

EMERGENCY RESPONSE PLAN



Newton County Assets

Theron 24-Hour Emergency Response Contact Line

(844) 366-7348

Controlled Copy

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Statement of Intent

Thereon Operating Company, LLC (Theron) strives to comply with all regulatory requirements, federal, state, and local laws and industry standards. Theron also strives to be a good steward of the environment and the communities in which we operate. This document establishes a uniform organizational structure for defining, planning, reporting, and responding to incidents. This plan does not give detailed instructions for all possible emergency situations and is intended to give general guidance to those who will manage or respond to emergency situations and Theron locations and facilities.

Unfortunately, accidents do occur in the energy business, but it is our intent to diligently to avoid these events. Appropriate preparedness and actively responding to these events are some of those measures.

Theron will prioritize needs in the following order utilizing the acronym **PEAR**:

P – People

E – Environment

A – Assets

R – Reputation

In the event of an emergency situation, Theron will follow the Incident Command System (ICS) as a basis for establishing a response effort utilizing both Employees, Contractors, and Subject Matter Experts where appropriate to help ensure the best outcome for a safe and successful resolution to the event. Response Guidance is provided starting on Page 18.

Purpose

The Purpose of this plan is to provide guidance and outline preliminary responsibilities for management, onsite supervisors, employees, and contract personnel in fulfilling expectations of their positions and roles in the event of an emergency situation at Theron's Locations and facilities in Newton County, Texas.

This plan is prepared in accordance with 40 CFR 112.7(d) and 40 CFR 109 and intended to be supplemental to Theron's SPCC Plans for each individual facility and location. This plan will be implemented in the event of an oil discharge, impact to facilities due to weather or natural events, security threats, medical emergencies, well control events, or fire.

Definitions

Primary Containment – The vessel (tank, pipe, vessel) in which process and production fluids, natural gas, etc. are intended to store or convey liquids and gas to the next step in the process.

Secondary Containment – Earthen or engineered structures designed and intended to contain liquids in the event of a loss of primary containment.

Spill – Unintentional release of liquids from primary containment. May include oil, produced water, condensates, natural gas liquids, etc.

Release – Unintentional release of natural gas or other non-liquids from primary containment.

ICS – Incident Command System.

First Responder – First Person to arrive and report or offer aid at the scene of an emergency.

Unified Command – Arrangement where regulatory agencies and other stakeholders participate in the leadership of the response effort.

DOAG – Delegation of Authority Guidance. Establishes authorization for expenditure and levels of expenditure authority in a response action.

SDS – Safety Data Sheets. Available electronically or by request to the EHS Department. Also commonly found on most chemical tanks in the field.

ESG – Emergency Support Group. Personnel engaged in support of the response activities from afar. This team plays a critical role providing expertise, information, and counsel to the front line response team. They do not have the authority to assume supervisory or incident commander responsibilities remotely.

Response Objectives

Theron will prioritize needs in the following order utilizing the acronym PEAR

P – People. Safety and preservation of human life is the tantamount priority.

E – Environmental. Protection and restoration of the environment will occur only after the personnel on location and the public have been made safe.

A – Assets. Protect the property of both the company and the public.

R – Reputation. Be good stewards of the community around the places we work.

Theron will identify and respond to objectives as established by the incident commander with a 'No Regrets' policy. Personnel, equipment and resources will be activated without fear of retribution. Resources will then be released as objectives are completed and no longer required.

Theron personnel and contractors are trained and equipped to respond to minor incidents **within** a facility, as long as the effects of the incident do not impact areas outside of the pad boundaries. Incidents affecting external areas will require the outside assistance of contractors and other stakeholders to prevent escalation and mitigate the impact.

Emergency conditions are concluded when source control has been achieved, and the site is able to remain in a stable condition. The site then transitions into the remediation phase and the cleanup and restoration process begins.

Theron Management will conduct an investigation for every event where a response action is authorized. All notes and information pertaining to the response effort shall be left in the Command Post and collected by the Historian. All information will be reviewed, and a detailed de-brief will be conducted within 90 days after cessation of response activities to ascertain the circumstances that lead to the event. An action item list will be prepared by the team, completed, and documented in an effort to prevent re-occurrence.

Communication

Theron Operating Company Field Emergency Contact List

Local Fire/Emergency Response	911
Theron Emergency Hotline	(844) 366-7348
Theron Response Coordinators:	
• Tim Hazen, EHS Manager	(832) 758-1899
• Tracy Matthews, Field Superintendent	(817) 694-4448
• Richard Vickery, Drilling & Completions Mgr.	(903) 738-5127
• David Carmony, CEO	(713) 818-7411

Local Emergency Response Services

Newton County Sheriffs Office	(409) 379-3636
Newton Fire Department	(409) 379-8134
Ambulance Service	(409) 221-8923
Newton County Emergency Management	(409) 221-8923

24-Hour Emergency Response Contractors

Forefront Emergency Management	(844) 427-7767

Local Field Support

Regulatory Agencies

TX RRC District 3 – Houston	(713) 869-5001
TX RRC Austin	(512) 239-0468
TCEQ Region 10 – Beaumont	(409) 898-3838
TCEQ Austin	(877) 228-5740

Response Guidelines

The following sections give brief guidance on common emergency situations that could occur. Personnel should use their discretion when encountering a situation and should seek assistance from others as needed to coordinate an appropriate response. Theron supports a 'No Regrets' policy for employees and contractors acting in good faith on their behalf when responding to an event. However, effort should be made to establish a coordinated response where appropriate and as soon as practicably possible.

