

## **3.0 INCIDENT MANAGEMENT SYSTEM: FRTS**

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### **3.1 FRT ROLES AND ORGANIZATIONS**

The primary focus of FRTs is to carry out field response operations for the spill incident, conforming with directions from the IMT, if activated. Pre-established FRTs have Team Leaders who have responsibilities up to the point when the teams check-in at an incident scene.

The responding FRTs fill the roles of field command and all subordinate functions at an incident scene. Once the IMT is activated, the FRT becomes part of the Operations Section. The FRTs are responsible for executing the Incident Action Plan (IAP). FRTs are authorized to make field changes as necessary to ensure the safety of all responders, consistent with 29 CFR 1910.120 on-scene safety responsibilities. FRTs are also authorized to make field changes to maximize efficiency in accomplishing assigned tasks, based on common sense and existing on-site field conditions. They are obligated to report such changes and their progress on the tasks assigned by the IAP to the Operations Section Chief.

### **3.2 FRT TEAM LEADER ROLES**

Team Leaders direct the team's response efforts. During the initial stage of field response operations, these duties include:

- Notifying appropriate personnel per company/agency established procedures.
- Providing team members with an initial briefing on the incident.
- Ensuring that an appropriate number of properly equipped team members and amount of equipment are dispatched to the incident scene in a timely fashion.
- Tracking and providing regular updates on status of team mobilization efforts up to their check-in at the incident scene.
- Supervising the check-in of team members and resources at their check-in destination(s).
- Documenting initial team members' assignments to the response organization.

### **3.3 FIELD COMMAND – INITIAL TASKS**

Once on scene, FRT resources come under the control of field command consisting of one or more of the following positions: an On-Scene Commander, an Initial Response Incident Commander, a Branch Director, Division/Group Supervisors, Strike Team Leader, or Task Force Leader. Depending on the size and complexity of the response, Team Leaders normally assume a subordinate role in the ICS structure (e.g., a *Deputy On-Scene Commander, Deputy Initial Response Incident Commander, Branch Director, Task Force Leader, etc.*). The field command coordinates the movement of FRT resources into, within, and out of the incident scene. Field command's primary responsibilities are to:

- Size up the incident and its potential impact.
- Perform emergency response site safety and response assessment.
- Ensure that response operations are carried out in a safe, well-organized, and effective fashion.
- Develop and/or implement strategy and tactics to mitigate the spill and control the release.
- Break down the tactics to be employed into manageable tasks.
- Secure and assign necessary response resources.
- Support response operations.
- Prepare the ICS 201, and prepare for transfer of command to the IMT (if activated).
- Continuously assess the incident to determine the adequacy and safety of field and source control response operations and the need for assistance from the IMT.
- Interact, as appropriate, with IMT personnel, government agency officials, and other involved or interested parties.

#### **3.3.1 Initial Responder**

The individual who initially responds to an incident can assume command of field activities if qualified to do so. Depending on the initial responder's training and qualifications, he/she may be limited to reporting observations and taking defensive actions until relieved by a an individual qualified to assume field command. However, if the initial responder is properly trained and equipped, this individual can assume an immediate, more proactive response posture.

### **3.3.2 Transfer of Command**

All transfers of field command should be handled formally. Field command cannot be transferred to an individual until the incoming individual is on scene. Whenever possible, transfers are carried out face-to-face and are accompanied by a verbal briefing (using the ICS 201 as the basis for the briefing) designed to bring incoming field command up to date on the status of the situation, the nature and location of ongoing and planned field response operations, the field command structure, progress being made, problems being encountered, and any unique/special safety considerations. Once incoming field command assumes command, it should be announced over the communications networks and back to the IMT.

### **3.3.3 Field Command Post (if established)**

Field command may establish a Field Command Post (FCP) which may be a vehicle, vessel, structure, or Mobile Command Center. The location of the FCP should be based on the scope and nature of the incident; consideration should be given to safety, wind direction, communications, and accessibility. The location of the FCP should be announced over the communications network and communicated back to the IMT.

### **3.3.4 FRT Resource Check-In**

All FRT resources dispatched to an incident scene should be checked in when they arrive at their prescribed destination. Check-in can be handled verbally (*i.e., either face-to-face or over a radio*) or in writing. When it is handled in writing, Check-In/Out forms should be used (*see Appendix E*). Information from the forms or the forms themselves should be forwarded to field command to keep it apprised of resources either immediately assigned or staged and available to response operations. When an IMT is activated, resource lists should periodically be forwarded to the IMT for use by the Resource Unit in tracking resource status.

