control procedures with pilots, Air Operations, Air Tactical Group Supervisor, Helicopter Coordinator and Air Support Group.
- ☐ Coordinate the use of radio frequencies for ground-to-air and air-to-air communication with the Air Tactical Group Supervisor and the Communications Unit.
- ☐ Implement and monitor all air safety requirements and procedures.
- ☐ Supervise all fixed-wing aircraft activities; receive assignments, brief pilots, assign missions, and report on mission completion; reassign as directed.
- ☐ Coordinate activities as appropriate, with Air Tactical Group Supervisor, Helicopter Coordinator, and ground operations personnel.
- ☐ Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10.2.2 Helicopter Coordinator

The Helicopter Coordinator is primarily responsible for coordinating all tactical or logistical helicopter needs. The Helicopter Coordinator is also responsible for coordinating and scheduling helicopter operations intended to locate, observe, track, survey, or report on the incident situation. The Helicopter Coordinator coordinates the application of dispersants and in-situ burning agents and in addition reports to the Air Tactical Group Supervisor.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine the type and number of aircraft operating within incident assignment area.
- ☐ Determine helicopter capabilities and limitations.
- ☐ Supervise all helicopter activities.
- ☐ Survey and report on potential problems within incident assignment area (e.g. other aircraft hazards, ground hazards, etc.).
- ☐ Coordinate air traffic control procedures with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Fixed-Wing Coordinator, and the Air Support Group.
- ☐ Coordinate the use of radio frequencies for ground-to-air and air-to-air communications with the Air Tactical Group Supervisor and the Communications Unit.

- ☐ Assign and ensure use of appropriate operating frequencies by incident helicopters.
- ☐ Coordinate and make geographic assignments for helicopter operations with the Air Tactical Group Supervisor.
- ☐ Implement and monitor all safety requirements and procedures.
- ☐ Ensure that approved night flying procedures are followed.
- ☐ Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10.2.3 Helibase Manager

The Helibase Manager has primary responsibility for managing all activities at the assigned Helibase. The Helibase Manager reports to the Air Tactical Group Supervisor.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain IAP, including Air Operations Summary Worksheet (ICS 220).
- ☐ Participate in Air Support Group planning activities.
- ☐ Inform Air Support Group Supervisor of Helibase activities.
- ☐ Report to assigned Helibase. Brief pilots and assigned personnel.
- ☐ Manage resources/supplies dispatched to Helibase.
- ☐ Ensure Helibase is posted and cordoned.
- ☐ Coordinate Helibase Air Traffic control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator, and the Takeoff and Landing Controller.
- ☐ Manage chemical countermeasure loading operations.
- ☐ Ensure helicopter fuelling, maintenance, and repair services are provided.
- ☐ Supervise manifesting and loading of personnel and cargo.
- ☐ Ensure dust abatement techniques are provided and used at Helibases and Helispots.
- ☐ Ensure security is provided at each Helibase and Helispot.
- ☐ Ensure crash-rescue services are provided for the Helibase.
- ☐ Request special air support items from the Air Support Group Supervisor.
- ☐ Receive, and respond to, special requests for air logistics.
- ☐ Maintain agency records, reports of helicopter activities, and Check-In Lists (ICS 211).
- ☐ Coordinate activities with Air Support Group Supervisor.
- ☐ Display organization and work schedule at each Helibase, including Helispot organization and assigned radio frequencies.
- ☐ Solicit pilot input concerning selection and adequacy of Helispots, communications, Air Traffic Control, operational difficulties, and safety problems.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.10.2.4 Drone Coordinator

The Drone Coordinator is primarily responsible for coordinating assigned airborne Unmanned Aerial Vehicles (UAV) operations at the incident. The Drone Coordinator is also responsible for scheduling UAV operations intended to locate, observe, track, survey, or report on the incident situation. The Drone Coordinator reports to the Air Tactical Group Supervisor.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine type and number of aircraft operating within the incident area.
- ☐ Determine UAV capabilities and limitations.

- ☐ Enable the efficient dissemination and interpretation of Drone footage to appropriate ICP staff
- ☐ Survey and report on potential problems within incident assignment area.
- ☐ Coordinate air traffic control procedures with Air Operations Branch Director, Air Tactical Group Supervisor, Helicopter Coordinator, Fixed Wing Coordinator and Air Support Group Supervisor.
- ☐ Coordinate the use of radio frequencies for ground-to-air and air-to-air communication with the Air Tactical Group Supervisor and the Communications Unit.
- ☐ Implement and monitor all air safety requirements and procedures.
- ☐ Supervise all UAV activities; receive assignments, brief drone operators, assign missions, and report on mission completion; reassign as directed.
- ☐ Coordinate activities as appropriate, with Air Tactical Group Supervisor, Fixed Wing Coordinator, Helicopter Coordinator, and ground operations personnel.
- ☐ Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11 Recovery and Protection Branch Director

The Recovery and Protection Branch Director is responsible to oversee and implement the protection, containment, and cleanup activities established in the IAP.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Participate in Operational Period meetings such as Planning Meeting and Operations Briefing, as required.
- ☐ Develop operations portion of IAP.
- ☐ Brief and assign Operations personnel and supervise operations in accordance with IAP.
- ☐ Determine resource needs.
- ☐ Review recommendations and initiate release of resources.
- ☐ Inform OPS about status of response operations, resource needs, and issues/challenges requiring resolution.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.1 Shoreline Protection Group Supervisor

Under the Recovery and Protection Branch Director, the Shoreline Protection Group Supervisor is responsible for deploying containment, diversion, and absorbent boom in designated locations and managing shoreline protection operations in compliance with the IAP. Depending on the size of the incident, the Shoreline Protection Group may be further divided into Strike Teams, Task Forces, and single resources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Implement Protection Strategies identified in the IAP.
- ☐ Help identify shoreline protection equipment and techniques.
- ☐ Determine the feasibility and practicality of shoreline protection operations.
- ☐ Develop a shoreline protection plan.
- ☐ Conduct shoreline protection activities coordinating with the On-water Recovery Group, Shoreline Recovery Group, and Mutual Aid/contractors as appropriate.
- ☐ Evaluate the effectiveness of response techniques; adjust techniques and equipment, as necessary.

- ☐ Provide information for status reports and daily action plans. Approve changes, as necessary.
- ☐ Identify resource needs, and work with the other units to obtain and release manpower, equipment, materials, and supplies.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.2 On-Water Recovery Group Supervisor

Under the Recovery and Protection Branch Director, the On-Water Recovery Group Supervisor is responsible for managing on-water recovery operations in compliance with the IAP. The Group may be divided into Strike Teams, Task Forces, and Single Resources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Implement recovery strategies in IAP and conduct operations on a 24 hour basis – weather and sea state permitting.
- ☐ Administer the Site Health and Safety Plan.
- ☐ Direct, coordinate, and assess effectiveness of on-water recovery actions and modify recovery actions, as needed.
- ☐ Brief the Recovery and Protection Branch Director on activities.
- ☐ Maintain up to date information on slick location, projected trajectories, weather, sea and tidal conditions that may affect operations.
- ☐ Maintain liaison with vessel salvage and lightening operations and provide support when requested.
- ☐ Arrange adequate helicopter support for mechanical recovery to ensure that skimming vessels are in the highest concentrations of oil.
- ☐ Work with Staging Area Manager to establish staging bases to support on-water operations, including support for helicopter flight operations.
- ☐ If alternative countermeasures are to be employed, organize appropriate support resources.
- ☐ Work with Storage and Disposal Group, Planning, and Logistics to address transportation and interim storage for waste.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.3 On-Shore Recovery Group Supervisor

Under the Recovery and Protection Branch Director, the Shoreline Recovery Group Supervisor is responsible for managing shoreline and onshore cleanup operations including the use of bioremediation and/or chemical treatment, in compliance with the IAP. The group may be further divided into Strike Teams, Task Forces, and Single Resources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Implement recovery strategies in the IAP.
- ☐ Identify resource needs, and work with the other Units to obtain and release manpower, equipment, materials, and supplies.
- ☐ Provide daily briefings to Field Supervisors on IAP Assignment List (ICS 204), Site Health and Safety Plan, and security or access issues.
- ☐ Ensure that all personnel in cleanup areas are trained in basic spill response and safety practices.
- ☐ Ensure the continued function of decontamination (decon) stations, shoreline access, interim storage sites, rest and eating areas, security, etc.
- ☐ Ensure that Field Supervisors establish work and rest shifts, so that workers remain fresh and cleanup activities continue at all times.

- ☐ Ensure that all deceased wildlife found in the cleanup area are recovered, bagged, and correctly tagged to ensure that they are disposed of correctly.
- ☐ Evaluate the effectiveness of recovery techniques; adjust techniques and equipment, as necessary.
- ☐ Document, in writing and with photos, shoreline cleanup activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.4 In-Situ Burning Group Supervisor

The In-situ Burning Group Supervisor is responsible for coordinating all aspects of an in-situ burn operation. For aerial ignition, the Group works closely with the Air Tactical Group Supervisor. For marine burn operations, the Group works closely with the On-Water Group Supervisor.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Assist the Planning Section in the development of in-situ burn operations and monitoring plans.
- ☐ Implement approved in-situ burn operations and monitoring plans.
- ☐ Manage dedicated in-situ burning resources and coordinate with other operations.
- ☐ Coordinate required monitoring.
- ☐ Brief Recovery and Protection Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.5 Disposal Group Supervisor

Under the Recovery and Protection Branch Director, the Disposal Group Supervisor is responsible for coordinating the on-site activities of personnel engaged in collecting, storing, transporting, or disposing of waste materials. Depending on the size and location of the spill, the disposal groups may be further divided into Strike Teams, Task Forces, and Single Resources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ During the Initial Response Phase, obtain a briefing from OPS, review the Incident Briefing (ICS 201), and conduct a rapid assessment of the incident to determine:
 - ☐ Product spilled,
 - ☐ Extent and nature of the oil spill response operations; and
 - ☐ Quantities and types of waste to be generated (e.g. free liquids, contaminated liquids, contaminated solid debris, and sorbents).
- ☐ Obtain the Site Health and Safety Plan and SDS covering the product spilled.
- ☐ Determine immediate need for interim storage including:
 - ☐ Barges, portable tanks, tank trucks, vac trucks for liquids; and
 - ☐ Lined bins, drums, bermed holding areas for solid wastes.
- ☐ Establish communications with Group Supervisors.
- ☐ Make immediate arrangements for interim storage, transfer pumps and equipment, and waste handling facilities in the immediate area of operations.
- ☐ Arrange for supervision of the offloading of recovery vessels, barges, bladders and tanks, and the receiving of products at the identified storage areas.
- ☐ Evaluate other commercial options in the immediate area.
- ☐ Work with the Disposal (Waste Management) Technical Specialist (THSP) in the Planning Section to ensure on-site activities are consistent with the Waste Management Plan under development.
- ☐ Coordinate with the Environmental Unit Leader (EUL), Science Table, and Permits and Approvals THSP to ensure required approvals and permits are in place.

- ☐ Implement waste handling and storage portion of the Waste Management Plan and IAP once developed.
- ☐ Maintain accurate records of recovered material.
- ☐ Brief Recovery and Protection Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.6 Decontamination Group Supervisor

Under the Recovery and Protection Branch Director, the Decontamination Group Supervisor is responsible for decontamination of personnel and response equipment according to the Decontamination Plan and in compliance with approved statutes.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Develop and implement the Decontamination Plan.
- ☐ Provide input to the development of the Site Health and Safety Plan and the IAP.
- ☐ Establish decon sites on a priority basis depending on current activity and anticipated need.
- ☐ Establish contact with Safety Watch and implement Site Health and Safety Plan.
- ☐ Obtain product SDS to obtain product information and determine the appropriate decon procedures.
- ☐ Work with Storage and Disposal Group Supervisor to ensure that the waste generated by decon operations is identified and processed according to the requirements of the Waste Management Plan.
- ☐ Ensure that shelter, essential decon, and PPE supplies are always available at the decon sites.
- ☐ Brief Recovery and Protection Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.11.7 Dispersant Group Supervisor

The Dispersant Group Supervisor is responsible for coordinating all aspects of a dispersant operation. For aerial applications, the Group works closely with the Air Tactical Group Supervisor. For marine applications, the Group works closely with the On-Water Group Supervisor.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Assist the Planning Section in the development of dispersant application and monitoring plans.
- ☐ Implement approved dispersant operations and monitoring plans.
- ☐ Manage dedicated dispersant resources and coordinate with air operations.
- ☐ Coordinate required monitoring.
- ☐ Brief Recovery and Protection Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.12 Wildlife Branch Director

The Wildlife Branch Director is responsible for minimizing wildlife losses during spill responses. The Wildlife Branch Director is also responsible for coordinating early aerial and ground reconnaissance of wildlife at the spill site, reporting results to the SUL, employing wildlife hazing measures as authorized in the IAP or by the Science Table, and recovering and rehabilitating impacted wildlife.

A central wildlife processing centre should be identified and maintained for evidence tagging, transportation, veterinary services, treatment and rehabilitation, storage, and other support needs. The activities of private wildlife care groups, including those employed by Trans Mountain will be overseen and coordinated by the Wildlife Branch Director.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ In Washington State the Wildlife Branch Director is:
 - ☐ A US Fish and Wildlife Service representative,
 - ☐ A Washington State Department of Fish and Wildlife representative, or
 - ☐ An individual designated by UC.
 - ☐ Refer to Section 9310 (Northwest Wildlife Plan) of the NWACP for addition information.
- ☐ Obtain briefing from OPS on spill characteristics and/or from Planning Section on wildlife populations and anticipated impacts.
- ☐ Ensure that adequate hazing, recovery, and rehab resources are available to respond to potential impacts.
- ☐ Determine if local resources are adequate to address potential impacts or if external (mutual aid) resources will be required. If mutual aid resources will be required, establish contact immediately.
- ☐ Establish contact with Government and NGO wildlife agencies.
- ☐ Provide direction and supervise Wildlife Branch operations.
- ☐ Assemble and disassemble Strike Teams/Task Forces assigned to the Wildlife Branch.
- ☐ Develop Wildlife Branch portion of the IAP.
- ☐ Inform OPS about status of response operations, resource needs and issues/challenges requiring resolution.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.12.1 Wildlife Recovery Group Supervisor

Under the direction of the Wildlife Branch Director, the Wildlife Recovery Group Supervisor is responsible for coordinating the search, collection, and field tagging of dead and living impacted wildlife and transporting them to a processing centre(s). This group should coordinate with Planning in conducting aerial and group surveys of wildlife in the vicinity of the spill. They may also deploy acoustic and visual wildlife hazing equipment.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from Wildlife Branch Director and Planning Section as required, to determine potential for spill impacts on wildlife populations, and obtain requirements for wildlife recovery operations and priorities.
- ☐ Determine resource needs and requisition equipment.
- ☐ Establish contact with Logistics Section to establish logistical support requirements including capture resources, vessels and vehicles for wildlife transportation

- ☐ Work with government experts and wildlife organizations to establish appropriate capture and recovery strategies.
- ☐ Oversee and coordinate search and collection operations.
- ☐ Establish and adhere to strict chain-of-custody procedures including logging and forms.
- ☐ Establish and implement protocols for collection of impacted wildlife.
- ☐ Notify Wildlife Branch director and Situation Unit of all recovered wildlife – live and deceased.
- ☐ Coordinate transportation of wildlife to processing centre(s).
- ☐ Brief the Wildlife Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.12.2 Wildlife Rehabilitation Group Supervisor

Under the direction of the Wildlife Branch Director, the Wildlife Rehabilitation Group Supervisor is responsible for receiving oiled wildlife at the processing centres, recording essential information, collecting necessary samples, and conducting triage, stabilization, treatment, transport, and rehabilitation of oiled wildlife. The Supervisor is responsible for ensuring proper wildlife transportation to appropriate treatment centres for oiled animals requiring extended care and treatment.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine resource needs and establish processing station for impacted wildlife.
- ☐ Ensure proper set-up of facility and functionality of equipment.
- ☐ Oversee rehabilitation supervisors, and veterinarians.
- ☐ Coordinate the housing, washing, rinsing, nutrition and general care of recovered animals.
- ☐ Work closely with on-site veterinarians to ensure appropriate care and rehabilitation protocols are established and follow established contact with local government and rehabilitation organizations.
- ☐ Establish operating hours and staff schedules.
- ☐ Ensure that strict safety and security measures are in place.
- ☐ Establish contact with Logistics Section to establish supply requirements.
- ☐ Collect numbers/types/status of impacted wildlife and brief the Wildlife Branch Director.
- ☐ Coordinate transport of wildlife to other facilities.
- ☐ Coordinate release of recovered wildlife.
- ☐ Brief the Wildlife Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

7.12.3 Wildlife Hazing Group Supervisor

The Wildlife Hazing Group Supervisor is responsible for deploying acoustical and visual wildlife hazing equipment. The Wildlife Hazing Group Supervisor reports to the Wildlife Branch Director.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from Wildlife Branch Director and Planning Section as required, to determine potential for spill impacts on wildlife populations, and obtain requirements for wildlife recovery operations and hazing priorities.
- ☐ Establish contact with government agencies for guidance and required approval.
- ☐ Determine resource needs and procure hazing equipment.
- ☐ Ensure that strict safety and security measures are in place.
- ☐ Direct Hazing Strike Teams.
- ☐ Brief the Wildlife Branch Director on activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

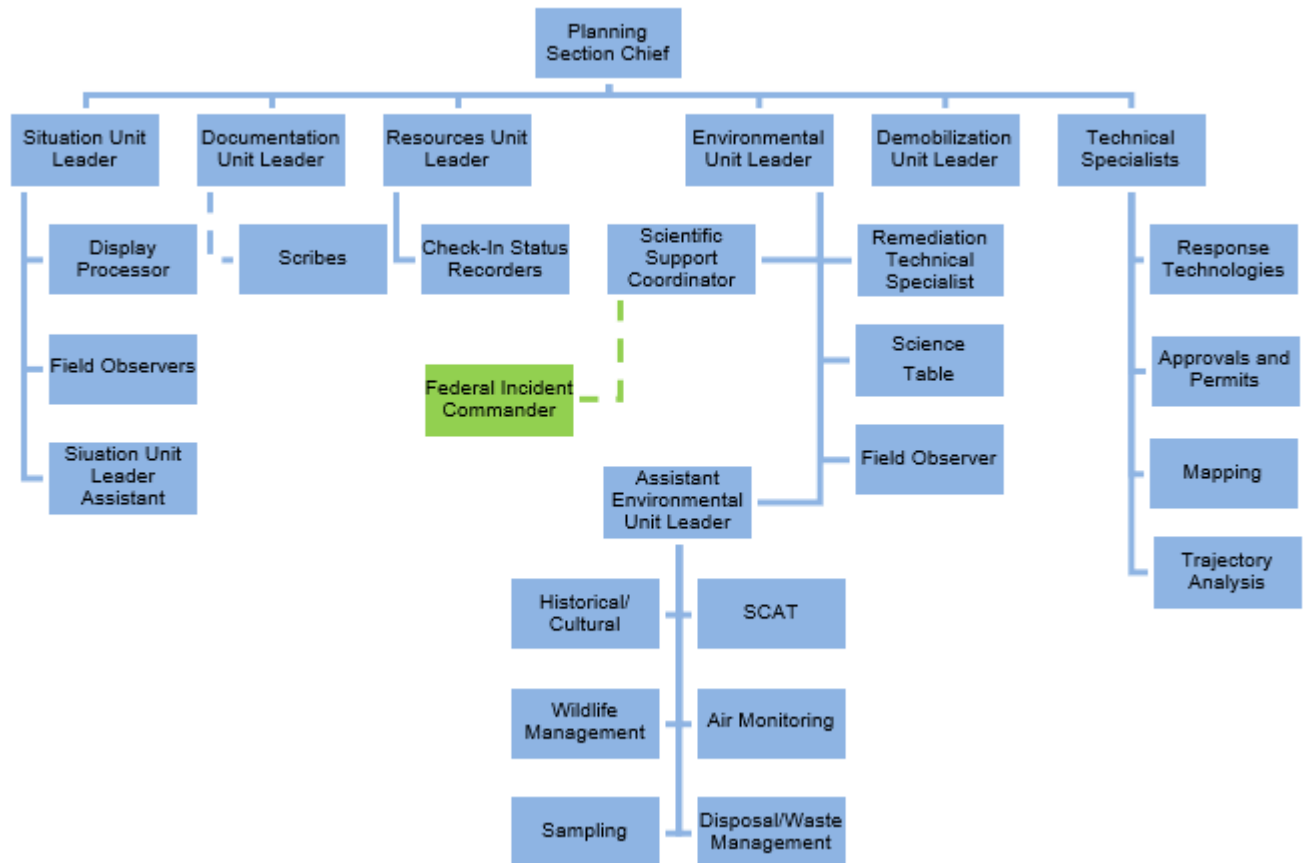
7.13 Emergency Response Branch Director

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

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Participate in Operational Period meetings, as required.
- ☐ Develop operations portion of IAP.
- ☐ Determine need for, and request, additional professional resources such as police, ambulance, fire suppression, search and rescue, salvage, and HAZMAT.
- ☐ Maintain liaison with additional groups brought into assist with operations.
- ☐ Review suggested list of resources to be released and initiate recommendation for release of resources.
- ☐ Report information about special activities, events, and occurrences OPS.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.0 PLANNING SECTION DUTIES

8.1 Planning Section Organization Chart



8.2 Planning Section Chief

The Planning Section Chief (PSC), a member of the General Staff, is responsible for collecting, evaluating, disseminating, and using information about the incident and status of resources. Information is needed to:

- Understand the current situation.
 - Predict probable course of incident events.
 - Prepare primary and alternate strategies for the incident.
-
- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
 - ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
 - ☐ Activate Planning Section Units.
 - ☐ Review Emergency Response Plan (ERP) for the specific area of response for additional duties/special circumstances.
 - ☐ Assign available personnel already on-site to Incident Command System (ICS) organizational positions, as appropriate.
 - ☐ Identify gaps in the Planning Section and request additional resources as needed.
 - ☐ Collect and process information about the incident and ensure the Incident Status Display Board (ISD) is up to date.
 - ☐ Coordinate with Incident Commander (IC)/Unified Command (UC) to develop the Daily Meeting Schedule (ICS 230). Post in the Incident Command Post (ICP).
 - ☐ Supervise preparation of the Incident Action Plan (IAP), Executive Summary (if used), and General Plan.
 - ☐ Provide input to Incident Command and Operations Sections Chief (OPS) in preparing the IAP.
 - ☐ Facilitate Operational Period meetings and participate in other meetings, as required.
 - Refer to *Section 11.1 Meeting Facilitation Guidelines* and *Section 12.2* for guidance.
 - Utilize the Meeting Go Box for preparation of meeting rooms.
 - ☐ Fill in and distribute the Incident Briefing (ICS 202) in conjunction with Incident Command.
 - ☐ Determine need for any specialized resources in support of the incident.
 - ☐ Provide Resources Unit with the Planning Section's organizational structure, including names and locations of assigned personnel.
 - ☐ Assign Technical Specialists (THSPs), where needed.
 - ☐ Assemble information on alternative strategies.
 - ☐ Provide periodic predictions on incident potential.
 - ☐ Provide status reports to appropriate requesters.
 - ☐ Advise General Staff of any significant changes in incident status.
 - ☐ Incorporate the Incident Traffic Plan (from Ground Support Unit), Vessel Routing Plan (from Vessel Support Unit), and other supporting plans in the IAP.
 - ☐ Instruct Planning Section Units in distribution and routing of incident information.
 - ☐ Prepare resource release recommendations for submission to IC.
 - ☐ Maintain Section records.
 - ☐ Maintain Unit/Individual Log (ICS 214/214a).
 - ☐ Ensure planning meetings are scheduled, as required.

8.3 Deputy Planning Section Chief

The Deputy Planning Section Chief (if staffed) is responsible for assisting the PSC. The Deputy Planning Section Chief must be capable of assuming all PSC duties.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Carry out duties as assigned by PSC.
- ☐ Attend appropriate Operational Period meetings and briefings.
- ☐ Maintain Individual Log (ICS 214a).

8.4 Situation Unit Leader

The Situation Unit Leader (SUL) is responsible for collecting and evaluating intelligence about the current and possible future, status of the incident and the response operations. This responsibility includes compiling intelligence regarding the nature and extent of the impact area, type and amount of oil spilled, amount of oil recovered, the oil's current location and anticipated trajectory, and impacts on natural resources. This also includes providing intelligence to the Geographic Information System (GIS) THSP(s) for mapping the current and possible future situations and preparing reports for the PSC.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Review the Situation Unit Leader Job Aid located in [Emergency Tool Kit](#)
- ☐ Obtain briefing and special instructions from the PSC.
- ☐ Participate in planning meetings, as required.
- ☐ Prepare and maintain the Incident Status Display (ISD) and Situation Map (ICS 201)
 - Determine if the ISD is to be established and maintained using the MS Teams Incident Support Platform (ISP) or physically within the ICP.
 - If using ISP, then determine if information may need to be physically displayed within the ICP concurrently, and ensure a process is established to maintain both the physical display and the MS Teams version within the ISP.
- ☐ Collect and maintain current incident data.
- ☐ Ensure out of date or obsolete information is removed from the ISD in a timely manner.
- ☐ Schedule and conduct spill observations/overflights, as needed.
- ☐ Acquire, distribute, and provide analysis of weather forecasts.
- ☐ Prepare periodic predictions, as requested.
- ☐ Prepare, post, and disseminate resource and situation status intelligence, as required in the Public Information Office (PIO)/Joint Information Centre (JIC).
- ☐ Prepare the Incident Status Summary (ICS 209) and the Incident Situation Report Form.
- ☐ Provide status reports to appropriate requesters using the Incident Status Summary (ICS 209) and Incident Situation Report Form.
- ☐ Provide photographic services and maps.
- ☐ Actively solicit field intelligence for use in maintaining the ISD.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.4.1 Situation Unit Leader Assistant

The Situation Unit Leader Assistant is responsible for providing support to the SUL. Responsibilities may include aiding in the collection and evaluation of incident intelligence, ensuring all posted incident materials remain current and assisting in the development of the Situation Report Form.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain briefing from SUL.
- ☐ Assist in the preparation and maintenance of the ISD and Situation Map (ICS 201).
- ☐ Assist in the collection of incident data from all other sections.
- ☐ Assist in the preparation of the Situation Report Form and Incident Status Summary (ICS 209).
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.4.2 Display Processor

The Display Processor is responsible for displaying incident status intelligence obtained from Field Observers, resource status reports, aerial and orthographic photographs, infrared data, and other sources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Determine:
 - Location of work assignments,
 - Number, types, and locations of displays required,
 - Priorities,
 - Map requirements for IAP,
 - Time limits for completion; and
 - Field Observer assignments and communications means.
- ☐ Obtain necessary equipment and supplies.
- ☐ Obtain copy of IAP for each Operational Period.
- ☐ Assist SUL in analyzing and evaluating field reports.
- ☐ Develop required displays within time limits.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.4.3 Field Observer

The Field Observer is responsible for collecting and providing situation intelligence from objective observation at the incident to the SUL.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Determine:
 - Location of assignment,
 - Type of intelligence required,
 - Priorities,
 - Time limits for completion,
 - Method of communication; and
 - Method of transportation.
- ☐ Obtain copy of IAP for the Operational Period.
- ☐ Obtain necessary equipment and supplies.
- ☐ Gather data to support the Critical Information Requirements (CIR) (ICS 202b)
- ☐ Perform Field Observer responsibilities including, but not limited to, the following:
 - Perimeters of incident,

- Locations of oil,
 - Rates of spread,
 - Weather conditions,
 - Hazards; and
 - Progress of operational resources.
- ☐ Identify all facility locations (e.g., Helispots, Staging Areas, Decontamination (decon) corridors and Division boundaries).
- ☐ Report intelligence to the SUL by established procedure.
- ☐ Report immediately any condition observed which may cause danger or safety hazard to personnel.
- ☐ Gather intelligence that will lead to accurate predictions.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.5 Documentation Unit Leader

The Documentation Unit Leader (DOCL) is responsible for maintaining accurate, up-to-date incident files including IAP, incident reports, communication logs, injury claims, situation status reports, etc. Thorough documentation is critical to post-incident analysis. Many of these documents will originate in other Sections. This Unit will ensure each Section is maintaining and providing appropriate documents. Incident files will be stored for legal, analytical, and historical purposes. The Documentation Unit also provides duplication and copying services and provides blank forms to those requiring forms.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing and special instructions from PSC.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Appoint and meet with ICP scribes. Assign scribes to the appropriate Section Chiefs and determine which Operational Period meetings each scribe is to attend.
- ☐ Request additional documentation personnel as needed.
- ☐ Compile a complete library of all necessary ICS forms for use by Incident Management Team (IMT) members.
- ☐ Develop a documentation plan to include archival of all incident specific information data.
 - To the greatest extent possible, the data archive should be readily recoverable and searchable.
- ☐ Establish and organize incident files.
- ☐ Establish duplication service and respond to requests.
- ☐ File copies of all official forms and reports.
- ☐ Coordinate with SUL to ensure accuracy and security of intelligence portrayed on ISD.
- ☐ Review all documentation for accuracy and completeness of records submitted for files and correct errors or omissions by contacting appropriate Units. This includes signatures, operational period, time, date, incident name, etc.
- ☐ Provide incident documentation to appropriate requesters as authorized by IC/UC.
- ☐ Secure all incident documentation prior to demobilization.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.5.1 Scribes

Scribes will be assigned to specific ICS positions as required. The primary responsibility of the Scribe is to record key decisions and document actions taken by the individual(s) they are supporting. Scribes may also attend Command and General Staff meetings in order to record and disseminate meeting minutes.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain briefing and assignment from DOCL.
- ☐ Ensure all documentation is filed and stored with the Documentation Unit.
- ☐ Coordinate with DOCL to determine which Scribe(s) will attend Command and General Staff meetings.
- ☐ Assist Documentation Unit with distribution and filing of material as required.
- ☐ Assist with general administrative duties as required.
- ☐ Maintain Unit/Individual Log (ICS 214/214a)

8.6 Resources Unit Leader

The Resources Unit Leader (RUL) is responsible for maintaining the status of all resources (primary and support) at an incident, including all non-Trans Mountain resources. The RUL achieves this by developing and maintaining a master list of all resources, including check-in, status, current location, etc. This Unit is also responsible for preparing parts of the IAP, compiling the entire Plan in conjunction with other members of the IMT, and determining the availability of resources.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing and special instructions from the PSC.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Establish check-in function at incident locations.
- ☐ Using the Incident Briefing (ICS 201), prepare and maintain the ISD (Incident Organization Chart, resource allocation and deployment sections).
- ☐ Ensure Resource Ordering Process is maintained.
 - Reference *Section 12.1 Resource Request Process* and/or Resource Ordering Process Aid as needed.
- ☐ Establish contacts with incident facilities to track resource status and with Logistics Section to track en-route resources.
- ☐ Review resource request forms to ensure resource duplications are avoided. Discuss any concerns with the original requestor prior to sending the request form to the Logistics Section.
- ☐ Gather, post, and maintain incident resource status and provide input to SUL for inclusion in the Incident Status Summary (ICS 209).
- ☐ Prepare Organization Assignment List (ICS 203) and Incident Organization Chart (ICS 207).
- ☐ Develop Operational Plan Worksheet (ICS 215) for use at the Planning Meeting.
- ☐ When informed of equipment or personnel status change, ensure a Status Change Form (ICS 210) is filled in and forwarded to appropriate location along with person/equipment.
- ☐ Together with Operations, develop Assignment Lists (ICS 204).
- ☐ Provide status reports to appropriate requesters.
- ☐ Maintain Unit/Individual Log (ICS 214/214a)

8.6.1 Check-In Status Recorder

Check-in Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain briefing from RUL.
- ☐ Obtain work materials, including Check-in Lists (ICS 211e/p), and status display boards.
- ☐ Establish communications with the Communication Centre.

