
APPENDIX I: BAIT APPLICATION**OPERATIONAL POSITION DESCRIPTIONS AND RESPONSIBILITIES**

The Desecheo operation will be managed under an Incident Command System (ICS) structure. In order to make the most effective use of ICS, the external load and baiting operations will be considered as an *“Incident Organization”*, and any emergency that might occur during the operation will be considered an *“emergency incident”*, or an *“incident within an incident”*.

The following position descriptions apply to positions in the Incident Command Structure that are directly involved with the bait application (see **Figure 1**). The responsibilities listed for each position are the *major* responsibilities; other responsibilities may be assigned to any of the positions as needed. Also, personnel who are currently filling a position that is not directly related the bait application may be reassigned to a bait application position; therefore, all personnel should familiarize themselves with the following roles and responsibilities.

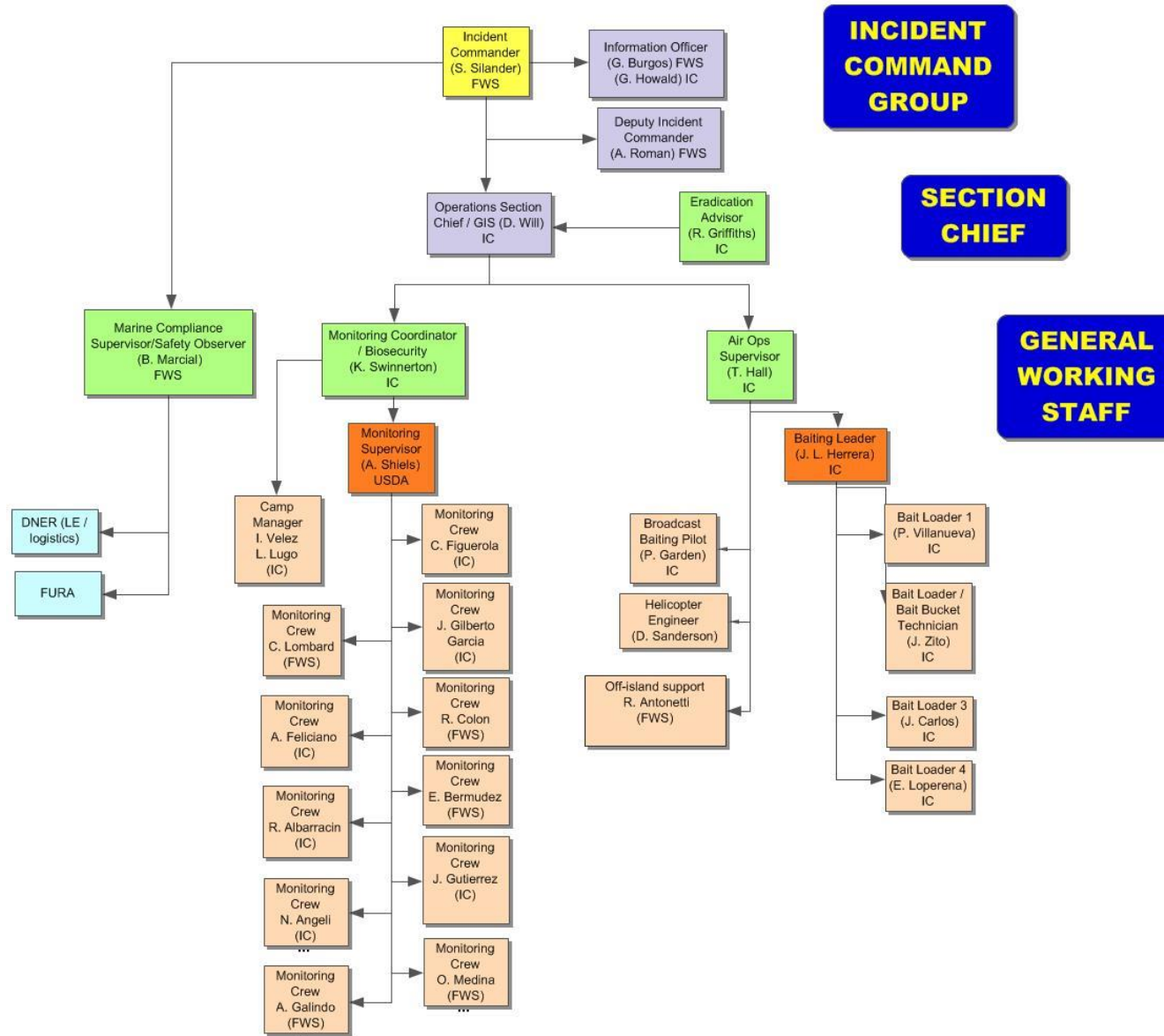
Figure 1. Incident Command System organizational structure for the Desecheo baiting operations.