Span of Control

All coordinated responses are specific to the circumstances of the event, and each response action should be scalable and flexible to meet the needs of the situation. This means that a full ICS structure may not be needed in every case, and conversely, one person may not be able to efficiently manage all aspects of each event. Therefore, the response should be structured to grow or shrink as needed to appropriately facilitate the current and planned operations.

In accordance with ICS protocol, personnel should be allocated to limit the span of control to a ration of 5:1. In certain circumstances where more routine and general labor operations are ongoing, i.e. SCAT teams, absorbent deployment, etc... it may be acceptable to expand the ratio to 7:1. Site Supervisors and other response leadership personnel should consult with the Incident Commander or following the appropriate chain of command if an expanded Span of Control may be warranted.

Types of Events

Injury / Illness

Most Injuries and illnesses will not initiate a formal response; however, ICS methodologies will help ensure personnel receive the appropriate medical attention as timely as possible.

- First Aid – Minor injuries that can be dealt with locally through first aid or a local health care facility such as a clinic or urgent care.
 - Take practical steps to prevent further injury or administer first aid.
 - Inform your supervisor of the injury.
 - Seek any needed additional medical attention.
 - Document the event and gather pertinent information in order to conduct an investigation of the event.

If Medical Evacuation from the location is warranted, but the injuries are non-life threatening, transport the injured person(s) to the nearest medical facility (see next page). If injured person should be accompanied to medical care by another person if possible. If the injury or illness is of a serious nature, contact emergency medical services (EMS) or call 911 for assistance.

- Emergency Medical Treatment – Injuries where transportation of the injured person to medical attention is critical or life threatening.
 - Call 911
 - Notify the PIC or another person on location to notify Theron Management.
 - Stabilize/Administer first aid or other needed care as is safe and you are able to do so.
 - Transport the injured person to the local emergency room.
 - Document the event and gather pertinent information in order to conduct an investigation of the event.

Regional Medical Facilities

Hospital	Distance	Contact Number	Address	Services
Newton County Health (Clinic)	0.5 Miles	(409) 379-5291	210 High Street Newton, TX 75966	Clinic Urgent Care Level IV
Jasper Memorial Hospital – Christus Southeast Texas	16 Miles	(409) 384-5461	1275 Marvin Hancock Dr. Jasper, TX 75951	Trauma Level III
Baptist Hospital of SE Texas	69 Miles	(409) 212-5000	3080 College Street Beaumont, TX 77701	Trauma Level II
Memorial Herman	164 Miles	(713) 704-4000	6411 Fannin Street Houston, TX 77030	Trauma Level I
Air Evac SE Texas Air Rescue	69 Miles	(409) 924-9262	2900 North Street, #804 Beaumont TX, 77002	Life Flight

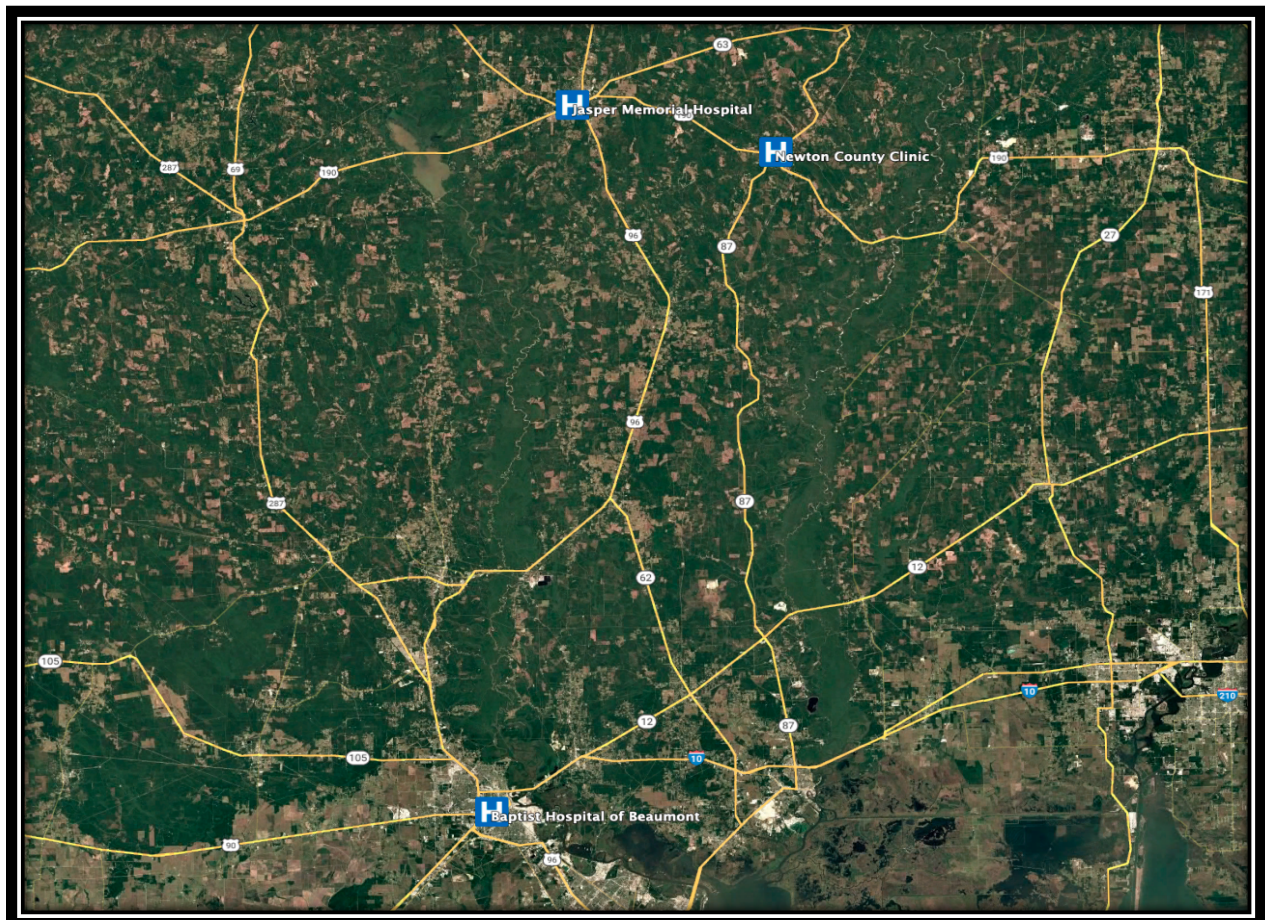
*Distances measured from Intersection of US190 and TX87 in Newton Texas.

