

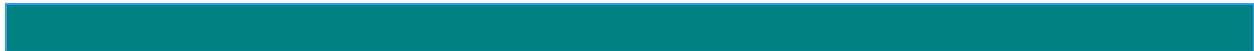
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Section 9220

96-Hour Plan Guiding Response Leadership in Identifying Priorities and Tasks within the First 96 Hours of a Major Incident

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9220

96 Hour Plan for Major Incidents

9220.1 Introduction

The purpose of this 96 Hour Plan is to provide strategic guidance to support rapid, well-coordinated, extended and continuous operations for a major incident. To ensure success, response leaders (agencies and potential spillers alike) need to ask the right questions, engage all partners fully, refer to the right plans and set the right priorities for a major incident. This plan can help establish or accelerate operational momentum, build interagency coordination and earn public trust. This guidance reflects lessons learned, taken from spills and exercises, as well as input from northwest area committee members. The target audience for this plan is the key leadership positions at the command staff and section chief level. The target audience for this plan is the key leadership positions at the command staff and section chief level, not tactical operations.

This section contains a major incident response milestone checklist, a table on critical notifications and guidance for response leaders to enhance communication during a major response. The milestones presented in the 96 Hour Checklist are aspirational, intended to guide responders towards success. Not all checklist items are applicable to every incident and not all will be started or finished within the aspirational timelines. The checklist is a tool, designed to posture (not mandate) or refine response professionals' ability to simultaneously champion mission success and transparency, given the totality of the circumstances.

9220.2 Milestone Checklist

The purpose of this checklist is to guide response leadership in identifying major tasks, in a relative order of priority, to accomplish within the first 96 hours of a major incident response. Once leaders have determined the context of the situation and initial priorities, the checklist will then support them in establishing a work cycle for extended, continuous operations. Every response is different and therefore these milestones are aspirational, intended to guide responders towards success. The critical steps should be taken early to establish operational momentum, build interagency coordination and earn public trust.

It is understood that in the early hours of an incident, responding agencies and potential responsible parties may each take similar steps (for example, make notifications). It is also understood that initially a single individual may be performing multiple roles as the response organization builds. Some of these tasks will be started prior to forming a unified command, until we begin to perform them together at an incident command post, under a unified command.

1 **Major Incident Response Milestone Checklist**

2 *Use this form to record the time a task has been completed. Assume that proper*
 3 *notifications have initiated the response. The milestones/tasks mark the hours that*
 4 *certain activities should begin, though they may take several more hours or days*
 5 *to complete. Every response is different and therefore these milestones are*
 6 *aspirational, intended to guide responders towards success. Not all milestones*
 7 *are appropriate for every response.*

8
 9 **Prior to Officially Forming a Unified Command**
 10 **Day 1 Hour +2**

√	Assigned To	Task
		Type and classify the incident to assess the risk.
		Begin federal/state/trustee/local stakeholder response partner notifications.
		Determine immediate responder and community risks including the need and resources for air monitoring.
		Establish safety/security zones. (must be done via Captain Of The Port Order in marine zones)
		Consider the need to evacuation personnel or residents.
		Establish initial incident objectives.
		Begin ICS form 201.
		Develop initial hazard assessment worksheet and start work on initial site specific safety plan.
		Mobilize initial assessment teams (land, water and aerial, as necessary).
		Identify the PIO in each response agency and connect to other PIOs. Establish an initial conference call, or connect by e-mail.
		Issue initial joint (response agency) press release (between 30 minutes and 2 hours per area plan policy).
		Determine initial resources for responding.
		Begin resource tracking.
		Identify Unified Command (UC) members. Establish time for an initial conference call, connect by e-mail or set up a meeting.

11

12 **Unified Command Has Formed, Is Not Yet Co-Located**13 **Day 1 Hour +3**

√	Assigned To	Task
		Request Scientific Support Coordinator assistance and order trajectories.
		Obtain Safety Data Sheet(s) or other data from spiller to identify oil / hazardous material properties.
		Establish overflight assessment and observation feedback loop to response partners.
		Identify Geographic Response Plan priorities. Communicate on priorities with response contractors. Begin compiling ICS Form 232, Resources at Risk form.
		Determine port closure options/necessity (Captain of the Port decision).