- ☐ Post signs so check-in locations can be easily found.
- ☐ Record check-in on Check-in Lists (ICS 211e/p).
- ☐ Transmit check-in intelligence to Resources Unit on arranged schedule, or as needed.
- ☐ Receive, record, and maintain status intelligence on Operational Plan Worksheets (ICS 215), tracking database/spreadsheet, or other means of recording.
- ☐ Forward completed Check-in Lists (ICS 211e/p) and Status Change Forms (ICS 210) to the Resources Unit.
- ☐ Maintain files of Check-in Lists (ICS 211e/p).
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7 Environmental Unit Leader

The Environmental Unit Leader (EUL) is responsible for environmental matters associated with the response, including strategic assessment, modelling, surveillance, and community air/environmental monitoring, and permitting. The Environmental Unit prepares environmental data for the Situation Unit. Most THSPs engaged during the response will be assigned to the EUL. The EUL may request documentation/administrative assistance for the unit, this position would follow the general duties assigned by the EUL.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ In Washington State, the EUL is:
 - ☐ A government natural resource trustee agency representative; or
 - ☐ An individual designated by UC.
- ☐ Obtain briefing and special instructions from PSC.
- ☐ Participate in Operational Period meetings.
- ☐ Identify sensitive areas and recommend response priorities and complete Resources at Risk (RAR) Form (ICS 232) as soon as possible. Usually completed with Science Table (if formed).
- ☐ Determine the extent, fate, and effects of contamination.
- ☐ Implement the Groundwater Assessment Plan if confirmed contamination includes drinking water for consumption by either humans or animals:
 - ☐ Notify Unified Command via the Planning Section Chief
 - ☐ Identify and request the provision of alternate source(s) of drinking water for human and animal consumption
- ☐ Implement the Sampling and Monitoring Plan
 - ☐ Communicate sampling results and recommendations to the Planning Section Chief and/or Unified Command
- ☐ Establish community air monitoring.
- ☐ Monitor the environmental consequences of cleanup actions.
- ☐ Develop shoreline cleanup and assessment plans.
- ☐ Develop Submerged and Sunken Oil Response Plan in conjunction with Science Table and THSPs.
- ☐ Identify the need for, and prepare, any special advisories or orders.
- ☐ Identify the need for and obtain permits, consultations, and other authorizations.
- ☐ Identify and develop plans for protection of affected historical/cultural (H/C) resources.
- ☐ Evaluate the opportunities to use various response technologies.
- ☐ Develop waste management and disposal plans.
- ☐ Develop plan for collecting, transporting, and analyzing samples.
- ☐ Ensure completed Assignment Lists (ICS 204) for each environmental task are supplied to PSC for inclusion in the IAP.

- ☐ Maintain Unit/Individual Log (ICS 214/214a).

Note* At the Westridge Marine Terminal, if the Greater Vancouver Integrated Response Plan is activated, the EUL may also be filled by a qualified individual from Environment and Climate Change Canada, a representative from British Columbia Ministry of Environment and Climate Change or another individual designated by UC.

8.7.1 Emergency Authorizations and Permitting

8.7.1.1 Emergency Authorizations Under the Fisheries Act

In emergency response situations where Trans Mountain needs to undertake actions which impact or may impact aquaculture activities, the Environmental Unit Leader shall ensure that the required emergency authorizations are sought from the Department of Fisheries and Oceans. Additionally, the Environmental Unit Leader shall take steps to inform Canada Energy Regulator that such authorizations have been requested and the subsequent outcome of those requests.

8.7.1.2 Permitting from the British Columbia Oil and Gas Commission

In emergency response situations where Trans Mountain needs to undertake actions in British Columbia which results or may result in the alteration of watercourses, fish collection/isolation or related consequences, the Environmental Unit Leader shall ensure the required permitting is obtained from the British Columbia Oil and Gas Commission.

8.7.2 Assistant Environmental Unit Leader

The Assistant Environmental Unit Leader is responsible for oversight of the THSPs in the Environment Unit, and for assisting the EUL as required. The Assistant Environmental Unit Leader must be able to assume the duties of the EUL.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain briefing and special instructions from EUL.
- ☐ Assume role of EUL as required to help with overlap situations.
- ☐ Coordinate Environmental Unit THSPs to ensure all RAR Forms (ICS 232) are documented and forwarded to RAR THSP, and technical plans and Assignment Lists (ICS 204) are completed for inclusion in the IAP.
- ☐ Ensure EUL is kept up to date with plan development and any changes to plans and assignment lists. Brief EUL prior to Operational Period meetings.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.3 Scientific Support Coordinator

The Scientific Support Coordinator (SSC) is a THSP and is the principal advisor to the Federal On Scene Coordinator (FOSC) or Canada Energy Regulator (CER) IC for specific scientific issues. The SSC reports to the Environment Unit Leader and is responsible for providing expertise on chemical hazards, field observations, trajectory analysis, RAR, Net Environmental Benefit Analysis (NEBA) of countermeasures and cleanup methods, and intelligence management. The SSC is also charged with gaining consensus on scientific issues affecting the response but ensuring that differing opinions within the scientific community are communicated to Incident Command.

The SSC is the point of contact for the Scientific Support Team from National Oceanic and Atmospheric Administration's (NOAA's) Office of Response and Restoration (OR&R), or the Science Table if

established. Additionally, the SSC is responsible for providing data on weather, tides, currents, alternate response options, and other applicable environmental conditions.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Provide advice to FOSC and CER IC, as required
- ☐ Evaluate and recommend use of alternate response options (decanting, in-situ burning, etc.)
 - Ensure appropriate regulatory documents/approvals are obtained in time to implement applicable tactics.
- ☐ Obtain consensus on scientific issues affecting the response.
- ☐ Provide overflight maps and trajectory analysis to the Situation Unit.
- ☐ Provide weather, current, and tidal intelligence.
- ☐ Support the development of a prioritized list of RAR.
- ☐ Provide intelligence on chemical hazards.
- ☐ Evaluate NEBA of countermeasures, cleanup methods, and response endpoints.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.4 Remediation Technical Specialist

The Remediation THSP works closely with the EUL to provide technical guidance with regard to remediation and response to the incident. The THSP is responsible for providing expertise on environmental regulations and sampling requirements, environmental behavior of the released product, trajectory analysis, RAR, environmental tradeoffs of countermeasures, and cleanup methods.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ May attend planning meetings with EUL.
- ☐ Help to determine resource needs (consultant and/or Trans Mountain personnel).
- ☐ Help to identify RAR.
- ☐ Work with Sampling THSP to determine sampling plans for soil, groundwater, surface water, and all other affected media.
- ☐ Work with appropriate THSPs, stakeholders, and other relevant personnel to determine applicable remediation technologies and develop remediation plans for all affected media.
- ☐ Review monitoring and sampling data with the Sampling THSP daily to identify necessary changes to the sampling or remediation plans.
- ☐ Evaluate environmental tradeoffs of countermeasures, cleanup methods, and response endpoints.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.5 Science Table Technical Specialist

THSPs representing the Science Table agencies may form part of the Environmental Unit, reporting to the RAR THSP, or act as the Leader of the RAR Unit. Additional information regarding the Science Table is available in Section 4.2 Environmental Emergencies Science Table.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Establish the Science Table team from agencies with jurisdiction or interest in the incident, as well as local resources, such as Indigenous or US Tribal, local H/C THSPs and other appropriate private sector groups.
- ☐ Identify as a team the environmentally sensitive resources in the area impacted using the RAR Form (ICS 232).
- ☐ Assist with determining pollutant behaviour, fate, and effects.

- ☐ Identify and prioritize environmental areas to be protected, rehabilitation priorities, and historical and culturally sensitive areas.
- ☐ Support the EUL in the Tactics and Planning meetings regarding RAR and its recommendations/priorities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6 Field Observer

The Field Observer is responsible for collecting and providing situation intelligence from objective observation at the incident to the EUL. The Field Observer role should be filled by personnel from the Responsible Party (RP) in order to provide Trans Mountain environmental knowledge and guidance at the affected areas.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain copy of IAP for the Operational Period.
- ☐ Review operational and environmental Assignment Lists (ICS 204) for the Operational Period and identify any environmental issues/concerns.
- ☐ Monitor operational activities to ensure they are completed as documented in all approved plans.
- ☐ Provide environmental knowledge and guidance to operations crews as required.
- ☐ Collect information regarding, but not limited to, the following:
 - Perimeters of incident,
 - Locations of oil,
 - Rates of spread,
 - Weather conditions,
 - Hazards; and
 - Progress of operational resources.
- ☐ Report immediately any condition observed which may cause danger or a safety hazard to personnel or the environment.
- ☐ Gather intelligence that will lead to accurate predictions.
- ☐ Participate in daily Environmental Unit meetings to provide feedback on operational progress and keep up to date with regard to changes in tactics and plans.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6.1 Historical/Cultural Resources Technical Specialist

The Historic/Cultural (H/C) Resources THSP is responsible for identifying and resolving issues related to any historic or cultural sites that are threatened or impacted during an incident. The THSP shall consult with federal, state, provincial, local/municipal governments, land management agencies, appropriate Indigenous/Tribal groups, and other concerned parties. The THSP must identify H/C sites and develop strategies for protection and cleanup of those sites in order to minimize damage.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ In Washington State:
 - Implement Programmatic Agreement (PA) for the FOSC.
 - If PA is not used, coordinate Section 106 of the National Historic Preservation Act of 1966 (USA) consultations with the State Historical Preservation Officer (SHPO).
- ☐ Consult and reach consensus with concerned parties on affected H/C sites and response strategies. May require participation in Science Table meetings with EUL.
- ☐ Identify and prioritize threatened or impacted H/C sites. Ensure this information is provided to RAR THSP for inclusion in RAR Form (ICS 232).
- ☐ Develop response strategies to protect H/C sites (develop H/C Management Plan, if required).

- ☐ Participate in the testing and evaluation of cleanup techniques used on H/C sites.
- ☐ Monitor and provide guidance on the cleanup of H/C sites to reduce or eliminate response-related impacts.
- ☐ Ensure compliance with applicable federal/state/provincial regulations.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6.2 Shoreline Cleanup Assessment Technical Specialist

The Shoreline Cleanup Assessment THSP is responsible for providing appropriate cleanup recommendations for the shoreline types, and the degree to which they have been impacted. This THSP will recommend the need for, and the numbers of, Shoreline Cleanup Assessment Teams (SCATs), and will be responsible for making cleanup recommendations to the EUL. Additionally, this THSP will recommend cleanup endpoints.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain briefing and special instructions from the EUL.
- ☐ Participate in Operational Period meetings.
- ☐ Recommend the need for, and number of, SCATs and ensure Assignment Lists (ICS 204) are completed for each team and provided to Assistant Environmental Unit Leader.
- ☐ Coordinate SCAT operations with affected parties.
- ☐ Describe shoreline types and oiling conditions.
- ☐ Develop SCAT plan and ensure it is updated as required.
- ☐ Identify sensitive resources (ecological, recreational, cultural, etc.) and ensure these are provided to Assistant Resources at Risk THSP for inclusion on RAR Form (ICS 232).
- ☐ Work with appropriate agencies and affected parties to develop end point protocols.
- ☐ Recommend the need for cleanup, priorities, and methods.
- ☐ Monitor cleanup effectiveness.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6.3 Wildlife Technical Specialist

The Wildlife THSP's role is to identify and provide management strategies for minimizing/preventing the impacts to wildlife as a result of the release and response activities. This THSP also acts as a liaison with, and provides, technical support to the Wildlife Branch within the Operations Section.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Determine if wildlife impacts are anticipated and/or have been reported.
- ☐ Provide technical intelligence and assistance to the Wildlife Branch to support establishment of wildlife operations.
- ☐ Ensure with Operations Section that a reporting system is put in place for responders and the general public to report affected wildlife.
- ☐ Work with government agencies in identifying species at risk and coordinating wildlife rescue and recovery activities.
- ☐ Develop Wildlife Management Plan including identification of species that are affected or at risk due to release and response activities and management strategies to minimize or prevent impacts to wildlife (hazing, timing windows, etc.) and complete updates as necessary.
- ☐ Work with Wildlife Branch to develop Wildlife Recovery Plan including procedures and process for wildlife recovery, rehabilitation, and release, and ensure Assignment Lists (ICS 204) are completed for wildlife management field teams.
- ☐ Consult agencies to determine appropriate procedures and any limitations or prohibitions that might exist.

- ☐ Determine and provide intelligence on any overflight restrictions that might affect wildlife operations.
- ☐ Determine and provide intelligence on any environmental restrictions that might be affected by wildlife operations.
- ☐ Identify wildlife hazing requirements and procedures to be employed. Coordinate with Approvals and Permits THSP and Wildlife Branch.
- ☐ Provide wildlife intelligence to SUL for inclusion in the Incident Status Summary (ICS 209)
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6.4 Air Monitoring Technical Specialist

The Air Monitoring THSP is responsible for providing an air monitoring plan using the parameters in the ERP for an unplanned release or during a fire/in-situ burn. The Air Monitoring Plan developed by the EU is focused on public safety.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Determine resource needs.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Develop Air Quality Monitoring Program including detailed sampling plan, if required.
- ☐ Coordinate air sampling teams and ensure Assignment Lists (ICS 204) are completed and provided to Assistant Environmental Unit Leader.
- ☐ Identify and alert appropriate laboratories.
- ☐ Set up site map to monitor location of samples collected and coordinate with GIS staff.
- ☐ Participate in meetings for public safety risk assessments.
- ☐ Coordinate community air monitoring sampling activities with Incident Investigators and Legal THSPs.
- ☐ Provide status reports to appropriate requesters.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6.5 Sampling Technical Specialist

The Sampling THSP is responsible for providing a sampling plan to coordinate collection, documentation, storage, transportation, and submission of soil and water samples to appropriate laboratories for analysis or storage.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Develop an incident specific groundwater mitigation plan
- ☐ Develop a Sampling Plan for soil, water, and any other affected media, as required.
- ☐ Complete updates to Sampling Plan as required (i.e. situational changes, feedback from Field Observers, etc.).
- ☐ Determine resource needs including:
 - Qualified professionals to determine contamination of drinking water
- ☐ Participate in Operational Period meetings, as required.
- ☐ Coordinate sampling teams and ensure Assignment Lists (ICS 204) are completed and provided to Assistant Environmental Unit Leader.
- ☐ Identify and alert appropriate laboratories.
- ☐ Set up site map to monitor location of samples collected and coordinate with GIS staff.
- ☐ Coordinate community air monitoring sampling activities with Incident Investigators and Legal THSPs.
- ☐ Provide status reports daily to Assistant Environmental Unit Leader and to appropriate requesters as required.

- Inform EUL immediately if contamination to drinking water is reported.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.7.6.6 Disposal (Waste Management) Technical Specialist

The Disposal/Waste Management THSP is responsible for developing a Waste Management Plan that details the minimization, collection, sampling, monitoring, transportation, manifesting, permitting, recycling, and disposal of all liquid and solid wastes generated during the response. The Disposal (Waste Management) THSP coordinates activities closely with the Storage and Disposal Group Supervisor (Operations Section) and the Approvals and Permits THSP.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Develop a Waste Management Plan to address all waste streams related to the release and response activities including waste recycling, disposal and temporary storage locations. Waste Management Plan must be developed for inclusion in IAP for the first Operational Period.
- ☐ Complete updates and revisions to the Waste Management Plan as required.
- ☐ Coordinate implementation of the Waste Management Plan and work with Field Observer to evaluate the effectiveness of the plan.
- ☐ Determine resource needs.
- ☐ Coordinate acquisition of any waste related approvals including sample collection and waste manifests from waste disposal or recycling facilities.
- ☐ Coordinate acquisition of any federal/provincial/state waste generator permits.
- ☐ Coordinate with Approvals and Permits THSP regarding required permits, as necessary.
- ☐ Track the types and quantities of waste generated and all relevant documentation (i.e. shipping documents such as waste manifests and bills of lading, etc.).
- ☐ Calculate and verify the volume of oil recovered, including product collected with sediment/sand, etc., and provide required intelligence to SUL for inclusion on Incident Status Summary (ICS 209).
- ☐ Provide status reports to appropriate requesters.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.8 Demobilization Unit Leader

The Demobilization Unit Leader (DMOB) is responsible for developing the Incident Demobilization Plan and assisting Sections/Units in ensuring that orderly, safe, and cost-effective demobilization of personnel and equipment is accomplished.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing and special instructions from PSC.
- ☐ Review incident resource records to determine probable size of demobilization effort.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Evaluate logistics and transportation capabilities required to support demobilization.
- ☐ Prepare and obtain approval of Demobilization Plan, including required decontamination.
- ☐ Distribute Demobilization Plan to each processing point.
- ☐ Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan.
- ☐ Monitor implementation and assist in coordinating the Demobilization Plan.
- ☐ Track all demobilized tactical and personnel resources to home unit.
- ☐ Brief PSC on progress of demobilization.
- ☐ Provide status reports to appropriate requesters.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.9 Technical Specialists

Technical Specialists (THSPs) are advisors with special skills needed to support the incident. Although THSPs are usually initially assigned to the Planning Section, they may be reassigned elsewhere. If necessary (due to span-of-control limitations), THSPs may be formed into a separate Unit. The Planning Section will maintain a list of available specialists and will assign them where needed.

The following are example position descriptions for THSPs that might be used during a response.

- Response Technologies THSP
- Mapping/Geographic Information System (GIS) THSP
- Trajectory Analysis (Modelling) THSP
- RAR THSP
- Approvals and Permits THSP

8.9.1 Response Technologies Technical Specialist

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

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Participate in Operational Period meetings, as required.
- ☐ Determine resource needs.
- ☐ Gather data pertaining to the spill, including spill location, type and amount of petroleum spilled, physical and chemical properties, weather and sea conditions, and RAR.
- ☐ Identify available response technologies that may be effective on the specific spilled petroleum.
- ☐ Make initial notification to all agencies that have authority over the use of response technologies.
- ☐ Keep PSC advised of response technologies issues.
- ☐ Provide status reports to appropriate requesters.
- ☐ Establish communications with Regional Response Team (RRT) to coordinate response technology activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.9.2 Mapping/Geographic Information System Technical Specialist

The Mapping/Geographic Information System (GIS) THSP is responsible for gathering and compiling updated incident intelligence and providing various map products regarding the incident. The GIS team will work with the Situation Unit and the IO to ensure accurate and rapid dissemination of incident information to the IMT.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Determine resource needs.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Gather and compile data from different Sections.
- ☐ Provide maps for various components of the incident.
- ☐ Provide status reports to appropriate requesters.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.9.3 Trajectory Modelling Technical Specialist

The Trajectory Modelling THSP is responsible for providing projections and estimates of the movement and behaviour of the spill. The THSP will combine visual observations, remote sensing intelligence, and computer modelling, as well as observed and predicted tidal, current, and weather data to form these analyses. Additionally, the THSP is responsible for coordinating with local experts (fishermen, Indigenous, Tribal, weather service, academia, researchers, etc.) in formulating these analyses. Trajectory maps, overflight maps, and current and tidal data will be supplied by the THSP to the Situation Unit for posting on the ISD and dissemination throughout the ICP.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Gather pertinent intelligence on tides and currents from all available sources.
- ☐ Provide trajectory and overflight maps, and current and tidal intelligence.
- ☐ Participate in Tactics and Planning Meetings as needed.
- ☐ Provide briefing on observations and analyses to the proper personnel.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.9.4 Resources at Risk Technical Specialist

The Resources at Risk (RAR) THSP is responsible for identifying resources thought to be at risk from exposure to the incident by analyzing known and anticipated impact area spread and the location of natural, cultural, and economic resources. The RAR THSP considers the relative importance of the resources and the relative risk to develop a priority list for protection.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Coordinate activities with federal/state resource trustees and/or Science Table for the identification and prioritization of natural and cultural RAR.
- ☐ Complete RAR Form (ICS 232) before the UC Objectives Meeting.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Determine resource needs.
- ☐ Obtain current and forecasted status intelligence from Situation Unit.
- ☐ Identify natural, archaeological, cultural, and socioeconomic RAR.
- ☐ Develop a prioritized list of the RAR for use by the Planning Section.
- ☐ Provide status reports to appropriate requesters.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

8.9.5 Approvals and Permits Technical Specialist

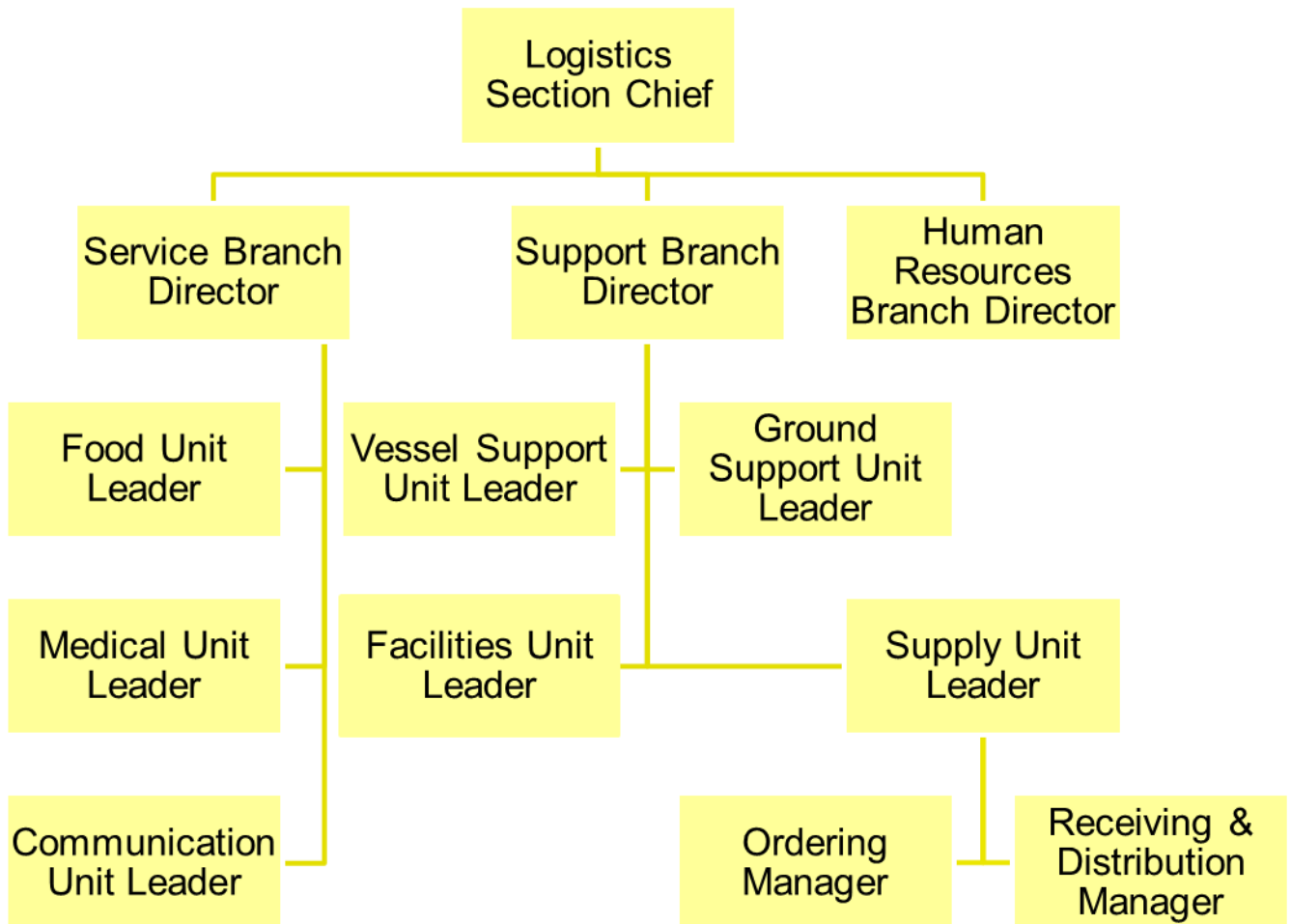
The Approval and Permits THSP is responsible for providing guidance and establishing permits and special approvals required for environmental response activities and /or waste management. This may include, but is not limited to, items such as decanting approvals, in-situ burning, the use of dispersants, waste manifesting, waste permitting, and/or special operating permits.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Establish an organization to support permitting, as required.
- ☐ Develop a list of potential permits/approvals and identify what area of the organization may require them.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Provide guidance to OPS and the Disposal/Waste Management THSP on permit requirements.
- ☐ Evaluate the need for decanting approvals with OPS and the PSC.

- ☐ At the request of the Operations Section, evaluate the need for special approvals/permits for alternative countermeasures, such as in-situ burning and/or the use of dispersants in the affected areas.
 - ☐ Ensure appropriate regulatory documents/approvals are obtained in time to implement applicable tactics.
- ☐ Evaluate and obtain any environmental permits or approvals required for the response operations.
- ☐ Monitor ongoing operations to ensure compliance with all permits and approvals that have been issued.
- ☐ Work closely with the Disposal (Waste Management) THSP and Disposal Group Supervisor to ensure proper permits are in place for all aspects of waste management.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.0 LOGISTICS SECTION DUTIES

9.1 Logistics Section Organization Chart



9.2 Logistics Section Chief

The Logistics Section Chief (LSC), a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident response. The LSC participates in developing and implementing the Incident Action Plan (IAP) and activates and supervises Branches and Units within the Logistics Section.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Review Emergency Response Plan (ERP) for the specific area of response for additional duties/special circumstances.
- ☐ Organize Logistics Section.
- ☐ Coordinate travel arrangements for initial response team members if required.
- ☐ Establish and equip an Incident Command Post (ICP) and communicate location to response team.
- ☐ Assign work locations and preliminary work tasks to Section personnel.
- ☐ Notify Resources Unit of all activated Logistics Section units, including names and locations of assigned personnel.
- ☐ Assemble and brief Branch Directors and Unit Leaders.
- ☐ Participate in appropriate Operational Period meetings and IAP preparation.
- ☐ Assist with the development of the Operational Planning Worksheet (ICS 215).
- ☐ Identify service and support requirements for planned and expected operations.
- ☐ Provide input on, and review, Communications Plan, Medical Plan, Traffic Plan, and Vessel Routing Plan.
- ☐ Coordinate and process requests for additional resources.
- ☐ Review IAP and estimate Section needs for the next Operational Period.
- ☐ Advise on current service and support capabilities.
- ☐ Estimate future service and support requirements.
- ☐ Provide input to Demobilization Plan as required by Planning Section.
- ☐ Recommend release of unit resources in conformance with Demobilization Plan.
- ☐ Ensure general welfare and safety of Logistics Section personnel.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.3 Deputy Logistics Section Chief

The Deputy Logistics Section Chief (if staffed) is responsible for assisting the LSC. Deputy Logistics Section Chief must be capable of assuming the duties of the LSC.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Carry out duties as assigned by LSC.
- ☐ Attend appropriate Operational Period meetings and briefings.
- ☐ Maintain Individual Log (ICS 214a).