**Care Levels

Level IV – Clinic or Urgent Care

Level III – Stabilization and Transport to Higher Care

Level II/I – Critical Care, Full Emergency Services, Burn Unit, ICU



Fire

Personnel should only attempt to fight a fire if it is in the incipient stage, which is about the size of a small trash can.

Do not attempt to fight fires on tanks, production equipment, transport trucks, rigs, or other oilfield related processes. Shut in the well/facility, if safe to do so, evacuate the site, and call 911 for assistance. SDS information is available in the office on location.

Incipient Fire

1. Notify your supervisor or designate someone to report the fire. Never attempt to fight a fire without someone else knowing about it.
2. Extinguish the fire utilizing an appropriate rated firefighting device. If the fire will not extinguish or continues to expand, evacuate and call 911.
3. After the fire is extinguished, conduct a damage assessment.
4. Document the event and information pertinent to conduct an investigation of the event.

Large Fire

1. If safe to do so, shut in the well using the remote ESD if site is equipped
2. Evacuate the location, then call or designate someone at the location to call 911.
3. Ensure all personnel are accounted for, do not leave the location.
4. Secure location and wait for emergency personnel to arrive
5. Notify the site supervisor or Theron Management.
6. Support Emergency services as needed.
7. After the fire is extinguished, conduct a damage assessment
8. Document the event and information pertinent to conduct an investigation of the event.

Tanks

- Keep Personnel as far from tanks as possible when fighting a tank fire.
- Utilize foam whenever possible.
- Work to control heat on adjacent tanks to prevent ignition or boiling in those tanks.
- Evaluate the need for downgradient containment in the event of a breach of secondary containment. Water and other materials from firefighting may cause fluid capacity to exceed storage capacity.
- Allow time to completely cool before attempting to investigate.
- After the fire is extinguished, conduct a damage assessment
- Document the event and information pertinent to conduct an investigation of the event.

Separators/vessels

- Isolate the inlet
- Attempt to fight the fire only after the inlet flow has stopped.
- Allow time to completely cool before attempting to investigate.
- After the fire is extinguished, conduct a damage assessment
- Document the event and information pertinent to conduct an investigation of the event.

Compressors

- Isolate the inlet
- Attempt to fight the fire only after the inlet flow has stopped.
- Allow time to completely cool before attempting to investigate.
- After the fire is extinguished, conduct a damage assessment
- Document the event and information pertinent to conduct an investigation of the event.

Chemical Tanks

- Do not attempt to fight a chemical fire. Evacuate the location/facility and call 911.
- Refer to the SDS for firefighting information and convey it to the Fire Department when they arrive.

Well Heads

- Shut in the well or ESD if safe to do so. If not, ESD remotely and evacuate the location.
- Call 911.
- Attempt to fight the fire only after the well has completely shut in.
- Allow time to completely cool before attempting to investigate.
- After the fire is extinguished, conduct a damage assessment
- Document the event and information pertinent to conduct an investigation of the event.

Production Spills and Releases

A spill is the unintentional loss of fluids from primary containment. Liquids are, for the purposes of this plan, defined as oil, produced water, condensate, natural gas liquids, and chemicals. In the event of a spill, the needs of the response will be prioritized using the acronym PEAR. The first priority is the safety and security of personnel, responders, and the public. Followed only then by containment, control, remediation, and repair of the environment and assets.

P - Personnel

E- Environment

A - Assets

R- Reputation

Immediate Actions

- Evacuate the location/facility
- Shut in the well/equipment if safe to do so
- Shut down all ignition sources if safe to do so
- Notify Theron Management with the following information.
 - ✓ Location
 - ✓ Time
 - ✓ Source (if known)
 - ✓ Volume estimate (if known)
 - ✓ Environmental impacts (if known)
 - ✓ Weather conditions
 - ✓ Other Consequences (fire, injuries, etc.)
 - ✓ Any other important information.
- Begin response activities. Based on the report and feedback from the reporting party, Theron Management may determine if a coordinated ICS style response is warranted.

Spills

Minor Spills

Minor spills are those events that can be remediated and completed in a short amount of time (hours to a few days), are contained onsite within secondary containment, and the risk of fire is low. These events can typically be managed by a single person at the field level or with very minimal oversight with the help of local contractors to provide manpower and equipment.

Major Spills

Major spills are generally of sufficient volume to warrant a coordinated response effort, are out of secondary containment, travelled off site, are a threat to the public or have reached environmental receptors or environmentally sensitive areas.

Major Spills should be reported to management immediately and a coordinated response effort will be initiated to ensure proper response and regulatory reporting is completed.