√	Assigned To	Task
		Establish contact with local Emergency Operations Center/City/County Emergency Managers, begin to share information.
		Assess whether the incident may impact a population with access challenges (disabilities, non-english speakers, etc.)
		Continue making broader tribal, elected official and stakeholder notifications.
		Locate and secure joint Command Post, as needed. Secure space based on scenario and scope of the incident. Consider space for a bullpen and breakout rooms.

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**Unified Command Has Formed, Has Plans and Timeframe to Co-Locate
Day 1 Hour +5**

√	Assigned To	Task
		Transition to joint Command Post as necessary.
		Agree on common operating picture.
		Request Endangered Species Act emergency consultation, using information from the ICS Form 232 and the form provided in Section 9404.
		Identify and notify commercial / private fish and shellfish owners. Identify and notify downstream drinking, agricultural, and industrial water users. Communicate with the Environmental Unit.
		Determine need and establish temporary flight restriction, as necessary.
		Consider whether vessel of opportunity skimming systems, public equipment caches or U.S. Naval response resources (local or SUPSALV) are needed. Order as applicable.
		Engage with tribal enforcement and local health departments to open communication concerning shelter in place, fisheries closures and water user impacts.
		Coordinate to determine staging areas.
		Consider night operations, begin planning for staffing, support and shifts, as appropriate.
		For cross border incident (international or state boundaries), establish liaison between governments/Governors.
		Identify accommodations (hotels, motels, etc.) and food service companies to support responders.
		If appropriate to consider use of dispersants or in-situ burning, notify trustees and tribes to allow time to work through the decision process.
		Evaluate whether the spilled oil(s) have the potential to become submerged or sink. Inform UC immediately if so.
		If appropriate to consider use of dispersants or in-situ burning, mobilize necessary resources.

5

1 **Unified Command Has Joined Together at an Initial Command Post**
 2 **Hour +10 Day 1**

√	Assigned To	Task
		UC to establish overall incident objectives.
		Identify limitations and constraints, critical information requirements.
		Establish Situation Display and gather facts and data to support the response.
		Identify expanded list of resources at risk and complete an ICS form 232.
		Establish Communication Plan, including timing of media releases, social media and press conference protocols.
		Request a National Oceanic and Atmospheric Administration (NOAA) Spot forecast for localized weather.
		Begin drafting social media plan for UC approval.
		Establish Liaison Plan that includes a comprehensive list of coordination points in all appropriate agencies/organizations.
		Obtain source sample. Plan for sampling needs for the response.
		If appropriate, order "hot shot" SCAT resources for assessing extent of oiling and potential passive techniques to prevent re-oiling. Plan for long term SCAT.
		Expand staging areas as needed.
		Establish briefing schedule for elected officials and agencies.
		Conduct media briefings and consider updating the press release.
		Launch a unified, incident-specific web site.
		Consider whether the Command Post is suitable for a long term response.
		Develop process of managing claims.

3
 4 **Day 2 Hour +24**

√	Assigned To	Task
		The Information Officer and Liaison Officer together determine the need / timing for community meetings.
		Consider as a best practice, hosting or touring media on or near the scene.
		Assess wildlife impacts. Activate Wildlife Infrastructure as needed.
		Consult with cultural / historical resource specialists as needed.
		Stand up Maritime Transportation System Recovery Unit (MTSRU) and begin cargo prioritization, if appropriate.
		Develop long term staffing and demobilization plans, establish fatigue guidelines.
		Determine documentation management protocols.
		Evaluate the effectiveness of recovery tactics to maximize recovery.
		Plan for disposal, waste issues.
		Plan for decontamination of response / commercial / non-commercial vessels.
		Consider salvage and transfer needs (lightering, etc.).
		Communicate the claims process to communities, municipalities and business owners.

√	Assigned To	Task
		Implement west coast mutual aid agreement and begin cascading of resources from out of region, if necessary.
		Inform or otherwise convene the Regional Response Team (RRT) for assistance.
		Finalize, distribute, and brief safety plan.
		Establish a volunteer policy as necessary, and develop a volunteer management plan.
		Track all costs and communicate a burn rate to UC.

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Day 3 Hour +48

√	Assigned To	Task
		Develop long term staffing and demobilization plans.
		Refine vessel traffic plan.
		Activate Volunteer Management Plan, as needed.
		Continue communication with the incident specific RRT.
		Adjust daily cycle of activities accordingly.