9.4 Service Branch Director

The Service Branch Director, when activated, is under the supervision of the LSC, and is responsible for managing all service activities at the incident. The Branch Director supervises the operations of the Communications, Medical, and Food Units.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine level of service required to support operations.
- ☐ Confirm dispatch of Branch personnel.
- ☐ Participate in planning meetings of Logistics Section personnel.
- ☐ Review IAP.
- ☐ Coordinate activities of Service Branch Units.
- ☐ Inform LSC of activities.
- ☐ Resolve Service Branch problems.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.4.1 Food Unit Leader

The Food Unit Leader, under the direction of the Service Branch Director or LSC, is responsible for determining feeding requirements at all incident facilities, including menu planning, determining cooking facilities required, food preparation, serving, providing potable water, and general maintenance of the food service areas.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from Service Branch Director or LSC.
- ☐ Determine location of working assignment, and number and location of personnel to be fed.
- ☐ Complete the Staff Meal Plan for inclusion within the IAP. The Staff Meal Plan form is located in [Emergency Tool Kit](#)
- ☐ Determine method of feeding to best fit each situation.
- ☐ Obtain necessary equipment and supplies to operate food service facilities.
- ☐ Set up Food Unit equipment.
- ☐ Prepare menus to ensure incident personnel receive well-balanced meals.
- ☐ Ensure that sufficient potable water is available to meet all incident needs.
- ☐ Ensure that all appropriate health and safety measures are taken.
- ☐ Supervise cooks and other Food Unit personnel.
- ☐ Keep inventory of food on hand and receive food orders.
- ☐ Provide Supply Unit Leader with food supply orders.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.4.2 Communications Unit Leader

The Communications Unit Leader (COML), under the direction of the Service Branch Director or LSC, is responsible for developing plans for the effective use of:

- Incident communications equipment and facilities.
- Installing and testing communications equipment.
- Supervising the Incident Communications Centre.
- Distributing communications equipment to incident personnel.
- Communications equipment maintenance and repair.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from Service Branch Director or LSC.
- ☐ Determine unit personnel needs (IT, Radio, Telecom Specialists etc.).
- ☐ Advise on communications capabilities/limitations including, but not limited to:
 - ☐ Radio/telephone communications,
 - ☐ Wireless and wired internet communications,
 - ☐ Printing/copying and other IT needs,
 - ☐ Teleconferencing, video conferencing and video link,
 - ☐ Local television accessibility,
 - ☐ File share location; and
 - ☐ Emergency response email for internal tracking
- ☐ Prepare and implement the incident Radio Communications Plan (ICS 205).
- ☐ Ensure the Incident Communications Centre and Message Centre is established.
- ☐ Set up telephone and public address systems.
- ☐ Establish appropriate communications distribution/maintenance locations.
- ☐ Ensure communications systems are installed and tested.
- ☐ Ensure an equipment accountability system is established.
- ☐ Ensure personal portable radio equipment from supplies is distributed per radio plan.
- ☐ Provide technical information, as required on:
 - ☐ Adequacy of communications systems currently in operation.
 - ☐ Geographic limitation on communications systems.
 - ☐ Equipment capabilities.
 - ☐ Amount and types of equipment available.
 - ☐ Anticipated problems in the use of communications equipment.
- ☐ Supervise Communications Unit activities.
- ☐ Maintain records on all communications equipment, as appropriate.
- ☐ Ensure equipment is tested and repaired.
- ☐ Recover equipment from relieved or released units.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.4.3 Medical Unit Leader

The Medical Unit Leader, under the direction of the Service Branch Director or LSC, is primarily responsible for developing the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparing reports and records. The Medical Unit may also assist Operations in supplying medical care and assistance to civilian casualties at the incident but is not intended to provide medical services to the public.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from Service Branch Director or LSC.
- ☐ Participate in Logistics Section/Service Branch planning activities.
- ☐ Determine level of emergency medical activities performed prior to activation of Medical Unit.
- ☐ Activate Medical Unit.
- ☐ Prepare the Medical Plan (ICS 206) and have it approved by the Safety Officer (SO).
- ☐ Prepare procedures for major medical emergency.
- ☐ Declare major medical emergency, as appropriate.
- ☐ Respond to requests for medical aid, medical transportation, and medical supplies

- ☐ Prepare medical reports and submit, as directed.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5 Support Branch Director

The Support Branch Director, when activated, is under the direction of the LSC, and is responsible for developing and implementing logistics plans in support of the IAP, including providing personnel, equipment, facilities, and supplies to support incident operations. The Support Branch Director supervises the operation of the Supply, Facilities, Ground Support, and Vessel Support Units.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Identify Support Branch personnel dispatched to the incident.
- ☐ Determine initial support operations in coordination with LSC and Service Branch Director.
- ☐ Prepare initial organization and assignments for support operations.
- ☐ Determine resource needs.
- ☐ Maintain surveillance of assigned unit work progress and inform LSC of activities.
- ☐ Resolve problems associated with requests from Operations Section.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5.1 Vessel Support Unit Leader

The Vessel Support Unit Leader is primarily responsible for:

- Coordinating transportation of personnel, supplies, food, and equipment for waterborne resources;
 - Fueling, servicing, maintaining, and repairing vessels and other vessel support equipment;
 - Implementing the Vessel Routing Plan; and
 - Supporting out-of-service waterborne resources.
-
- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
 - ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
 - ☐ Review Vessel Support Unit Leader Job Aid located [Emergency Tool Kit](#)
 - ☐ Obtain a briefing from the Support Branch Director or LSC.
 - ☐ Participate in Support Branch/Logistics Section planning activities.
 - ☐ Coordinate Vessel Routing Plan development.
 - ☐ Coordinate vessel transportation assignments with the Protection and Recovery Branch or other sources of vessel transportation.
 - ☐ Coordinate water-to-land transportation with Ground Support Unit, as necessary.
 - ☐ Maintain a prioritized list of transportation requirements to be scheduled with the transportation source.
 - ☐ Support out-of-service vessel resources, as requested.
 - ☐ Arrange for fueling, maintenance, and repair of vessel resources, as requested.
 - ☐ Ensure the Vehicle and Equipment Refueling Plan is completed prior to commencing refueling operations. The Vehicle and Equipment Refueling Plan is located in [Emergency Tool Kit](#)
 - ☐ Maintain Support Vehicle Inventory (ICS 218i).
 - ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5.2 Ground Support Unit Leader

The Ground Support Unit Leader is primarily responsible for:

- Coordinating transportation of personnel, supplies, food, and equipment on land;
 - Fueling, servicing, maintaining and repairing vehicles and other ground support equipment;
 - Implementing the Incident Traffic Plan; and
 - Supporting out-of-service shoreside resources.
-
- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
 - ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
 - ☐ Obtain briefing from Support Branch Director or LSC.
 - ☐ Participate in Support Branch/Logistics Section planning activities.
 - ☐ Coordinate development of the Traffic Plan with the Planning Section.
 - Review the Traffic Plan reference documents for assistance, located in [Emergency Tool Kit](#)
 - ☐ Support out-of-service shoreside resources.
 - ☐ Notify Resources Unit of all status changes on support and transportation vehicles.
 - ☐ Plan, document and activate, fueling, maintenance, and repair of ground transportation resource needs.
 - ☐ Maintain Support Vehicle Inventory (ICS 218i).
 - ☐ Coordinate transportation services.
 - ☐ Maintain usage information on rented equipment.
 - ☐ Requisition maintenance and repair supplies (e.g., fuel, spare parts, etc.).
 - ☐ Ensure the Vehicle and Equipment Refueling Plan is completed prior to commencing refueling operations. The Vehicle and Equipment Refueling Plan is located in [Emergency Tool Kit](#)
 - ☐ Coordinate incident road maintenance.
 - ☐ Submit reports to Support Branch Director, as directed.
 - ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5.3 Facilities Unit Leader

The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities (e.g., Base, Camp(s), and ICP). The Facilities Unit provides sleeping and sanitation facilities for incident personnel and manages base and camp operations. Each facility (Base or Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Manager are to provide security, service, and general maintenance. The Facility Unit Leader reports to the Support Branch Director.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from the Support Branch Director or LSC.
- ☐ Review IAP
- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Determine requirements for each facility to be established.
- ☐ Determine requirements for the ICP.
- ☐ Prepare layouts of incident facilities.
- ☐ Notify Unit Leaders of facility layout.
- ☐ Activate incident facilities.
- ☐ Provide Base and Camp Managers, and support staff to operate facilities.

- ☐ Complete the Staff Lodging Plan to ensure sufficient sleeping facilities are available. The Staff Lodging Plan is located in [Emergency Tool Kit](#)
- ☐ Provide security services.
- ☐ Provide facility maintenance services (e.g. sanitation, lighting, and cleanup).
- ☐ Demobilize Base and Camp facilities.
- ☐ Maintain Facilities Unit records.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5.4 Supply Unit Leader

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

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain a briefing from the Support Branch Director or LSC.
- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Provide Kits/Go Boxes to Planning, Logistics, and Finance Sections.
- ☐ Determine the type and amount of supplies/ resources en-route and communicate details to Staging Area Managers and Resource Unit.
- ☐ Arrange for receiving ordered supplies.
- ☐ Review IAP for information on operations of the Supply Unit.
- ☐ Order, receive, distribute, and store supplies and equipment, and coordinate contracts and resource orders with the Finance Section.
 - ☐ Reference *Section 12.1 Resource Request Process* and/or *Resource Ordering Process* Aid as needed.
- ☐ Receive and respond to requests for personnel, supplies, and equipment.
- ☐ Maintain inventory of supplies and equipment.
- ☐ Coordinate service of reusable equipment.
- ☐ Submit reports to the Support Branch Director.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5.5 Ordering Manager

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Obtain necessary agency order forms.
- ☐ Establish ordering procedures.
- ☐ Establish name and telephone numbers of agency personnel receiving orders.
- ☐ Set up filing system.
- ☐ Get names of incident personnel who have ordering authority.
- ☐ Check on what has already been ordered.
- ☐ Ensure order forms are filled out correctly.
- ☐ Place orders expeditiously.
- ☐ Consolidate orders when possible.
- ☐ Identify times and locations for delivery of supplies and equipment.
- ☐ Keep Receiving and Distribution Manager informed of orders placed.

- ☐ Submit all ordering documents to Documentation Unit through Supply Unit Leader before demobilization.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

9.5.6 Receiving and Distribution Manager

The Receiving and Distribution Manager is responsible for receiving and distributing all supplies and equipment (other than primary resources), and the servicing and repairing of tools and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Order required personnel to operate supply area.
- ☐ Organize physical layout of the supply area.
- ☐ Establish procedures for operating supply area.
- ☐ Set up filing system for receiving and distributing supplies and equipment.
- ☐ Maintain inventory of supplies and equipment.
- ☐ Develop security requirement for supply area.
- ☐ Establish procedures for operating supply area.
- ☐ Submit reports to Supply Unit Leader.
- ☐ Notify Ordering Manager of supplies and equipment received.
- ☐ Provide necessary supply records to Supply Unit Leader.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

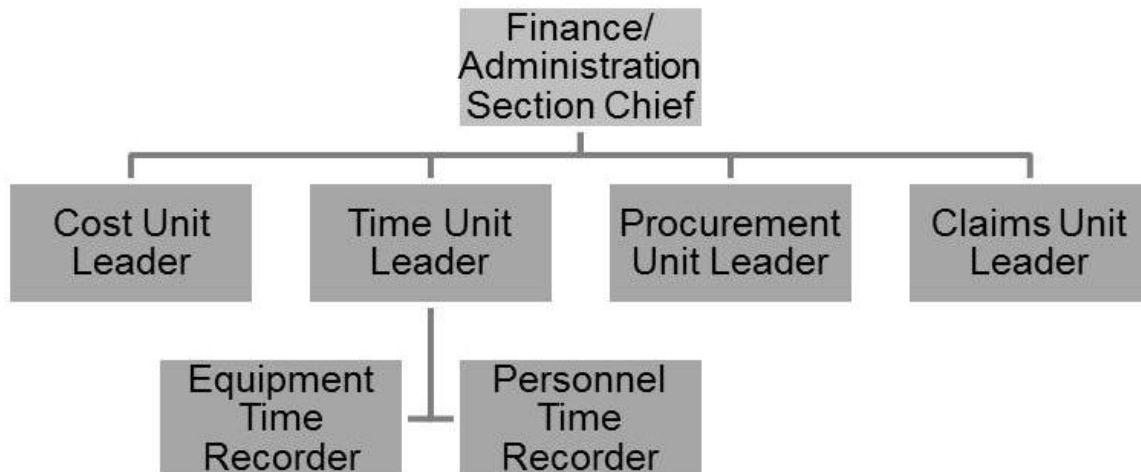
9.6 Human Resources Branch Director

The Human Resources Branch Director, when activated, is under the direction of the LSC, and is responsible for developing and implementing personnel plans in support of the IAP, including tracking assigned and requested personnel, provision of confidential support services, and the reporting and investigation of Workers Compensation claims.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing and special instructions from LSC.
- ☐ Review IAP and assign staff as needed.
- ☐ Participate in Operational Period meetings, as required.
- ☐ Communicate with the SO and the Time Unit Leader regarding the status of personnel.
- ☐ Conduct an inventory of required staff, by title and emergency response functional response capabilities and notify LSC of the need for external resources.
- ☐ Establish a mechanism for receiving requests and queries from leaders or personnel involved.
- ☐ Establish Time and Leave tracking forms in conjunction with the Time Unit Leader.
- ☐ Coordinate with the Time Unit Leader to determine mechanism for collecting and processing time, leave, and overtime data, for distributing forms, and for retrieving and distributing payroll.
- ☐ Maintain a log of all staffing requests received, and the staff assigned.
- ☐ Establish a mechanism to provide confidential psychological support services for personnel.
- ☐ Establish lines of communication with the Safety Officer and Legal Officer and establish a mechanism for reporting and investigating all Workers' Compensation claims that arise out of emergency operations.
- ☐ Observe staff for signs of stress. Report issues to the SO. Arrange for rest periods and relief for staff.
- ☐ Maintain surveillance of assigned unit work progress and inform LSC of activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.0 FINANCE SECTION DUTIES

10.1 Finance Section Organizational Chart



10.2 Finance/Administration Section Chief

The Finance/Administration Section Chief (FSC), a member of the General Staff, is responsible for all financial and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Determine Section resource needs.
- ☐ Develop an operating plan for Finance/Administration function on incident.
- ☐ Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.
- ☐ Attend briefings/meetings as appropriate to gather information on activities and overall strategy.
- ☐ Utilize information posted on the Incident Status Display Board (ISD) for resource and cost monitoring.
- ☐ Participate in appropriate Operational Period meetings and assist as required with the preparation of the Incident Action Plan (IAP).
- ☐ Meet with assisting and cooperating company/ agency representatives, as required.
- ☐ Provide input in all planning sessions on financial and cost analysis matters.
- ☐ Maintain daily contact with Trans Mountain administrative headquarters on finance matters.
- ☐ Ensure that all personnel time records are transmitted to home organization according to policy.
- ☐ Participate in all demobilization planning.
- ☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- ☐ Provide cost estimate (burn rate) to Incident Commander (IC)/Unified Command (UC) as requested
- ☐ Ensure Compensation and Claims numbers are established, and the information is distributed via the General Message Form (ICS 213).
- ☐ Brief Trans Mountain personnel on all incident related business management issues needing attention and follow-up prior to leaving incident.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.3 Deputy Finance/Administration Section Chief

The Deputy Finance Section Chief (if staffed) is responsible for assisting the FSC. The Deputy Finance Section Chief must be capable of assuming all FSC duties.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Carry out duties as assigned by FSC.
- ☐ Attend appropriate Operational Period meetings and briefings.
- ☐ Maintain Individual Log (ICS 214a).

10.4 Cost Unit Leader

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

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from FSC.
- ☐ Coordinate with company/agency headquarters on cost-reporting procedures.
- ☐ Obtain and record all cost data.
- ☐ Prepare incident cost summaries.
- ☐ Prepare resource-use cost estimates for Planning Section.
- ☐ Make recommendations for cost-savings to FSC.
- ☐ Maintain cumulative incident cost records.
- ☐ Ensure that all cost documents are accurately prepared.
- ☐ Complete all records prior to demobilization.
- ☐ Provide reports to FSC.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.5 Time Unit Leader

The Time Unit Leader is responsible for equipment and personnel time records.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from FSC.
- ☐ Determine resource needs.
- ☐ Establish contact with appropriate company/agency personnel/representatives.
- ☐ Establish and maintain open lines of communication with the Human Resources Branch Director regarding status of personnel.
- ☐ Organize and establish Time Unit.
- ☐ Establish Time Unit objectives.
- ☐ Ensure that daily personnel and equipment time recording documents are prepared in compliance with time policies.
- ☐ Submit cost estimate data forms to Cost Unit, as required.
- ☐ Provide for records security.
- ☐ Ensure that all records are current or complete prior to demobilization.
- ☐ Release time reports from assisting organizational entities to the respective representatives prior to demobilization.
- ☐ Brief FSC on current problems, recommendations, outstanding issues, and follow-up requirements.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.5.1 Equipment Time Recorder

Under supervision of the Time Unit Leader, Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Set up Equipment Time Recorder function in location designated by Time Unit Leader.
- ☐ Advise Ground Support Unit, Vessel Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and maintain a daily record of equipment time reports.
- ☐ Assist units in establishing a system for collecting equipment time reports.
- ☐ Post all equipment time tickets within four hours after the end of each operational period.
- ☐ Prepare a use and summary invoice for equipment (as required) within 12 hours after equipment arrival at incident.
- ☐ Submit data to Time Unit Leader for cost-effectiveness analysis.
- ☐ Maintain current posting on all charges or credits for fuel, parts and services.
- ☐ Verify all time data and deductions with equipment owners/operators.
- ☐ Complete all forms according to company/agency specifications.
- ☐ Close out forms prior to demobilization.
- ☐ Distribute copies per company/agency and incident policy.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.5.2 Personnel Time Recorder

The Personnel Time Recorder reports to the Time Unit Leader and records personnel information.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Establish and maintain a file for personnel time reports within the first operational period.
- ☐ For each operational period, initiate, gather, or update a time report from all applicable personnel assigned to the incident.
- ☐ Verify that all personnel identification information is correct on the time report.
- ☐ Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents.
- ☐ Ensure that time reports are signed.
- ☐ Close out time documents prior to personnel leaving the incident.
- ☐ Distribute all time documents according to company/agency policy.
- ☐ Maintain a log of overtime hours worked and give to Time Unit Leader daily.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.6 Procurement Unit Leader

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

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Review incident needs and any special procedures with Unit Leaders, as needed.
- ☐ Coordinate with local agencies on plans/suppliers.
- ☐ Obtain the Incident Procurement Plan.
- ☐ Prepare and authorize contracts and land-use agreements.
- ☐ Draft memoranda of understanding, as necessary.
- ☐ Establish contracts and agreements with supply vendors.
- ☐ Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- ☐ Ensure that a system is in place that meets agency property management requirements.
- ☐ Ensure proper accounting for all new property.
- ☐ Interpret contracts and agreements; resolve disputes within delegated authority.
- ☐ Coordinate with the Claims Unit for processing claims.
- ☐ Complete final processing of contracts and send documents for payment.
- ☐ Coordinate cost data in contracts with the Cost Unit Leader.
- ☐ Brief the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

10.7 Claims Unit Leader

The Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activity for an incident.

- ☐ Review Common Responsibilities (*Section 5.1 Common Responsibilities*).
- ☐ Review Supervisory Personnel Responsibilities (*Section 5.2 Supervisory Responsibilities*).
- ☐ Obtain briefing from FSC.
- ☐ Establish contact with Safety Officer (SO), Information Officer (IO), Liaison Officer (LO), and company/agency representatives.
- ☐ Establish procedures for handling claims and coordinate with Legal Officer and FSC and Procurement Leader.
- ☐ Establish a phone number (1-800) for the intake of third-party claims. Provide this number to the Situation Unit Leader (SUL) for display in the Incident Command Post (ICP) and Joint Information Centre (JIC)/Public Information Office (PIO) for release to the public.
- ☐ Organize member of Trans Mountain's Insurance/Risk Management Group to travel to the impacted incident sites to work with the insurance adjuster.
- ☐ Confirm if Adjuster will contact displaced residents on behalf of Trans Mountain. If so then Insurance Adjuster will gather pertinent information (phone number(s), address, damage assessments, costs incurred) and will provide contact information for later follow-up.
- ☐ Confirm establishment of a property damage/liability AFE to cover the costs of damage claims of third parties.
- ☐ Obtain copy of the Medial Plan (ICS 206)
- ☐ Determine the need for compensation for injury and Claims Specialists, and order personnel, as needed.
- ☐ Obtain Demobilization Plan and ensure that compensation for injury and Claims Specialists are adequately briefed on Demobilization Plan.
- ☐ Ensure that all Compensation for injury and Claims documents are up to date and routed to the proper company/agency.
- ☐ Keep Legal Officer and IC informed of the nature and numbers of claims received, and status of negotiations with claimants.
- ☐ Keep FSC briefed on level of expenditures.
- ☐ Negotiate settlements with claimants.
- ☐ Establish contact periodically with SO, IO, and LO.
- ☐ Brief Unit personnel on incident activities.
- ☐ Maintain Unit/Individual Log (ICS 214/214a).

11.0 PLANNING CYCLE AND MEETINGS

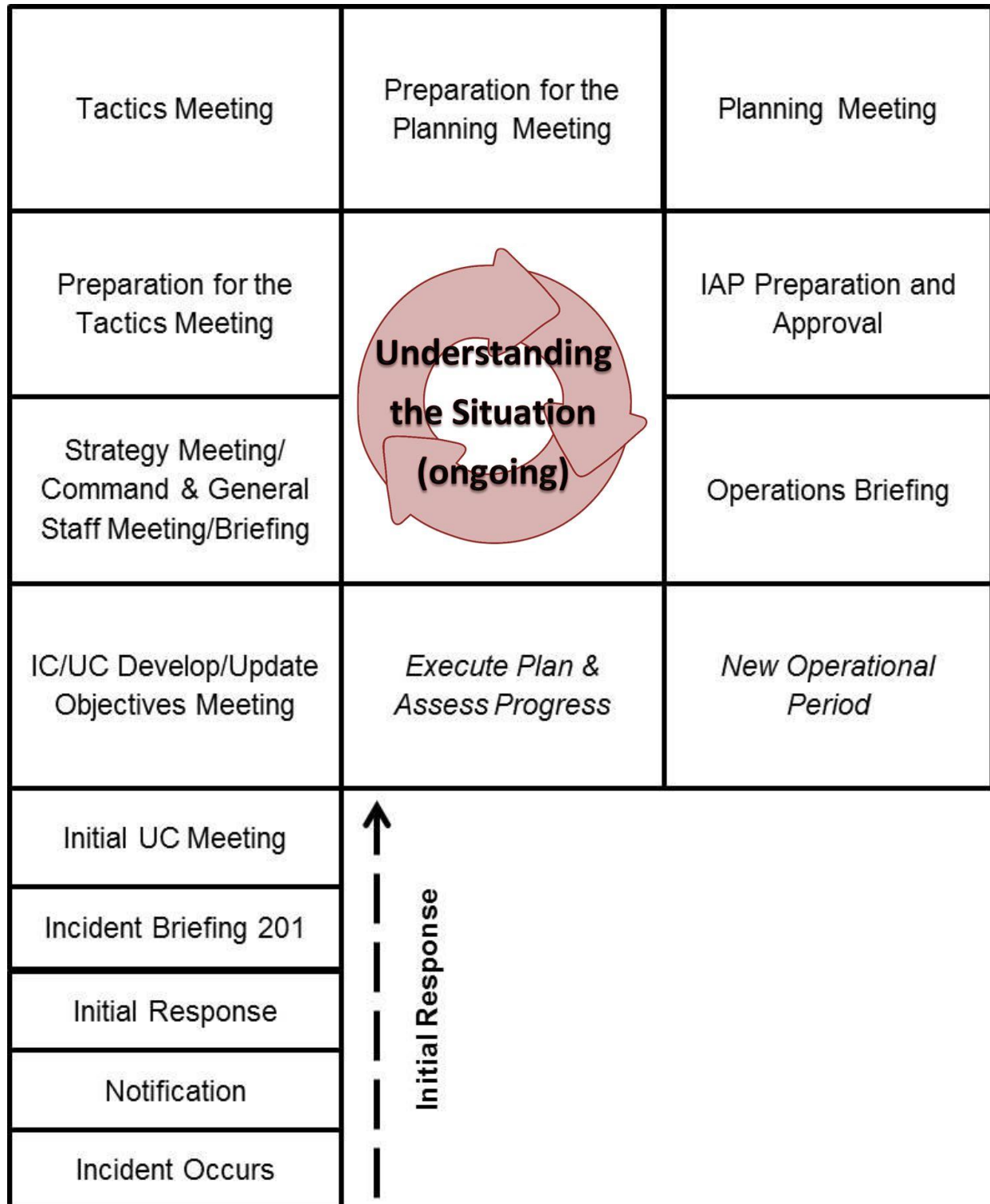
11.1 Meeting Facilitation Guidelines

- ☐ Set up meeting rooms well in advance of meeting times
 - Meeting room layouts are provided in *Section 12.2*
 - Meeting Room Layouts.
 - Resources for set up are located in the Meeting Go Box.
- ☐ Clarify roles with attendees before meetings.
- ☐ Always start on time.
- ☐ Always give ground rules.
- ☐ Follow the agenda and keep meetings on track.
- ☐ Know who will speak.
- ☐ Clarify decision making strategies.
- ☐ Keep meetings positive and flowing.
- ☐ Have a conflict resolution strategy.
- ☐ Project a command presence/confidence.
- ☐ Know your audience.
- ☐ Observe body language.
- ☐ Listen.
- ☐ No surprises.

11.2 Ground Rules for All Meetings

- ☐ Only attend meetings as required.
- ☐ Be on time.
- ☐ Cell phones: OFF or VIBRATE and no texting.
- ☐ Follow the agenda.
- ☐ No sidebar conversations.
- ☐ No dead airtime.
- ☐ A meeting summary will be completed by the administrator to the facilitator (or designate) on the Meeting Summary (ICS 231).

11.3 Planning Cycle

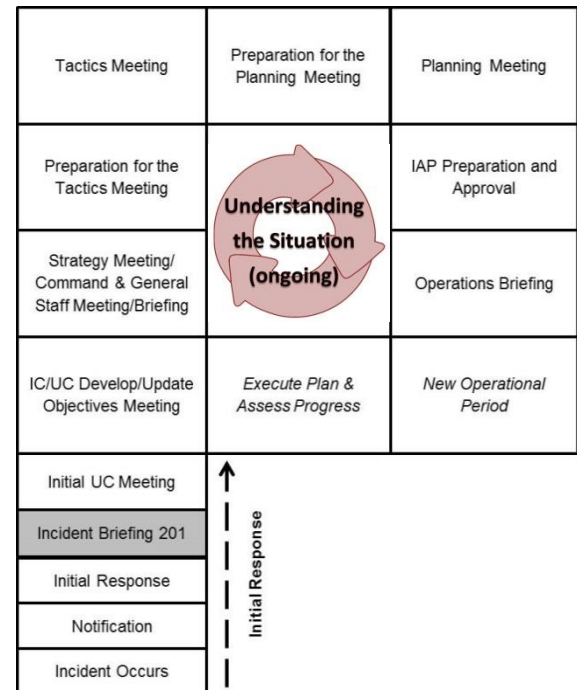


11.4 Initial Response and Assessment

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

11.5 Incident Briefing (ICS 201)

During the transfer-of command process, an ICS 201 formatted briefing provides the incoming Incident Commander (IC)/Unified Command (UC) with basic information regarding the incident situation and the resources assigned to the incident. Most importantly, it functions as the Incident Action Plan (IAP) for the initial response and remains in force and continues to develop (updated), until the response ends, or the Planning Section generates the incident's first IAP. It is also suitable for briefing individuals newly assigned to the Command and General Staff, incoming tactical resources, as well as needed assessment briefings for the staff. Incident Briefing (ICS 201) facilitates documentation of the current situation, initial response objectives, current and planned actions, resources assigned and requested, on-scene organizational structure, and incident potential. This form is essential for future planning and effective management of initial response activities.



When: New IC/UC; staff briefing as required

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

Attendees: Prospective IC/UC; Command and General Staff, Documentation Unit Leader (DOCL), as available

Duration: ≤ 30 minutes

11.5.1 Incident Briefing (ICS 201) Agenda

Using the Incident Briefing (ICS 201) as an outline, include:

- ☐ Current situation (note spilled product, territory, exposures, safety concerns, etc.; use maps/charts).
- ☐ Initial objectives and priorities.
- ☐ Current and planned actions.
- ☐ Communications.
- ☐ Current on-scene organization.
- ☐ Resource assignments.
- ☐ Resources en-route and/or ordered.
- ☐ Facilities established.
- ☐ Incident potential.

11.5.2 Duties

Command

- ☐ Obtains briefing using Incident Briefing (ICS 201).
- ☐ Assesses operational requirements.
- ☐ Determines current/future organizational and response requirements and objectives.
- ☐ Provide initial instruction to Command/General Staff prior to going into Initial UC & UC Objectives meeting.

Operations

- ☐ Obtains briefing from IC.
- ☐ Considers available Contingency Plan.
- ☐ Develops strategies and tactics.
- ☐ Assembles additional resources.
- ☐ Manages response using Incident Briefing (ICS 201).

Planning

- ☐ If available, facilitates briefing.
- ☐ If/when activated, orders staff.

Logistics

- ☐ If/when activated, orders staff.

Finance/Admin

- ☐ If/when activated, orders staff.

