E/L 0970

NIMS ICS All-Hazards Supply Unit Leader Course

FEMA

Student Manual

July 2019
Version 1.0

FEMA Logistics personnel observe the Logistics Supply Chain Management System (LSCMS) by using advanced software tracking systems to inventory units in real time.

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Table of Contents

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Unit 1: Course Introduction

STUDENT MANUAL

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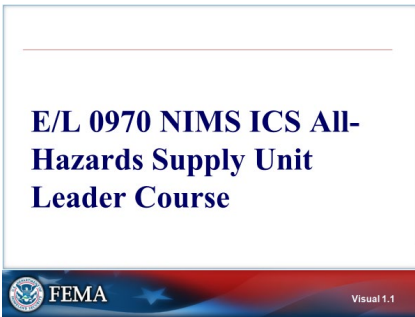
Visual 1.1

E/L 0970 NIMS ICS ALL-HAZARDS SUPPLY UNIT LEADER COURSE
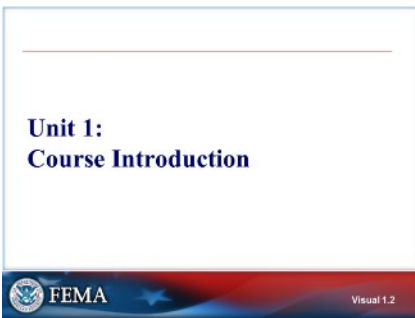
Visual 1.2

UNIT 1: COURSE INTRODUCTION

Visual 1.3

UNIT TERMINAL OBJECTIVE
Identify the course objective and position-specific resource materials for the position of Supply Unit Leader (SPUL).

Visual 1.4

UNIT ENABLING OBJECTIVES

- Describe the course objectives.

- Explain the purpose of Position Task Books (PTBs).

The Pretest and Final Exam are based on the Unit Enabling Objectives from all units except Unit 1.

Unit Overview
- Introductions
- Administrative Concerns
- Expectations
- Course Objective
- Course Design
- Position Task Books

CAUTION EXERCISE IN PROGRESS

FEMA   Visual 1.5

Visual 1.5

UNIT OVERVIEW
This visual provides a general overview of the topics to be covered in the unit.

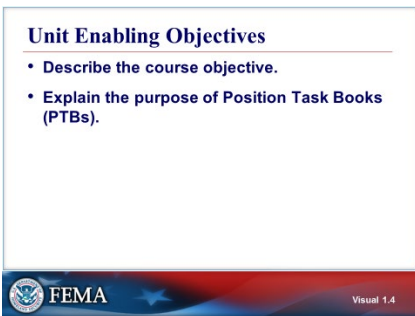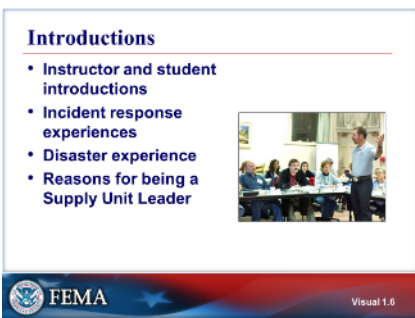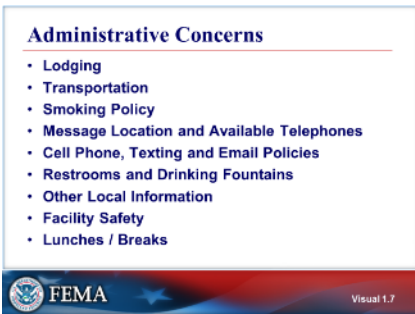Through this unit, students will learn the objective of the course, be instructed on the use and purpose of Position Task Books, and receive SPUL versions of these resources.

Introductions
- Instructor and student introductions
- Incident response experiences
- Disaster experience
- Reasons for being a Supply Unit Leader

FEMA   Visual 1.6

Visual 1.6

INTRODUCTIONS
The instructor gives an overview of their personal experience as a Supply Unit Leader and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be a Supply Unit Leader.

After the introductions, the instructor will administer the Pretest.

ADMINISTRATIVE CONCERNS

Administrative Concerns
- Lodging
- Transportation
- Smoking Policy
- Message Location and Available Telephones
- Cell Phone, Texting and Email Policies
- Restrooms and Drinking Fountains
- Other Local Information
- Facility Safety
- Lunches / Breaks

FEMA   Visual 1.7

Visual 1.7

Expectations

FEMA   Visual 1.8

Visual 1.8

EXPECTATIONS
Share your expectations for the course.
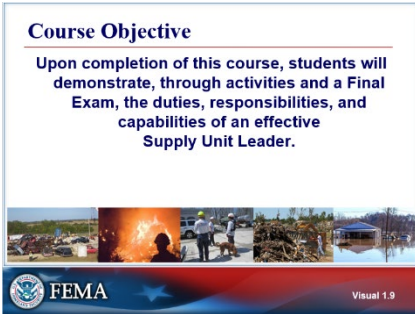
Visual 1.9

COURSE OBJECTIVE
Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective Supply Unit Leader.

Course Design

- Course length - 5 days.
- Combination of lecture, discussion, and activities.
- Closed-book Final Exam.
- Pre-reqs to course: IS-100.c, 200.c, 700.b, 800, and E/L/G 0300.
- Recommendations:
  - E/L/G 0191
  - E/L/G 0400

FEMA   Visual 1.10

Visual 1.10

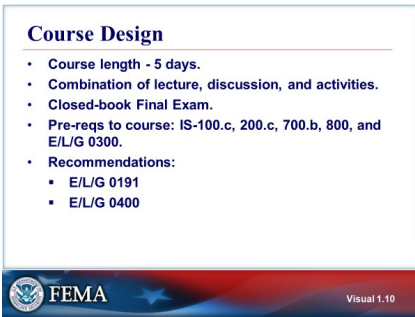**COURSE DESIGN**

The course is scheduled to be 5 days in length.

Through a combination of lecture, discussion, and activites, students, upon course completion, will be provided the knowledge to meet the objectives of the course. Student interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, Supply Unit Leader) in an all-hazards context.

Prerequisites –

- IS-0100 An Introduction to the Incident Command System, ICS 100

- IS-0200 Basic Incident Command System for Initial Response, ICS 200

- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300

- IS-0700 An Introduction to the National Incident Management System

- IS-0800 National Response Framework (NRF)

Recommended –

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface

- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400

Closed-Book Final Exam - To receive a certificate of completion for the course, students must obtain a 75% or higher on the Final Exam. The Final Exam will be closed-book, one hour will be allotted for its completion, and the Final Exam's questions will be based on the Unit Enabling Objectives for Units 2 - 10. Unit 1 will not be tested in the Pretest nor the Final Exam.
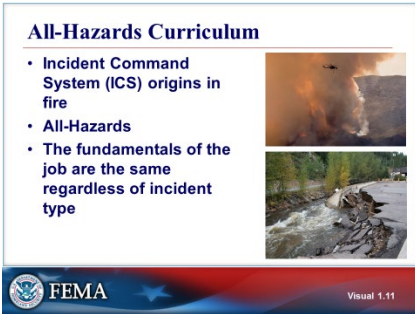
Visual 1.11

ALL-HAZARDS CURRICULUM
NIMS ICS All-Hazards Position Specific training: It was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001, and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for protection, prevention, mitigation, response, and recovery through an "All-Hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

This curriculum was validated by a diverse cadre of course developers with Supply Unit Leader backgrounds.