Control

Multiple strategies may be deployed to control spills, including but not limited to:

- Berms and barriers
- Ditches, sumps, impoundments, collection areas
- Dams, weirs, gates, diversion equipment, skimmers
- Absorbent materials, pads, absorbent boom, pom-poms, oil gator or like
- Boom deployed for containment, deflection, or exclusion

Release

A release is the unintentional loss of primary containment of natural gas. Additional support for the calculation of gas volume should be sought or verified by an engineer or other qualified individual employed or contacted by the company.

Minor Releases are those events where the unintentional loss of natural gas is able to be identified or observed, and the calculated volume does not meet or exceed the minimum threshold for regulatory reporting.

Major Releases meet the same criteria except that they meet or exceed the regulatory reporting threshold.

Chemicals

Refer to the SDS for Health, Safety, Environmental, and Fire Fighting information. All SDS for chemical tanks can be found affixed to the tank or in the office on location.

Well Control

In the unlikely event of a well control situation, If possible, isolate the well either by manual activation of valves or by ESD. Evacuate and secure location access. Call Theron Management for additional instruction and support. In the event of a fire, call 911.

Flood and Hurricanes

The risk of flooding in Newton County is unlikely, but not impossible due to the proximity of infrastructure to the Sabine River. Hurricanes are also possible in the region. If flooding or hurricane conditions occur, facilities that could reasonably be impacted should follow the applicable prevention activities below to minimize/prevent damages:

- Shut in the well and close all valves
- Isolate production equipment
- Remove hydrocarbons and produced water from production tanks and equipment and fill with freshwater.
- Guard wellheads to prevent floating debris from hitting the well.
- Secure or remove loose equipment and materials from location
- Secure or remove chemical tanks, drums, and other small containers and containments.
- Monitor the facility and report any spills or other damage.

Winter Storms and Prolonged Freezing Events

Winter storms and prolonged freezing conditions are uncommon but do occur on a roughly 100-year storm event cycle. If extended winter or freezing conditions arise, every attempt will be made to maintain operational integrity through a variety of methodologies which may include heat tracing, insulation, chemical treatment, or other commonly accepted industry practice available at the time of the event. Reference the current Theron Emergency Operations Plan for additional information on Critical Infrastructure where applicable.

It should be noted however that the production and operations of wells and equipment may be constrained or shut-in by the next entity in the process. Awareness of the status of these stakeholders should be monitored, and Theron's operations adjusted and reported upline accordingly.