11.6 Initial Unified Command Meeting

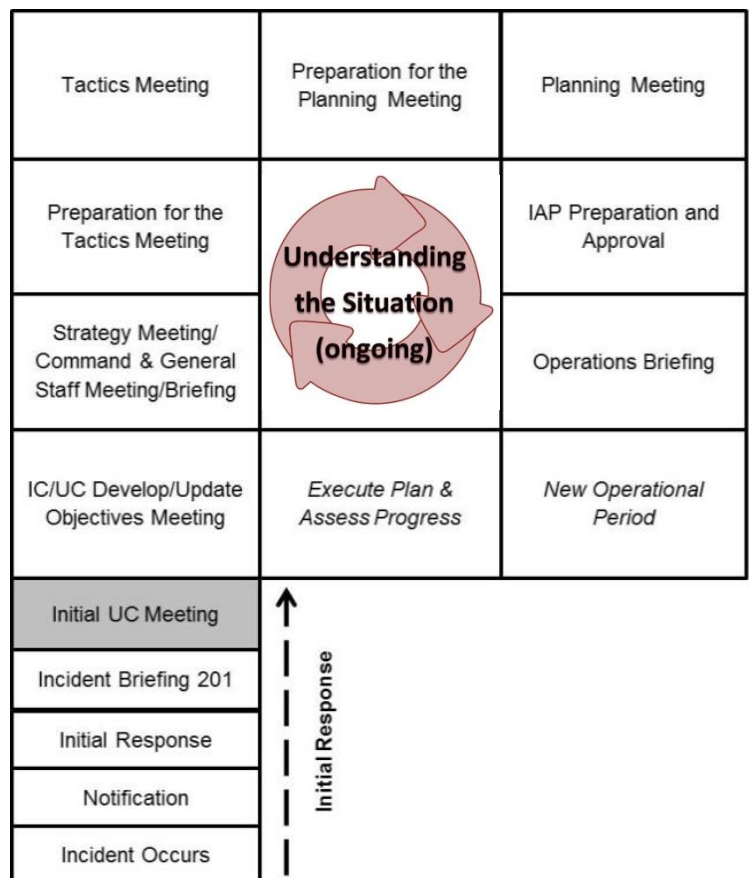
Provides UC with an opportunity to discuss and concur on important issues prior to the UC Objectives Meeting. The meeting should be brief and all-important decisions documented. Prior to this meeting ICs should have an opportunity to review agenda items and be prepared to address them. The results of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

When: After UC is established

Facilitator: UC member or PSC (if available)

Attendees: All available members of the UC, DOCL

Duration: ≤ 30 minutes



11.6.1 Initial Unified Command Meeting Agenda

- ☐ Bring meeting to order; conduct roll call; cover ground rules and review agenda.
- ☐ Validate makeup of newly formed UC, based on *Section 6.4 Unified Command* criteria.
- ☐ Clarify UC Roles and Responsibilities.
- ☐ Review agency policies.
- ☐ Negotiate and agree on key decisions which may include:
 - UC jurisdictional boundaries and focus (Area of Responsibility (AOR)).
 - Name of the incident. Refer to *Section 12.3 Incident Naming Procedure*.
 - Overall response organization, including:
 - Integration of assisting and cooperating agencies;
 - Location of Incident Command Post (ICP) (if not already identified) and other critical facilities, as appropriate.
 - Operational period length/start time and work shift hours (typically 24 hrs.).
 - Best-qualified responders in the following roles:
 - Liaison Officer,
 - Information Officer,
 - Environmental Unit Leader, and
 - Others as required.
 - Develop Critical Information Requirements (CIRs) (ICS 202b).
 - Define the time criticality for each CIR.
 - Other key Command and General staff assignments and technical support as needed.
- ☐ Summarize and document key decisions.

11.6.2 Duties**Command**

- ☐ Negotiates UC participation.
- ☐ Clarifies UC roles & responsibilities (identify any Deputy ICs).
- ☐ Negotiates and agrees on key decisions including:
 - AOR.
 - Name of the incident.
 - Overall organization.
 - Location of ICP, facilities, and support.
 - Operational Period length/start time and work shift hours.
 - OPS, Deputy Operations Section Chief, other key Command and General staff, and technical support as needed.

Operations

- ☐ If requested, briefs UC members on current operations.

Planning

- ☐ If available, facilitates and documents meeting.

Logistics & Finance/Admin

- ☐ May not be activated yet.

*NOTE: Send a runner to report on outcomes of this meeting for Deputy IC to report to the ICP (Incident Name, Status of current objectives on Incident Briefing (ICS 201), Operational Period and CIRs)
Go Right into the Next Meeting Immediately.

11.7 Unified Command Objectives Meeting

UC will set response priorities, identify any limitations and constraints, develop incident objectives, and establish guidelines for the Incident Management Team (IMT) to follow. For reoccurring meetings, all deliverables will be reviewed and updated as needed. Deliverables resulting from this meeting, along with decisions and direction from the Initial UC meeting, will be presented at the Strategy Meeting/Command and General Staff Meeting.

When: Prior to Strategy Meeting/ Command & General Staff Meeting

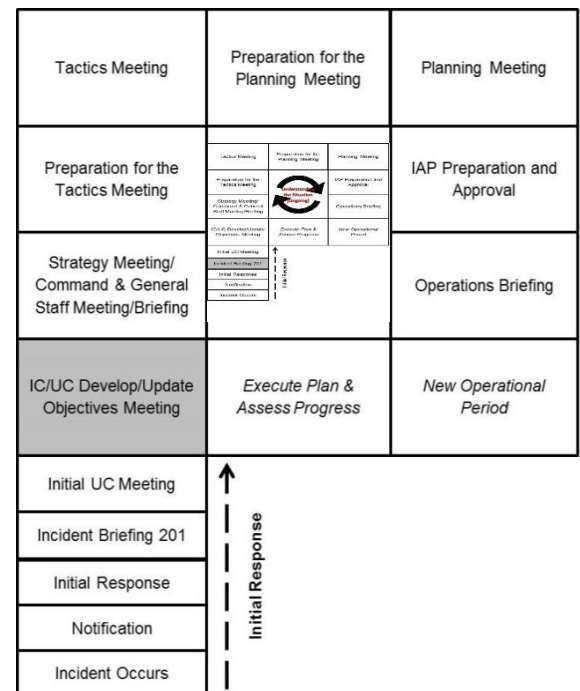
Facilitator: IC/UC Member or PSC (if available)

Attendees: IC/UC Members, Selected Command and General Staff as appropriate, DOCL.

Duration: ≤ 30 minutes

11.7.1 Unified Command Objectives Meeting Agenda

- ☐ PSC brings meeting to order, conducts roll call, covers ground rules, and reviews agenda.
- ☐ Review and/or update key decisions (safety, information management, liaison representation, resource management, etc.).
- ☐ Develop or review/update response priorities, limitations and constraints, critical information requirements and reporting procedures.
- ☐ Develop or review incident objectives.
 - Remove completed objectives, or those that will not apply in the next Operational Period.
 - Determine what can be accomplished during the current Operational Period.
 - Include recommended strategies, where needed.
 - Identify limitations or constraints for any objectives, where applicable.
 - Determine Critical Information Requirements and reporting procedure criteria.
- ☐ Develop or review/update key procedures which may include:
 - Managing sensitive information
 - Resource request and ordering process; and/or,
 - Cost sharing and cost accounting; and/or
 - Operational security issues.
- ☐ Review and resolve status of open actions using the Incident Open Action Tracker (ICS 233).
- ☐ Identify additional tasks for Command and General Staff and add to the Incident Open Action Tracker (ICS 233).
- ☐ Agree on division of UC workload
- ☐ Agree on operational period length/start time and work shift hours.
- ☐ Prepare for the Command and General Staff Meeting.
- ☐ Agree on ICS 230 Daily Meeting Schedule.



11.7.2 Duties

Command

- ☐ Develops incident priorities.
- ☐ Identifies limitations and constraints.
- ☐ Develops incident objectives.

- | | | |
|---|---|-------------------------------|
| Tactics Meeting | Preparation for the Planning Meeting | Planning Meeting |
| Preparation for the Tactics Meeting | | IAP Preparation and Approval |
| Strategy Meeting/
Command & General Staff Meeting/Briefing | | Operations Briefing |
| IC/UC Develop/Update Objectives Meeting | <i>Execute Plan & Assess Progress</i> | <i>New Operational Period</i> |
| Initial UC Meeting | | |
| Incident Briefing 201 | | |
| Initial Response | | |
| Notification | | |
| Incident Occurs | | |

11.8.2 Duties

Command

- ☐ Reviews key decisions, constraints, limitations, CIRs, objectives and procedures.
- ☐ Presents/reviews functional work assignments (tasks), to the Command and General Staff members.
- ☐ Reviews status of open actions and work assignments from previous meetings.

Operations

- ☐ Provides update on current operations.

Planning

- ☐ Facilitates meeting.

Situation Unit Leader

- ☐ Provides update on current situation and projections.

Documentation Unit Leader

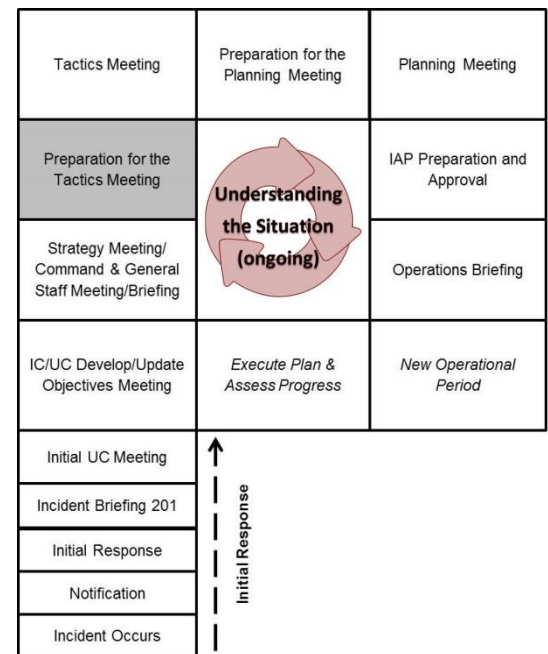
- ☐ Documents meeting
- ☐ Distributes meeting materials.

11.9 Preparing for the Tactics Meeting

During this phase of the Operational Planning Cycle, OPS and PSC begin the work of preparing for the upcoming Tactics Meeting. They review incident objectives, developing primary and alternate strategies/tactics to meet the objectives for the next operational period and draft an Operational Planning Worksheet (ICS 215) and an Operations Section organization chart for the next Operational Period.

The PSC should facilitate/support this process to ensure that the material, information, resources, etc. to be presented in the Tactics Meeting is organized and accurate.

When: Prior to Tactics Meeting
Facilitator: PSC facilitates process
Attendees: None. This is not a meeting but a period of time.
Duration: Transition period as determined by the Planning Section meeting schedule.



11.9.1 Duties

Operations

- ☐ Develops draft strategies and tactics for each operationally oriented incident objective.
- ☐ Develops alternative and/or contingency strategies and tactics.
- ☐ Outlines work assignments (tactics) and required resources using the Operational Planning Worksheet (ICS 215).
- ☐ Develops/outlines Operations Section organization for next operational period.

Planning

- ☐ Facilitates process.
- ☐ Reviews incident objectives and agrees on those that are the responsibility of the Operations Section to complete.
- ☐ Ensures Technical Specialists (THSPs) are included and prepared to contribute as appropriate.

- ☐ Presents situation information and provides projections.

Safety Officer

- ☐ Begins to develop the Incident Action Plan Safety Analysis (ICS 215a).

11.10 Tactics Meeting

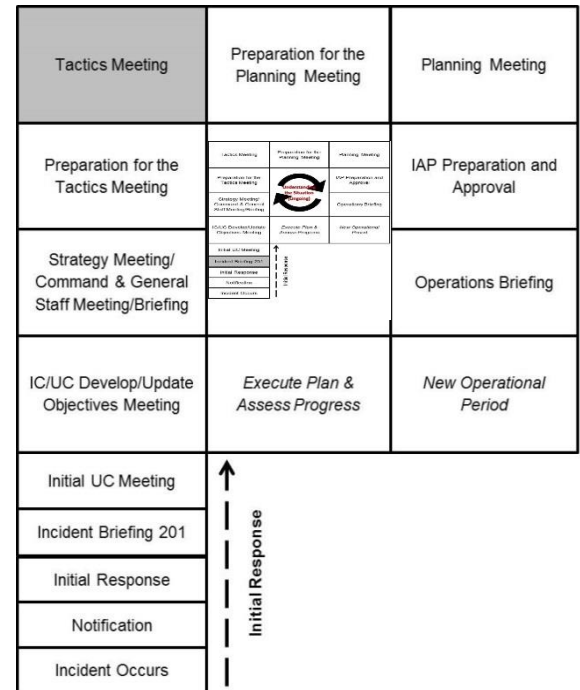
This meeting gathers operational input needed to support the IAP. OPS will present the draft Operational Planning Worksheet (ICS 215). The proposed Operations Section organization will also be presented by OPS and solidified. EUL reviews the Environmental Analysis and the SO will present the draft Incident Action Plan Safety Analysis (ICS 215a). OPS/PSC will solicit input of attendees to refine these draft deliverables for full staff approval at the Planning Meeting.

When: Prior to Planning Meeting

Facilitator: PSC

Attendees: PSC, OPS, Logistics Section Chief (LSC), Resources Unit Leader (RUL), SUL, SO, EUL, DOCL, Communications Unit Leader (COML), THSPs (as needed).

Duration: 60 minutes



11.10.1 Tactics Meeting Agenda

- ☐ PSC brings meeting to order, conducts roll call, covers ground rules, and reviews agenda.
- ☐ SUL reviews the current and projected incident situation.
- ☐ SO provides safety status briefing.
- ☐ PSC reviews incident operational objectives and ensures accountability for each.
- ☐ OPS reviews and/or completes the Operational Planning Worksheet (ICS 215), which addresses work assignments, resource commitments, contingencies and needed support facilities, e.g. Staging Areas.
- ☐ OSC identifies needed tactical resources. Updates Ops Section organization chart.
- ☐ EUL completes Environmental Analysis (ICS 215e) and resolves environmental issues.
- ☐ SO reviews and/or completes the Incident Action Plan Safety Analysis (ICS 215a) and identifies and resolves any critical safety issues.
- ☐ LSC discusses and resolves any logistics issues.
- ☐ PSC validates linkage between tactics and operational objectives.
- ☐ PSC reviews Open Action Tracker (ICS 233)
- ☐ PSC covers next meeting & planning assignments.

11.10.2 Duties

Operations

- ☐ Reviews current field operations, highlighting successful progress made, activities completed and what is expected to be completed by the end of the current period to frame discussions on activities to be conducted in next operational period.
- ☐ Presents strategies, tactics and resource needs using the Operational Planning Worksheet (ICS 215).
- ☐ Identifies alternative strategies and tactics developed

- ☐ Presents Operations Section organization

Planning

- ☐ Facilitates meeting.
- ☐ Presents current situation and provides projections.
- ☐ SUL provides update on ICS 209 Incident Status Summary.
- ☐ EUL provides current status of resources at risk that have been protected and still need to be protected.
- ☐ EUL identifies task to ensure appropriate regulatory documents/approvals are obtained in time to implement applicable tactics.
- ☐ Identifies alternative strategies and tactics developed by Environment Unit and other Planning Units
- ☐ Presents resources status.
- ☐ Documents meeting.

Safety

- ☐ Identifies potential hazards and recommends mitigation measures.
- ☐ Presents the Incident Action Plan Safety Analysis (ICS 215a).

Logistics

- ☐ Contributes logistics information, including communicating deficiency or concerns, if any, in the provision of necessary resources.
- ☐ Discusses any additional transportation, housing, food, sanitation, security, and other equipment needs to support the implementation of tactics for the next operational period.
- ☐ Determines support requirements based on the Operational Planning Worksheet (ICS 215).
- ☐ Prepares to order needed resources.

11.11 Preparing for the Planning Meeting

During this phase of the planning cycle the Command and General Staff prepare for the upcoming planning meeting. The PSC ensures the material, information, resources, etc., used or discussed in the Planning Meeting are ready for presentation during the meeting.

When: Prior to the Planning Meeting
Facilitator: PSC facilitates process
Attendees: None. This is not a meeting but a period of time.
Duration: Transition period as determined by the Planning Section meeting schedule.

11.11.1 Duties

Command

- ☐ Prepare further guidance/clarification.
- ☐ Meet informally with appropriate staff members, as needed.

Operations

- ☐ Prepare on-going operations update.
- ☐ Prepare final draft Operational Planning Worksheet (ICS 215).
- ☐ Coordinates with other staff, as needed.

Planning

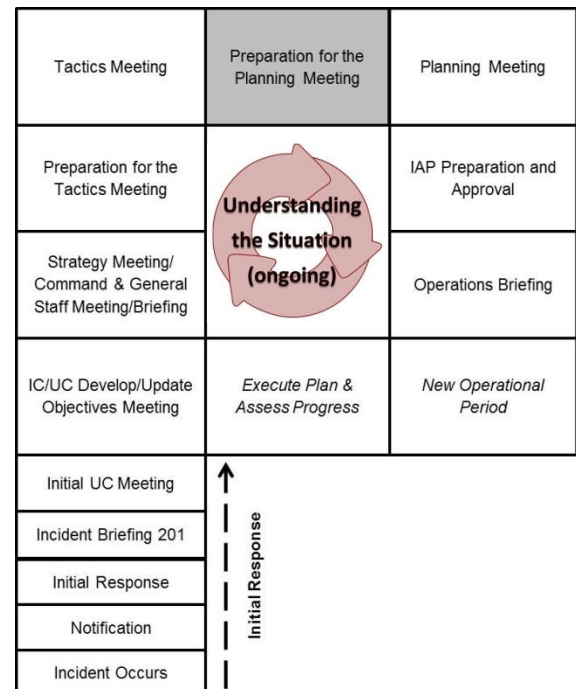
- ☐ Develops resource, support and overhead requests and submits to Logistics.
- ☐ Publishes/distributes meeting schedule and ensures attendees are prepared.
- ☐ Duplicates documents for Command needed to support presentations.

Logistics

- ☐ Orders resources to support IAP.
- ☐ Prepares for Planning Meeting.
- ☐ Verifies support requirements (communications, transportation, food, medical, etc.)

Finance/Admin

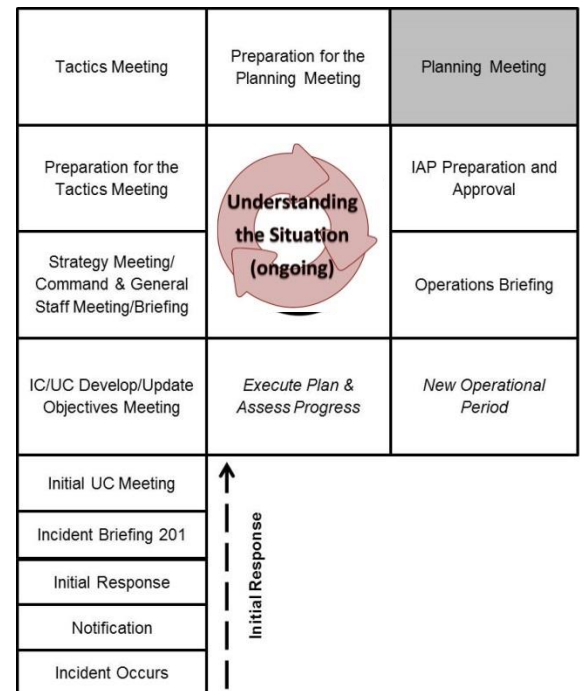
- ☐ Prepare estimated cost, daily cost and claims update to share at the Planning Meeting.
- ☐ Verify financial and administrative requirements.



11.12 Planning Meeting

This meeting provides an overview of the tactical plan to achieve IC/UC current direction, priorities, and objectives. OPS will present the proposed plan (strategy and tactics) to the Command and General Staff for review and comment. OPS will also discuss how the incident will be managed along with work assignments resources and support required to implement the plan. The Command and General Staff discuss and resolve any issues and concerns prior to assembling the IAP. After review and updates are made, key attendees commit to support the plan.

When: After the Tactics Meeting
Facilitator: PSC
Attendees: IC/UC, Command Staff, General Staff, EUL, SUL, DOCL, Technical Specialists (as required).
Duration: ≤ 45 minutes



11.12.1 Planning Meeting Agenda

- ☐ PSC brings meeting to order, conducts roll call, covers ground rules, and reviews agenda.
- ☐ IC/UC provides opening remarks.
- ☐ SUL provides briefing on current situation, reviews Situation Report Form, weather/sea forecast, and incident projections.
- ☐ SOFR provides safety status briefing.
- ☐ PSC reviews Command's incident priorities, decisions, and objectives (ICS 202) and linkage to strategies and tactics (ICS 234)
- ☐ OPS provides a briefing on current operations followed with an overview on and the final proposed plan including strategy, tactics/work assignments using the Operational Planning Worksheet (ICS 215), resource commitment, contingencies, Operations Section organizational structure, and needed support facilities (e.g., Staging Areas).
- ☐ PSC reviews proposed plan to ensure that IC/UC priorities and operational objectives are met.
- ☐ PSC conducts round robin of Command and General Staff members to solicit their final input and commitment to the proposed plan:
 - ☐ LSC covers transport, communications and supply issues;
 - ☐ FSC covers fiscal issues;
 - ☐ SO covers safety issues;
 - ☐ Information Officer (IO) covers public affairs/information issues;
 - ☐ Liaison Officer (LO) covers interagency issues
 - ☐ EUL covers environmental issues
- ☐ PSC reviews responsibility for any open actions/tasks using the Incident Open Action Tracker (ICS 233).
- ☐ PSC requests Command's tacit approval of the plan as presented. IC/UC may provide final comments.
- ☐ PSC issues assignments to appropriate IMT members for developing IAP support documentation along with deadlines.

11.12.2 Duties

Command

- ☐ Ensures all of Command's direction, priorities, and objectives have been met.
- ☐ Provides further direction and resolves differences, as needed.
- ☐ Gives tacit approval of proposed plan.

Operations

- ☐ Provides overview of current operations.
- ☐ Presents plan of action including, strategies, tactics, contingencies, resources, organizational structure, and overall management considerations (e.g., Divisions/Groups etc.)

Planning

- ☐ Facilitates meeting.
- ☐ Briefs current situation.
- ☐ Provides projections.
- ☐ Prepares ICS 231 Meeting summary and tracks ICS 233 Open Action Tracker.

Logistics

- ☐ Briefs logistical support/services and resource ordering status.
- ☐ Discusses operational facility issues.

Finance/Admin

- ☐ Briefs on burn rate, financial status/projections, charge codes, claims procedures and contract support issues.

Command Staff

- ☐ Discusses and resolves any safety and liaison considerations and issues.

11.13 IAP Preparation and Approval

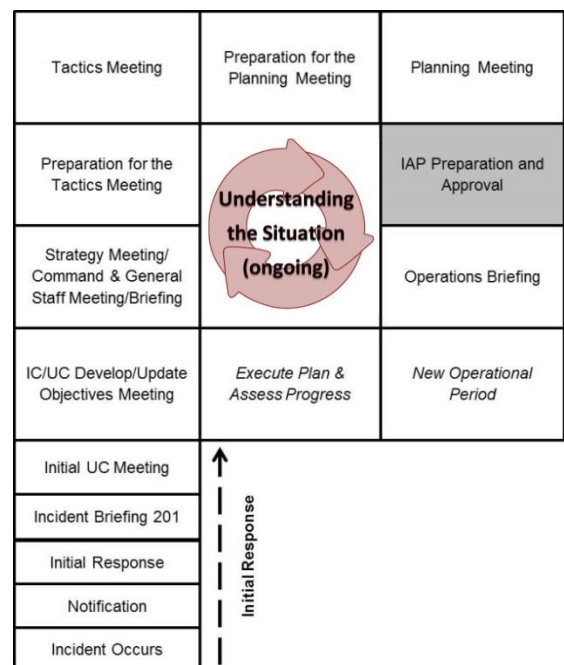
Appropriate IMT members must immediately complete the assigned task/deliverables that need to be included in the IAP. These deliverables must meet the deadline set by the PSC so that Planning can assemble the IAP components. The deadline must be early enough to permit timely IC/UC review, approval, and duplication of sufficient copies for the Operations Briefing and other IMT members.

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

Facilitator: PSC.

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

Duration: Transition period as determined by the Planning Section meeting schedule.



11.13.1 Duties

Command

- ☐ Reviews, approves, and signs IAP.

Operations

- ☐ Provides required information for inclusion into IAP.
- ☐ Works with Planning Section to ensure that the Assignment Lists (ICS 204) are complete.

Planning

- ☐ Facilitates gathering of required documents and assembles IAP.
- ☐ Reviews IAP for completeness.
- ☐ Provides completed IAP to IC/UC for review/approval.
- ☐ Makes sufficient copies of the IAP.
- ☐ Distributes IAP to appropriate team members, and files original.

Logistics

- ☐ Reviews Logistics Section deliverables for completeness.
- ☐ Provides logistics information for IAP.
- ☐ Verifies resources ordered/status.

Finance/Admin

- ☐ Verifies financial and administrative requirements for IAP.

11.13.2 IAP Common Components and Primary Responsibility

Incident Objectives (ICS 202)	PSC
Organization List/Chart (ICS 203/207)	RUL
Assignment List (ICS 204)	RUL
Communication Plan (ICS 205)	COML
Medical Plan (ICS 206)	MEDL
Site Health and Safety Plan	SO
Incident Map/Chart	SUL
Weather, tide forecast, trajectory	SUL
Air Operations Summary (ICS 220)	AOBD
Demobilization Plan	DMOB
Transportation Plan	GSUL
Decontamination Plan	THSP
Waste Management or Disposal Plan	THSP
Air Operations Summary (ICS-220)	AOBD

11.14 Operations Briefing

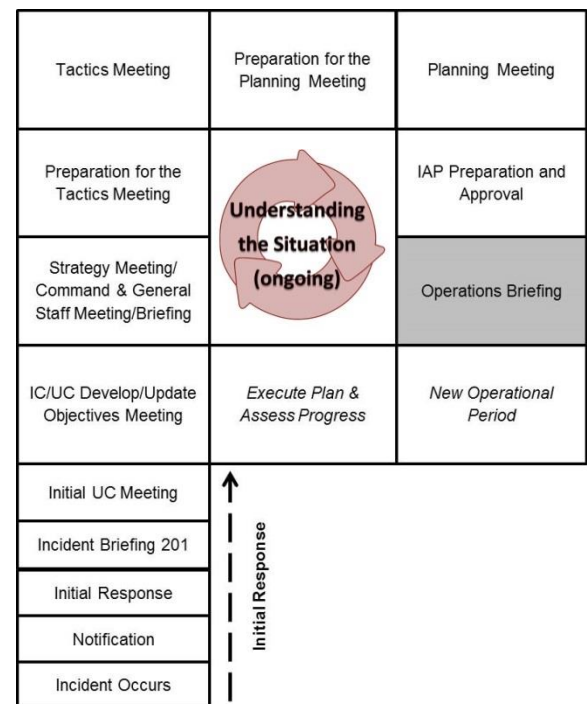
OPS conducts briefing and presents the IAP to the Operations Section's oncoming Division and Group Supervisors. After this briefing, and during shift change, off-going Supervisors should be interviewed by their relief, and by OPS, in order to validate IAP effectiveness. The Division/Group Supervisors may make last minute adjustments to tactics over which they have purview. Similarly, a Supervisor may reallocate resources within that Division/Group to adapt to changing conditions.

When: Approximately one hour prior to start of each Operational Period.

Facilitator: OPS.

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

Duration: ≤ 30 minutes



11.14.1 Operations Briefing Agenda

- ☐ PSC opens briefing, covers ground rules and agenda, and takes roll call of Command and General Staff, and Operations personnel required to attend.
- ☐ PSC reviews IC/UC objectives, operational CIRs, and changes to the IAP.
- ☐ IC/UC provides remarks.
- ☐ SUL conducts Situation briefing.
- ☐ OPS discusses current status of response actions and accomplishments; reviews tactical plan for the new operational period including priorities and expectations.
- ☐ LSC covers transport, communications, and supply issues/updates.
- ☐ SO covers safety plan, medical plan and safety concerns/issues.
- ☐ PIO covers public affairs and public information issues
- ☐ LO covers any interagency issues
- ☐ FSC covers fiscal issues.
- ☐ PSC solicits final comments and adjourns briefing.

11.14.2 Duties

Command

- ☐ Provides guidance/clarification.
- ☐ Provides leadership presence and motivational remarks.

Operations

- ☐ Provides operations briefing for next Operational Period.
- ☐ Ensures the Assignment Lists (ICS 204/204a) taskings are clear.

Planning

- ☐ Facilitates Command and General Staff and attendees briefing responsibilities.
- ☐ Resolves questions.
- ☐ Explains support plans as needed.

Logistics

- ☐ Briefs transportation, communication, and supply issues.

Finance/Admin

- ☐ Briefs administrative issues and provides financial report.

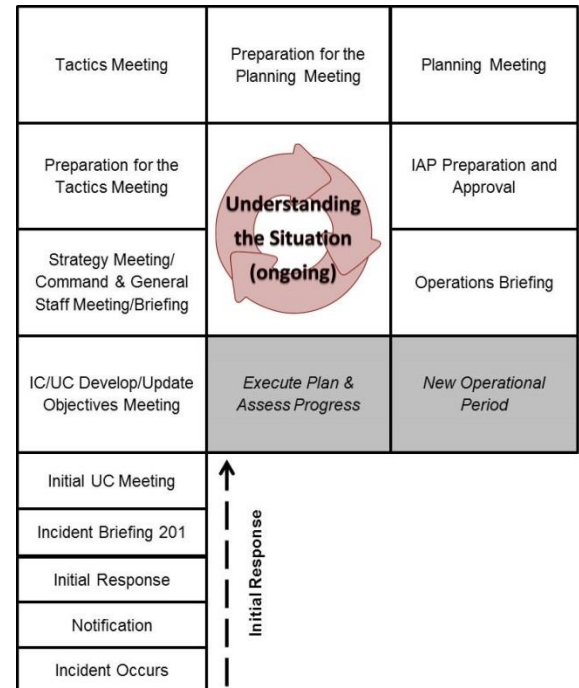
11.15 Assess Progress

Assessment is a continuous process to help adjust current operations and help plan for future operations. Following the briefing and shift change, all Command and General Staff Section Chiefs will review the incident response progress and make recommendations to the IC/UC in preparation for the next IC/UC Objectives Meeting. This feedback/ information is continuously gathered from various sources, including Field Observers, responder debriefs, stakeholders, etc.

When: Continuous throughout the operational period.

Facilitator: IC/UC and Section Chiefs

Duration: Transition period as determined by the Planning Section meeting schedule.



11.15.1 Duties

Command

- ☐ Monitors on-going incident management activities.
- ☐ Evaluate prior decisions, direction, priorities, and task assignments; consider best response practices.
- ☐ Receive periodic situation briefings.
- ☐ Encourages Command and General Staff to get out of the ICP and view firsthand the areas of the incident they are supporting.

Operations

- ☐ Direct the implementation of the IAP.
- ☐ Monitors on-going incident operations and makes strategic and tactical changes as necessary.
- ☐ Measures/ensures progress against assigned operational objectives.
- ☐ Debriefs personnel coming off shift
- ☐ Briefs Command and Planning on accomplishments, issues and concerns on a scheduled basis.

Planning

- ☐ Ensures on-going operational information is being collected and documented.
- ☐ Measures/ensures progress against stated objectives.
- ☐ Develops new/revised incident objectives and provides to IC/UC.
- ☐ Maintain up to date Situation Status Display.
- ☐ Debriefs personnel coming off shift
- ☐ Ensures appropriate documentation of incident.