Given our personal incident experiences, each of us - instructors included – have a limited perspective (by no means All-Hazards).

A Supply Unit Leader needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Supply Unit Leader is the same. Therefore, students should not be deterred if one "hazard" from the list is spoken to more than another. Students can still obtain critical insight to the position and should add examples from their own disciplines to the discussion.

DISCUSSION ACTIVITY
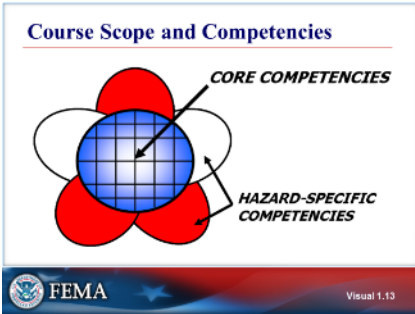
Visual 1.12

Visual 1.13

COURSE SCOPE/COMPETENCIES
Competency is a broad description that groups core behaviors necessary to perform a specific function.

The Flower Diagram: it illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

- Core competencies are the competencies required of a SPUL regardless of discipline.

- Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.

- The center of the flower represents the core competencies of the position.

- The petals represent the hazard-specific competencies associated with specific disciplines.

- You cannot be competent as a SPUL with only the center of the flower or only the petals—"The flower needs to be complete" to ensure qualification.

This course will help to establish core competencies (center of the flower) for the SPUL position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the SPUL Position Task Book, discussed on the next visual.
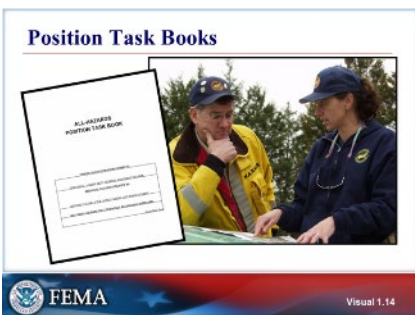
POSITION TASK BOOKS
PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.
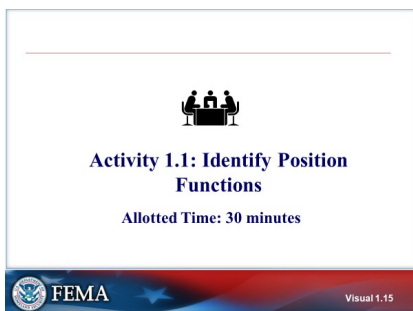
Visual 1.14
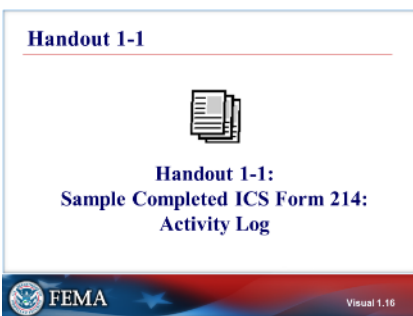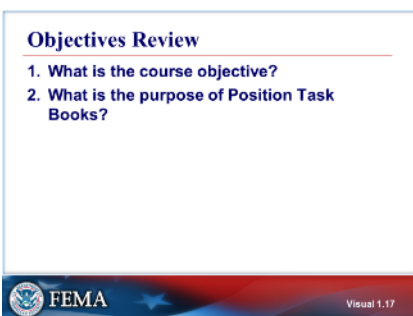
Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS
The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.

Visual 1.16

HANDOUT 1-1
The ICS Form 214 should document important factors, decisions, and elements such as the "three A's" – Actions, Agreements, and Accidents:

- **Actions** taken to prevent hazardous activities.

- **Agreements** made with Supervisors or others to correct unsafe conditions.

- **Accidents** that occurred at the incident site.

Visual 1.17

OBJECTIVES REVIEW
Unit Enabling Objectives

- Describe the course objective.

- Explain the purpose of Position Task Books (PTBs).

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Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1
Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.

- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is includes as a separate PDF file in the course materials. NQS PTBs can also be downloaded from https://www.fema.gov/national-qualification-system. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at https://www.ahimta.org/ptb. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at https://www.nwcg.gov/publications/position-taskbooks.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required

Activity 1.1 Schedule

Activity	Duration	Participation Type
Review PTB	10 minutes	Small Groups
Record functions	5 minutes	Small Groups
Present findings to class	10 minutes	Classroom

Handout 1-1: Sample Completed ICS Form 214 Activity Log

Refer to EL_970_HO_1-1_ICS_Form_214.pdf
Key points about information logged on the ICS Form 214.

The purpose of the 214 is to provide documentation of 'significant' activities you have worked on when on-duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident.

There is therefore a dual use for this documentation. First as your personal reminder list / memory jog; and second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.

2. 0800 Assigned Ed Gross to track down AREP from Tri-County Ambulance Service….

   a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or Tri-County Ambulance.

   b. Also, a documentation that we have tried to establish contact and have not yet done so.

3. 0930 Baker County Commissioner called…

   a. Noted who I informed and the assignment of responsibilities

4. 0945 Ed contacted ambulance AREP

   a. a. Noted completion of task assignment #2 above.

   b. b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.

5. 1200 SO told me…

   a. a. Any safety issue is potentially critical. Noted my involvement in this issue.

   b. b. Potential follow-up with both SO and AREP later on

6. 1300 Parker County AREP wants fire engines back

   a. a. Very significant issue.

   b. b. Documented that I informed the two critical C&G staff about this development.

   c. c. May need to follow-up later.

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Unit 2: Logistics Section and Supply Unit Overview

STUDENT MANUAL

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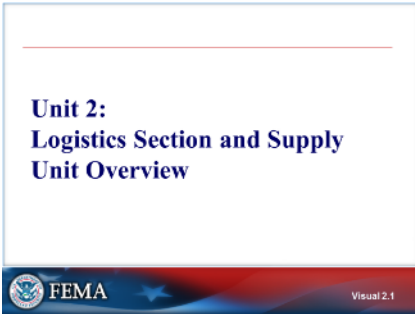
Visual 2.1
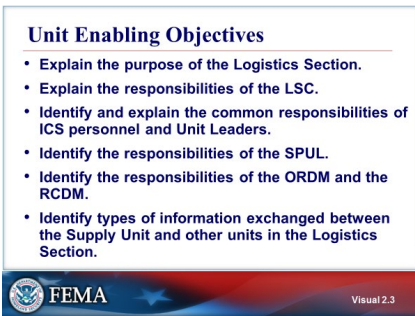
UNIT 2: LOGISTICS SECTION AND SUPPLY UNIT OVERVIEW
This unit will impart a general understanding of the roles and responsibilities of the Supply Unit Leader, the functions of the Logistics Section and the Supply Unit, and the coordination responsibilities and relationship that the Supply Unit Leader has with other Unit Leaders.

Visual 2.2

UNIT TERMINAL OBJECTIVE
Describe the function and components of the Logistics Section and the Supply Unit.

Visual 2.3

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UNIT ENABLING OBJECTIVES

- Explain the purpose of the Logistics Section.

- Explain the responsibilities of the Logistics Section Chief (LSC).

- Identify the common responsibilities of Incident Command System (ICS) personnel and Unit Leaders.

- Identify the responsibilities of the Supply Unit Leader (SPUL).

- Identify the responsibilities of the Ordering Manager (ORDM) and the Receiving and Distribution Manager (RCDM).

- Identify types of information exchanged between the Supply Unit and other units in the Logistics Section.