## **3.4 SITE MANAGEMENT AND CONTROL**

Upon arriving at the incident scene, field command must establish site management and control. Field command should ensure that an isolation perimeter is established and secured so that all non-responders and/or individuals not directly involved in emergency response operations are moved a safe distance away from the incident scene. If an IMT is activated, the location of the isolation perimeter and the status of isolation operations should be transmitted to the IMT for posting by the Situation Unit in the Incident Situation Display (*see Section 4.2.5*).

Next, field command and/or a Site Safety Officer should supervise ongoing site characterizations designed to identify and quantify the chemical and physical hazards that are or may be present at an incident scene, and document the results on the ICS 201 Initial Incident Briefing document (see *Appendix E*). The 201 form can be reported by radio or other means to facilitate documentation of the information from a remote location. The site characterizations should lead to:

- A decision regarding the need for additional protective actions (*e.g., evacuation or shelter-in-place*);
- The establishment of clearly identified and demarcated hazard-control zones (*i.e., hot or exclusion zone, warm or decontamination zone, and cold or support zone*);
- Determination of the level of personal protective clothing and equipment to be worn by response personnel operating in the hot and warm zones; and
- Decontamination procedures to be followed in the warm zone.

Response personnel operating in a hot and/or warm zone should be:

- Properly trained [*e.g., appropriate level of Hazardous Waste Operations and Emergency Response (HAZWOPER), fire, and other health/safety training*];
- Properly equipped, based on the chemical and physical hazards present and prescribed safety precautions;
- Operating with the knowledge of the field command and their direct reports; and
- Operating with a buddy and, as appropriate, backup personnel.

Field command, either directly or through a deputy or site safety personnel, should be aware of all personnel entering and operating within the hot zone. If an IMT is activated, the results of site characterizations and the locations of the hot, warm, and cold zones should be transmitted to the IMT for posting by the Situation Unit in the Incident Situation Display and for inclusion in the site-safety plan.

### **3.5 OBJECTIVES-DRIVEN RESPONSE**

The Incident Command System promotes a structured pattern of thought for personnel managing response operations. It stresses the importance of establishing and addressing objectives in the formulation and execution of plans of action.

Field command should engage in a continuous assessment or “size-up” process designed to: (1) determine what must be done, if anything, to stabilize the incident, and to protect people, property, and the environment; and (2) evaluate the effectiveness of ongoing field response operations. The process should result in the formulation of an overall strategy that defines what field responders will be asked to achieve, and tactics that define how the strategy will be implemented. Once the tactics are defined, the work to be done to carry out the tactics should be broken down into manageable tasks. Each task should be assigned to a Task Force or Team Leader, and available field response resources should be assigned to the tasks. Information on the overall strategy, tactics, and tasks should be forwarded to the IMT where it should serve as the basis for the formulation of strategic objectives.

### **3.6 COMPREHENSIVE RESOURCE MANAGEMENT**

To ensure site management, field command should apply the ICS management principles of comprehensive resource management and span-of-control. The field command should know what field response resources are en route to the incident scene, their destination points, and estimated time of arrival (ETA). For all checked-in field response resources, field command should know whether the resources are:

- In a staging area (*i.e.*, in an “available” status awaiting assignment);
- In an “assigned” status and carrying out a task; or
- In an “out-of-service” status and unavailable for assignment.

When an IMT is activated, information on resource status should be compiled on ICS forms (*see Appendix E*) and forwarded to the IMT for posting by the Resource Unit in the Incident Situation Display.

It is essential that field command maintain control over “assigned” resources. When the number of assigned single resources exceeds a specific task leader’s span-of-control, they can be reorganized into Task Forces and/or Strike Teams. When the number of Task Forces and/or Strike Teams exceeds a Task Force leader’s span-of-control, they can be reorganized into Divisions, Groups, and/or Branches. Information on

measures instituted to maintain span-of-control should be forwarded to the IMT for posting by the Situation and Resource Units in the Incident Situation Display.

Ideally, checked-in resources should be rapidly assigned by field command to carry out specific tasks to meet response objectives. However, until a site characterization is completed and it is determined how response operations can be carried out safely, response personnel and equipment ready for assignment should be staged. Depending on the scope and nature of the incident, two levels of staging operations may be used:

- **Level I or Primary Staging:** Used for managing field response units and resources assigned to the response. The staging area is established by field command (*or already defined by the contingency plan*), preferably in a safe location in direct proximity to the incident scene. All resources are under the direct control of field command.
- **Level II or Expanded Staging:** Used on large geographic responses for managing resources over a broad area, sometimes from pre-established Response Centers. The staging areas are mobilized as needed during larger incidents under the control of the Operations Section.
- **Secondary Staging:** Used for the management of other mobilized, ready-for-assignment resources that may arrive in quantities in excess of the identified needs of field response operations. Since access to these resources is generally less critical than those positioned in the initial staging area, they can be staged in one or more secondary staging areas located further away from the incident scene. Resources in a secondary staging area may be under the control of either field command (*through one or more Staging Area Managers*) or Logistics.