Logistics

- ☐ Ensures on-going and future operations are provided support and services.
- ☐ Maintain interaction with Command and General Staff and external logistical contacts

- ☐ Evaluates logistical support effectiveness; modify to enhance operations.

Finance/Admin

- ☐ Monitors ongoing operations to ensure accurate and timely administrative and financial reporting.
- ☐ Maintain interaction with Command and General Staff and external financial contacts

Command Staff

- ☐ Review the incident response progress; note recommendations for the IC/UC in preparation for the next IC/UC Objectives Meeting.
- ☐ SO monitors ongoing operations and corrects unsafe practices; evaluates effectiveness of the Incident Action Plan Safety Analysis (ICS 215a) and Site Health and Safety Plan.
- ☐ PIO evaluate media effectiveness and adjust Media Plan as appropriate to meet IC/UC objectives and/or guidance.
- ☐ LO maintains communication channels and addresses any issues or concerns of participating and affected stakeholders and Indigenous communities.

11.16 Special Purpose Meetings

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

11.16.1 UC Plan Review Meeting

Rather than a formal meeting, this is a period of time to allow members of the ICP an opportunity to have IC/UC review various plans under development. This period of time can be used to approve supporting incident plans and plans which may have changed due to evolving incident circumstances.

11.16.2 Business Management Meeting

The purpose of this meeting is to develop and update the Business Management Plan for finance and logistical support. The agenda could include documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees normally include: Finance/Administration Section Chief (FSC), Cost Unit Leader, Procurement Unit Leader, LSC, SUL, and DOCL.

11.16.3 Agency Representative Meeting

This meeting is held to update agency representatives and ensure that they can support the IAP. It is most appropriately held shortly after the Planning Meeting in order to present the IAP for the next Operational Period. It allows for minor changes should the plan not meet the expectations of the Agency Representatives.

11.16.4 Media Briefing

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

11.16.5 Technical Specialist Meeting

Meetings to gather THSP input to IAP, held shortly after the Planning Meeting to gather information for the IAP.

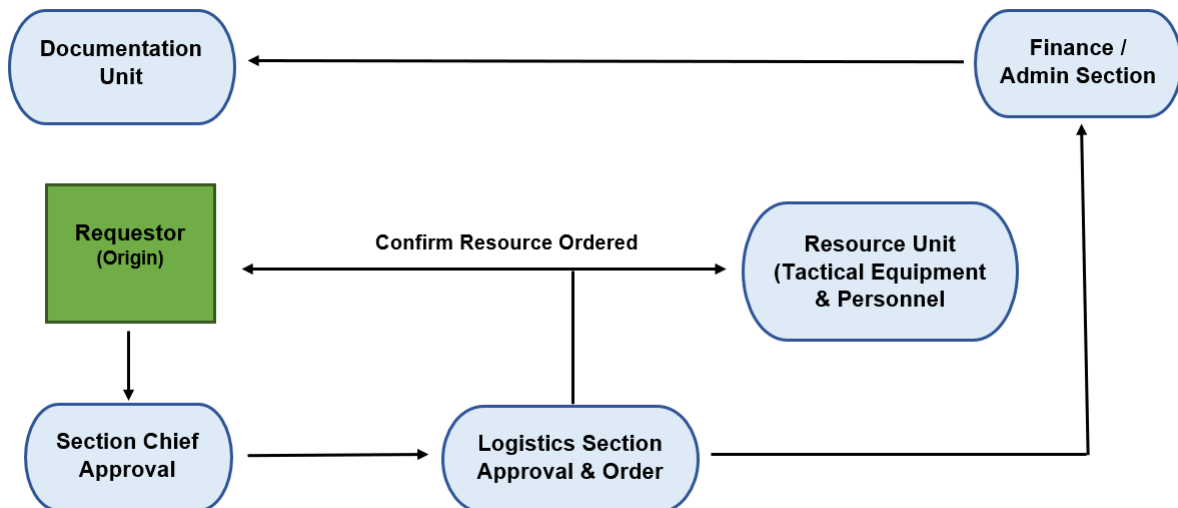
11.16.6 Demobilization Planning Meeting

This meeting is held to gather functional requirements from Command and General Staff that would be included in the incident Demobilization Plan. Functional requirements would include: safety, logistic, and fiscal considerations, as well as release priorities that would be addressed in the plan. Attendees normally include: Command, OPS, PSC, LSC, FSC, LO, SO, IO and Demobilization Unit Leader (DMOB). The DMOB then prepares a draft Demobilization Plan to include the functional requirements and distributes to Command and General Staff for review and comment.

12.0 PROCEDURES AND TOOLS

12.1 Resource Request Process

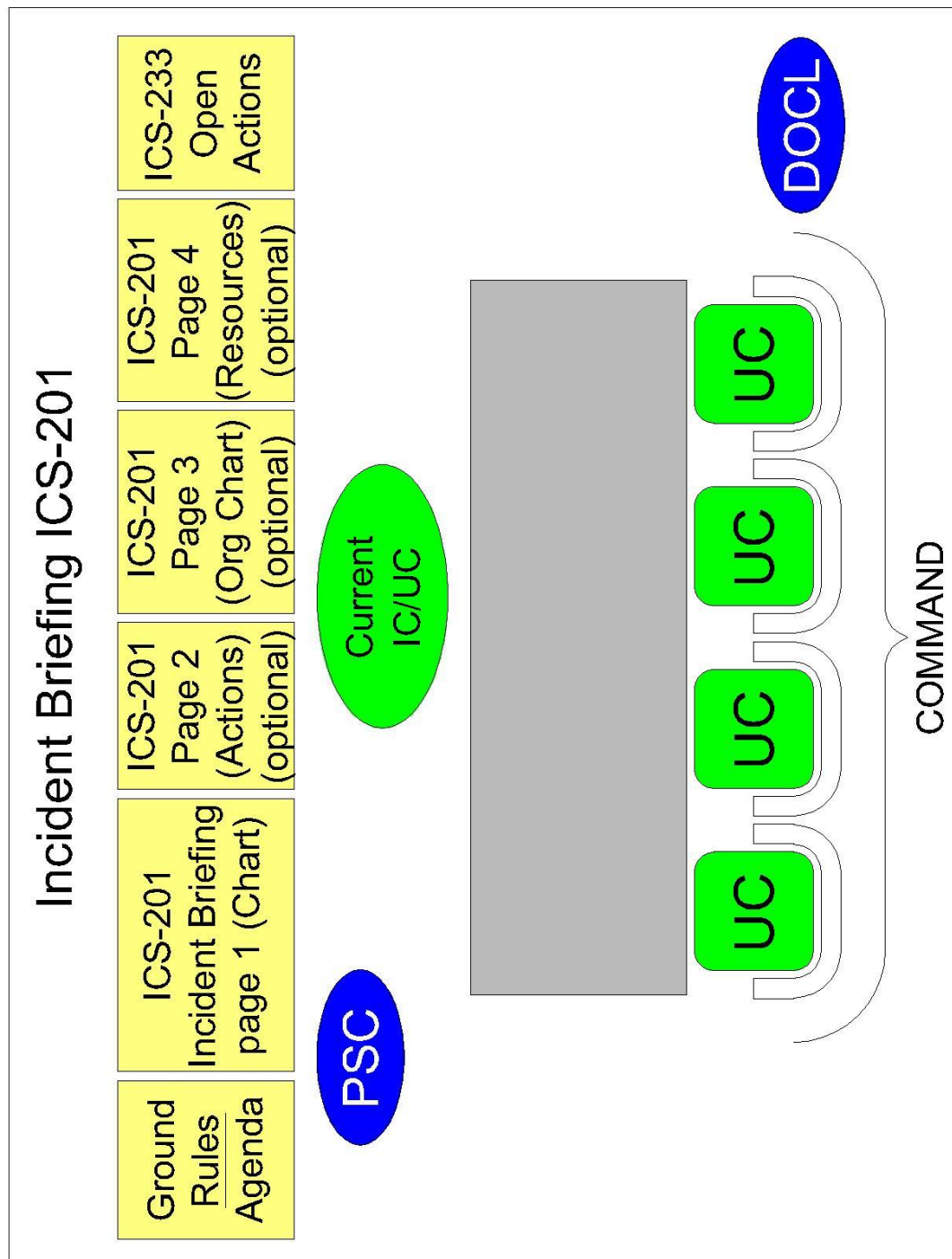
- ☐ All Resource Requests must be completed using the digital Purchase Order (PO) Form in Excel (see [Emergency Tool Kit](#) Forms Section).
- ☐ A Section Chief (or Deputy) MUST sign off on the form before it is submitted to Logistics.
- ☐ Any single order over the spending limit imposed by the Incident Commander (IC) will be signed off by the Responsible Party Incident Commander (RPIC).
- ☐ Once the Logistics Section has received a PO form from the Requestor, they will clarify and confirm the details of the order with the Requestor and then procure the resources. Once placement of the order has been completed, Logistics will issue a confirmed order copy of the PO form to the following;
 - Finance/Admin Section for payment and processing
 - Resource Unit to ensure tracking of any ordered tactical resources (equipment and personnel)
 - Original Requestor to confirm that the order has been placed and the estimated ETA
- ☐ Once Finance/Admin have completed processing the order they are to provide a copy of the PO Form to the Documentation Unit to ensure that it becomes part of the incident record.



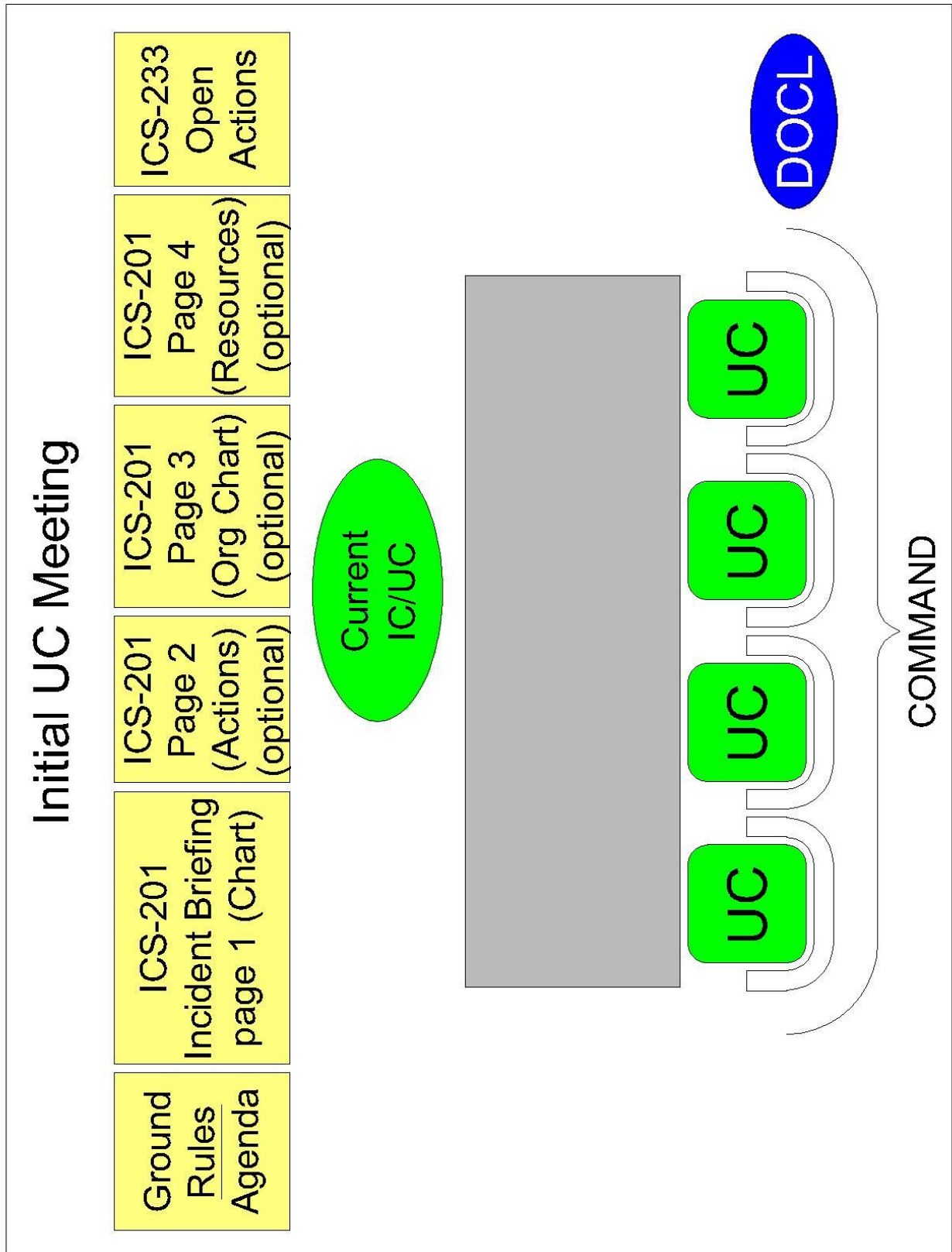
12.2 Meeting Room Layouts

Meeting layouts show ideally how a meeting room should be prepared. The meeting rooms should be properly arranged prior to the meeting and all attendees should be properly notified, prepared and available for the meetings.

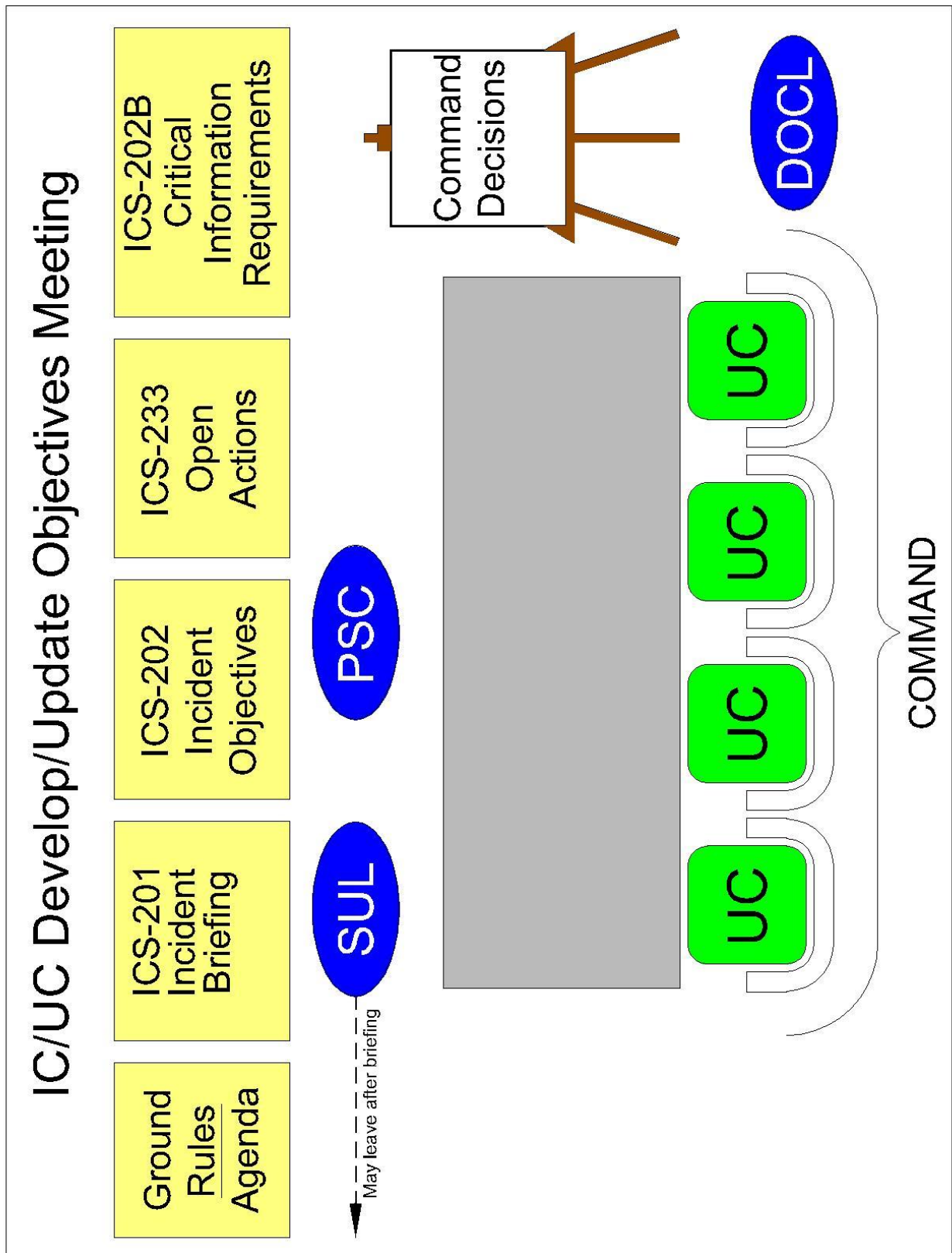
12.2.1 Incident Briefing (ICS 201)



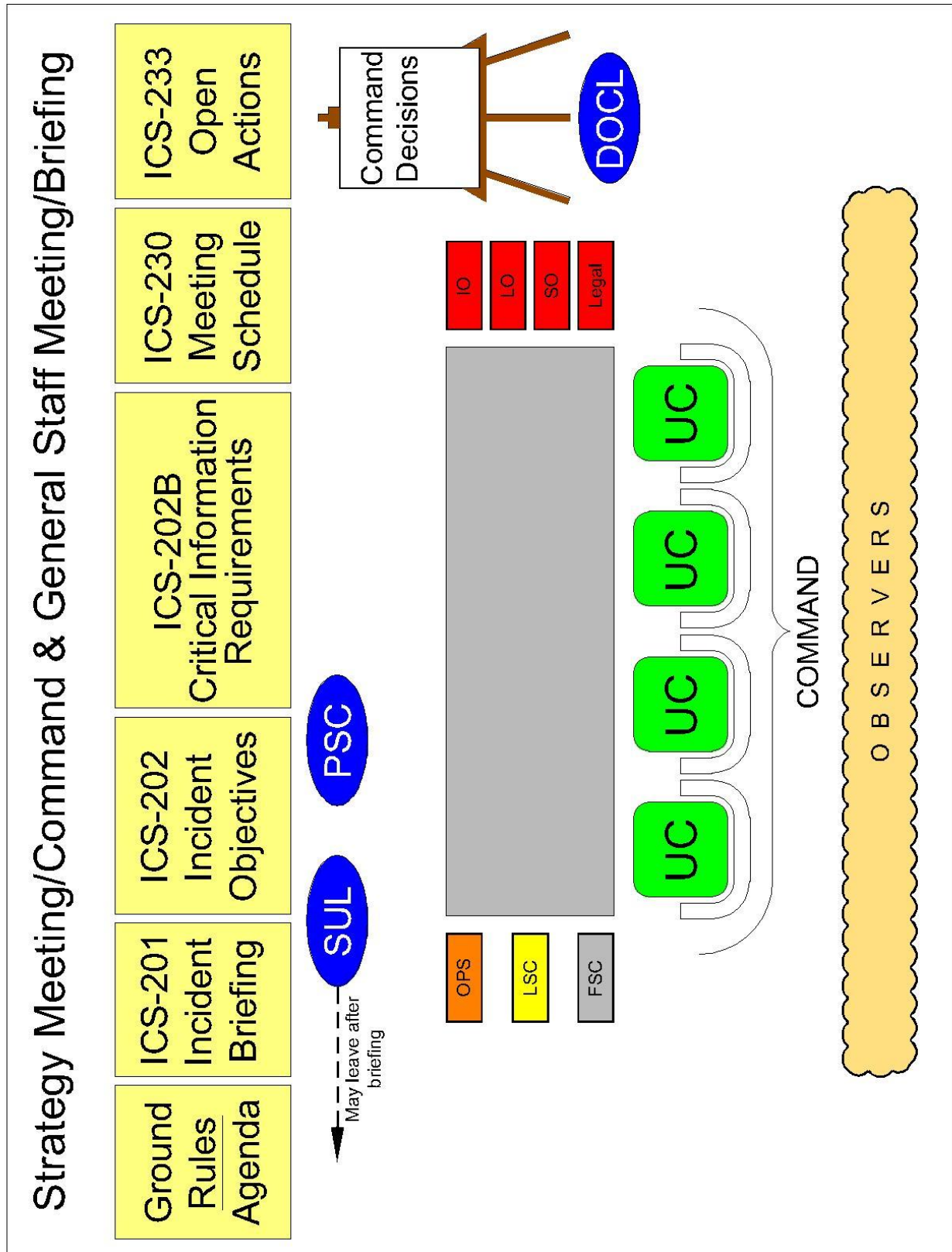
12.2.2 Initial Unified Command Meeting



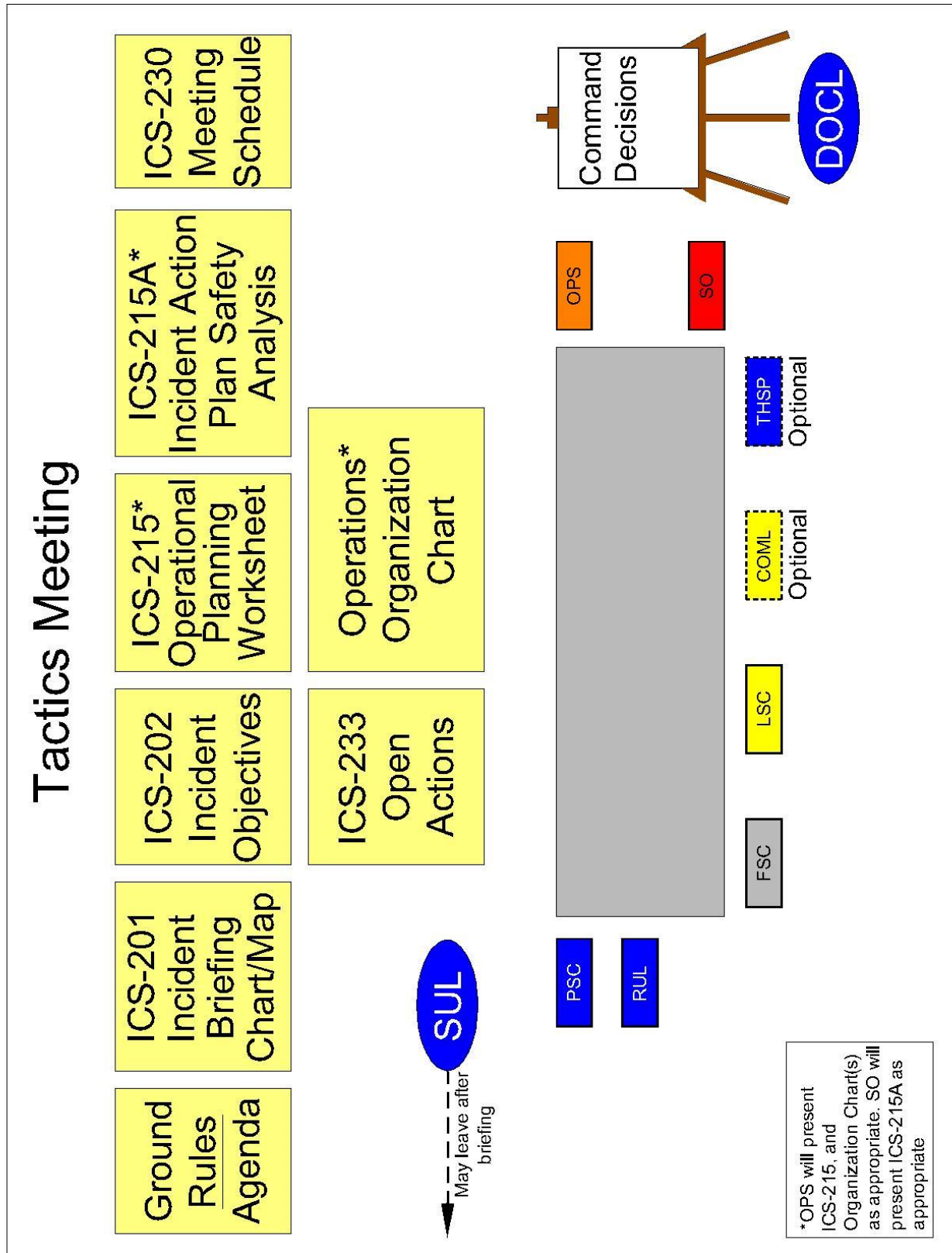
12.2.3 Incident Commander and Unified Command Develop/Update Objectives Meeting



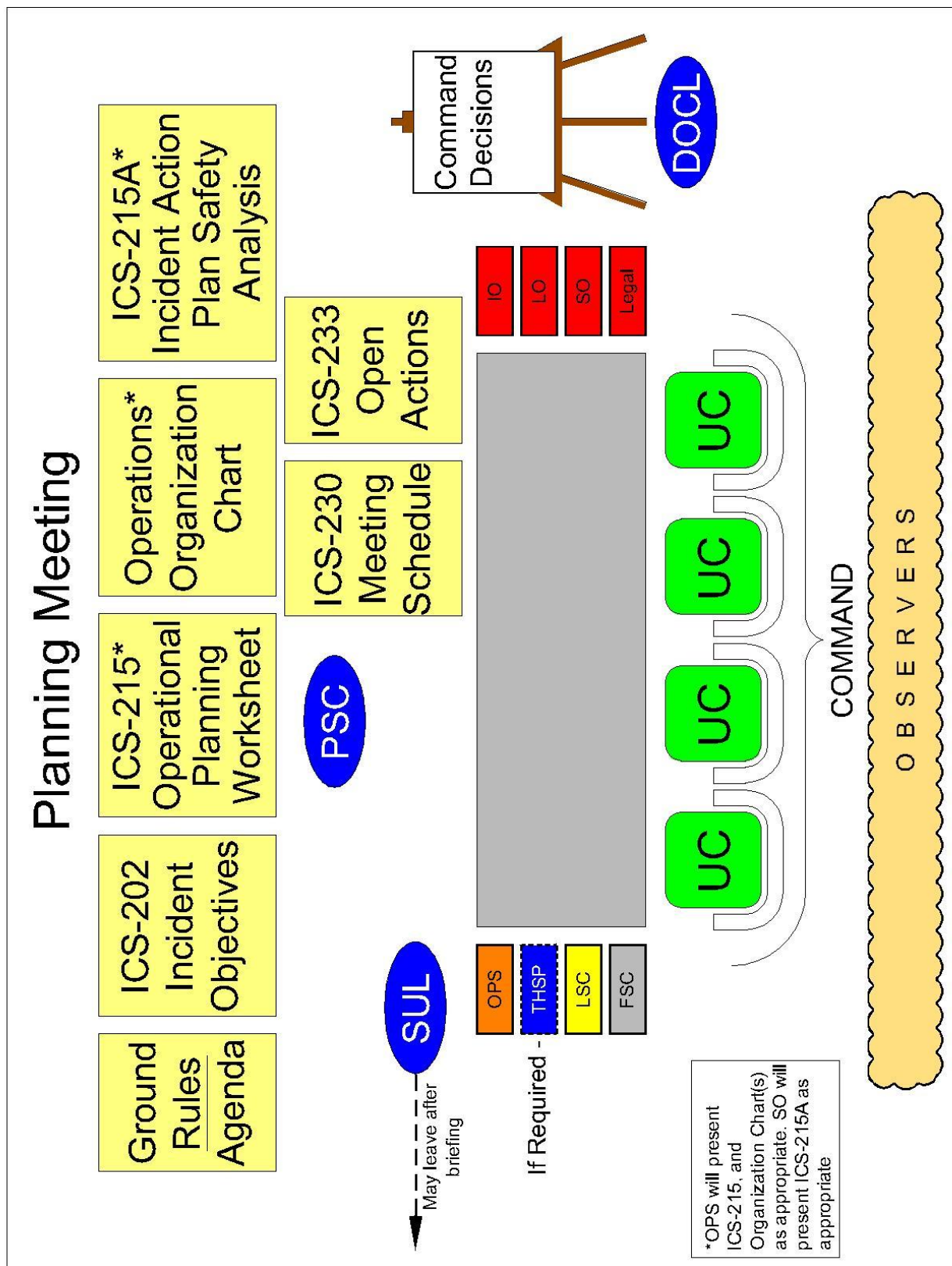
12.2.4 Strategy Meeting or Command and General Staff Meeting/Briefing



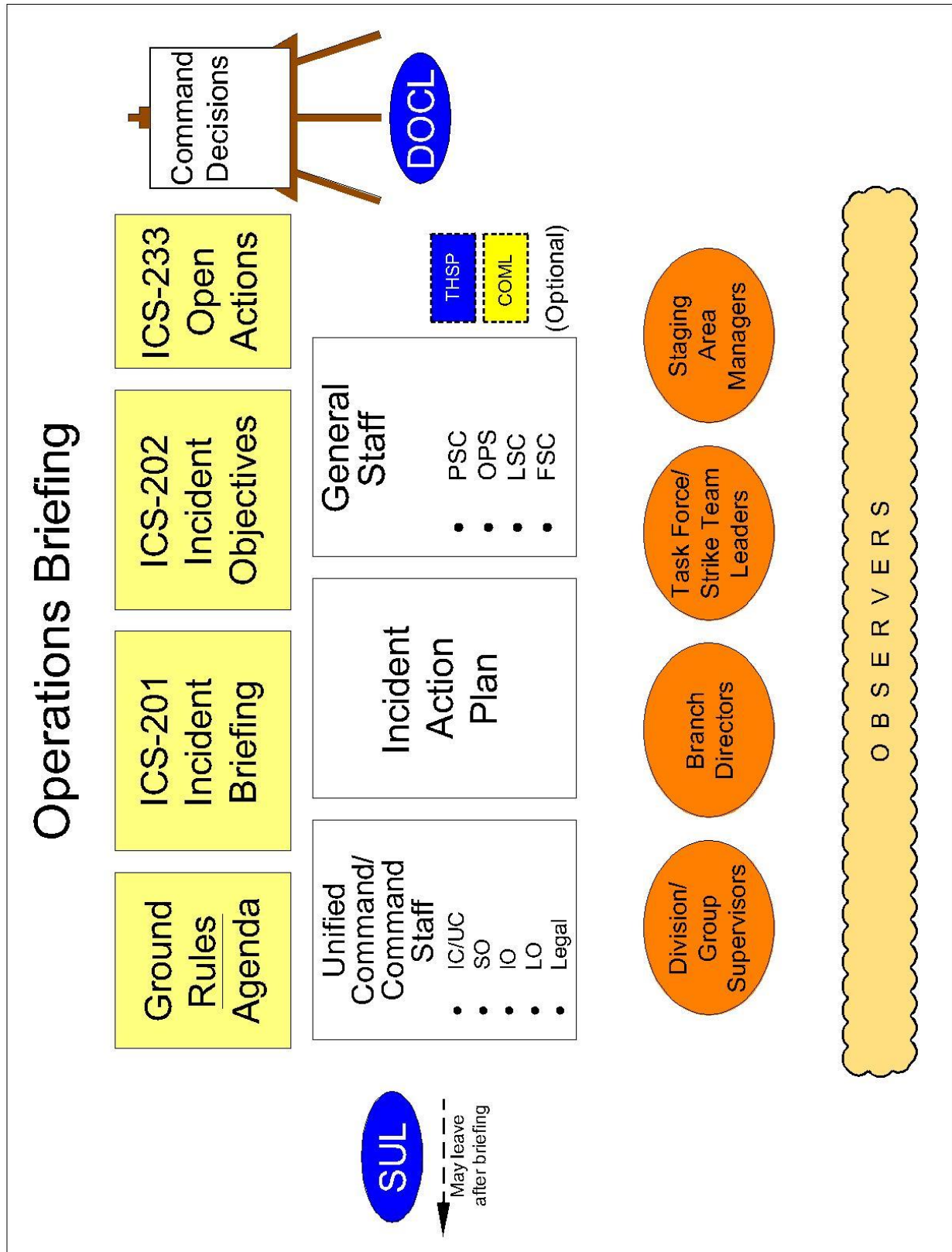
12.2.5 Tactics Meeting



12.2.6 Planning Meeting



12.2.7 Operations Briefing



12.3 Incident Naming Procedure

The following procedure will be used when naming Trans Mountain incidents. This naming convention must be followed by all entities supporting the response and shall be used on official incident documentation and/or ICS Forms as required.