Final Exam questions are based on the Unit Enabling Objectives.
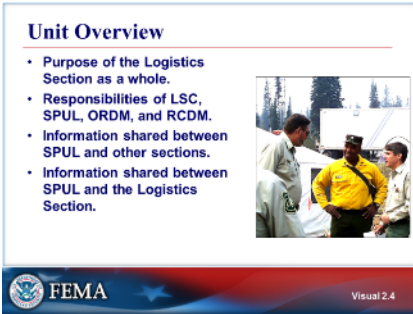
Visual 2.4

UNIT OVERVIEW
Discussion points this unit covers:

- Purpose of the Logistics Section as a whole

- Responsibilities of LSC, SPUL, ORDM, and RCDM

- Information shared between SPUL and other sections

- Information shared between SPUL and the Logistics Section

Your goal as a student is to make process skills (such as filling out forms) second nature so that you do not have to spend time thinking about the process during the incident.

OVERVIEW OF THE LOGISTICS SECTION
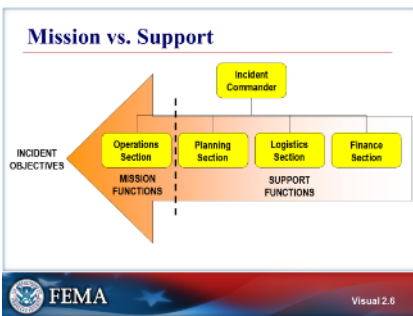
Visual 2.5

MISSION VS. SUPPORT
The Operations Section is on the front line to accomplish mission functions. The Planning Section, Logistics Section, and Finance Section accomplish all of the support functions that enable the Operations Section to successfully carry out their mission objectives. Think of the Operations Section as the customer of Logistics, "Customer service is the name of the game."

The dotted line on the visual represents the separation between mission responsibilities and support responsibilities. All sections work together to accomplish the incident objectives.
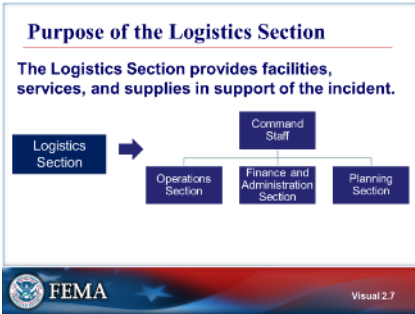
Visual 2.6

Visual 2.7

Visual 2.8
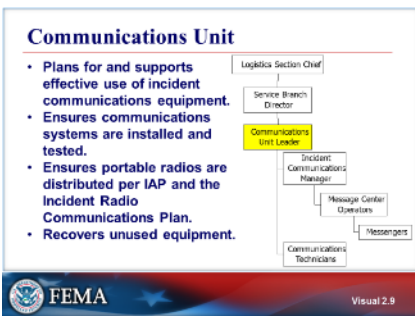
Visual 2.9

PURPOSE OF THE LOGISTICS SECTION

The purpose of the Logistics Section is to ensure that incident personnel have the equipment, supplies, transportation, rest, and nutrition that they need to meet incident objectives. In short, the mission of the Logistics Section is to keep the incident in business. The mindset in the Logistics Section should be one of anticipation.

LOGISTICS SECTION CHIEF

LSC responsibilities:

- Plans and organizes the Logistics Section.

- Assembles, supervises, and briefs Branch Directors and Unit Leaders.

- Communicates expectations to Unit Leaders.

- Identifies service and support needs for planned and expected operations.

- Coordinates and processes requests for additional resources.

- Works closely with other members of the General Staff.

COMMUNICATIONS UNIT

In the organizational diagram there is a services branch below logistics and above the unit. When the incident is very large or needs several facilities and/or large quantities of equipment, the logistics section chief may divide the logistics section into branches. This helps maintain a manageable span of control by providing more effective supervision and coordination among the units. It is common to divide the logistics section into two branches: services and support. The next three logistics section units normally fall under a services branch.

COML responsibilities:

- Prepares and implements the ICS Form 205 Incident Radio Communications Plan

- Establishes appropriate communications with distribution and maintenance locations within the Incident Base/Camp(s)

- Ensures communications systems are installed and tested

- Ensures an equipment accountability system is established

- Ensures that personal portable radio equipment is distributed according to the ICS Form 205

- Provides technical information as required on:
  - Adequacy of communications systems currently in operation
  - Geographic limitations on communications systems
  - Equipment capabilities and limitations
  - Amount and types of equipment available
  - Anticipated problems in the use of communications equipment

- Supervises Communications Unit activities

- Maintains records on all communications equipment, as appropriate

- Ensures equipment is tested and repaired

- Recovers equipment from demobilizing units

- Maintains the ICS Form 214 Unit Activity Log
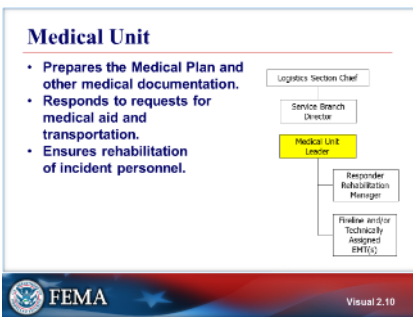
MEDICAL UNIT
MEDL responsibilities:

- Participates in Logistics planning activities as appropriate

- Establishes the Medical Unit

- Prepares ICS Form 206 Medical Plan

- Declares major medical emergencies as appropriate

- Responds to requests for medical aid, medical transportation, and medical supplies

- Prepares and submits the necessary documentation

- Ensures rehabilitation of incident personnel
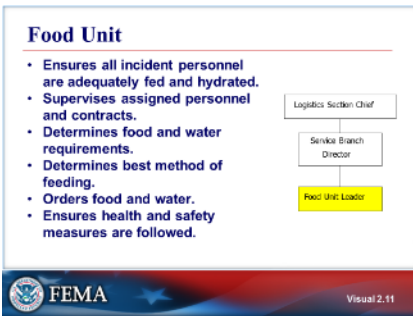
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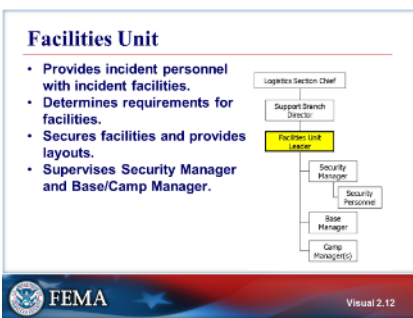
Visual 2.11

Visual 2.12

- Maintains ICS Form 214 Activity Log

FOOD UNIT
FDUL responsibilities:

- Determining food and water requirements

- Determining the best method of feeding assigned personnel for each facility or situation

- Supervising personnel and administering food contracts as needed

- Ordering food and water

- Ensuring that all appropriate health and safety measures are followed

- Maintaining the ICS Form 214 Unit Activity Log

FACILITIES UNIT
In the organizational diagram there is a Support Branch Below Logistics and above the Unit. It is common to divide the Logistics Section into two Branches: Services and Support. The next three Logistics Section Units normally fall under a Support Branch.

The purpose of the Facilities Unit is to provide incident personnel with incident facilities such as the Incident Base, Camp, and Incident Command Post, as well as sleeping and sanitation facilities.

The Facilities Unit Leader (FACL) oversees the facilities and is responsible for security, which can be an enormous undertaking, depending on the incident. During some incidents, additional security personnel or contractors will be hired.