Figure 2. Brief summary of the roles and responsibilities during the bait application operations.

Group Name	Sub-group	Position	Role of position	Operational Advisory Group	Physical Location
Incident Command		Incident Commander	Manages the organization		ICC (Desecheo)
		Information Officer (2)	Manages information to partners, media, and public		Off-island
		Operations Section Chief/GIS	Manages all tactical operations	X	ICC (Desecheo)
Bait Operations	Air Operations Team	Eradication Advisor	Ensures operational efficacy, provides advice to Operations Section Chief	X	ICC (Desecheo)
		Air Operations Supervisor	Directs air operations	X	Loading Zone
		Helicopter pilot	Aerially broadcasts bait	X	Loading Zone
		Helicopter engineer	Maintains helicopters, assists with refueling		Loading Zone
	Bait Loading Team	Baiting Leader	Directs bait loading operations, supervises bait loading team		Loading Zone
		Bait Loaders (3)	Assists bait leader, operates crane, maintains buckets		Loading Zone
		Off-island Support	Assist operation with equipment maintenance & repairs		Off-island
Monitoring		Monitoring Coordinator/Biosecurity	Relays information between the Bait Operations and Monitoring teams	X	ICC (Desecheo)
		Monitoring Supervisor	Manages monitoring operations, supervises monitoring crew, ensures field personnel safety		Desecheo Island
		Monitoring crew (5)	Assists Monitoring Supervisor, implements monitoring		Desecheo Island
Marine Operations		Marine Compliance Supervisor/Safety Observer	Manages boat activity around Desecheo, implements L.E.		Observation area (Desecheo)

1. ADVISORY GROUPS

1.1 Operations Advisory Group

The *Operations Advisory Group* (OAG) comprises of:

- Operations Section Chief
- Air Operations Supervisor
- Eradication Advisor
- Helicopter Pilot
- Monitoring Coordinator

Purpose

- To direct the baiting operations
- To implement operational directives given by the *Incident Commander*
- To ensure aerial bait application is implemented according to the Operational Plan
- To ensure a safe working environment

Activities

- Evaluates and resolves issues that vary from the Operational Plan and are outside of the *Incident Commander* remit, or are delegated from the *Incident Commander*
- Transfers operational directives from the *Incident Commander* to personnel involved in the bait application
- Informs the *Incident Commander* of operational issues that need to be addressed.
- Implements pre- and post-operational daily meetings
- The *Monitoring Coordinator* will maintain written records of significant discussion points and decisions made by the *Operations Advisory Group*.

If the group cannot reach consensus on a decision then the *Operations Section Chief* will elevate the decision to the *Incident Commander*.

2. BAIT OPERATION

2.1 Incident Commander

The *Incident Commander* is ultimately responsible for the entire operation. For Desecheo baiting operations, the *Incident Commander* is also the Desecheo National Wildlife Refuge Manager. The *Incident Commander* will designate a *replacement (Ana Roman)* to assume the role of *Incident Commander* for the operation if the initial *Incident Commander* is unable to do so.

Major Responsibilities:

- Has clear authority and must understand policy
- Establishes priorities
- Establishes an Incident Command Center
- Monitors the baiting operation and effectiveness of the organization
- Manages planning meetings
- Approves and implements the Action and Communications Plan for an Emergency Incident

- Coordinates activities of Command Officers and General Staff
- Approves requests for additional resources and for release of resources
- Authorizes release of information to the media, partners and the public
- Ensures incident after-action reports are completed

2.2 Information Officer

Information Officers will receive reports from the *Incident Commander*, and will be responsible for communications with the media. *Information Officers* will determine from the *Incident Commander* any limits on information to be released.

Major Responsibilities

- Communicate and manage news releases to the media and general public, including briefings, tours, and interviews.
- Manages communications with cooperating agencies and donors.
- Monitor and forward media information that might be useful to the operation.