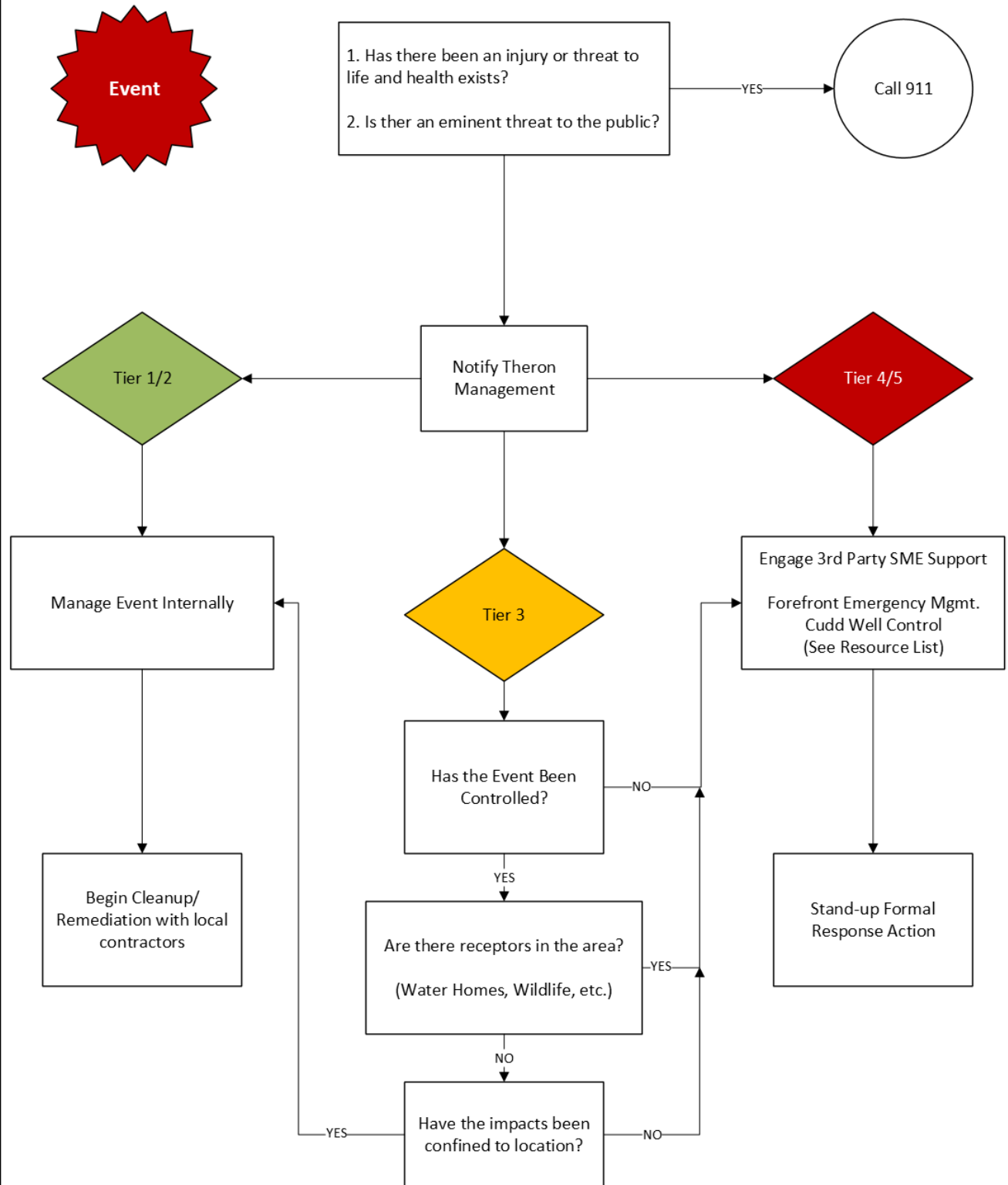
Waste Management

Waste derived from a response effort is to be containerized and sealed, and stored on location until sampling can be completed and disposal can be coordinated. In some cases where large volumes of contaminated soils are removed from site, they may be stored on plastic and kept covered until sampling and disposal can be coordinated. Contact the EHS department for support in handling and managing site waste.

Recovered salable fluids will be accounted for and transported for sale or replaced into the production infrastructure. Remaining fluids will be disposed of appropriately based on the condition of the fluid.

Per company policy. No landfarming, bioremediation, or other similar means of treatment outside of attenuation is permitted without the written consent of the Theron Management Team.

Theron Energy Emergency Response Decision Tree



Severity Tier Levels

	1	2	3	4	5
People	Near Miss First Aid	Minor Injury First Aid	Recordable Injury Lost Time	Fatality	Multiple Fatalities
Environment	No Impact	On location Cleanup No Impact to GW	Short Term Cleanup Off Location No GW Impact	Medium Term Cleanup 6mos-1yr No GW Impact	Long Term Cleanup >1Year Permanent Env. Damages
Asset	No Damages	Damages <\$10k	Damages \$10k-100K	Damages \$100K-\$1MM	Damages >\$1MM
Reputation	Agency Non- Reportable No Media	Agency Reportable Local Media Coverage	Agency Reportable Regional Media	Agency Reportable State Media	Agency Reportable National Media