To effectively fulfill this function, the FACL must have the ability to respond to anticipated needs. As a rule of thumb, the FACL should be able to forecast needs up to 48 hours in advance. This means providing space for additional crews and equipment for the next two operational periods.

The layout of incident facilities will depend on a number for factors, including traffic, the size of the incident, and the topography of the area.

A key function of the Facilities Unit is to define incident facilities and determine the requirements for each facility in coordination with Command and General Staff. This means preparing layouts of incident facilities, notifying Unit Leaders about the layouts, and activating incident facilities.

When establishing a facility, the FACL should consider how the incident may expand. He or she should ask the LSC whether the selected space will accommodate changes in the size of the incident. If more space is needed, the FACL may be able to rent vacant commercial, office space, pasture, or other grounds.

The FACL should consider where to put Sections and Units, and whether they need to be collocated or separate. In addition, they may have a pre-determined office space layout preference.

FACL responsibilities:

- Supervises assigned personnel:
    - Security Manager (SECM)
    - Incident Base/Camp Manager (BCMG)
    - Maintains an ICS Form 214 Activity Log
- Determines requirements for each facility:
    - Incident Base
    - Camp
    - ICP

Provides layouts of facilities to Sections and Units.
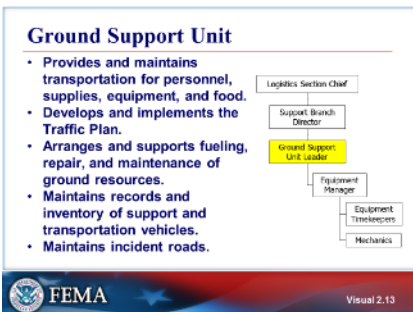
GROUND SUPPORT UNIT

The purpose of the Ground Support Unit is to provide and maintain transportation for personnel, supplies, food, and equipment, and to implement the Incident Traffic Plan.

The Traffic Plan may be as simple or as complicated as the incident demands. It should identify routes that incident personnel will use to travel to and from their work assignments. This may include how to travel to the Incident Command Post, ingress and egress routes, access for medical personnel, and so forth. The Traffic

Visual 2.13

Plan may be superimposed on a road map or may be as simple as a note saying, "Take 40 West and proceed north 4 miles."

The GSUL will coordinate extensively with the Safety Officer.
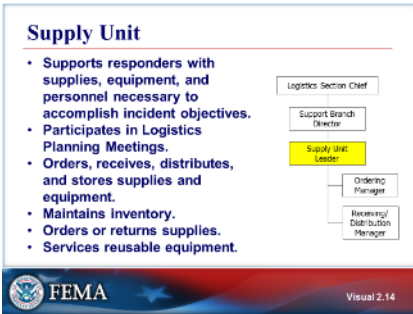
Visual 2.14

SUPPLY UNIT
The purpose of the Supply Unit is to support responders with the supplies, equipment, and personnel necessary to accomplish incident objectives.

Everything that is required at the incident is ordered through the Logistics Section, through the Supply Unit Leader or the Ordering Manager (if either of those positions is filled).

The Supply Unit must immediately determine the type and amount of resources on order to the incident by contacting the Resources Unit Leader, the Ordering Manager, the Emergency Operations Center, or Dispatch.

SUPPLY UNIT PERSONNEL RESPONSIBILITIES
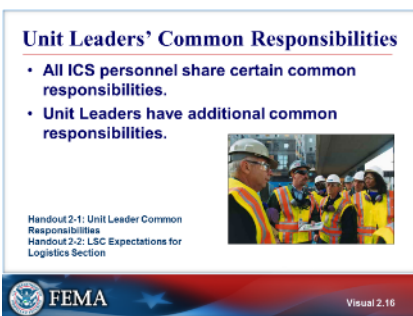
Visual 2.15

UNIT LEADERS' COMMON RESPONSIBILITIES
Refer to Handout 2-1: Unit Leaders' Common Responsibilities and Handout 2-2: LSC Expectations for Logistics Section.
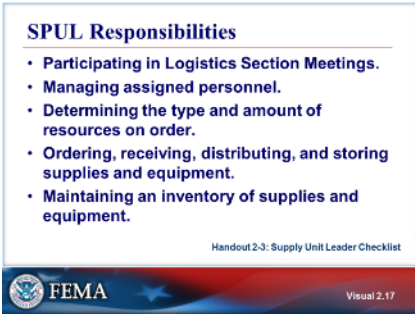
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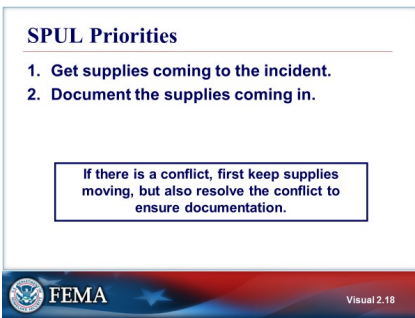
Visual 2.17

SPUL RESPONSIBILITIES
Chief responsibilities of the Supply Unit Leader include:

- Participating in Logistics and Support Planning Meetings to inform other Logistics personnel what supplies are—and are not—available.

- Managing assigned personnel.

- Determining the type and quantity of resources required.

- Ordering, receiving, distributing, and storing supplies and equipment.

- Maintaining an inventory of those resources, servicing reusable equipment, and maintaining ICS Form 214 Activity Log.

Refer to Handout 2-3: SPUL Position Checklist.

Visual 2.18

SPUL PRIORITIES
The first priority of the Supply Unit Leader is to get the supplies coming to the incident. This includes any supplies, pieces of equipment, crew members, and so forth that are needed at the incident site in order to meet incident objectives.

The second priority is to document everything related to the order, including the initial request; placing of the order; how the order is filled; when the order arrives at the incident site; accounting for the order; tracking it once the order has been distributed; and releasing the item upon demobilization.

If, for any reason, there is undue burden placed on the Supply Unit Leader and there is a conflict between these two priorities, the Supply Unit Leader should default to the first priority—getting supplies coming to the incident. However, this situation must not persist. Documentation is critical and must be conducted – the Supply Unit Leader should request additional resources if they are so shorthanded that documentation is not occurring.

These priorities can impact the tactics employed at the incident site. It is extremely important that the Supply Unit Leader work toward getting the orders coming in so that the incident objectives can be fulfilled.
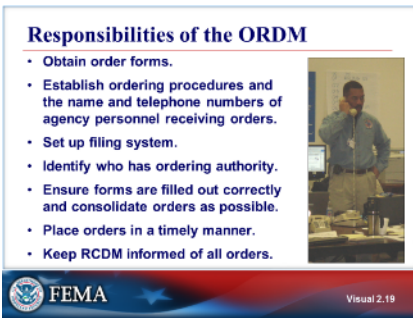
Visual 2.19

Visual 2.20

RESPONSIBILITIES OF THE ORDM
The Ordering Manager (ORDM) is the primary ordering contact and, if staffed, he or she establishes the internal IMT ordering procedures, places orders, coordinates with the Agency Ordering Point (AOP), and performs all general tasks related to ordering.

The Ordering Manager should also ensure that all ICS Form 213s coming into the Supply Unit contain the five main data points (which we will discuss later). It is recommended that the Ordering Manager have access to a "cheat sheet" or a large, poster-sized ICS Form 213 that contains the five main data points. This sheet serves as a reminder to the Ordering Manager and to personnel who are placing orders that they should include this data so that the requests are complete. An incomplete request may result in a delay in the ordering process.