2.3 Operations Section Chief

The *Operations Section Chief* is responsible for managing all tactical operations. The *Operations Section Chief* oversees the *Air Operations Supervisor* and *Monitoring Coordinator*. The *Operations Section Chief* is responsible for all baiting operations during the two bait applications, including offshore islets baiting. The *Operations Section Chief* is a Puerto Rico Certified Pesticide Applicator (holds Basic Commercial and Forest Pest Control certifications), and ensures that the pesticide application follows Federal (EPA, FIFRA) and PR-Department of Agriculture regulations. The *Operations Section Chief* reports to the *Incident Commander* and is supported by the *Eradication Advisor* for technical advice.

Responsibilities

- Ensures that the aerial baiting operation is conducted according to the Operational Plan
- Responsible for recording any changes made to the Operational Plan
- Coordinates pre-operation briefings to operational personnel
- Manages *Monitoring Coordinator* and *Air Ops Supervisor*.
- Directs information from the *Monitoring Coordinator* and *Air Ops Supervisor* to the *Incident Commander*.
- Requests additional resources to support tactical operations as required.
- Manages several weather forecasting tools and provides regular and on-demand weather forecast. Each day, consults with NOAA websites and uses weather forecasting tools to generate short term (1-3 day) and long term (1-14 day) weather forecasts.

2.4 GIS Specialist

Responsible for recording, summarizing, and reporting the GPS-based data generated during aerial and ground baiting operations, and is specifically responsible for the data generated by the air operations. The *Operations Section Chief* is fulfilling this role, if they are unavailable the *Air Ops Supervisor* will fulfil this role

Major Responsibilities

- Receives the USB memory stick with GIS bait application data generated by the helicopter, from the *Air Ops Supervisor* and downloads data.

- Produces bait application maps, identifies baiting gaps and/or areas with low density
- Provides the *Helicopter Pilot* with maps of baiting blocks
- Interprets bait application maps to the *Incident Commander* and the *Operations Advisory Group* to identify gaps and /or areas of low density.
- GIS responsibilities will only be completed when the helicopter is shutdown.

2.5 Eradication Advisor

The *Eradication Advisor* provides information and technical advice to the *Operation Sections Chief* to ensure that the efficacy of the baiting operation is maximised. The *Eradication Advisor* is available to as a backup to the *Air Ops Supervisor*, *Monitoring Coordinator*, and *Baiting Leader* if needed.

Major Responsibilities:

- Provides advice to the *Operations Section Chief* on the consequence of any changes to the operational plan
- Monitors bait application and all GIS information and alerts the *Operations Section Chief* to any risk to operational efficacy as well as any opportunity to increase efficacy.
- Acts as back up to the *Air Operations Supervisor* if the *Air Operations Supervisor* becomes unavailable.
- Acts as back up to the *Monitoring Coordinator* if the *Monitoring Coordinator* becomes unavailable.
- Acts as back up to the *Baiting Leader* if the *Baiting Leader* becomes unavailable.

2.6 Air Operations Supervisor

The *Air Operations Supervisor* (AOS) directs and manages all tactical helicopter operations. Specifically, the AOS manages the Air Operations Team and the Bait Operations Team during helicopter operations and bait loading. The AOS reports to the *Operations Section Chief*.

Major Responsibilities

- Directs and manages all tactical helicopter operations.
- Ensures the loading site is prepared for operations and required safety equipment is in place including PPE.
- Ensures all operational staff are properly trained and sites are safe to conduct operations.
- Is the POC for communication with the *Helicopter Pilot*.
- Discusses and confirms daily baiting plan with the *Operations Section Chief*
- Keeps the *Operations Section Chief* informed of progress and any issues which may arise.
- Makes minor decisions on real-time baiting issues that do not require *Operations Advisory Group* deliberation.
- Completes the baiting statistics from the pilot for each bucket load in the bait application tracking sheet.
- Calculates the sow rate achieved for each load and recommends changes to the *Operation Sections Chief* to maintain the target sow rate.
- Receives GIS memory stick from *Helicopter Pilot* and transfers to *GIS Specialist*.

2.7 Helicopter Pilot

The *Helicopter Pilot* is responsible for the aerial application of bait in accordance with the bait application plan. The *Helicopter Pilot* will consult with the *Operations Advisory Group* on the bait

application plan. The *Helicopter Pilot* is a Puerto Rico Certified Pesticide Applicator (holds Basic Commercial and Forest Pest Control certifications), and ensures that the pesticide application follows Federal (EPA, FIFRA) and PR-Department of Agriculture regulations. While piloting the helicopter, the *Helicopter Pilot* reports to the *Air Operations Supervisor*.