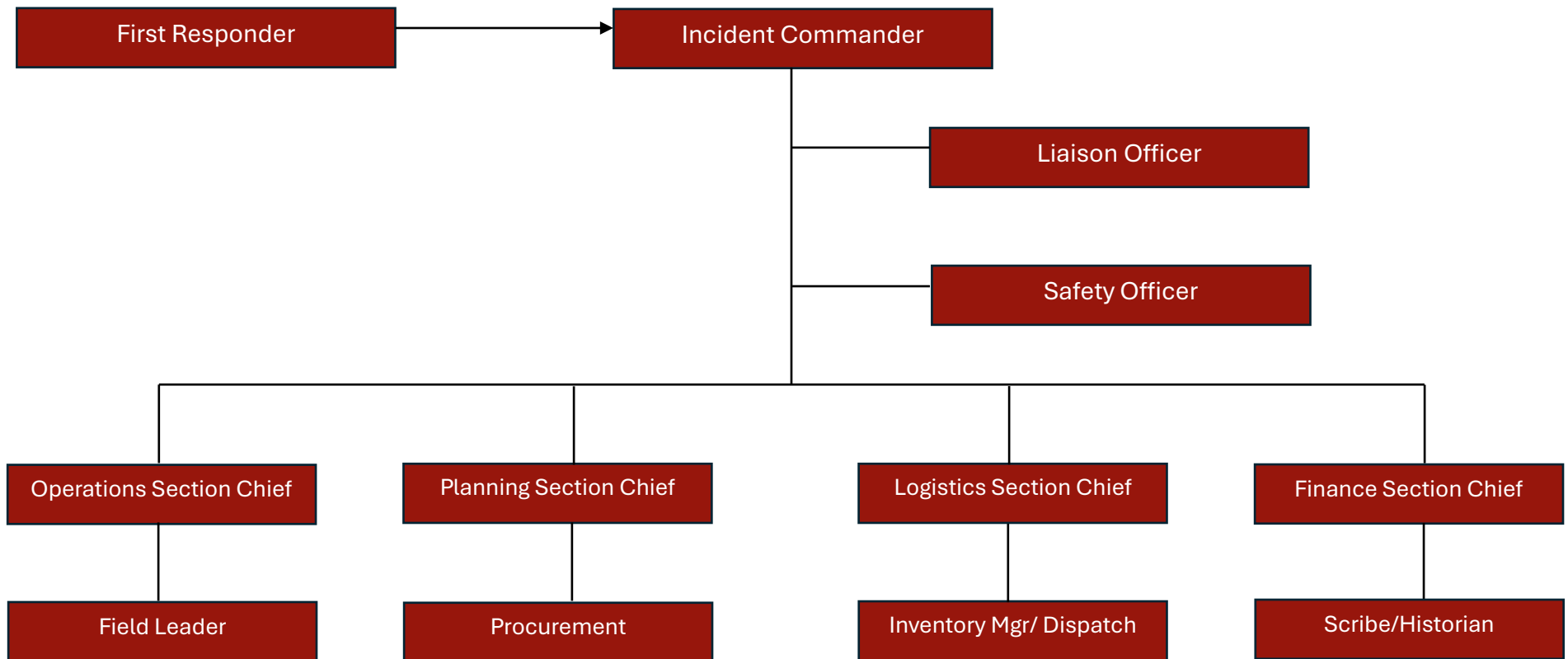
Resource List

Vendor	Phone	Resource	Location
Forefront Emergency Management	(844) 427-7767	24 Hour Emergency Response Management OSRO Services (ES&H)	Atascocita, TX Lake Charles, LA
Cudd Well Control	(713) 849-2769	Well Control	Houston, TX Tyler, TX Odessa, TX
Halliburton Boots and Coots	(800) 256-9688 (281) 931-8884	Well Control	Houston, TX
Clements Fluids	(903) 509-2354	Kill Fluids (Water Base)	Henderson, TX Buffalo, TX
Halliburton	(713) 819-4388	Kill Fluids (Oil Base)	Houston, TX
R&W Rentals	(936) 327-6991	Equipment Rental	Livingston, TX
Southeast Texas Oilfield Supply	(409) 489-9211	Supplies	Jasper, TX
Champion Construction	(281) 802-3083	Dirt Work Excavation Construction	Houston, TX
Windham and Sons	(936) 327-4367	Dirt Work Excavation Construction	Livingston, TX
Streamline	(409) 834-6096	Roustabouts Flowback	Village Mills, TX (Local Crews)
Hernandez Trucking	(409) 284-5360 Maria (409) 284-5272 Juan	Trucking	
Tanmar	(318) 871-8402	Shacks/Housing	Grand Cane, LA
Tektite Consulting	832-758-1899	EHS Support	Tyler, TX

Incident Command System



Theron Energy ICS Structure



ICS Position Checklists

First Responder

Ensure the safety of personnel, the community, and the environment. Call 911 or the appropriate local responder system if people are injured or the community is threatened.	
Activate ESD and shut in facility as safe to do so.	
Alert other personnel in the immediate vicinity by appropriate alarms, radio, or other communication. Summon Help if needed.	
Evacuate the area immediately if there is a fire, explosion, or health risk due to hazardous or toxic chemicals.	
Call the 24-Hour Emergency Line: (844) 366-7348 Report the incident immediately to your supervisor. If they cannot be reached, contact the next level of supervision until a response is obtained. Document your calls and times.	
Shut down operations in progress if safe to do so. Eliminate all sources of ignition and secure the area.	
As soon as practical, prepare a complete and accurate report of the incident and the actions taken.	
Maintain a personal log of activity, calls made, and resources engaged.	

Incident Commander

Assess the incident using available information and determine immediate response objectives to protect Personnel, the Environment, Assets, and Reputation.	
Staff and document the incident command organization chart, keeping it within the optimal span of control. Place the org chart and safety plan on a situation display board.	
Review and reestablish, if needed, Hot, Warm, and Cold zones with the safety officer.	
The Incident Command Post (ICP) may be located within the warm zone. ICP should provide safety and physical assets needed to manage the incident. Ensure Critical command information is displayed and/or available in the command post. The IC spends most of their time in the Incident Command Post.	
Establish Unified Command if outside agencies assist.	
Ensure Planning Section Chief responsibilities are met.	
Provide relief for members of the organization.	
Notify Management and local authorities. Request ESG assistance if needed.	
Fill Liaison Officer position within the command staff if government agencies are involved.	
Review and approve initial, interim, and final reports prior to submittal to regulatory agencies.	
Maintain a personal log of activity, calls made, and resources engaged.	

Liaison Officer

Make appropriate Regulatory notifications	
Establish and coordinate assisting/cooperating agency communications: • Points of contact. • Methods of communication (i.e. phone, radio frequencies, email, etc.). • Constraints and Limitations.	
Periodically brief assisting/cooperating agencies.	
Identify perceived concerns of assisting/cooperating agencies; keep command apprised of such issues as: • Logistical problems. • Inadequate communications. • Strategic and tactical direction. • Government displeasure.	
Participate in incident meetings; provide the following information regarding assisting/cooperating agencies: • Current resource capabilities. • Operational objectives.	
Work with the Public Information Officer and Incident Commander to coordinate any media releases concerning assisting/cooperating agencies.	
Coordinate activities of VIPs and dignitaries.	
Coordinate casualty details with appropriate assisting/cooperating agencies as required.	
Ensure all required assisting/cooperating agency forms, reports, and documents are completed prior to demobilization.	
Maintain a personal log of activity, calls made, and resources engaged.	

Safety Officer

Identify incident hazards and develop risk mitigation strategies for employees, contractors, responders, and the public.	
Assess needs for and assign safety resources (assistant safety officers).	
Participate in incident briefings, staff meetings, and other team/field briefings as needed.	
Coordinate accident, injury, and illness reporting with legal officer.	
Prepare and deliver daily safety alerts and/or bulletins.	
Coordinate safety inspections and investigations during the incident when safe to do so.	
Develop and distribute the following: • ICS 208 – Site Safety Plan. • ICS 215a – Work Safety Analysis Worksheet.	
Review IAP for safety issues and hazard mitigation measures.	
Maintain a personal log of activity, calls made, and resources engaged.	

Operations Section Chief

Obtain briefing from Incident Commander: • Status of incident and personnel. • Objectives and recommended strategies. • Status of current tactical assignments. • Current organization, location of resources and assignments. • Current site safety plan.	
Develop and manage tactical operations to meet incident objectives.	
Determine and request necessary resources (personnel, equipment, supplies).	
Manage Operations section for efficiency, safety and span of control.	
Establish and demobilize staging areas.	
Conduct Operations Brief: • Brief tactical elements (branches, divisions/groups, task force, strike team leaders) on assignments. • Brief staging area managers on resources to be maintained/released.	
Establish surveillance program.	
Assess personnel safety: • Adjust perimeters to ensure site security as needed. • Evaluate and enforce use of PPE and response equipment. • Implement and enforce appropriate hazard mitigation measures.	
Evaluate situation and provide update to the planning section: • Location, status, and assignment of resources. • Effectiveness of tactics. • Desired contingency plans. • Assist planning section with development of Operations portion of IAP. • Identify assignments by divisions or group. • Identify specific tactical assignments. • Identify resources needed to accomplish assignments.	
Approve suggested list of resources needed to be released from assigned status.	