Keep the Receiving and Distribution Manager informed of orders so that they can find the right place to store the order and perhaps rotate the stock.

If the Ordering Manager position is not filled, the Supply Unit Leader assumes these responsibilities.

RESPONSIBILITIES OF THE RCDM
If the Receiving and Distribution Manager position is not filled, the Supply Unit Leader assumes these responsibilities.

Refer to Handout 2-4: Incident Management Teams and review.
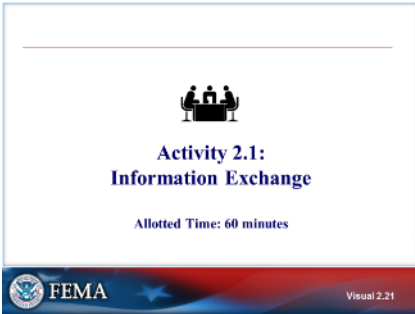
Visual 2.21
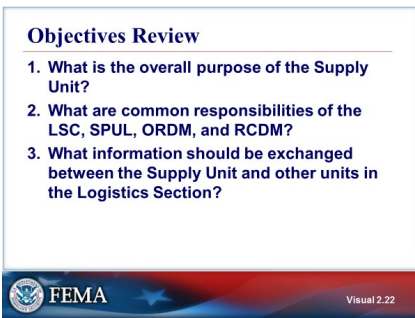
ACTIVITY 2.1: INFORMATION EXCHANGE
The instructor will explain Activity 2.1.

You will have 60 minutes to complete the activity.

Visual 2.22

OBJECTIVES REVIEW
Unit Enabling Objectives

- Explain the purpose of the Logistics Section.

- Explain the responsibilities of the Logistics Section Chief (LSC).

- Identify the common responsibilities of Incident Command System (ICS) personnel and Unit Leaders.

- Identify the responsibilities of the Supply Unit Leader (SPUL).

- Identify the responsibilities of the Ordering Manager (ORDM) and the Receiving and Distribution Manager (RCDM)

- Identify types of information exchanged between the Supply Unit and other units in the Logistics Section.

Supplemental Materials

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Handout 2-1: Unit Leader Common Responsibilities

COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

1) Receive assignment from your agency, including:
    a) Job assignment, e.g., Strike Team designation, overhead position, etc.
    b) Resource order number and request number
    c) Reporting location
    d) Reporting time
    e) Travel instructions
    f) Any special communications instructions, e.g., travel frequency
2) Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
    a) Incident Command Post
    b) Incident Base or Camps
    c) Staging Areas
    d) Helibases
    e) If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
3) Receive briefing from immediate supervisor.
4) Acquire work materials.
5) Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers utilizing accepted risk analysis methods.
6) Organize and brief subordinates.
7) Know the assigned frequency(ies) for your area of responsibility and ensure that communication equipment is operating properly.
8) Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications," e.g., "Webb Communications".
9) Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
10) Respond to demobilization orders and brief subordinates regarding demobilization.

UNIT LEADER RESPONSIBILITIES

A number of the Unit Leader responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent chapters:

1) Participate in incident planning meetings as required.
2) Determine current status of unit activities.
3) Confirm dispatch and estimated time of arrival of staff and supplies.
4) Assign specific duties to staff and supervise staff.
5) Develop and implement accountability, safety, security, and risk management measures for personnel and resources.
6) Supervise demobilization of unit, including storage of supplies.
7) Provide Supply Unit Leader with a list of supplies to be replenished.
8) Maintain unit records, including Activity Log (ICS Form 214) for the Unit.

Handout 2-2: LSC Expectations for Logistics Staff

Logistic Section Chief expectations of all Section members

Be Professional at all times.

Lead by Example.

Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.

Attend all meetings and briefings, be on time and fully prepared.

Resolve all disputes and misunderstandings timely and at the lowest level possible.

Work at having complete, constant and effective sharing of information.

No matter how bad things may be, maintain and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.

Take every opportunity to promote the ICS process and teach others bow to use it.

Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.

Take care of yourself and your staff, get adequate rest and nourishment. (easier said than done).

Don't let setbacks or failure get you down. You didn't cause the incident; you are here to work with everyone else to bring order out of chaos, sometimes that takes a while.

Take care of each other. Watch for signs of stress or unusual fatigue in your team members.

Help each other out when needed.

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Handout 2-3: LSC Expectations for Logistics Staff

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
	1. Obtain briefing from Logistics Section Chief or Support Branch Director:
	▪ Determine charge code for incident.
	▪ Confirm ordering process.
	▪ Assess need for 24-hour staffing.
	▪ Determine scope of supply process.
	2. Organize and staff Unit, as appropriate:
	▪ Consider need for "lead agency" representation in ordering process.
	▪ Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).
	3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:
	▪ Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
	▪ Confirm process for coordinating contract related activities with the Procurement Unit.
	▪ Confirm process for emergency purchase orders with Finance Section.
	4. Determine type and amount of supplies and equipment on hand and en route:
	▪ Contact Resources Unit to determine resources on order.
	5. Receive resource orders from authorized incident staff on ICS Form 213 General Message. Document on Resource Order Form (ICS Form 260):
	▪ Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
	▪ Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
	▪ Obtain estimated price for resources which expect reimbursement.
	▪ Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.
	6. Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.
	7. Order, receive, distribute, and store supplies and equipment:
	▪ Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).
	▪ Relay this information to appropriate staff.
	8. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.
	9. Alert Section Chief to changes in resource availability which may affect incident operations.

✓	**Task**
	10. Develop and implement safety and security requirements for supply areas.
	11. Review Incident Action Plan (IAP) for information affecting Supply Unit.
	12. Maintain inventory of supplies and equipment.
	13. Service re-usable equipment.
	14. Keep and submit copies of all orders and related documentation to the Documentation Unit.
	15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.
	16. Document all activity on Unit Log (ICS Form 214).

Handout 2-4: Incident Management Teams

INCIDENT MANAGEMENT TEAMS

Thomas E. Tarp

California Department of Forestry and Fire Protection

Introduction

CONGRATULATIONS! You have been selected to be a member of an Incident Management Team. This could be a new assignment or you could be a seasoned veteran. Regardless, to be so selected you must have demonstrated that you have the knowledge, experience and leadership felt necessary to manage some of the most complex emergencies. For many, this will be considered the pinnacle of their fire service or resource management career.

What you probably were not told about this appointment was some unique associated roles coming your way. Simultaneously, during an actual emergency, you will be considered a hero and a villain, an emergency management expert and a great waste of taxpayer money, a savior to some and a dunderhead to others.

You may also assume the positions of dictator, saint, reverend, executive, grand inquisitor, teacher, student, leader, follower, drill sergeant, politician, mother/father, as well as many others. Throw in very long work hours, more than just a little stress accompanied by too much caffeine, and it's a wonder you don't lock-up both mentally and physically. But you won't. Besides, it's not good for the image.

There are a couple of other things this appointment brings that probably were not explained either. There is an implied expectation that you will apply your training, knowledge, and experience to the best of your abilities while performing within the team setting. The other is never voiced but always expected; you will aid in the development of others encountered during a deployment so that one day they, too, can be expected to assume the responsibilities as you have. Give them an honest shot of your best and you will be personally surprised with the positive results.

There will be times when you will be blazing new trails in emergency management both for yourself and your team. There is also the chance it will be a new trial for your agency as a whole. Not much pressure, right?