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Day 3-4 Hour +96

√	Assigned To	Task
		Continue communication with RRT.
		Adjust daily cycle accordingly.

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7**9220.3 Notification Matrix**

The notification matrix identifies key notifications that federal and state officials and responsible parties have protocols or obligations for conducting. Multiple notifications to the same organizations are expected and are acceptable. It is a best practice for agencies to verify their notification lists at least annually.

Audience	Federal/State Authority	Incident Command Function/Connection
Federal and State Emergency Notification Call Centers		Responsible Party
International Partner Coordination (CCG, EC)	USCG/EPA	
Regional Response Team	USCG/EPA	UC
RRT X Executive Committee Agencies	USCG/EPA/STATES	UC/Liaison
USCG Strike Team	USCG/EPA	UC/Operations
Scientific Support Coordinator	USCG/EPA	UC/Environmental Unit (EU)
Federal Trustees including NOAA, DOI, Agriculture	USCG/EPA	EU/Liaison
State Trustees including Fish, Wildlife, Game, Parks, Health, Historic Preservation, Natural Resources	STATES	EU/Liaison
Tribes	USCG/EPA/STATES	EU/Liaison/UC
Public Health Agencies	STATES	EU/Liaison/UC
County and City Emergency Managers	STATES	UC/Liaison
White House Officials	USCG/EPA	Liaison
Governors	STATES	Liaison
Congressional Representatives	USCG/EPA/STATES	Liaison
State Legislative Representatives	STATES	Liaison
Local Elected Officials	STATES	Liaison
Affected Ports	USCG /STATES	MTSRU/Liaison
Municipal Government	STATES	UC/Liaison
County Government	STATES	UC/Liaison
State law enforcement and fire agencies	USCG/EPA/STATES	UC/Operations
Tribal law enforcement and local health authorities for fish closure	USCG/EPA/STATES	EU/Liaison/UC
Notification contained in Geographic Response Plans	USCG/EPA/STATES	EU/Liaison

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2 9220.4 Enhance Communications

3 This Section provides guidance to response leadership that will enhance
4 communications in a major incident in a way that establishes operational
5 momentum, builds interagency coordination and earns public trust. These
6 communication strategies should be incorporated by response leadership into
7 training, internal procedures and practiced at drills.

8

9 Use Strategic Messaging

10 Communication should be at the epi-center of a major response. Federal, state,
11 local, and responsible party leadership should employ rapid, aggressive and
12 targeted strategic messaging to gain the confidence of the public, tribes and
13 elected officials during a response.

- 14 ▪ Strategic messaging means intentional planning for a flow of credible
15 information over the course of an extended response, using all relevant
16 modes of communication.

17

18 Strategic messaging should not be confused with routine public affairs outreach. It
19 builds on strong existing relationships developed with the media and elected
20 officials, and should be cultivated before spills occur on a routine basis. These
21 relationships will result in communication that is clear and compelling, tailored to
22 the local audience and focused on the key issues of risk communication, safety
23 and environmental issues, and public safety and security during a response.

24

25 Examples of strategic messaging identified in this area plan are:

- 26 ▪ Report the volume of the spill in terms of the potential maximum quantity
27 or use a range of potential volumes if necessary. Be prepared to explain
28 how the actual volume will be determined. Having to change an initially
29 reported spill volume will diminish credibility, yet reporting a spill
30 volume is a critical data point for the public.
- 31 ▪ Get agreement in the most immediate manner possible about incident facts
32 that can be spoken to in the early hours; for example, information on the
33 ICS 201 form. It takes time to ascertain facts about a crisis. Waiting for
34 “perfect” information does not help build trust.
- 35 ▪ Be prepared to speak about the plans that we have in place, the national
36 framework for response and the assets being brought to bear to the
37 response.

38

39 Media Outreach

40 Federal, state, local, and responsible party Public Information Officers (PIOs)
41 should conduct rapid and aggressive media outreach campaigns during a major
42 response. Outreach should focus on demonstrating and conveying the capability
43 of the unified command to manage the response. Failure to make this effort may
44 result in competing media coverage that could send contrary or misleading
45 information. Even in situations where information is incomplete, response
46 leadership should hold daily press conferences.

47

- 1 Examples of effective outreach identified in this area plan are:
- 2 ▪ Allowing the media escorted access to the command post, while still
 - 3 ensuring operational security.
 - 4 ▪ Allow the media direct access to the unified commanders, as the response
 - 5 allows.