Major Responsibilities

- Aerially broadcasts bait onto the treatment area according to the strategy in the Operational Plan.
- Reports baiting statistics to the *Air Operations Supervisor* for each bucket load.
- Works with the *Helicopter Engineer* to ensure that the helicopter is properly maintained, and that problems are immediately and adequately resolved.
- Works with the *Helicopter Engineer* to secure the helicopter after each day of flying or if adverse weather conditions cause baiting activities to cease.

2.8 Helicopter Engineer

The *Helicopter Engineer* is responsible for the maintenance of the helicopters and ensures refuelling during air operations. The *Helicopter Engineer* works with the pilot to identify and address helicopter maintenance needs. During air operations, the *Helicopter Engineer* reports to the *Air Operations Supervisor*.

Major Responsibilities

- Maintains a working helicopter.
- Works with the *Helicopter Pilot* to ensure that the helicopters are properly maintained, and that any problems with the helicopters are immediately and appropriately resolved.
- Works with the *Helicopter Pilot* to secure the helicopters after each day of flying or if flying is halted or postponed due to adverse weather conditions.

2.9 Baiting Leader

The *Baiting Leader* is responsible for managing and coordinating bait bucket loading for the aerial baiting operations. The *Baiting Leader* leads the Bait Loading Team. The *Baiting Leader* is a Puerto Rico Certified Pesticide Applicator (holds Basic Commercial and Forest Pest Control certifications), and ensures that the pesticide application follows Federal (EPA, FIFRA) and PR-Department of Agriculture regulations. The *Baiting Leader* reports to the *Air Operations Supervisor*.

Major Responsibilities

- Reviews the bait operations equipment list and ensures all equipment needed is staged at both the staging and baiting site.
- Works with the *Air Operations Supervisor* and the *Helicopter Pilot* to ensure the loading site is prepared for operations, including enough bait for the day is present at the baiting site and required safety equipment is in place including PPE.
- Responsible for managing the loading of the spreader bucket during aerial operations and ensuring that all operations are undertaken in a safe manner.
- Responsible for coordinating the clean-up of any spilled bait
- Implements appropriate training of *Bait Loading Team*

- Instructs the *Bait Loading Team* to ensure correct staging of bait pods, hand loading procedure, loading the bait bucket with the prescribed amount of bait, and demobilizing and storing empty bait pods and lids.
- Prior to reloading the bucket, confirms with the *Air Operations Supervisor* the amount of bait remaining in the spreader bucket before reloading.

2.10 Bait Loaders

The *Bait Loaders* work with the *Baiting Leader* to complete spreader bucket loading for aerial baiting operations. The *Bait Loader* reports to the *Baiting Leader*.

Major Responsibilities

- Assists the *Baiting Leader* to ensure all baiting supplies and equipment are staged.
- Removes and secures lids and desiccant packs from pods away from the Bait Loading Zone.
- Ensures temporary safe storage of empty bulk bags and bait pods at the Bait Loading Zone.
- Manages cleaning and storage of empty bait pods after operations are completed.
- Manages the cleanup of bait spilled at the baiting site.
- Works with the *Air Operations Supervisor* to ensure safe bait loading practices.

2.11 Bait Bucket Technician

The *Bait Bucket Technician* is responsible for ensuring that the bait buckets are properly maintained and in working order. The *Bait Bucket Technician* reports to the *Baiting Leader*. The *Air Ops Supervisor* can serve as the bait bucket technician backup if necessary.

Major Responsibilities

- Ensures that the Bait Buckets are in working order
- Ensures that sufficient spares are available
- Ensures that bait bucket motor is refueled during shutdowns

2.12 Off-island Support Specialist

The *Off-island Support Specialist* provides on-call support as requested to the baiting operations, and assists with the logistics of delivering that support. The *Off-island Support Specialist* will be based on mainland Puerto Rico and available by cell phone to provide necessary support. The *Off-island Support Specialist* reports to the *Air Operations Supervisor*.

Major Responsibilities

- Coordinates with *Air Operations Supervisor* to acquire spare parts or other support as needed.
- When the helicopter departs Desecheo, monitors helicopter with online flight tracking program via smart phone or computer.