Ensure coordination of operations section with other staff: • Time-keeping logs, activity logs, and equipment use documents are maintained/delivered to appropriate sections. • Ensure use of the ordering process. • Notify the logistics section of communications problems. • Keep planning up to date with resource and situation status. • Notify Liaison Officer of issues concerning assisting/cooperating agency resources.	
Report deviations in IAP implementation, special activities, and events to Incident Commander, Planning Section Chief, and Public Information Officer.	
Review deviations to the planned tactical operations. Forward recommendations to the Incident Commander.	
Document all activity on unit log and individual log (ICS 214).	
Maintain a personal log of activity, calls made, and resources engaged.	

Planning Section Chief

Determine and request necessary resources (personnel, equipment, supplies)	
Establish and maintain the resource tracking system.	
Collect, evaluate, and display incident information: • Weather forecast for affected locations. • Charts/maps of incident area. • Diagrams/models/schematics. • Response priorities and objectives. • Organization structure. • Current activities.	
Complete incident briefing form (ICS 201) if not previously completed and provide copies to Command and General Staff.	
Advise IMT Members of significant changes in incident status.	
Develop Strategies and tactical plans with Operations Section Chief for inclusion in the IAP.	
Supervise all meetings and briefings in the planning cycle.	
Supervise preparation of the IAP • Establish the planning cycle. • Provide Contingency Plan information to Operations Section and Command staff. • Verify coordination of support, services, and resource needs with Logistics Section.	
Before Releasing IAP: • Include financial documentation forms if requested by Finance Section • Coordinate IAP changes with Command and General Staff personnel and distribute written changes.	
Provide periodic predictions on incident potential.	
Prepare alternate strategies if needed.	
Ensure the incident is properly documented and a record-keeping system is developed.	
Establish the Resource Assessment Team to prepare recommendations for demobilization of resources and oversee and implement demobilization plan.	
Track lessons learned and ongoing issues to improve future responses.	
Maintain a personal log of activity, calls made, and resources engaged.	

Logistics Section Chief

Determine and request necessary resources (personnel, equipment, supplies)	
Review Operational plans and contingencies (ICS 215) for upcoming operational period and ability to provide resources and logistical support.	
Advise IMT on availability of resources to support incident needs.	
Coordinate and Process requests for additional resources.	
Inform IC of logistics shortages.	
Prepare Communications Plan (ICS 205) and medical plan (ICS 206).	
Review Incident Action Plan (IAP) and estimate section resource needs for next operational period.	
Obtain Demobilization plan (ICS 221) from Planning Section.	
Recommend release of unit resource in conformance with the Demobilization Plan.	
Maintain a personal log of activity, calls made, and resources engaged.	

Finance Section Chief

Participate in incident meetings and briefings as required.	
Establish AFE and disseminate to all IMT sections.	
Establish Delegation of authority limits for command and general staff.	
Manage all financial aspects of the incident: • Keep current tabulation of expenses • Forecast future costs	
Determine and request necessary resources (Personnel, equipment, supplies)	
Develop procedures for material purchases.	
Coordinate finance operations with respective sections within the IMT.	
Review operational plans and provide cost-analysis input.	
Provide financial input to demobilization planning.	
Ensure all personnel time records are accurately completed.	
Maintain a personal log of activity, calls made, and resources engaged.	

Scribe/Historian

Operates as part of the finance section.	
Record all meeting minutes from command staff meetings.	
Maintain activity log form (ICS 214).	
Maintain system to receive, collect, and catalog all documents, forms, notes, and other information generated as part of the event.	
Assist in dissemination of information and documents as needed by the command staff and investigation team.	
Assist in any other needs as requested by the Incident Commander.	
Maintain a personal log of activity, calls made, and resources engaged.	

Inventory Manager/Dispatch

Operates as part of the logistics section.	
Maintain ICS form 211	
Manage staging areas.	
Dispatch resources as requested on forms ICS 213 RR and ICS 204.	
Manage de-con facilities.	
Maintain a personal log of activity, calls made, and resources engaged.	

Procurement

Operates as part of the Planning section.	
Conscripts resources and materials as approved by forms ICS 201 and 214RR	
Manage Field Tickets	
Releases Personnel and resources as directed by the planning section.	
Maintain a personal log of activity, calls made, and resources engaged.	

Field Leader

Operates as part of the Operations section.	
Execute objectives as assigned in accordance with form ICS 201, 202, 203, and 204 as directed.	
Responsible for the Health and Safety efforts of personnel in the field.	
Maintain a personal log of activity, calls made, and resources engaged.	