Whenever an individual is faced with new and difficult challenges, some "experts" say we mentally revert to a past situation that comes close to mirroring our current problem and we base decisions and actions on that experience. It has been expressed in terms of each of us having a slide carousel in our brains with all past experiences cataloged as individual slides. When confronted with a new challenge, we mentally hurry through the carousel looking for a situation that comes close to what is in front of us and pull successful actions from the slide to rectify whatever we are facing. As you face new challenges while on your Incident Management Team assignments, you will be tapping into your private slide collection continually. Is it current and full?

One purpose of this essay is to hopefully add some slides to your carousel based on the experiences of past Incident Management Teams. It is doubtful that any "correct" answers will be provided; in fact, that won't even be attempted. And for very good reason.

Just as each emergency is different in demands it places upon you, your reaction to challenges presented during incidents will also be different. The fact something worked well for one but, quite possibly, will not for another is determined by each individual's perception of a problem, finding a solution that meets his/her individual needs and different methods of actually applying resolution. Just as importantly, some situations do not have "correct" responses.

Mistakes or errors will happen to all of us. Hopefully, you will not have to make some of those accomplished during past deployments. There are more than enough new ones out there to stumble through that you should not plow old ground others have explored. One intent of this essay is to demonstrate some of those past experiences and their lasting impacts.

This material is presented only for your consideration when confronted with a new challenge. Some of the items detailed have successfully met the need on past incidents. Some are thoughts about what should have been applied.

None of the material presented is to be construed as policy, procedures or regulations condoned by any agency. Only thoughts on methods, processes and directions drawn from past experiences are offered for your consideration. If you happen to develop a few new slides for yourself along the way, so much the better.

Team Make-up and Procedures

Some basic procedures are needed to streamline and codify team operations during times of emergency stress. By identifying certain performance standards prior to the crunching of time during an actual incident, all members will be able to react with less confusion and in a more professional manner. Some of the areas to consider are: Written operating procedures. Different Incident Commanders (ICs) may expect different operations to be performed within a team setting. This is acceptable. However, team members scurrying around trying to figure out what and how to perform is not. IC's should take time to write out basic operating guidelines so members know what is expected.

How an IC expects the team to work. This will include meeting schedules and acceptable timeframes (i.e., planning meetings lasting no more than 30 minutes requiring everyone to be ready for the meeting). Also included are acceptable get- away times for a dispatch, communication procedures while responding, which team member(s) go to the responsible Emergency Command Center and retrieve what information, as well as other basic information on what an IC feels is necessary for the most professional performance by the team. Detailed directions could easily become over-kill. Team specific guidelines should be developed and endorsed by all team members. Buy-in is paramount.

Position specific expectations the IC has for all team members. We all know what position training delineates for each role; this reinforces and places additional specific responsibilities on a position. These types of expectations, when stated, give a person clear direction to meet. These can be as detailed as felt is necessary by an IC so that he/she is comfortable all areas of concern are clearly assigned to specific team personnel. It would be helpful if position expectations also included the IC's own role so that all personnel understand what that person sees as the primary responsibilities of his/her command position. Position statements should also include direction to those personnel the IC expects/requires written summaries from for inclusion into the team's Narrative Report.

Explanation and examples of Performance Rating that will be used by team members. It is highly recommended that each IC mandate a rating process for all team members as well as personnel who become assigned to an incident. Specific responsibilities delineated in team guidelines should be individual rating factors for the specific position.

Pre-Incident Communications. Intra-team communications are key to a smooth operating group during an incident. ICs will find communications during incidents will flow smoother if members have routinely shared information prior to a deployment. An IC should take the lead in facilitating this flow. With the Internet electronic mail system, this could be as simple as messages to the team as information becomes available that could impact their performance during an incident. Developing a team phone list with all member's pertinent numbers including cell, pager and fax will greatly assist personnel with communicating.

One thrust of these communications is to keep all members apprised of changes and news but another is to develop the group into more than a collection of people. The word "team" comes to mind; the goal is best team interactions possible.

Continuing personnel development. Neither an IC nor the agencies can afford placement of personnel onto an Incident Management Team that are neither experienced enough or willing to perform at a high level during complex incidents. Reasons should be obvious. Therefore, it is incumbent upon all ICs to facilitate an environment within their respective teams that provides the best "hands-on" personnel development possible. After all, who is better suited to become the next major incident planning section chief than personnel who have repeatedly and successfully worked a unit-level position in a team setting within the planning section? Just being exposed to the dynamics of another position during an actual incident has to be some of the best training agencies can provide. This exposure should include development of selected personnel for the IC's own role. Some ideas to consider:

- Other qualifications; e.g., situation unit leader also qualified as a food unit leader or finance section chief as a safety officer with accident investigation experience.

- Keep all allocated trainee positions full for each deployment. Each team member should strive to make a trainee assignment as meaningful as possible for participants. Once a trainee has demonstrated knowledge and abilities to perform

that person should become eligible for placement onto an Incident Management Team and another person afforded the trainee slot to develop their skills.

- Assure that currently assigned personnel have all necessary position training for their position. Require new assignees to meet these standards.

- Become proactive in recommending advanced position training for those team personnel who successfully perform their positions and demonstrate abilities for future roles.

- Members become much more valuable when cross-trained in multiple functions. Knowledge of the other jobs is required.

- Have a "Team Building" atmosphere. Encourage the command and general staff to delegate responsibilities and authorities where appropriate. This will require the IC to do the same.

- Encourage/require functional leaders to "step-back" as incidents allow so that subordinates may perform as a well supervised "lead person" (i.e., the situation unit leader becomes the acting planning section chief during stabilization/mop-up of an incident, etc.). Team members must consider "mentoring" as key important roles.

- Encourage team personnel involvement as instructors of training for those positions that they are qualified. A person naturally becomes more proficient when giving instructions than receiving them.

- Require performance ratings for all team members during activations. One theory of such ratings is to identify a person's preparedness for advancement as well as identification of areas requiring improvement.

Post-incident critiques for team members only must be performed. This should become a standard team process. Identification of areas that went really well and those requiring improvement, what material items are necessary for the next activation and additional training requirements of members are but a few of the desired outcomes. Build towards an improved response for the next activation.

Professionalism. One goal all team members should strive to attain is bringing the highest level of professional management possible to an incident. This concept is difficult to define in that there are as many thoughts on what a "professional"

management group is as there are people to ask. Clearly, your agency expects and has the right to accept nothing less than a group performing management tasks during an incident in a manner that will bring only highest respects from all observing persons. Some items to consider for developing a professional atmosphere:

- Team members know their jobs, roles and required interactions. Obviously, this will entail all members to be position literate and also to understand what is needed to communicate and perform well within a team setting. Being literate of other functions will reinforce the timely and essential transfer of proper information. Written team guidelines further describe specific tasks, communications and relationships that are expected of them.

- Identification of team members. Any person around an incident, including those not attached but interested, should be able to easily identify the incident's management group by name and position. Rapid procurement of standard identification items; e.g., hats, name tags, vests, etc., must be done as new members come onto a team.

- Punctuality in all actions. If a planning meeting is set and advertised for a specific place and time, the meeting must begin at that time and place, regardless of who is missing. This will aid in setting the "tone" for all observed actions conducted by a team. It clearly tells all: "this group means to approach the profession of complex incident management in a businesslike manner". All other actions must also be punctual and purposeful. Routinely, a person will only be late for one such meeting if there is a standard method of recognizing tardiness.