12.3.1 Initial Incident Naming

- An official Incident Name will be determined by Trans Mountain's Incident Commander once the initial Incident Command Post is established.
- The Incident Name will be comprised of the following;
For a pipeline incident:

- Line number (Line 1 or Line 2) + KP number + Geographic Identifier + Associated Hazard (e.g. Release, Washout, Wildfire)

For a facility incident:

- Name or Station Name or Tank Number + Associated Hazard (e.g. Release or Fire)

Note: Do not reference the Company Name (Trans Mountain), the cause of the incident, or the involved product in the Incident Name.

- During the Initial Unified Command Meeting members of Unified Command will confirm the official Incident Name.

12.3.2 Incident Name Change

- If the original Incident Name is no longer suitable and a name change is required, the decision to rename the incident will be made by Unified Command or the Trans Mountain Incident Commander.
- In the event of a name change the Unified Command/Incident Commander is responsible for ensuring that all Command & General Staff members are notified promptly.

12.4 Critical Information Requirements

Critical Information Requirements (CIRs) are a comprehensive list of information requirements that the IC/Unified Command (UC) has identified as critical to facilitate timely decision making. These are determined in the Initial UC Meeting. Short descriptions are to be recorded on a CIR Form (ICS 202b) and the fully actionable CIRs should be documented on the Incident Open Action Tracker (ICS 233). A fully actionable CIR should contain the following information;

- ☐ What is to be reported?
- ☐ When should this information be reported?
 - Immediately or when practicable.
- ☐ 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?

12.4.1 Immediate Reporting Thresholds

Should any of the following issues occur, the IC(s) and UC are to be notified immediately;

- ☐ Death or injury (requiring hospitalization) of a responder.
- ☐ Any fatalities to the civilian population as a result of the incident.
- ☐ Egregious/inappropriate behaviour by a responder.
- ☐ Anytime there is a major shift in operations that significantly deviates from planned operations.
- ☐ Anytime the Safety Officer (SO) shuts down operational activity due to a safety issue.
- ☐ Any intelligence assessment that indicates a threat to the public or responders.
- ☐ Any external impact that could negatively impact the overall response efforts (e.g., new incident that is competing for the same resources).
- ☐ First wildlife impact of oil.
- ☐ First water impact of oil.
- ☐ Interagency issues that cannot be resolved at the Section Chief level.
- ☐ Negative special interest perceptions of response operations.
- ☐ Negative political implications.
- ☐ Negative media coverage.
- ☐ Security/protest incidents.

12.4.2 Tracked Reporting Thresholds

All of the following issues and elements of information are to be tracked and reported to UC when practicable or on a pre-determined time frame;

- ☐ Accountability of personnel.
- ☐ Damage to infrastructure.
- ☐ Fatalities/injuries.
- ☐ Equipment losses.
- ☐ Critical infrastructure/key resources.
- ☐ Environmental Resources at Risk (RAR).
- ☐ Culturally sensitive impacts/concerns.
- ☐ Political and Stakeholder interests/concerns.
- ☐ Media interests/concerns and social media trends.

12.5 Incident Facilities

Only those facilities needed for any given incident will be activated.

12.5.1 Incident Command Post

The Incident Command Post (ICP) is the location from which the IC(s) oversee all incident operations. There is only one ICP for each incident or event. Every incident or event must have some form of an ICP. The area specific Emergency Response Plans (ERPs) list potential locations for the ICP for each area in which Trans Mountain operates. Some common requirements for an effective ICP are:

- The ICP should be large enough to provide adequate working room for assigned personnel;
- The ICP should contain situation and resource status displays necessary for the incident, and other information necessary for planning purposes and be marked by a banner, sign or green light;
- Agency Representatives are normally located at the ICP;
- Position the ICP outside of the present and potential hazard zone;
- Have the ability to expand as the incident grows;
- Have the ability to provide security and to control access to the ICP as necessary; and
- Announce ICP activation and location via radio or other communication so all appropriate personnel are notified.

12.5.2 Staging Areas

Staging Areas are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. There may be more than one Staging Area at an incident. Each Staging Area will have a Staging Area Manager who reports to the Operations Section Chief (OPS). Trans Mountain maintains Geographic Response Plans (GRPs) for all operations; the GRPs provide the location and directions to all pre-identified staging areas.

12.5.3 Base

A Base is the location from which primary service and support activities, such as feeding and resupply, are performed. Not all incidents will have a Base. There will be only one Base per incident.

12.5.4 Camp

A Camp is a temporary location within the general incident area which is equipped and staffed to provide sleeping, food, water and sanitary services to incident personnel. There may be one or more camps, and different types of camps, depending on the needs of the incident.

12.5.5 Helibase

A Helibase is the location from which helicopter-centred air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fuelling and maintenance.

12.5.6 Helispots

Helispots are more temporary facilities used for loading and unloading personnel and cargo. Large incidents may require more than one Helibase and several Helispots.

12.6 Incident Resources

ICS resources can be factored into two categories:

- **Tactical Resources** are personnel and major items of response equipment available or assigned to the Operations Section. They are the primary concern to the Resources Unit
- **Support Resources** include all other resources required to support the incident.

Resources are described by two terms; **kind** and **type**.

- The **kind of resource** describes what the resource is. For example helicopter, shoreline crew, tanker truck, and bulldozer are all “kinds” of resources.
- The **type of resource** describes a capability for that kind of resource. Many tactical resources, such as helicopters, will have a wide variety of capabilities and uses. The various kinds of resources used for ICS applications should be “typed” whenever possible.

12.7 Resource Status Conditions

All tactical resources at an incident will be assigned to one of the three following status conditions:

- **Assigned:** Assigned resources are working on an assignment under the direction of a Supervisor.
- **Available:** Available resources are assembled, have been issued their equipment, and are ready for deployment. Available resources are located at one of the staging areas.
- **Out-of-Service:** Out-of-service resources are not ready for available or assigned status.

When a resource status changes or changes location a Status Change Form (ICS 210) should be completed to record the change.

12.8 Utilizing/Organizing Resources

There are three ways of organizing resources at an incident:

12.8.1 Single Resources

Single Resources are individual personnel, single pieces of equipment (with or without operator), or a crew of individuals with an identified work supervisor. A single resource is often the most common way of using initial resources on an incident.

12.8.2 Task Forces

Task Forces are any combination and number of single resources (within span-of-control limits) assembled for a particular tactical need. Task Forces may be:

- A mix of different kinds of resources, or
- The same kind but different types of resources.

12.8.3 Strike Teams

Strike Teams consist of resources that are of the same type and kind. They are a good way to organize multiple Single Resources that share the same characteristics.

12.9 Microsoft Teams

Trans Mountain Emergency Management has developed an MS Teams based Incident Support Platform (ISP) that enables certain IMT members to support response operations remotely. While the majority of the IMT will be situated out of a physical command post, the digital platform enables technical specialists and contractors to support response efforts during the initial phase of the incident. Access to the ISP is controlled through direct invitation from Trans Mountain Emergency Management for security purposes. The ISP may be established to support activities occurring within the primary physical ICP but will not act as a substitute.

12.9.1 ICP Channels

Channels are set up based on the ICS Organizational Structure which allows members of the IMT to communicate and collaborate directly in an online platform (i.e., Incident Command, Liaison Office, Operations Section, Documentation Unit etc.). Standard tabs within each channel include:

- **Posts:** Used for posting messages, documents, and announcements. Specific users can be tagged within a message and will be notified right away of actions or important information.
- **Files:** Pertinent files or ICS forms can be added to the Files section of each channel. Files can be jointly worked on and edited by members of that Section and are easily accessible by the Documentation Unit.

Note: Additional tabs can be added by team members as needed.

12.9.2 General Channel

The “General” channel is used for communicating relevant information to all IMT members involved in the response. Standard tabs within the General Channel include:

- **Posts:** For posting messages, key announcements and community files like the 211p sign-in sheets (files and images can be attached). Specific users can be tagged within a message.
- **Situation Wall:** Digital version of the Incident Status Display (ISD) maintained by the Situation Unit Leader (SUL). Refer to *Section 12.10 Incident Status Display* for detailed information on ISD purpose, contents, and layout.
- **Common Operating Picture:** Interactive mapping tool providing members of the IMT with enhanced situational awareness of ongoing response operations. Information displayed within the COP includes but is not limited to Trans Mountain pipeline routes, facilities, Kilometre Posts (KPs), Divisions, Staging Areas, Air Ops bases, field photos, and other information that responders may find useful.
- **Wiki:** Smart-text editor where all added users can draft documents, track notes, share ideas, edit, and chat at the same time.

12.9.3 Communication via Microsoft Teams

Microsoft Teams allows for responders to communicate and meet with one another no matter where they are located (if the location has Wi-Fi or sufficient cell data coverage). IMT members can communicate using their desktop, laptop, or cell phone via the following methods:

- Adding messages within the “Posts” tab within a Channel.
- Direct call and/or video chat to a responder.

12.10 Incident Status Display

The collection and display of information about an incident and the nature and status of response operations is a critical aspect of establishing and maintaining a command-and-control environment and it should promote effective and efficient communications.

The IMT utilizes a digital Incident Status Display (ISD) within the MS Teams to virtually depict current incident information. The Situation Unit is tasked with managing this content and ensuring that it remains up to date. Information to be posted to the ISD must run through the Situation Unit Leader prior to being posted. A sample depiction of a virtual ISD is provided in *Section 12.10.1*. Note that content displayed within the ISD will be determined by the specifics and nature of each incident.

To help support overall awareness within the ICP, the Situation Unit may also choose to display specific ICS forms, supporting maps and/or other plans using a physical board. This should be confirmed with both the Planning Section Chief and Unified Command prior to being established. For continuity purposes, it is imperative that information displayed on any physical board within the ICP match what is posted on the virtual ISD, and vice versa. The Situation Unit must therefore determine a process for maintaining both sets of information. If a supporting physical ISD is established, it should be situated in a highly visible and easily accessible location, ideally in close proximity to both the Planning and Operations Sections.

Although an ISD is established and maintained by personnel in the Planning Section (Situation Unit), it belongs to everyone in the ICP. To the extent in which the ISD contains information about activities underway in other Sections, it is the obligation of appropriate personnel in those Sections to work with the Situation Unit to ensure information posted in the ISD is accurate and up to date. It is likewise the responsibility of the Situation Unit to seek out sources and establish paths and schedules for needed information.

12.10.1 Virtual Incident Status Display - Sample

Current Incident Status

+ Add task

Unified Command

☐ Name of Incident:

Trans Mountain Cemetery Creek Crude Oil Release

Unified Command

☐ Operational Period

0700 to 0700

Unified Command

☐ Critical Information Requirements

--Open this task to see ALL CIRs--

i. Any injuries above minor first aid

ii. Significant change in scope of response efforts (eg. Loss of containment/major response equip....)

Planning

☐ Recvd Critical Information

CIRs received will be logged here and eventually put on the ICS-201 page 2

Planning

☐ Meeting Schedule (230)

Unified Command

Planning

IS A DRILL

Incident Summary information

+ Add task

Planning

☐ Org Chart (207)

ICS 207_Trans Moutain Worst Case Tabletop.i

Planning

☐ ICS-201 Page 2

Planning

☐ Resource tracking

Resources Track Sheet (PS Exercise 2021).xlsx

Planning

☐ Open Action Tracker (233)

Operations

+ Add task

Operations

☐ Ops Planning Worksheet (215)

Operations

☐ Situation Map Current

DRILL_PUGET_15K_SIT_MAP_1400.pdf

Operations

☐ Hot Warm Zone Map

DRILL_PUGET_HOT_WARM_1000.pdf

Operations

☐ Map at Source

Safety

+ Add task

Safety

☐ Site Health + Safety Plan (208)

_ER_Initial Site Health + Safety Plan WA Drill

Safety

☐ Medical Plan (206)

206 Medical Plan - September 21, 2021.pdf

Safety

☐ Safety Data Sheet

Puget Sound Refinery Light Blend SDS.pdf

Public Information & Liaison

+ Add task

Information

☐ Media Releases

Puget Sound_UC initial media release_appro

Information

☐ Social Media Policy

Liaison

☐ Social Media Report

Liaison

☐ Outreach Plan

Completed tasks

5

Revised: 08/2024

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12.10.2 Incident Status Display Contents

The following outlines a list of content that should be included within the ISD, the specifics of which will change with the unique elements of each incident. In addition, details pertaining to the source of the information, the frequency at which it is to be reevaluated and/or updated, and how the information is to be distributed within the ICP is delineated.

Weather, Tides & Currents

Source: Weather Observer or Internet.
Frequency: ASAP, at least every 3 hours thereafter, or as required.
Distribution: Documentation Unit, OPS, Planning Section Chief (PSC), copy for Tactics and Planning meetings.

☐ **Initial Incident Information Sheet/ Incident Report**

Source: Control Centre, Trans Mountain Duty Person, Initial IC.
Frequency: Once initially, copies ongoing.
Distribution: Documentation Unit, Legal Office (Legal), IC.

☐ **Incident Briefing Form (ICS 201)**

Description: Provides the Command and General Staff positions with the initial response information, including an incident name and description, objectives, a situation map, active resources, actions underway, current organization in place, and resources needed.
Source: Prepared by the Initial IC.
Frequency: Prepared once in the initial stages of activation and can be used as an operations plan until the first Incident Action Plan (IAP) is in place.
Distribution: Documentation Unit, Command and General Staff, and their organizations as they choose.

☐ **Incident Objectives/Strategies (ICS 202)**

Description: Prepared by the PSC outlining the initial objectives from the Unified Command (UC)/IC and revised after each Planning Meeting. Provides the basic strategy, objectives and safety considerations for the next Operational Period.
Source: PSC.
Frequency: Initially with IC/UC and then by PSC after each Planning Meeting.
Distribution: Documentation Unit, Section Chiefs, and all section supervisory personnel.

☐ **Critical Information Requirements (ICS 202b)**

Description: Prepared by UC and/or the IC(s) to provide guidelines for information prioritization and outlines the tracking of information for incident response and recovery.
Source: UC and/or the IC(s)
Frequency: Initial activation phase during the Initial UC Meeting. Reviewed and updated as required.
Distribution: Documentation Unit, Command and General Staff, and others as needed.

☐ **Incident Organization Chart (ICS 207)**

Description: Prepared by the Resources Unit with the assistance of the PSC. Describes active ICS elements and personnel staffing the positions.

Source: Resources Unit Leader (RUL). ICS 207 is usually developed from the Organization Assignment List (ICS 203).

Frequency: Initial activation phase and as organizational changes take place.

Distribution: Documentation Unit, and latest version with IAP.

☐ **Incident Radio Communications Plan (ICS 205) and Communications List (ICS 205a)**

Description: Prepared by Communications Unit Leader.

- ICS 205 – Provides the radio frequency/channel allocations down to the Division/Group level.
- ICS 205a – Provides telephone and other contact information for all personnel active in the incident.

Source: Communications Unit Leader (COML)

Frequency: ASAP in initial response phase, at the beginning of every Operational Period and as required by an organizational change.

Distribution: Documentation Unit, Complete distribution within Incident Command and UC, attached to each IAP.

☐ **Site Health and Safety Plan**

Description: Prepared by the Safety Officer (SO) as soon as possible to ensure the safety of all personnel associated with the incident.

Source: SO

Frequency: ASAP after initial response. Updated and re-issued with each IAP.

Distribution: Documentation Unit, Command and General Staff, all supervisory staff.

Note: Ensure distribution of copies to all supervisory personnel at the Section, Branch, Division, Group, and Unit Leader levels.

☐ **Incident Status Summary (ICS 209)**

Description: Prepared by Situation Unit and provides the basic information to Command and General Staff for planning the next Operational Period. Acts as a common summary of the incident for all parties.

Source: Resource Unit, Operations Section, Planning Section, and others.

Frequency: Prepared prior to each Planning Meeting or upon request by PSC or IC.

Distribution: Documentation Unit Leader (DOCL), IC, General Staff, Information Officer (IO), attached to each IAP, as requested.

Note: It is critical that the ICS 209 be commenced as soon as possible and be maintained accurately throughout.

☐ **Daily Meetings Schedule (ICS 230)**

Description: Prepared by SUL in conjunction with PSC. Outlines planned meetings, purpose, suggested attendees and scheduled times.

Source: SUL and PSC

Frequency: Initially and as schedule changes.

Distribution: Documentation Unit, Command and General Staff, all suggested attendees listed.

☐ **Meeting Summary (ICS 231)**

Description: Prepared by the administrative assistant to the facilitator of each meeting.
Source: Administrator and/or facilitator of each meeting.
Frequency: Following each meeting. SUL should contact meeting facilitator if not supplied.
Distribution: Documentation Unit, meeting attendees.

☐ **Trajectory Model**

Description: Prepared by the Modelling Technical Specialist (THSP). Develops computer model that forecasts the location, fate and effects of the spill, based on currents, winds, tides, and oil properties.
Source: Modelling THSP running suitable trajectory software.
Frequency: ASAP in the initial response phase and before every tactics and/or Planning Meeting.
Distribution: Documentation Unit, PSC, Operations Section Chief (OPS).

☐ **Resources at Risk Summary (ICS 232)**

Description: The Resources at Risk (RAR) Summary provides information about sites in the incident area which are sensitive due to environmental, archaeological, or socio-economic RAR, and identifies incident-specific priorities and issues.
Source: The Environmental Unit Leader (EUL), with input from Science Table, will complete this form for each Operational Period. It should be updated prior to the Planning Meeting.
Frequency: ASAP during the initial response, and before each Planning Meeting for the next Operational Period.
Distribution: Documentation Unit, PSC, OPS, IO, may be attached to IAP.

☐ **Media Releases**

Description: Prepared by IO in conjunction with the IC, UC or Joint Information Centre (JIC)/Public Information Office (PIO).
Source: IO.
Frequency: Determined by IO in consultation with IC.
Distribution: Documentation Unit, Command Staff and General Staff.

☐ **Overflight Map**

Description: Prepared by the field observer reporting to SUL. Relates latest visual status of incident to SUL for analysis and display.
Source: Field Observer or OPS
Frequency: ASAP in initial response phase, and scheduled updates to meet the Planning Meeting and IAP development.
Distribution: Documentation Unit, SUL, PSC, IAP attachment.

☐ **Situation Map**

Description: Prepared by SUL and PSC to display the latest information on the incident and resource locations.
Source: SUL with input from Section Chiefs, RUL, observers, and Mapping/Geographic Information System (GIS) THSPs.
Frequency: ASAP in initial response phase, and before each Tactics & Planning Meeting.
Distribution: Documentation Unit, Section Chiefs, attached to IAP.

□ Division Map

- Description: Prepared by SUL and Mapping/GIS THSP to display the latest information on the geographical breakdown of operational Divisions and Groups.
- Source: SUL, with input from OPS.
- Frequency: Commenced ASAP in initial response phase by OPS. Updated before each Tactics & Planning Meeting.
- Distribution: Documentation Unit, Command, Section Chiefs, attached to IAP.

□ General Information

- Description: Prepared by SUL to display general information not otherwise captured on the ISD. At the very least, it will show the current level of emergency.
- Source: As required.
- Frequency: As required.
- Distribution: As required.

□ Fate and Effects Models

- Description: Prepared by the Modelling/GIS THSP to display the latest mass balance information and predictions.
- Source: Modelling/GIS THSP running National Oceanic Atmospheric Administration's (NOAA's) Automated Data Inquiry for Oil Spills (ADIOS) program and/or other models.
- Frequency: ASAP in initial phase and as new information becomes available.
- Distribution: Documentation Unit, and Section Chiefs.

□ Incident Action Plan

- Description: The IAP contains general control objectives reflecting the overall incident strategy and specific action plans for the next Operational Period. When all attachments are included, the plan:
- Specifies objectives for the next Operational Period;
 - Defines the Assignment Lists (ICS 204) for the next Operational Period, including extracts of site-specific safety messages;
 - (Note: the Site Health and Safety Plan is generally a stand-alone document and is not included in the IAP).
 - Defines resources needed to accomplish the plan;
 - Depicts how response personnel will be organized;
 - Lists radio and telephone communications for all incident personnel;
 - Specifies a medical plan to follow in case of a responder emergency; and
 - Identifies RAR.
- Source: The Planning Section compiles the IAP, with input and assistance from the Operations Section. The IAP is to be completed following each Planning Meeting. The IAP should be approved and signed by each member of UC.
- Frequency: ASAP following the initial response phase and once every Operational Period thereafter.
- Distribution: Sufficient copies of the IAP will be reproduced and distributed to all supervisory personnel at the Section, Branch, Division/Group, and Unit Leader levels. The original IAP MUST be given to the Documentation Unit.

12.11 Situation Map Contents

Depending on the incident specifics, listed here are types of information/sites that may need to be displayed on the situation map.

- ☐ Response resources:
 - Boom.
 - Oil spill response vessels.
 - Skimmers.
 - Storage tanks/barges.
 - Task Forces/Strike Teams.
 - Division/Group assignments.
- ☐ Facilities:
 - ICP.
 - Incident Base.
 - Staging Areas.
 - Camps (lodging).
 - Transport centre.
 - Medical facilities.
 - Decontamination (decon) stations.
 - Helibase/Helisport.
- ☐ Response sites:
 - Hot/Warm/Cold Zones.
 - Initial Isolation Zone
 - Protective Action Zone
 - Environmental sites.
 - Socio-economic sites.
 - Historical/Cultural (H/C) areas.
 - Hazardous areas.
 - Intakes/outfalls.
- ☐ Public facilities:
 - Marinas.
 - Schools.
 - Hospitals/nursing homes.
 - Boat ramps.
 - Parks.
 - Roadblocks/detours.
- ☐ Consistent symbology between maps.
- ☐ Accurate legend that includes all items on the map.
- ☐ Aerial photography/satellite imagery, if available.
- ☐ Data returned from the field including Global Positioning System (GPS) data.

12.12 Emergency Response Plans

Trans Mountain has a number of ERPs (may also be referred to as Emergency Response Plans and/or Contingency Plans) for its pipelines and facilities. The area specific plans describe the types of emergencies, response strategies, tactics, health and safety, local response organizations, regulatory requirements, and additional duties for each responder that may be required specific to the operating area. It is important for each responder to check the plan for any detailed information that may be required during an emergency, or information that could be useful during an emergency, such as environmentally sensitive areas, routing, facility layout, regulatory contacts, etc. The plans that Trans Mountain currently maintains are:

- Trans Mountain Pipeline ERP
- Terminals ERP
 - Including Edmonton Terminal, Kamloops Terminal, Sumas Terminal and Burnaby Terminal
- Westridge Marine Terminal ERP
- Trans Mountain Pipeline (Puget Sound) ERP

12.13 Geographic Response Plans/Field Guides

In addition to the ERPs, Trans Mountain maintains Geographic Response Plans (GRPs) which show the pipeline routing information, along with Control Point locations. Control Points are predetermined access locations for either staging, access to specific sites for response, or both. Puget Sound utilizes a Field Guide format, rather than the GRP, to provide this information. For Westridge Marine Terminal, this information can be found within the ERP.

12.14 Media Briefing Tips

- ☐ Prepare. Know the facts. Develop 2-3 key messages and deliver them. Anticipate tough questions. If possible, try to get an idea of subjects and direction of the interview.
- ☐ Be concise. Give 10-20 second, simple answers, and when you're done, be quiet.
- ☐ Be honest, personable, professional, presentable (remove sunglasses and hats).
- ☐ Look at the reporter, not the camera.
- ☐ Ensure media are escorted and wearing Personal Protective Equipment (PPE) when going to hazardous sites.
- ☐ Ensure Information Officer and Liaison Officer are aware of all media visits.
- ☐ Ensure all media messages have been approved by UC prior to delivery.
- ☐ NEVER talk "off the record", exaggerate, or try to be cute or funny.
- ☐ DON'T guess or speculate or say "no comment". Either explain why you can't answer the question or offer to track down the answer.
- ☐ DON'T disagree with the reporter. Tactfully and immediately clarify and correct the information.
- ☐ DON'T speak for other agencies or offices; or use jargon or acronyms.

Note: Only authorized individuals may speak to the media and must be media trained.

12.15 Notice to Airmen

A Notice to Airmen (NOTAM) is an aviation notice distributed by means of telecommunication containing information concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel concerned with flight operations.

In the event of a hazardous release into atmosphere of natural gas and/or toxic material contact your local NAV Canada Flight Information Centre (FIC) or U.S. Federal Aviation Administration (FAA). Be prepared to provide the following information:

- Location of the release (including coordinates),
- Direction of movement of the plume (if available); and
- Altitude of the plume (if known).

Utilize the below telephone numbers based upon the incident location;

1-866-541-4101 Kamloops FIC

1-866-541-4102 Edmonton FIC

1-877-487-6867 United States Federal Aviation Administration

*Provide additional details to your local NAV Canada FIC/ U.S. FAA as required.

12.16 Notice to Mariners

A Notice to Mariners (NOTMAR) informs mariners of important navigational safety matters. NOTMAR is a continuous means employed by the Coast Guard to promulgate information required by the master, pilot or person in charge of the navigation of a vessel, as well as other interested parties. The NOTMAR contains the necessary information to ensure that nautical charts, Sailing Directions, List of Lights, Annual Edition of Notices to Mariners, and Radio Aids to Marine Navigation publications are kept up-to-date. Mariners are also informed of the enactment of regulations and the establishment of procedures governing vessel entry into and transit in National Waters.

In the event of a hazardous release into marine waters of natural gas and/or toxic material contact your local Canadian Coast Guard or US Coast Guard. Be prepared to provide the following information:

- Location of the release (including coordinates),
- Direction of movement of the plume (if available); and
- Nature of the release (if available).

Utilize the below telephone numbers based upon the incident location;

1-800-889-8852 Western Regional Office Canadian Coast Guard

1-800-424-8802 United States Coast Guard National Response Center

*Provide additional details to your local Canadian Coast Guard/ U.S. Coast Guard as required.

12.17 Navigational Warnings

Navigational warnings (NAVWARNs) is a Government of Canada tool with a purpose of providing boaters in navigable waters (both fresh and salt) with information about changes to navigational aids and current marine activities or hazards, such as deployed boom. NAVWARNs that are reported to the Regional NAVWARN Issuing Desk will be broadcast by Marine Communications and Traffic Services Centre, and the NAVWARN website to inform boaters of the urgent warnings and will remain in effect until cancelled or until covered by a NOTMAR.

In the event of a hazardous release of natural gas and/or toxic material, and/or set up of booms in marine and/or navigable waters, contact the regional NAVWARN issuing desk. Be prepared to provide the following information:

- ☐ Location of equipment deployed within the water (e.g. booms)
- ☐ Nature of the release (if available).