2.13 Monitoring Coordinator

The *Monitoring Coordinator* is responsible for relaying the information from the *Operations Section Chief* to the *Monitoring Supervisor* so that the Monitoring Team is aware of operational changes and can implement the Monitoring Plan. The *Monitoring Coordinator* also relays information from the Monitoring Supervisor to the *Operations Sections Chief* that could impact operational efficacy,

particularly reports about bait density observed on the ground. The *Monitoring Coordinator* reports to the *Operations Section Chief* and is a part of the *Operations Advisory Group*.

Major Responsibilities

- Ensures that the monitoring team is appropriately supported
- Relays information between the Bait Operations Team and the Monitoring Team by liaising with the *Operations Section Chief*
- Acts as back up to the *Operations Section Chief* if the *Operations Section Chief* becomes unavailable.

2.14 Biosecurity Officer

The *Biosecurity Officer* is responsible for ensuring that camp biosecurity is in place prior to baiting operations commencing. If they identify a biosecurity risk that could compromise operational efficacy they must notify the *Operations Section Chief* immediately. The *Biosecurity Officer* reports to the *Operations Section Chief*.

Major Responsibilities

- Brief staff on biosecurity protocols prior to initiating the operation.
- Audits the *Camp Manager* to ensure that the camp is clean and food supplies are properly stored prior to commencing the aerial baiting operations.

2.15 Monitoring Supervisor

The *Monitoring Supervisor* is responsible for implementation of [Appendix J: Protocols for monitoring operational efficacy and bait in the environment](#). The *Monitoring Supervisor* reports to the *Monitoring Coordinator*. The Monitoring Supervisor will be a USDA employee, unless otherwise arranged if that person is not available.

Major Responsibilities

- Ensures efficacy and non-target monitoring activities are implemented according to the Monitoring Plan
- Instructs and supervises the Monitoring Crew
- Ensures a safe working environment for the Monitoring Crew
- Coordinates with the Monitoring Coordinator to align aerial bait operations and field monitoring.
- Reports bait density data to the *Monitoring Coordinator* after bait application is complete.
- Reports in real-time any problems seen in the field relevant to the bait application.

2.16 Monitoring Crew

The Monitoring Crew assists with the *Monitoring Supervisor* to implement the Monitoring Plan. Monitoring Crew personnel report to the Monitoring Supervisor.

Major Responsibilities

Undertake monitoring tasks as directed by the *Monitoring Supervisor* in accordance with [Appendix J: Protocols for monitoring operational efficacy and bait in the environment](#).

2.17 Marine Compliance Supervisor

The *Marine Compliance Supervisor* implements appropriate law enforcement and provides logistical boat support around Desecheo during aerial baiting operations. The *Marine Compliance Supervisor* coordinates with other law enforcement agencies patrolling the area as needed. This position reports to the *Incident Commander*.

Major Responsibilities

- Coordinates patrols of the waters immediately around Desecheo during aerial baiting operations
- Manages boat traffic and communicates with boat captains about the baiting operation; these may be commercial, tourist, or private boats.
- Coordinates with cooperating agencies and other law enforcement activities to support the baiting operations.
- Implements law enforcement as appropriate
- Ensures safe boating practices and personnel have appropriate PPE.
- Identifies potential safety issues at the Desecheo bait loading site during aerial baiting operations.

2.18 Safety Observer

The *Safety Observer's* function is to identify, assess, and/or anticipate hazardous and unsafe situations. The *Safety Observer* reports to the *Incident Commander*. This role is being played by the *Marine Compliance Supervisor*.

Major Responsibilities

- Identify hazardous situations associated with the incident, and resolve safety issues.
- Be fluent in the project's safety plan procedures.
- Review the Action and Communications Plan for an Emergency Incident.
- Exercise emergency authority to stop and prevent unsafe acts.
- Ensure safety messages and briefings are made as needed.

2.19 Camp Manager / Cook

The *Camp Manager/Cook* provides support as requested to the on-island operational team. The *Camp Manager/Cook* works with the *Biosecurity Officer* to ensure that biosecurity measures are in place at the camp prior to and during the aerial baiting operation. The *Camp Manager* reports to the *Monitoring Coordinator* during aerial bait application days.

- Ensures that operational staff have food and water throughout the day
- Works with the *Biosecurity Officer* to ensure that the camp is clean and food supplies are properly stored during the aerial baiting operations.