- Team members are approachable and open to input. This sounds fairly simple but it is not an action always seen. The troops out on the lines have been there. Team members need to listen to what they have to say. One approach could be a directive announced during Operational Briefings that all persons assigned above a certain position (division/group supervisor, as an example) must report to a designated location upon relief for debriefing. However, if this is announced, someone from the management group must be at the location until all debriefings are received.

- Incident Action Plans (IAPs) are available to all that need them. Is it correct for a management group to determine personnel below a certain level of the organization (division/group supervisor, as an example) doesn't need one? Watch what happens when there is a serious accident and investigators ask survivors if they knew the overall plan of action or communications for the incident. If time or machines don't allow timely reproduction to meet this demand, posting copies of it allows anyone interested enough to review it.

- Timely and meaningful interaction with the responsible jurisdiction or agency: When invited, an Incident Management Team is a guest expected to perform a mission. By transferring information to the responsible jurisdiction throughout the incident, questions that always seem to arise after the fact should have been covered during the incident for those persons left with its aftermath. This communication will not be limited to the IC's position. Team members must consider themselves an "extension" of someone from the responsible jurisdiction; find out who this is and develop a rapport. This is the person(s) you want pleased at the end.

- Orderly and complete paperwork. Time records, documentation package, fiscal records, a team's Narrative Report are just a few written documents which will be available forever to tell history a team came, they conquered and they left. Make sure you go down in history correctly! Addition of internal audits and/or settlement of a cost apportionment only adds to the possibility your historical documentation will be received by a vast number of people. Don't let an excellent job performed under adverse conditions be judged later by substandard documentation.

- Visual presentations are used. Posting the current Incident Action Plan as well as the next operational period (when available), news from the world outside the incident, meeting schedules and required attendees are but a few to consider. How about posting directions to drop points, Medical Plan, and updated Safety Message, vehicle-parking directions, menu of the day, etc.? Think of visuals as a tool: a team does not have time to tell everyone on an incident everything but everyone is expected and wants to know everything. Assume they can read!

Transitioning

What is involved when transitioning an emergency incident to an Incident Management Team? Actual definition of the transition should be: "a process to familiarize a group of persons to a situation in progress as well as setting agency strategic priorities for its control." For an Incident Management Team, this situation is routinely some major complex emergency incident and this familiarization is to give real-time knowledge of the incident along with local operating procedures for the team. Pretty straightforward, right?

Think about the act of transitioning an incident to a team. It hasn't been a good day with all control actions working splendidly or you wouldn't be there. Not only is the incident not going well but also there could be tremendous amounts of property loss, injuries or deaths associated with it by the time the team arrives. You normally will be dealing with an agency administrator who may or may not have been part of the decision to activate your team and has an unfathomable amount of details and/or possible political pressures to deal with while wanting only one thing from this group, all who might be strangers: MAKE IT BETTER! All an Incident Management Team wants is all necessary pertinent information, official authority to perform their mission and to go to work; the faster the better. Obviously, if a transition isn't done efficiently, something important could easily be lost. Missed items at this point will be detrimental to the incident, impacting a team's efforts and recovering them could be difficult. A rapid transition could well be the worst action taken on an incident.

To avoid "dropping the ball," transitions should be approached in a clear and systematic manner that transfers the most information possible. Documentation of this transfer is required for later reference. These documents will become the cornerstone to an Incident Management Team's actions and written history of the incident.

Teams should also view the transitioning process as an opportunity to make that lasting "first impression" upon the responsible agency. Don't miss this opportunity.

So, with all the hazards identified, how is a transition done to minimize adverse impacts? Some issues to consider:

An Agency Administrator Briefing to Incident Management Team or a similar transition form provides a good basis to transfer items proven necessary on past deployments.

The form's questions also require a responsible agency to contemplate items that might otherwise go by the wayside. Yearly review of this form's make-up should be undertaken by team ICs to incorporate new information items that have surfaced as needed on recent incidents.

Most federal agencies use an Agency Administrator Briefing to Incident Management Team form or a similar version. States and other departments may have a different version of the form or no form at all. When responding to an activation, the IC may want to call the responsible agency to see if they use a transition form. If no transition form is used by the responsible incident jurisdiction the IC may suggest they consider using one and fax a copy, followed with confirmation it arrived. During these deployments, teams should expect the form to be incomplete and lacking a depth of information. It is not unusual for the IC/team and agency administrator to jointly fill out the form. This may require some education (for both parties) and negotiation. There could be instances where the form will not work at all. However, it can serve as a guide to develop some other mechanism of pertinent information transfer and documentation.

A formal transition takes place at a specified time and location with the completed form. Negotiation by an IC may be necessary on timing of this. A vast majority of team members need to be present for the transition. Travel times for some members could require transition to be delayed beyond a responsible agency's expectations. This will be especially true on incidents where agencies expect a team to assume command upon arrival of the first member. It will be incumbent upon the IC, with the agency administrator's assistance as necessary, to negotiate a realistic timeframe that allows proper personnel to arrive.

- The team should set a professional tone for the briefing by being punctual, identifiable, prepared and attentive.
- All team members should be in well-marked Personnel Protective Equipment (PPE) or their agency's work uniform with issued team identification clearly displayed
- Team members should form a group close to the agency speaker, command and general staffs to the front, with notepaper and, hopefully, a copy of the completed transition form available. If a completed form is not available, a blank form can

serve as a guide for team members to generate questions pertaining to their specific roles. It is not unusual to have many people other than the Incident Management Team and key agency personnel present. Determine who everyone is and their role.

- An agency administrator briefing should start with introductions of the key agency personnel by name, title and incident function. Teams should introduce themselves by name and position.

- Routinely, the agency administrator conducts the briefing with an overview of the incident's history, projections, resources status and conditions. However, a team should be prepared to assist this effort.

- After the agency administrator briefing, the IC should negotiate a question period for team members to retrieve necessary information that might have not been dispensed. It may be best for the IC or planning section chief to facilitate this portion, going through team functions ("resource unit leader, any further questions?", etc.). Team members need to be prepared with questions restricted to pertinent issues only.

- Prior to the briefing, the agency administrator and IC should have set an actual time for team actions to begin on the incident. This should be a portion of the briefing. If not mentioned, this will be one of the questions to bring out.

- Collect any written materials or displays presented to the team by the agency administrator, regardless of their value.

TIP! Team members should view the agency administrator briefing as the opportunity to make a lasting "first impression" on the requesting agency/jurisdiction. This could quite possibly be the first meeting the agency administrator has ever had with any member. As an old saying goes, "first impressions are lasting impressions." Take every opportunity to leave the impression that a first-rate professional management group is there to perform a required mission.

The Initial Attack Incident Commander (IAIC) will need to brief the team. The most current incident situation status should be available from this person and his/ her staff. Many times, this briefing is conducted concurrently with the agency administrator

briefing. This has pluses and minuses but is normally something a team cannot control. Expected outcomes should be:

- The team will need the best incident information available, e.g., what has happened, what has been attempted, and any projections of incident size, resource status, locations and serviceability. Situation maps, weather forecasts, traffic maps, and ICS Form 201 Incident Briefing, if available, should be obtained.

- The team will need direction on future involvement of agency personnel currently on the incident. Do they stay to be incorporated into the incident's structure or are they to be released and when? This is decided between the agency administrator and IAIC.