Contact the Western Region- Prince Rupert MCTS Centre at:

Telephone: 250-627-3070

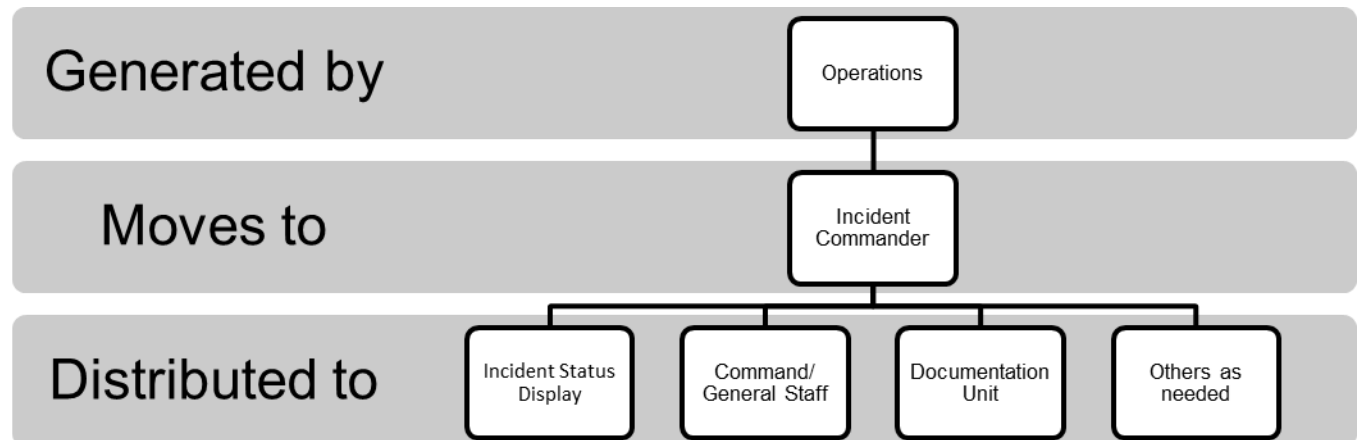
Email: NAVWARN.MCTSPrinceRupert@innav.gc.ca

12.18 ICS Forms

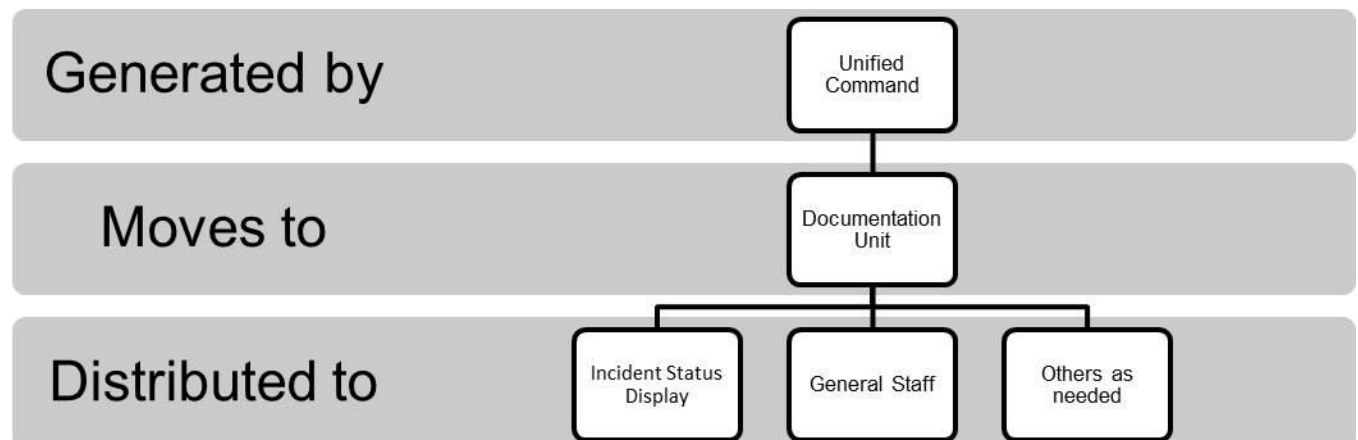
There are a number of ICS forms and Trans Mountain specific incident forms. These forms can be located in hardcopy inside the Documentation Go-box or in digital format at: under “Emergency Management Documents” or in [Emergency Tool Kit](#). They will also be available in the Go-box in digital form on a USB key.

12.19 ICS Form Distribution/Flow

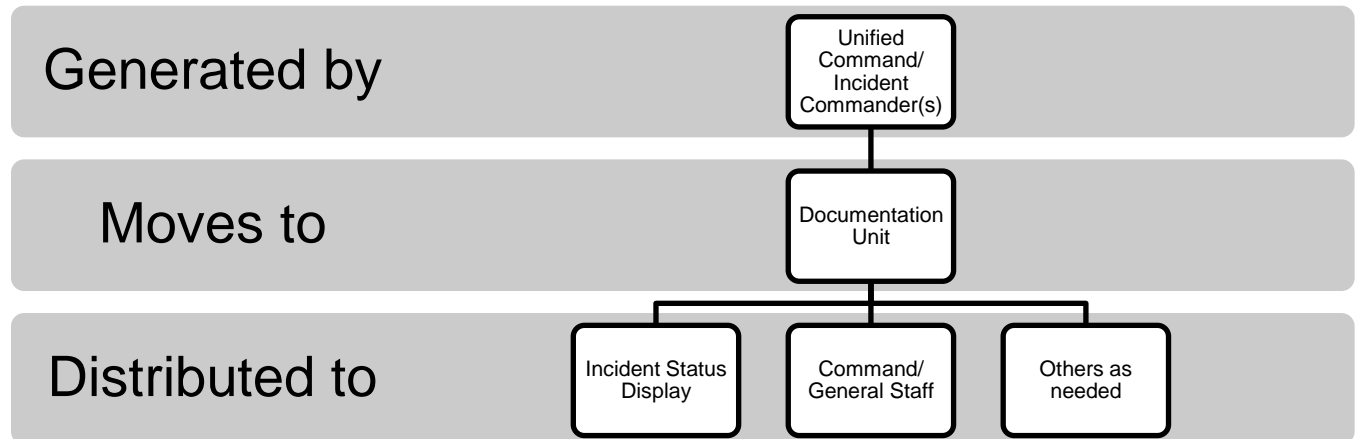
12.19.1 Incident Briefing (ICS 201)



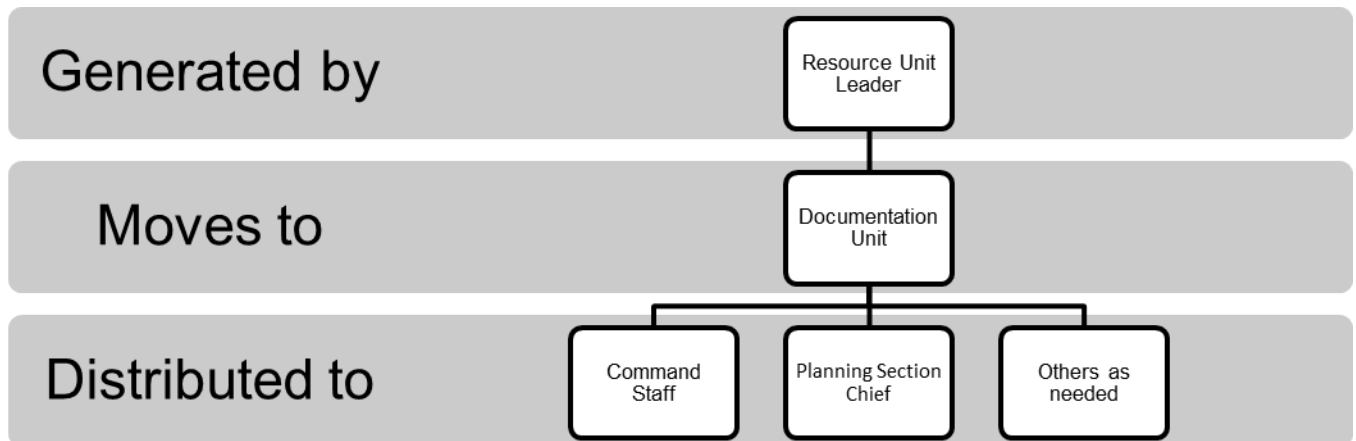
12.19.2 Incident Objectives (ICS 202)



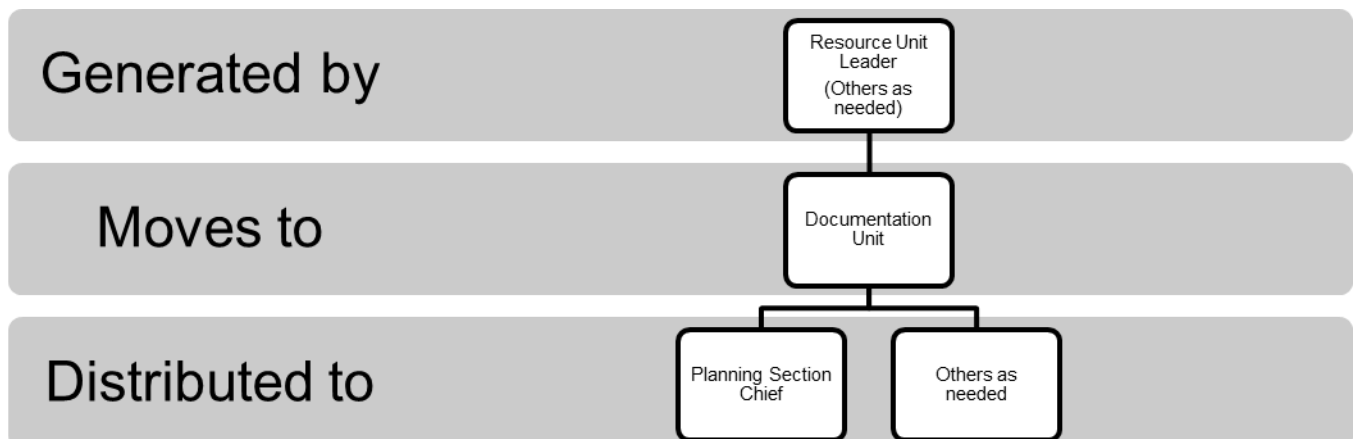
12.19.3 Critical Information Requirements (ICS 202b)



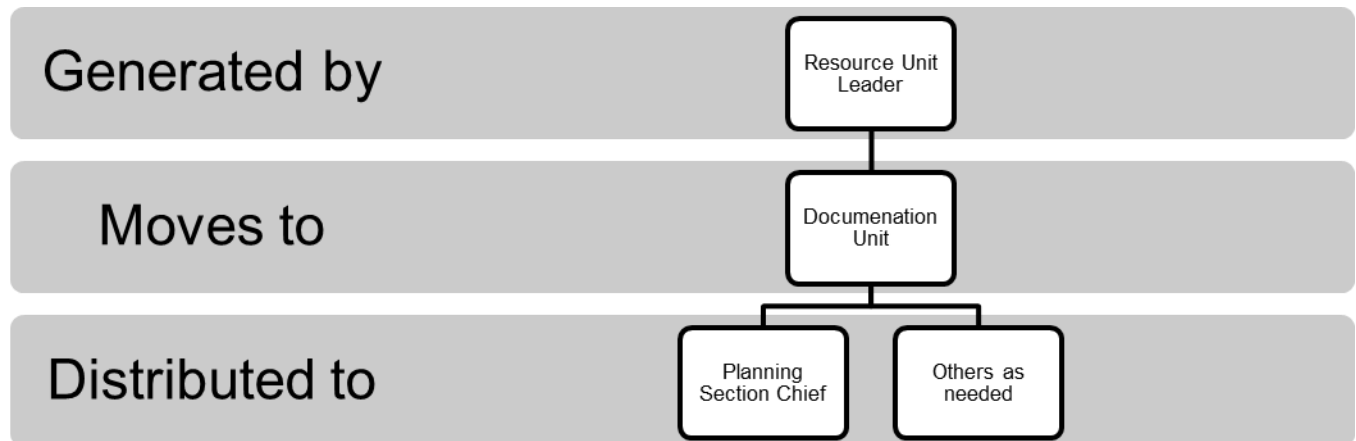
12.19.4 Organization Assignment List (ICS 203)



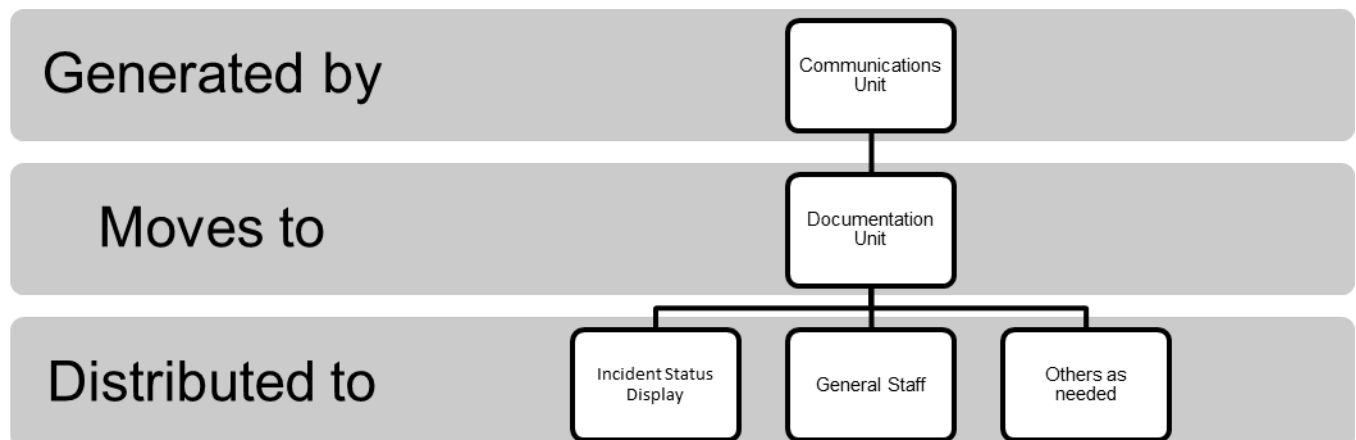
12.19.5 Assignment List (ICS 204)



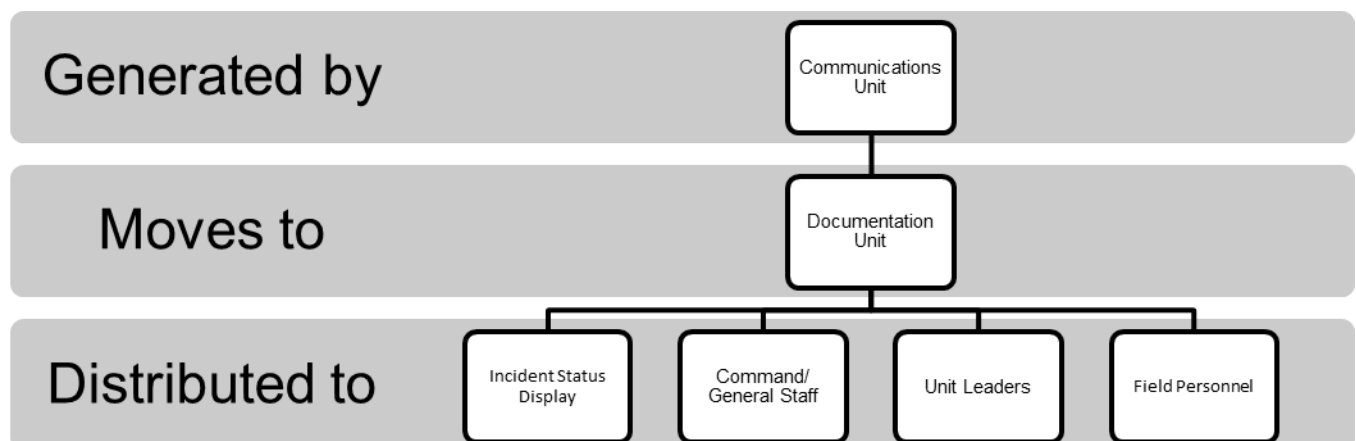
12.19.6 Assignment List Attachment (ICS 204a)



12.19.7 Incident Radio Communication Plan (ICS 205)



12.19.8 Communications List (ICS 205a)



12.19.9 Medical Plan (ICS 206)

Generated by

Medical Unit
Leader/ Safety
Officer

Moves to

Documentation
Unit

Distributed to

Claims Unit

Planning Section
Chief

12.19.10 Incident Organization Chart (ICS 207)

Generated by

Resource Unit
Leader

Moves to

Documentation
Unit

Distributed to

Incident Status
Display

Command/
General Staff

Others as
needed

12.19.11 Incident Status Summary (ICS 209)

Generated by

Situation Unit
Leader

Moves to

Documentation
Unit

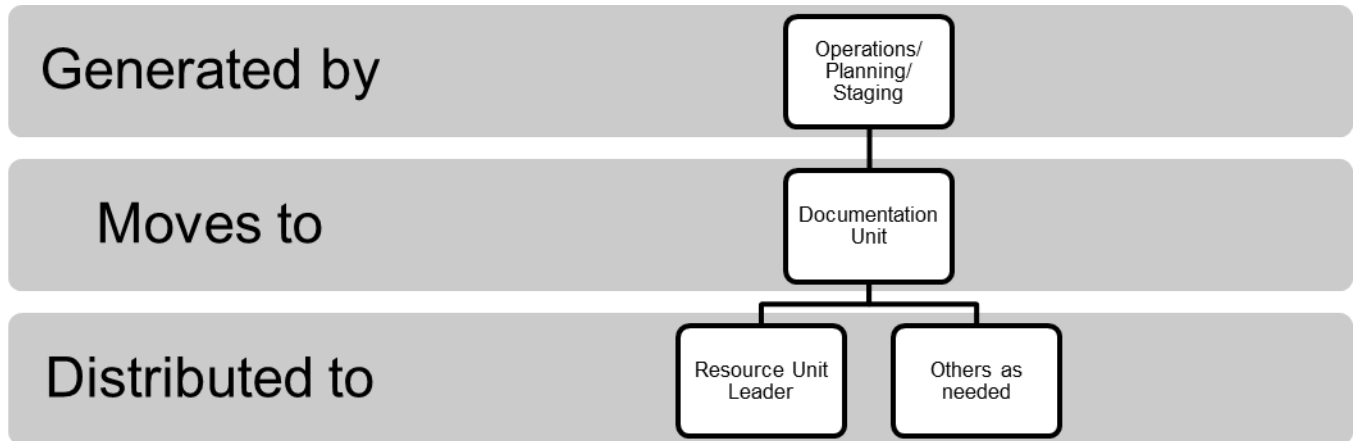
Distributed to

Incident Status
Display

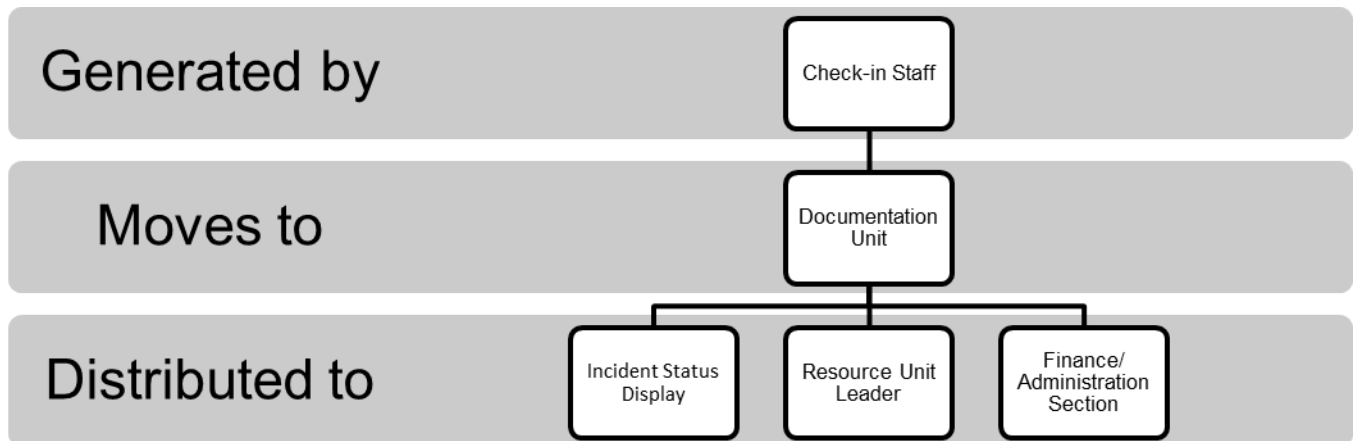
Command/
General Staff

Others as
needed

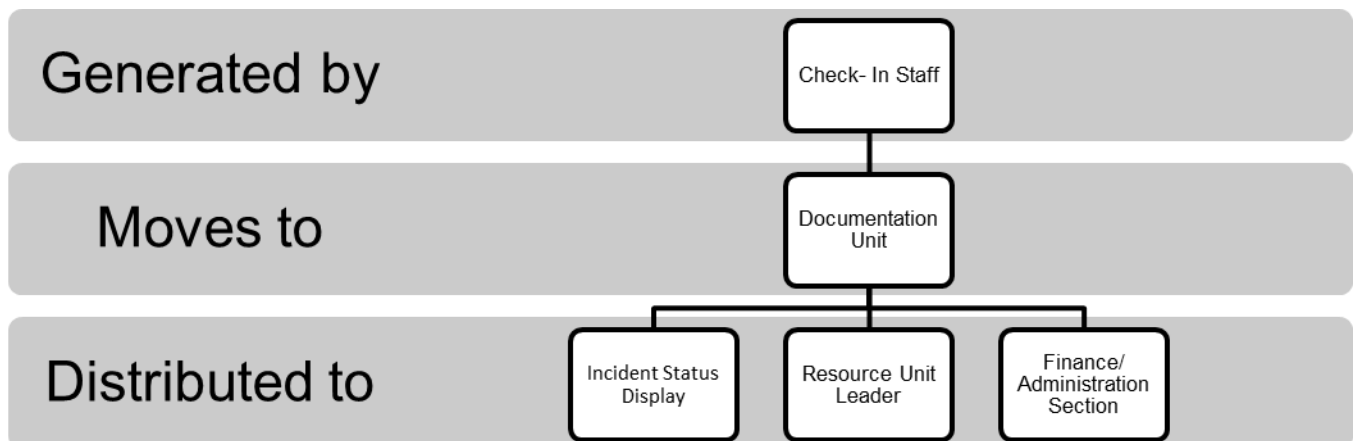
12.19.12 Status Change (ICS 210)



12.19.13 Check-in List (Equipment) (ICS 211e)



12.19.14 Check-in List (Personnel) (ICS 211p)



12.19.15 General Message (ICS 213)

Generated by

Anyone

Moves to

Documentation
Unit

Distributed to

Recipient(s)

12.19.16 Unit Log (ICS 214) & Individual Log (ICS 214a)

Generated by

Anyone

Moves to

Documentation
Unit

Distributed to

Post Incident
Review**12.19.17 Operational Planning Worksheet (ICS 215)**

Generated by

Operations and
Planning

Moves to

Documentation
Unit

Distributed to

Resource Unit
Leader

12.19.18 Incident Action Plan Safety Analysis (ICS 215a)

Generated by

Safety Officer
and Operations

Moves to

Documentation
Unit

Distributed to

Incident Status
Display

Unified
Command

12.19.19 Air Operations Summary (ICS 220)

Generated by

Air Operations
Branch
Director

Moves to

Documentation
Unit

Distributed to

Air Support
Group

Planning Section
Chief

12.19.20 Daily Meeting Schedule (ICS 230)

Generated by

Situation Unit
Leader/
Planning
Section Chief

Moves to

Documentation
Unit

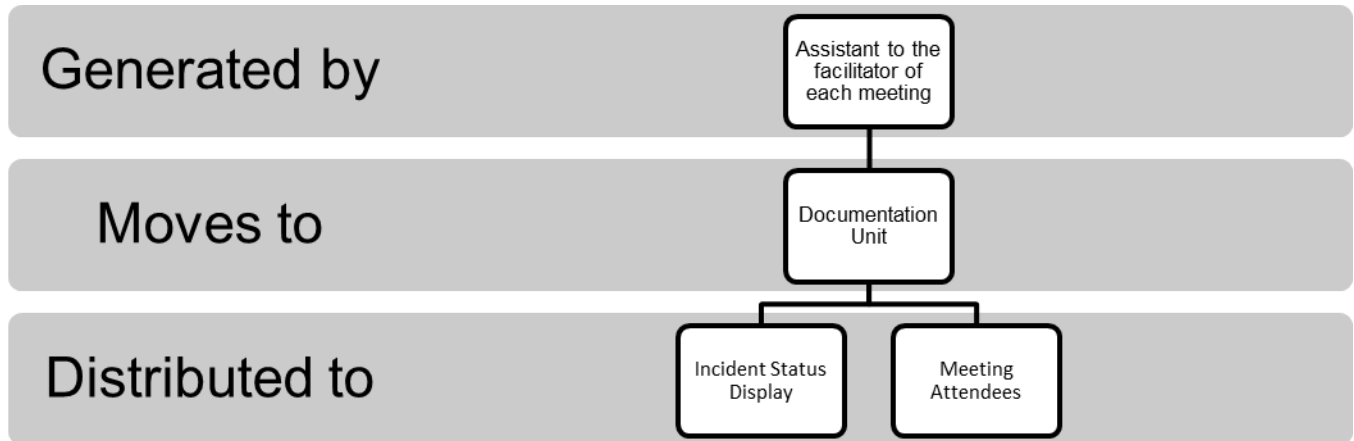
Distributed to

Incident Status
Display

Command/
General Staff

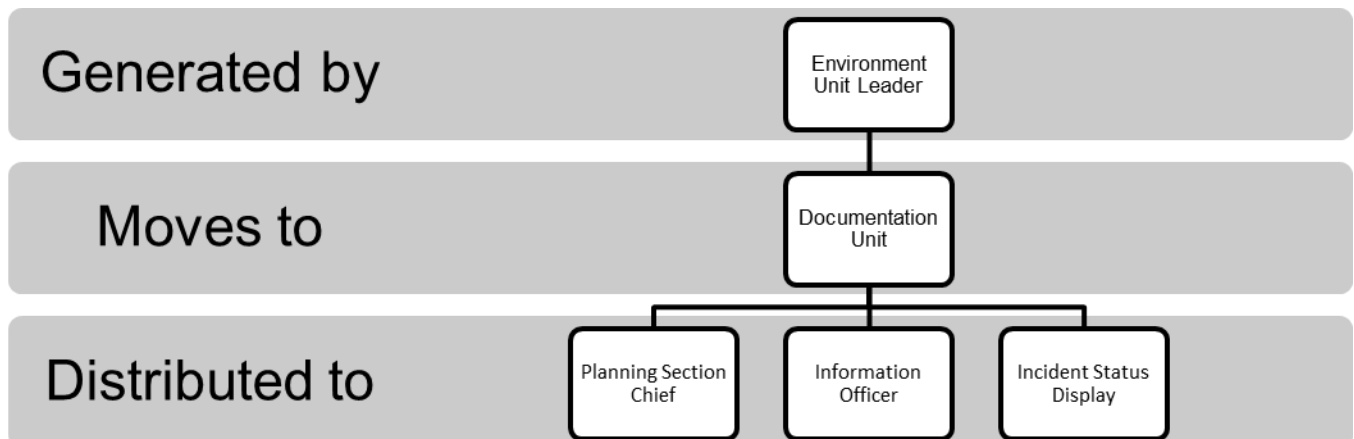
All Suggested
Attendees
Listed

12.19.21 Meeting Summary (ICS 231)

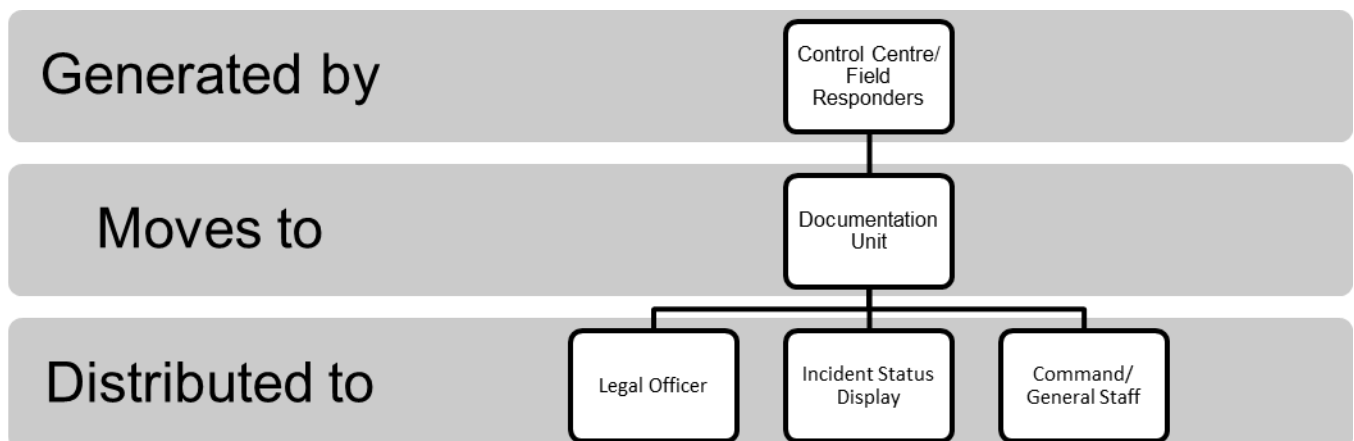


12.19.22 Resources at Risk Summary (ICS 232)

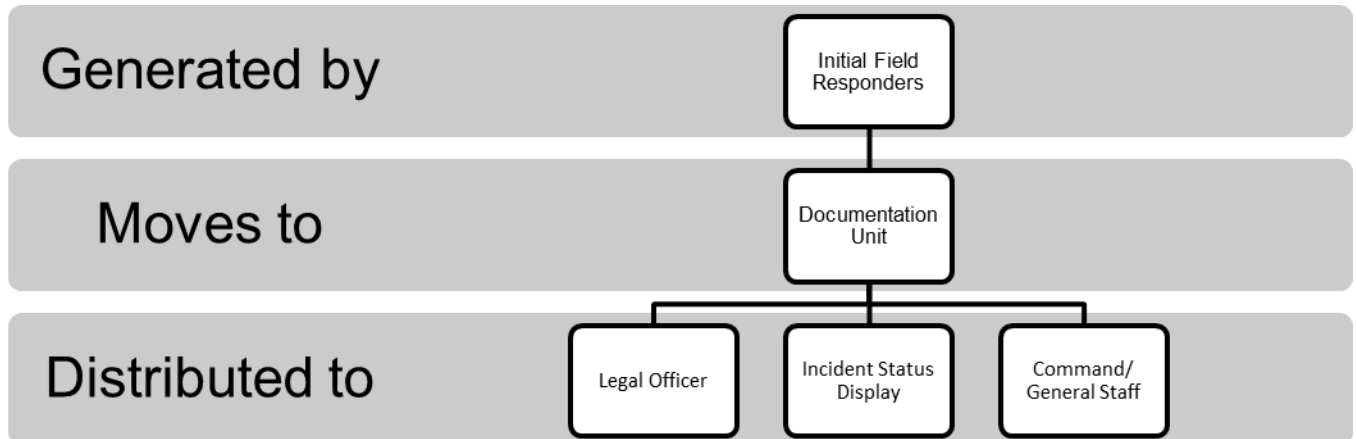
Note: Must be reviewed by IC and/or UC, and Stakeholder Groups.