As response operations unfold, resource needs may emerge that cannot be fulfilled by assigned or available resources. If so, a Resource Order form (*see Appendix E*) should be used to obtain the required resources.

### **3.7 ORGANIZATIONAL ASSIGNMENTS**

A critical benchmark for field command is the need to establish and maintain control over response resources and to develop an ICS-compatible organization chart that accounts for tasks underway and depicts the chain-of-command for field response operations. The chart should be built based on decisions on the aggregation of teams into Strike Teams, Task Forces, and the assignment of Task Forces to Divisions, Groups, and Branches.

As soon as personnel are assigned to Strike Team or Task Force Leaders, Division or Group Supervisors, or Branch Directors, they should adopt these position titles in all communications. When an IMT is activated, information on organizational assignments should be forwarded to the IMT for posting by the Resource Unit in the Incident Situation Display.

### **3.8 COMMUNICATIONS**

Once the IMT is activated in the Incident Command Post (ICP), communications must be established between field command and the Operations Section Chief located at the ICP. Depending on the nature and location of the incident, this may be either a radio or phone communications system.

Field command must initially provide the Operations Section Chief with regular Field Reports, which should be provided every other hour or as any significant facts change. Field Reports should provide, in a progressive fashion, all of the applicable information:

- Name and contact information for field command.
- Status of personnel (*i.e., accounted for, missing, injured, or dead*).
- Status of source control operations.
- Quantity, location, and movement of spilled/emitted materials.
- Results of site characterizations.
- Boundaries of Hazard Control Zones / locations of decontamination areas.
- Personal protective equipment (PPE) requirements (*e.g., skin, respiratory, physical*).
- Boundary of Isolation Perimeter, and location of Access Control Points, if applicable.
- On-scene weather.
- Location of Field Command Post, if established.
- Location of Staging Areas, and available resources by Staging Area.
- Organizational chart and assignments.
- Proposed field strategy and tactics (*for IC approval*).
- Tasks: type, location, and resources assigned.
- Progress/problems.
- Specific needs.

When agreed upon by field command and the IC, the Field Reports are replaced by scheduled submission of ICS (*and other response*) information.

### **3.9 TACTICAL COMMAND WORKSHEET AND INITIAL INCIDENT BRIEFING DOCUMENT (ICS 201)**

#### **3.9.1 Tactical Command Worksheet** (see Appendix D for a sample worksheet)

The Tactical Command Worksheet is a field document designed to assist field command in: (1) tracking incident information, resources, and key events; and (2) ensuring that field and safety benchmarks are met. When used, it is designed to stay with field command in the field. The worksheet is divided into three major sections:

- Incident Fact Sheets / Data Sheets for the following:
  - Incident Facts
  - Product Identification
  - Incident Potential
  - Strategies and Tactics
  - Resource Status
  - Communications
- Organizational diagram for on-scene units and an Incident Tactical Diagram.
- Checklist items for the field command on the following topics:
  - Tactical Incident Management Benchmarks
  - Safety Benchmarks
  - Tactical Considerations for specific Response Scenarios (*e.g., process fire, vapor release, oil/chemical spill, etc.*)

The Tactical Command Worksheet can be completed by either field command or an Aide. The information compiled on the Tactical Command Worksheet can then be used to complete the ICS 201 Initial Incident Briefing Document (*see below*).

#### **3.9.2 ICS 201 Initial Incident Briefing Document**

Depending on organization-specific protocols, whenever a FRT is dispatched to an incident, the IMT (*and CMT*) may have to be notified and provided with information on the nature and location of the incident, its status and potential, and the status of field response operations. This

notification must be made in accordance with the applicable contingency plan.

When an IMT is activated, field command should, if possible, dispatch a knowledgeable person to the ICP to provide an initial briefing for the IMT Incident Commander and staff. A filled-out ICS 201 Initial Incident Briefing document (see *Appendix E*) should serve as the basis for the briefing. The 201 form can be reported by radio or other means to facilitate documentation of the information from a remote location. Information on the Initial Incident Briefing Meeting is provided in Appendix D.

**NOTE:** All information required for the ICS 201 Initial Incident Briefing document can be obtained from the Tactical Command Worksheet. An Aide to field command can transfer the information and complete the ICS 201 form.

### **3.10 GOVERNMENT FIELD REPRESENTATIVES**

Agency participants could be involved in field response activities in up to three roles. See Appendix A, Section A.1.6 for more information on these roles.

***End of Section 3***

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