Appendix A – ICS Documents

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): 		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
6. Prepared by: Name: Position/Title: Signature:		
ICS 201, Page 1		Date/Time:

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period:	Date From: <u> Date </u> Time From: <u> HHMM </u>	Date To: <u> Date </u> Time To: <u> HHMM </u>
3. Objective(s):			
4. Operational Period Command Emphasis:			
General Situational Awareness			
5. Site Safety Plan Required? Yes ☐ No ☐ Approved Site Safety Plan(s) Located at: _____			
6. Incident Action Plan (the items checked below are included in this Incident Action Plan):			
☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206	☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/Tides/Currents	<u>Other Attachments:</u> ☐ _____ ☐ _____ ☐ _____ ☐ _____	
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
8. Approved by Incident Commander: Name: _____ Signature: _____			
ICS 202	IAP Page	Date/Time: <u> Date </u>	

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period:		Date From: Date	Date To: Date
				Time From: HHMM	Time To: HHMM
3. Incident Commander(s) and Command Staff:			7. Operations Section:		
IC/UCs		Chief			
		Deputy			
Deputy		Staging Area			
Safety Officer		Branch			
Public Info. Officer		Branch Director			
Liaison Officer		Deputy			
4. Agency/Organization Representatives:		Division/Group			
Agency/Organization	Name	Division/Group			
		Division/Group			
		Division/Group			
		Division/Group			
		Branch			
		Branch Director			
		Deputy			
5. Planning Section:		Division/Group			
Chief		Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		Branch			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
		Division/Group			
		Division/Group			
		Division/Group			
6. Logistics Section:		Division/Group			
Chief		Division/Group			
Deputy		Air Operations Branch			
Support Branch		Air Ops Branch Dir.			
Director					
Supply Unit					
Facilities Unit		8. Finance/Administration Section:			
Ground Support Unit		Chief			
Service Branch		Deputy			
Director		Time Unit			
Communications Unit		Procurement Unit			
Medical Unit		Comp/Claims Unit			
Food Unit		Cost Unit			
9. Prepared by: Name:		Position/Title:		Signature:	
ICS 203	IAP Page	Date/Time: Date			

ASSIGNMENT LIST (ICS 204)

1. Incident Name:		2. Operational Period: Date From: Date To: Time From: Time To:		3. Branch: Division: Group: Staging Area:	
4. Operations Personnel:		<u>Name</u> <u>Contact Number(s)</u> Operations Section Chief: XXX-XXX-XXXX Branch Director: XXX-XXX-XXXX Division/Group Supervisor: XXX-XXX-XXXX			
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)		
Resource Identifier	Leader				
				Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
6. Work Assignments:					
7. Special Instructions:					
8. Communications (radio and/or phone contact numbers needed for this assignment): Name /Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel) / / / /					
9. Prepared by: Name:		Position/Title:		Signature:	
ICS 204		IAP Page		Date/Time:	

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name:	2. Date/Time Prepared: Date: Date Time: HHMM	3. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM
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4. Basic Radio Channel Use:										
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by (Communications Unit Leader): Name: _____	Signature: _____
ICS 205	IAP Page
Date/Time: Date	

MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period:		Date From: <u> Date </u> Time From: <u> HHMM </u>	Date To: <u> Date </u> Time To: <u> HHMM </u>		
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					☐ Yes Level: <u> </u>	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: <u> </u>	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: <u> </u>	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: <u> </u>	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: <u> </u>	☐ Yes ☐ No	☐ Yes ☐ No
6. Special Medical Emergency Procedures:							
☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader): Name: _____				Signature: _____			
8. Approved by (Safety Officer): Name: _____				Signature: _____			
ICS 206	IAP Page	Date/Time: <u> Date </u>					

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period:	Date From: Date Time From: HHMM	Date To: Date Time To: HHMM
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:			
4. Site Safety Plan Required? Yes ☐ No ☐ Approved Site Safety Plan(s) Located At:			
5. Prepared by: Name:		Position/Title:	
Signature: _____			
ICS 208	IAP Page	Date/Time: Date	

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:		2. Incident Number:		3. Check-In Location (complete all that apply): ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other					4. Start Date/Time: Date: Time: HHMM								
Check-In Information (use reverse of form for remarks or comments)																	
5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check-In	8. Leader' s Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF											
ICS 211		17. Prepared by: Name: Position/Title: Signature: Date/Time: 															

ACTIVITY LOG (ICS 214)

[illegible]

[illegible]

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:		2. Incident Number:	
3. Date/Time Prepared: Date: Date Time: HHMM		4. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM	
5. Incident Area	6. Hazards/Risks	7. Mitigations	
8. Prepared by (Safety Officer): Name:		Signature: _____	
Prepared by (Operations Section Chief): Name:		Signature: _____	
ICS 215A		Date/Time: Date	

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:		2. Incident Number:	
3. Planned Release Date/Time: Date: Time:		4. Resource or Personnel Released:	
5. Order Request Number:			
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).			
LOGISTICS SECTION			
	Unit/Manager	Remarks	Name Signature
☐	Supply Unit		
☐	Communications Unit		
☐	Facilities Unit		
☐	Ground Support Unit		
☐	Security Manager		
☐			
FINANCE/ADMINISTRATION SECTION			
	Unit/Leader	Remarks	Name Signature
☐	Time Unit		
☐			
☐			
OTHER SECTION/STAFF			
	Unit/Other	Remarks	Name Signature
☐			
☐			
PLANNING SECTION			
	Unit/Leader	Remarks	Name Signature
☐			
☐	Documentation Leader		
☐	Demobilization Leader		
7. Remarks:			
8. Travel Information: Estimated Time of Departure: _____ Actual Release Date/Time: _____ Destination: _____ Estimated Time of Arrival: _____ Travel Method: _____ Contact Information While Traveling: _____ Manifest: ☐ Yes ☐ No Area/Agency/Region Notified: _____ Number: _____			
9. Reassignment Information: ☐ Yes ☐ No Incident Name: _____ Incident Number: _____ Location: _____ Order Request Number: _____			
10. Prepared by: Name: _____		Position/Title: _____ Signature: _____	
ICS 221		Date/Time:	