12.19.23 Initial Incident Information Sheet

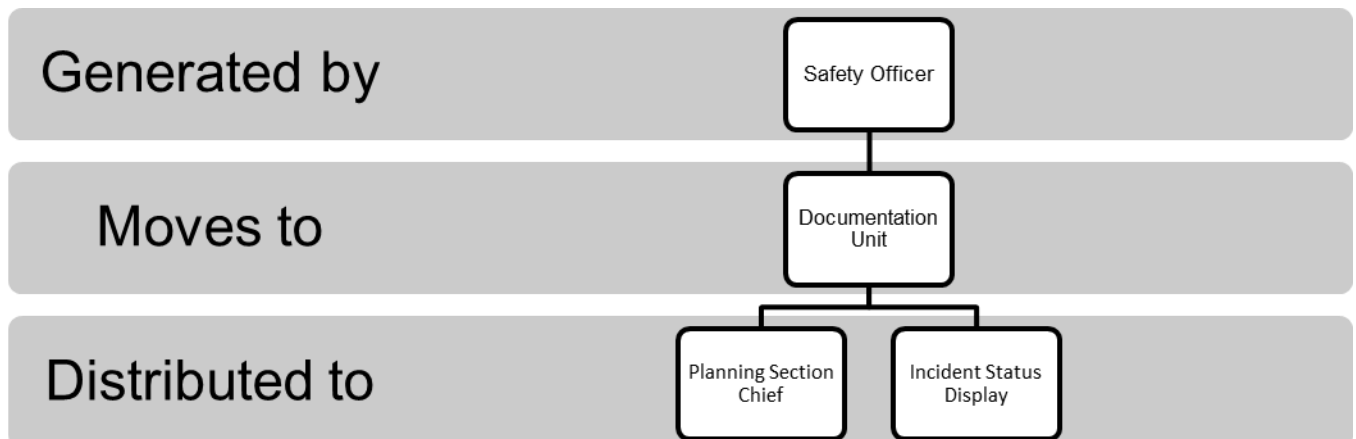


12.19.24 Initial Site Health and Safety Plan



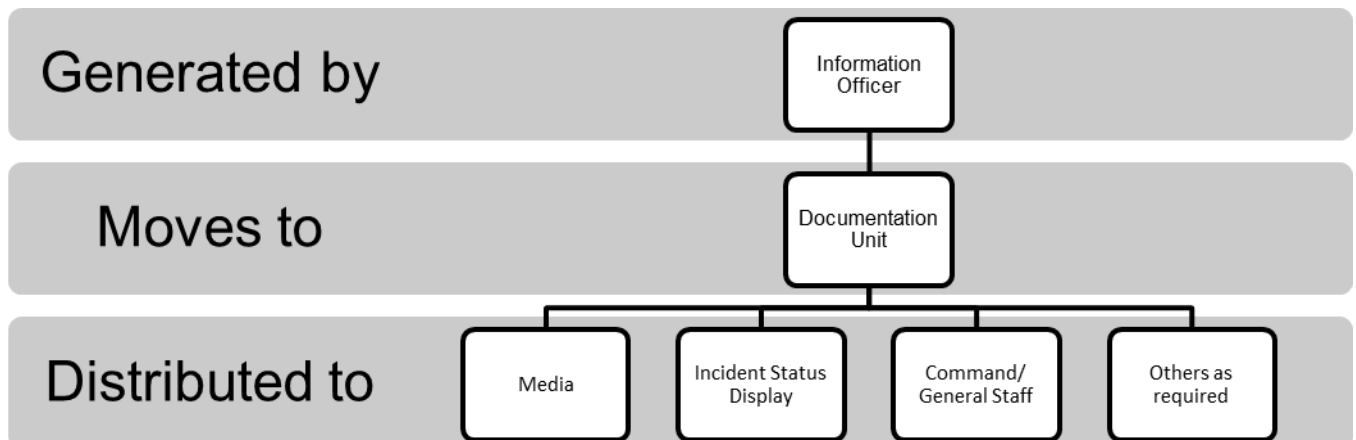
12.19.25 Site Health and Safety Plan

Note: MUST be approved by IC and/or UC.



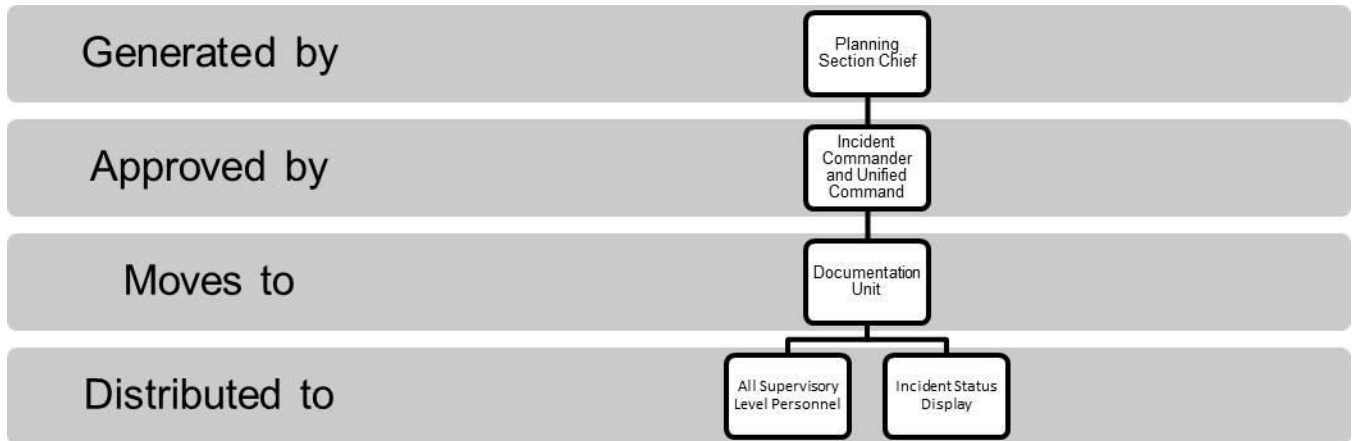
12.19.26 Media Release

Note: MUST be approved by IC and/or UC prior to being released.



12.19.27 Incident Action Plan

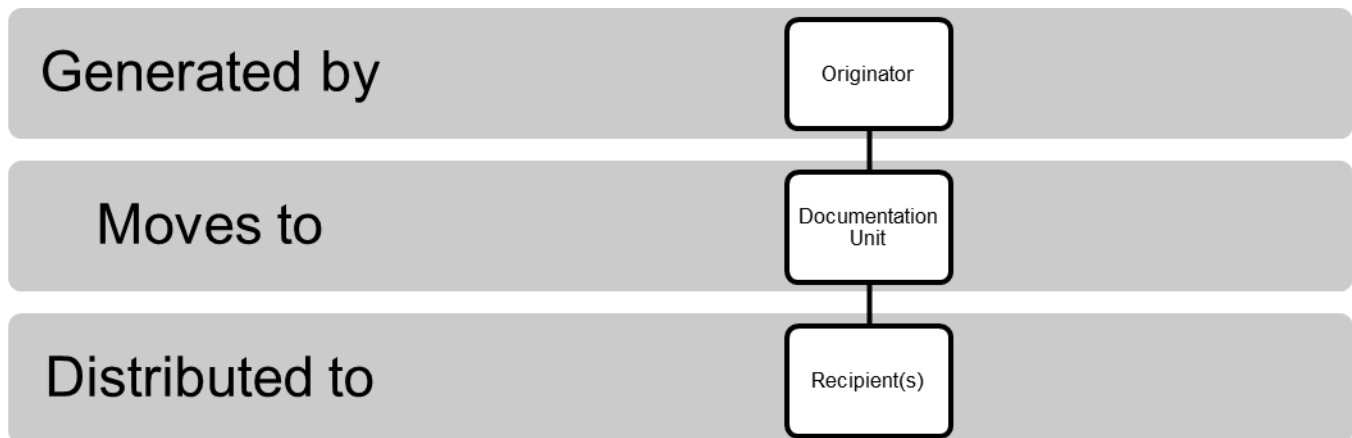
Note: MUST be reviewed and approved by IC/UC.



12.19.28 Other Documents – not listed

Note: This includes any document created for any purpose. All documents will be accompanied by a general message with the purpose of the document and the intended recipients. These documents may include, but are not limited to:

- Lodging Plan
- Refueling Plan
- Decontamination Plan
- Shoreline Assessment
- Environmental Monitoring/Sampling Plans



13.0 GLOSSARY OF TERMS AND ACRONYMS

13.1 Terms

Agency Representative - Individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting their agency's participation at the incident. Agency Representatives report to the LO upon arrival at the ICP.

Air Operations Branch Director - The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters assigned to the incident.

Allocated Resources - Resources (personnel and equipment) dispatched to an incident.

Assigned Resources - Resources checked-in and assigned work tasks.

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. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

Assisting Agency - An agency which directly contributes tactical or service resources in support of an incident response.

Available Resources - Incident-based resources which are immediately available for an assignment.

Base - The location at which some logistics functions are coordinated and administered. Incident name or other designator will be added to the term "Base". The Incident Command Post may be collated with the base. There is only one base per incident.

Branch - The organizational level having functional/geographic responsibility for major incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section.

Cache - A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, and available for incident use.

Camp - A geographical site, within the general incident area, separate from the base, equipped and staffed to provide sleeping areas, food, water, and sanitary services to out-of-service incident personnel.

Check-In - The process whereby resources first report to an incident response. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, and Division/Group Supervisors (for direct line assignments).

Chief - The Incident Command System title of individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration.

Clear Text - The use of plain English in radio communications transmissions. No "Ten Codes" nor agency specific codes are used when using Clear Text.

Command - The act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander/Unified Command.

Command Post - See Incident Command Post.

Command Staff - The Command Staff consists of the Information Officer, Safety Officer, Liaison Officer, and Legal Officer, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications Unit - Functional unit within the Logistics Section responsible for Incident communications equipment/facilities, supervising the Incident Communications Centre, distributing communications equipment to incident personnel, and the maintenance and repair of communications equipment.

Control Point - A pre-assessed location that acts as a staging area for-specific response tactics used to contain or recover oil. A river, stream or creek may include many control points along its path where response resources (boom, skimmers, etc.) may be deployed. Control Points are described in the Geographic Response Plans.

Cooperating Agency - An agency supplying assistance other than direct tactical, support, or service functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

Cost Unit - Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Decontamination - The process of removing or neutralizing contaminants that have accumulated on personnel and equipment.

Deputy - A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior, and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Demobilization Unit - Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

Director - The Incident Command System title for individuals responsible for supervising a Branch.

Dispatch - The implementation of a command decision to move resources from one place to another.

Dispatch Centre - A facility from which resources are directly assigned to an incident.

Division - The organization level having responsibility for operation within a defined geographic boundary. The Division level is organizationally between the Task Force/Strike Team and the Branch. (See also "Group"). Divisions may be led by a Division Supervisor.

Documentation Unit - Functional unit within the Planning Section, responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency Management - Management of an emergency or incident. The Trans Mountain Incident Command System organization is designed to fulfill the emergency management role.

Emergency Medical Technician (EMT) - A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

Emergency Operations Centre (EOC) - A pre-designated facility established by a company, agency, or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency response.

Emergency Response Plan (ERP) – Emergency Response Plans are area specific plans that describe the types of emergencies, response strategies, tactics, health and safety, local response organizations, regulatory requirements, and additional duties for each responder that may be required specific to the operating area. This document may also be referred to as an Emergency Procedures Manual or a Contingency Plan.

Facilities Unit - Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

Federal On-Scene Coordinator (FOSC) - The predesignated Federal On-Scene Coordinator operating under the authority of the National Contingency Plan.

Field Operations Guide (FOG) - A pocket-size manual of guidelines regarding application of the Incident Command System.

Finance/Administration Section - The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Food Unit - Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function - In Incident Command System, function refers to the five major activities in the Incident Command System, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., "the planning function."

General Plan - A long-range plan to manage an incident. The General Plan is used to identify long-range objectives and resource requirements. The General Plan defines a time line and framework looking into the future and covering the duration of the response.

General Staff - The group of incident management personnel comprised of: Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Geographic Information System (GIS) - An electronic information system which provides a geo-referenced data base to support management decision-making.

Geographic Response Plan (GRP) – A Geographic Response Plan is a document providing geographic specific information to assist responders in the containment and recovery of released product. It guides activities and decisions during the initial response to an emergency event until additional resources arrive.

Ground Support Unit - Functional unit within the Support Branch of the Logistics Section responsible for fueling, maintaining, and repairing vehicles, and the ground transportation of personnel and supplies.

Group - Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic Division (see Division). Groups are located between Branches (when activated) and Single Resources in the Operations Section.

Helibase - A location within the general incident area for parking, fueling, maintaining, and loading helicopters.

Helispot - A location where a helicopter can take off and land. Some Helispots may be used for temporary loading.

Incident Action Plan (IAP) - The Incident Action Plan contains objectives reflecting the overall incident strategy and specific strategies and tactics for the next operational period. When complete, the Incident Action Plans will include a number of attachments including forms.

Incident Area - Legal geographical area of the incident including affected area(s) and traffic route(s) to corresponding storage and disposal sites.

Incident Base - See Base.

Incident Commander (IC) - The individual(s) responsible for managing all incident activities.

Incident Command Post (ICP) - The location at which the primary Command functions are executed; may be collocated with the Incident Base.

Incident Command System (ICS) - A standardized on-scene emergency management system 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 Communication Centre - The location of the Communications Unit and the Message Centre.

Incident Objectives - Statements of guidance and direction necessary for the selection of appropriate strategies and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Situation Display - The Situation Unit is responsible for maintaining a display of status boards which communicate critical incident information vital to establishing and maintaining an effective command and control environment.

Incident Support Platform (ISP) – The Incident Support Platform is an MS Teams based tool that enables the IMT to collaborate and support response operations in a virtual setting. The ISP is not a substitution for the in-person Incident Command Post, rather it is a digital communications and information sharing platform.

Initial Isolation Zone - The geographical area in close proximity to an incident where all non-response personnel should be evacuated as there may be an immediate danger to life and health as the result of the hazards associated with the incident.

Information Officer (IO) - A member of the Command Staff responsible for providing incident information to the public and news media or other agencies or organizations. There is only one Information Officer per incident. The Information Officer may have assistants.

Joint Information Centre (JIC) - A facility established within, or near, the Incident Command Post where the Information Officer and staff can coordinate and provide incident information to the public, news media, and other agencies or organizations. The Joint Information Centre is normally staffed with representatives from the Federal On Scene Coordinator, State On Scene Coordinator, and Trans Mountain.

Jurisdiction - A range or sphere of authority. At an incident, public agencies have jurisdiction related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, state, or federal boundary lines), or functional (e.g., police department, health department, etc.). (See Multi-Jurisdiction).

Jurisdictional Agency - The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Landing Zone - See Helispot.

Leader - The Incident Command System title for an individual responsible for a Task Force/Strike Team or functional Unit.

Liaison Officer (LO) - A member of the Command Staff responsible for coordinating with stakeholder groups and representatives from assisting and cooperating agencies.

Logistics Section - The Section responsible for providing facilities, services, and materials for the incident.

Managers - Individuals within Incident Command System organizational units who are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Medical Unit - Functional unit within the Service Branch of the Logistics Section responsible for developing the Medical Plan, and for providing emergency medical treatment for incident response personnel.

Message Centre - The message centre is part of the Communications Centre or adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and handles administration and tactical traffic.

Multi-Agency Coordination System (MACS) - 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 System organization is not part of the on-scene Incident Command System and is not involved in developing incident strategy or tactics.

Multi-Agency Incident - An incident where one or more agencies assists a jurisdictional agency or agencies. May be single or Unified Command.

Multi-Jurisdiction Incident - An incident requiring action from multiple agencies that have statutory responsibility for incident mitigation. In Incident Command System, these incidents will normally be managed using a Unified Command.

Natural Resource Damage Assessment (NRDA) - The process of collecting and analyzing information to evaluate the nature and extent of injuries resulting from an incident and determine the restoration actions needed to bring injured natural resources and services back to baseline and make the environment whole for interim losses. (15 CFR 990.30)

Officer - The Incident Command System title for personnel responsible for the Command Staff positions of Safety, Liaison, Information, and Legal.

Operational Period - The period of time scheduled for execution of a given set of operational actions specified in the Incident Action Plan. Operational Periods can be various lengths, usually not over 24 hours.

Operations Section - Responsible for all operations directly applicable to the primary mission. Directs unit operational plans preparation, requests or releases resources, makes expedient changes to the Incident Action Plan (as necessary), and reports changes to the Incident Commander. Includes the Recovery and Protection Branch, Emergency Response Branch, Air Operations Branch, and Wildlife Branch.

Out-Of-Service Resources - Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Personal Protective Equipment (PPE) – Personal Protective Equipment refers to protective clothing, helmets, goggles, or other garments or equipment designed to protect the wearer's body from injury, infection, or contamination.

Planning Meeting - A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

Planning Section - Responsible for collecting, evaluating, and disseminating tactical information related to the incident, and for preparing and documenting Incident Action Plans. The section also maintains information on the current and forecast situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Environmental, Documentation, and Demobilization Units, and Technical Specialists.

Preplanned Strategy - Strategies developed and documented prior to an incident.

Procurement Unit - Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Protective Action Zone - The geographical area used for planning purposes that is associated with a credible worst-case incident that represents the area used to proactively educate community members on the public safety measures, including evacuation (of area) or shelter-in-place, that may be required during an incident. During an incident, refinement of this area will be determined to account for the

safety measures required to mitigate potential impacts to the public, based on the actual incident type. Initial distances should not be smaller than those identified for the incident types of spill, no fire, 3D/rim seal fire and full-surface fire.

Qualified Individual (Q.I.) - The person who has been given authority to fund response efforts without consulting Trans Mountain leadership for further authorization and knows how to commence the response procedures identified in the pertinent response plans.

Qualified Professional (Q.P.) – “An applied scientist or technologist specializing in a relevant applied science or technology including, but not necessarily limited to agrology, forestry, biology, engineering, geomorphology, geology, hydrology, hydrogeology, or landscape architecture. A qualified professional must be registered in British Columbia with the appropriate professional organization and acting under that association’s Code of Ethics and subject to disciplinary action by that association. He or she must also be someone who, through demonstrated suitable education, experience, accreditation, and knowledge relevant to the particular matter, may be reasonably relied on to provide advice within his or her area of expertise.”

Radio Cache - A cache may consist of a number of portable radios, a base station, and, in some cases, a repeater stored in a predetermined location for dispatch to incidents.

Recorders - Individuals within Incident Command System organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration.

Regional Response Team (RRT) - A Federal response organization, consisting of representatives from specific Federal and state agencies, responsible for regional planning and preparedness before an oil spill occurs and for providing advice to the Federal On Scene Coordinator in the event of a major or substantial spill.

Reporting Location - Any one of six facilities/locations where incident assigned resources may be checked in. The locations are: Incident Command Post-Resources Unit, Base, Camp, Staging Area, Helibase, or Division/Group Supervisors (for direct line assignments.) Check-in for each specific resource occurs at one location only.

Resources - All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

Resource Status - Describes the current operational status of response resources. Incident Command System recognizes three definitions – *available*, *assigned* and *out-of-service*. Oil spill resource tracking also recognizes an en-route status.

Resources Unit - Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

Responsible Party (RP) - The owner/operator Trans Mountain of the infrastructure which is the spill source.

Responsible Party Incident Commander (RPIC) – Trans Mountain’s designated Incident Commander.

Safety Officer (SO) - A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Section - The organization level having functional responsibility for primary segments of incident operation such as: Operations, Planning, Logistics, Finance/Administration. The Section level is organizationally between Branch and Incident Commander.

Service Branch - A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

Single Resource - An individual, piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used in an incident.

Site Health and Safety Plan - Site-specific document required by State and Federal Occupational Safety Health Administration regulations and specified in the Area Contingency Plan. The Site Health and Safety Plan, at minimum, includes the following elements; Incident Action Plan Safety Analysis (ICS 215a) for each site task or operation, comprehensive operations workplan, 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 Site Health and Safety Plan effectiveness.

Situation Unit - Functional unit within the Planning Section responsible for collecting, organizing, and analyzing incident status information, and for analyzing the situation as it progresses. Reports to the Planning Section Chief.

Situation Status - Activity of documenting and communicating operational response status.

Source Control - Actions necessary to control the spill source and prevent the continued release of oil or hazardous substance(s) into the environment.

Span of Control - Span of Control means how many organizational elements may be directly managed by one person. Span of Control may vary from three to seven, and a ratio of one to five reporting elements is recommended.

Staging Area - The location where incident personnel and equipment are staged awaiting tactical assignment.

Stakeholders - Any person, group, or organization affected by, and having a vested interest in, the incident and/or the response operation.

State On-Scene Coordinator (SOSC) - The pre-designated State On-Scene Coordinator.

Strategy - The general plan or direction selected to accomplish Incident Objectives.

Strike Team - Specified combinations of the same kinds and types of resources, with common communications and a leader.

Supervisor - The Incident Command System title for individuals responsible for directing the activities of a Division or Group.

Supply Unit - Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Branch - A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, Ground Support, and Vessel Support Units.

Supporting Materials - Refers to the several attachments that may be included with an Incident Action Plan (e.g., communications plan, map, Site Health and Safety Plan, traffic plan, and medical plan).

Tactical Direction - Directions given by the Operations Section Chief including: 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 desired objective.

Task Force - A group of resources with common communications and a leader assembled for a specific mission.

Technical Specialists (THSPs) - Advisors with special skills needed to support the incident who can be used anywhere within the Incident Command System organization. Usually assigned to the Planning Section initially. If necessary (due to span-of-control limitations), Technical Specialists may be formed into a separate Unit.

Temporary Flight Restrictions (TFR) - Temporary airspace restrictions for non-emergency aircraft in the incident area. Temporary Flight Restrictions are established by the Federal Aviation Administration to ensure aircraft safety and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

Time Unit - Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

Unified Command (UC) - A unified team which manages an incident by establishing a common set of incident objectives and strategies.

Unit - The organizational element having functional responsibility for a specific Incident Planning, Logistic, or Finance/Administration activity.

Vessel Support Unit - Functional unit within the Support Branch of the Logistics Section responsible for implementing the Vessel Routing Plan; fueling, maintaining, and repairing vessels and other vessel support equipment; and coordinating transportation on the water and between or among shore resources.

Convergent Volunteer - Individuals, typically members of the public, and not requested by Trans Mountain, who converge upon an emergency site in order to provide service and support to response activities following an emergency. Trans Mountain does have a plan and resources allocated to manage convergent volunteers who may offer their support.

13.2 Acronyms

ACP	Area Contingency Plan	FSC	Finance/Administration Section Chief
ADIOS	Automated Data Inquiry for Oil Spills	ft	Feet
AEP	Alberta Environment and Parks	GIS	Geographic Information System
AOBD	Air Operations Branch Director	gpm	Gallons per Minute
AOR	Area of Responsibility	GPS	Global Positioning Satellite
API	American Petroleum Institute	GRT	Gross Registered Tons
ASTM	American Society for Testing and Materials	GSUL	Ground Support Unit Leader
ATV	All Terrain Vehicle	H/C	Historic/Cultural
bbl	Barrel	H ₂ S	Hydrogen Sulphide
C	Centigrade (temperature)	Ha	Hectare
CCG	Canadian Coast Guard	HAZMAT	Hazardous Materials
CHS	Canadian Hydrographic Service	HAZSUB	Hazardous Substances
CIR	Critical Information Requirements	HAZWOPER	Hazardous Waste Operations and Emergency Response
cm	Centimetre	HF	High Frequency
cm/s	Centimetre per second	HFO	Heavy Fuel Oil
COML	Communications Unit Leader	HP	Horsepower
cp	Centipoises	HQ	Headquarters
cs (cSt)	Centistokes	HR	Human Resources
decon	Decontamination	IACS	International Association of Classification Societies
DHP	Duty Harbour Pilot	IAP	Incident Action Plan
DMOB	Demobilization Unit Leader	IBRRC	International Bird Rescue and Rehabilitation Centre
DOCL	Documentation Unit Leader	IC	Incident Commander
DWT	Deadweight	ICLL	International Convention on Load Lines
EHS	Environment, Health and Safety	ICP	Incident Command Post
EMBC	Emergency Management British Columbia	ICS	Incident Command System
EMS	Emergency Medical Services	IMO	International Maritime Organization
EMT	Emergency Medical Technician	IMT	Incident Management Team
EOC	Emergency Operations Centre	IO	Information Officer
EPA	Environmental Protection Agency	IPIECA	International Petroleum Industry Environmental Conservation Association
ERP	Emergency Response Plan	IR	Infra Red
ESI	Environmental Sensitivity Index	IRG	Incident Response Guide
EUL	Environmental Unit Leader	IRT	Initial Response Team (Tier 1)
F	Fahrenheit (temperature)	ISB	In-situ Burn
FAA	Federal Aviation Administration (USA)	ISD	Incident Status Display Board
FIC	Flight Information Centre (CAN)	ISF	International Shipping Federation
FMO	Federal Monitoring Officer (CCG)	ISGOTT	International Safety Guide for Oil Tankers and Terminals
FOG	Field Operations Guide	ISHSP	Initial Site Health and Safety Plan
FOSC	Federal On-Scene Coordinator		
FOSET	Fisherman's Oil Spill Emergencies Team		
FSA	Forward Staging Area		

ISM	International Management Code for Safe Operations of Ships and for Pollution Prevention	NCP	National Oil and Hazardous Substances Pollution Contingency Plan
ITOPF	International Tanker Owners Pollution Federation	NCP	National Contingency Plan
ITZ	Intertidal Zone	CER	Canada Energy Regulator
IUCN	International Union for Conservation of Nature and Natural Resources	NEBA	Net Environmental Benefit Analysis
JIC	Joint Information Centre	NGL	Natural Gas Liquid
KBOD	Thousand Barrels of Oil per Day	NIMS	National Incident Management System
kg	Kilogram	NO ₂	Nitrogen Oxides
km	Kilometre	NOAA	National Oceanic and Atmospheric Administration (USA)
kts	Knots (nautical miles per hour)	NOTAM	Notice to Airmen
kW	Kilowatt	NOTMAR	Notice to Mariners
l	Litre	NRDA	Natural Resource Damage Assessment
Legal	Legal Officer	NRS	National Response System
LFO	Light Fuel Oil	NWACP	North West Area Contingency Plan
LIC	Local Incident Commander (CAN)	O ₂	Oxygen
LO	Liaison Officer	OEL	Occupational Exposure Limit
LOA	Length Over all	OGC	Oil and Gas Commission
LOSC	Local On Scene Coordinator (USA)	OHF	Oil Handling Facility
LR	Lloyd's Register of Shipping	OPA 90	Oil Pollution Act of 1990
LSC	Logistics Section Chief	OPRC	Oil Pollution Preparedness, Response and Co-operation Convention 1990
m	Metre	OPS	Operations Section Chief
m/s	Metres per Second	Ops	Operations
m ³	Cubic Meter	OR&R	(National Oceanic and Atmospheric Administration's) Office of Response and Restoration
MACS	Multi-agency Coordination System	OSC	On-Scene Coordinator
MARPOL	Marine Pollution (International Convention for the Prevention of Pollution from Ships)	OSCP	Oil Spill Contingency Plan
MB	Million Barrels	OSHA	Occupational Safety and Health Administration (USA)
MCTS	Marine Communications and Traffic Services	OSIC	On-Scene Incident Commander (Facility Manager/Designated IRT Supervisor)
MEDL	Medical Unit Leader	OSR	Oil Spill Response
MFO	Medium Fuel Oil	OSRL	Oil Spill Response Limited (UK)
MGO	Marine Gas Oil	OSRO	Oil Spill Response Organization
MHz	Megahertz	OSRPs	Oil Spill Response Plans
min	Minute	OSRV	Oil Spill Response Vessel
mm	Millimetre	PA	Programmatic Agreement
MOV	Manually Operated Valve	PAHs	Polynuclear Aromatic Hydrocarbons
MSDS	Material Safety Data Sheet (replaced by SDS)		
MUL	Medical Unit Leader		
NAPL	Non-Aqueous Phase Liquids		

PC	Personal Computer (IBM based)	SO ₂	Sulfur Dioxide
PEL	Permissible Exposure Limits	SOLAS	(International Convention for)
PFD	Personal Flotation Device		Safety of Life at Sea
PIC	Person in Charge	SONS	Spill of National Significance
PIO	Public Information Office	SOS	Shoreline Oiling Summary
PM10	Particulate Matter having a diameter less than 10 microns	SOSC	State On-Scene Coordinator
PO	Purchase Order	SSB	Single Side Band (Radio)
PPE	Personal Protective Equipment	SSC	Scientific Support Coordinator
ppm	Parts per Million	STEL	Short-term Exposure Limit
PSC	Planning Section Chief	SUL	Situation Unit Leader
psi	Pounds per square inch (pressure)	TFR	Temporary Flight Restrictions
PVC	Poly Vinyl Chloride	THSP	Technical Specialist
QI	Qualified Individual (OPA 90)	TLV	Threshold Limit Value
RAR	Resources at Risk	TRS	Tiered Response System
RO	Response Organization	TWA	Time-weighted Average
RP	Responsible Party	UC	Unified Command
RPIC	Responsible Party Incident Commander	UHF	Ultra High Frequency
RRT	Regional Response Team	UK	United Kingdom
RUL	Resources Unit Leader	USA	United States of America
SAR	Search and Rescue	USCG	United States Coast Guard
SCAT	Shoreline Cleanup Assessment Team	UV	Ultra Violet
SCBA	Self-Contained Breathing Apparatus	VCR	Videotape Cassette Recorder
sec	Second	VHF	Very High Frequency
SHPO	State Historical Preservation Officer (USA)	VOSS	Vessel of Opportunity Skimming System
SO	Safety Officer	VRP	Vessel Response Plan
		VTC	Vessel Traffic Control
		VTs	Vessel Traffic Services
		WCMRC	Western Canada Marine Response Corporation