6

7 **Web-based Media, Television and Print**

8 The public is now more apt to use television, internet, and social media for news.
9 Failure to use these communication modes will result in an information void. In
10 addition to televised press conferences, within 24 hours of a major crisis,
11 responses should incorporate an incident specific web site that allows
12 collaboration between all members of the Unified Command. PIOs should also
13 use social media, including Facebook and Twitter, to deliver information such as
14 scheduled press conferences, major response milestones, major successes, factual
15 data, etc.

- 16 ▪ Federal agencies and industry may have restrictions that prevent
- 17 leadership from capitalizing on the power of social media. Therefore,
- 18 incident commanders should partner with the state and local agencies to
- 19 host incident specific web sites and communicate using social media, to
- 20 effectively tell the operational story.
- 21 ▪ The pace of social media requires establishing an early presence on social
- 22 media. Incident Commanders should encourage and facilitate this by
- 23 asking for a social media plan and agreeing in the most immediate manner
- 24 possible about incident facts that can be spoken to in the early hours; for
- 25 example, information on the ICS 201 form.
- 26 ▪ Incident commander should ask to be informed about conversation trends
- 27 and rumors, and adjust and adapt the communication plans accordingly.

28

29 **Risk Communication**

30 Federal, state, local, and responsible party incident commanders should rapidly
31 and continuously convey public safety, environmental concerns, security threats,
32 and economic impacts to improve public trust.

33

34 Example of a best practice identified in this area plan:

- 35 ▪ Consider asking recognized local, regional, or national experts (i.e. NOAA
- 36 Scientific Support Coordinators, academic experts, local Emergency
- 37 Managers, etc.) to deliver messages.

38

39 **Congressional/State/Elected Official/Political Appointee Outreach**

40 Elected officials are included in communications protocols for major responses.
41 They require periodic operational briefs in order to inform their constituents.
42 Response incident commanders should conduct elected official briefings early on
43 in the response once they have gained reliable situational awareness. If response
44 leadership does not maintain an aggressive political outreach program, they run
45 the risk of having to publicly defend response actions in addition to trying to fill
46 an information gap.

- 1 ▪ If use of dispersants or in-situ burning are identified as an objective,
2 communicate immediately on the decision process and timing. Commit to
3 communicating again on the final decision.
4

5 **Town Hall/Public Meetings**

6 Town hall meetings should be coordinated with federal, state, local, and
7 responsible party incident commanders. This has proven an effective method to
8 reach out to the impacted community in a sensitive manner.
9

10 Examples of community outreach identified in this area plan are:

- 11 ▪ Consider opening up space within communities (“store fronts”) to
12 maximize communication, trust and help communities move towards
13 restoration.
14

15 **Recommended Flow of Information for News Releases**

16 **1st News Releases (within 24 hours)**

- 17 ▪ Facts about the incident as known. List of Responding Agencies.
18 ▪ Information on exclusion zones and evacuations.
19 ▪ Initial estimated maximum potential spill volumes and methodology for
20 determining an actual volume spilled.
21 ▪ Air monitoring information. Public safety message. (Coordinated with
22 local Emergency Managers)
23 ▪ Public information sources, i.e. Twitter, Facebook, response website, etc.
24 ▪ Equipment/resources deployed. Number of personnel responding.
25 ▪ Wildlife message/hotline number.
26 ▪ Claims line (if established).
27 ▪ Status of public services, i.e. drinking water supply, medical services, etc.
28 ▪ Any expected impacts to oil availability or gas prices (if applicable).
29 ▪ Contact phone numbers for media.
30

31 **Subsequent News Releases (24 +)**

- 32 ▪ Cause of the spill and status of investigation.
33 ▪ Vessel/Facility/Pipeline/Railroad/Etc. information.
34 ▪ Amount of product recovered.
35 ▪ Injuries or casualties.
36 ▪ Trajectory of the oil.
37 ▪ Environmental and wildlife impacts.
38 ▪ Beach closures.
39 ▪ Fishery closures.
40 ▪ Cleanup contractors and additional agencies responding.
41 ▪ Actions taken, actions planned.
42 ▪ Resources applied and numbers (equipment and people).
43 ▪ Special considerations (dispersant use, place of refuge).
44 ▪ Volunteer Registration Information (if applicable).
45 ▪ Cost of the spill.