- Teams can leave a lasting positive impression if a request is made to have a "local" person assigned to them for the purpose of local knowledge availability. Routinely, they will want the IAIC to stay assigned and available to the team. This person had the agency's trust to manage to this point; an assumption must be made he/she is the best available.

TIP! A word of caution: information from the IAIC could be less useful than one might believe. Some become withdrawn and "beat" because the incident escalated to the point of having to bring in a team. A lot of negativity could be present and this could sway a team without them even seeing the situation.

Team members must assemble as a unit for the purpose of affirming dispensed information and conduct a strategy meeting upon completion of the briefing.

- Confirmation of received information and materials should be done so that all team members start on the same footing. Just as everyone seems to hear an item differently, group knowledge could be disjointed. Do we all have the same information and, if not, where do we get differences ironed out? Take some time to confirm that what information you have is the same information everyone else has.

- Based on known status at the time, a general strategy for the team must be set to facilitate actions. This could be as simple as all functions checking on actions

to this point that will affect their roles or it could be setting a time for the first planning meeting should the team be assuming immediate command.

- A signed copy of the Delineation of Roles and Authorities – Administrator's

- Instructions (Delegation of Authority) should also be given an Incident Management Team, along with the Agency Administrator Briefing form. These documents clearly set team actions into motion. Roles and authorities become extremely important for team non-agency incidents as well as for non-wildland fire incidents (mobilization centers, etc.). Things to consider:

- When an Incident Management Team is requested immediate contact should be made by the Team IC with the agency administrator to explain the transitioning process including the Delegation of Authority. Remember, some jurisdictions don't routinely transition incidents to teams and this could easily be the first such occurrence. Any expectations that our routine will be known and smoothly take place could be severely shaken.

- Special attention should be taken when a team activation is for an assignment other than assuming command of an incident. Team deployments that are intended to provide management for a part of an incident should trigger an alert to have very specific roles and authorities identified. As an example, during a major multi-county flooding incident, a team is deployed to manage the care and housing of evacuees only and will not participate in the overall management of response to the incident. A team would need their specific roles defined and a clear understanding of their authorities.

TIP! When response is to a non-wildland fire agency, an Incident Management Team will routinely find that requesting jurisdictions will not be familiar with the capabilities of what they have asked for. However, there is an expectation that a team will know all and the jurisdiction will normally be willing to participate in and provide anything the team suggests.

One of the best ways to demonstrate professional leadership during times of responses to another jurisdictions is to "walk" the jurisdiction through the Transition Briefing (w/form) and assist with the completion of the Delineation of Role and Authorities-

Administrator's Instructions. Time taken at this first meeting will reap benefits throughout a deployment.

TIP! This is also time to determine if all of the jurisdiction's key personnel are involved with delegation to a team. There is nothing worse than to discover later that someone forgot to tell the county sheriff that an Incident Management Team is being brought in to manage a flood within the county. Not only is a sheriff the highest elected peace officer in the county, but he/she might not necessarily ascribe to the notion that assistance is needed at all. More importantly, they are usually armed! Count the noses and ascertain if all key folks are involved.

TIP! This may be the first, last and only opportunity to gather information before the team assumes an incident. Go slow. Be thorough. Try not to let key players get away before you have gotten all of your questions answered.

That First Operational Period

That first operational period faced by an Incident Management Team is a kaleidoscope of efforts. Each team function is furiously gathering, exchanging, and disseminating information; formulating plans; and structuring their specific jobs with needed staffing. Initial/extended attack troops need relief and retrofitting, new line folks need to go out under direction, incident facilities need development, long-range planning begins and an in-depth view of all safety aspects of the incident is required. These and many other tasks must be undertaken beneath the pressures of interagency coordination and the ever watchful eye of media. Not much happening, right?

The state of the Incident Management Team is also a composite of effects. Personnel are routinely working extended hours. They have hopefully gotten their direction and written authority after participating in a Transition Briefing. The incident's setting could be unfamiliar to them. Personnel currently working on the incident may have limited information. Resources and materials of all types are invariably still "en route". Mentally, the team knows what to do and desires to do it. Physically, frustration will set in when demands outdistance ability to supply.

Experience will assist in limiting this frustration. Once you've lived through a "first operational period," the next is taken in stride. Some details felt to be critical have

proven to be less so. Shortages have been compensated for. Information lacks have become expected.

While it is not acceptable for a team to just throw their hands up in disgust, knowledge that an initial start-up of team operations could be a little rough should be learned. One of the strongest points of an experienced Incident Management Team is ability to recognize and adapt to situations thrown at them. Professionally bringing control to chaos during a start-up is one of the brightest attributes and lasting impressions a team can impose on an incident. Some tools to consider for coping with this "first operational period" are:

- Recognize and expect shortages. Not resources, but information of all types will be in short supply. ETAs of ordered resources/supplies, situation reports or maps with little useful information, announcements of important person visits, accurate reports of resources currently assigned, timely reports of past injuries, losses or costs will all be among the missing. EXPECT THEM! Develop a sense of adaptation to work around them.

Team Guidelines can lessen chaos. Directions to specific functional roles to gather the best available information PRIOR to arriving can attempt to shortstop the "it's lost in the system" syndrome. Consider if time/travel allows:

Directing a team "logistics" person to routinely go to the responsible agency dispatch center. Their mission is to:

- Get copies of all agency documents utilized while gathering resources and supplies.
- Ascertain exact procedures and identification of contact person(s) for the continuation of ordering/confirmation with pertinent contact methods and numbers.

Directing a team "planning" person to the responsible agency dispatch center. Their mission is to:

- Retrieve copies of any agency incident situation and resource status documentation developed from the start of the incident.

- Obtain copies of any news releases, incident cost calculations and weather forecasts/projections.
- Get any information available concerning past incidents within the general area of the current one.
- Determine exact procedures for situation updates and other dispatch contacts desired with contact person(s), methods and numbers.

Assign a team "operations" person to personally recon the current situation. This may be done rather than attending the Transition Briefing as long as another operations representative is present for the briefing. Hands-on review of current strategies, resources and projections will greatly enhance a team's ability to produce a useful Incident Action Plan (IAP) when called upon to do so. Provide multiple briefings for "late" resources. If suppression resources are limited, continue to work on part of the incident where they will do the most good.

A pitfall all team members need to be aware of and recognize is the ease of working themselves beyond usefulness during the first operational period. Commonly members have been working at regular assignments when activated for a team response. Travel is conducted to the incident, a transition takes place and the team goes to work. A team routinely assumes an incident in time to brief and get the second day's operational period to the line. Work continues through day two to prepare facilities, accomplish planning and generally organize a large incident. Even if the incident does not enlarge significantly during day two, team members work all of that day to get their functions staffed and performing well.

Studies show that "burn out" occurs at about hour 11 when under stress. Efficiency, production, and safety become real concerns. Team functions require a mental state capable of simultaneously performing multiple tasks. Everyone has a point of diminishing return with regard to the ability to cope with demands placed upon them. Not only can a forgotten item become lost, personnel can be left in unsafe situations and needs go unmet. Team members can become exhausted without getting dirty. All members must recognize this fact.

Some items to consider for safeguarding against over-extension of team personnel:

- Team positions having a second person assigned will require a conscious division of workload. Team ICs may have to monitor this division to assure it is working. The person not "on" must attempt some rest in an effort to relieve his/her partner at the appropriate time.

- Use of twenty-four hour operational periods has proven to ease compression of time for some functions; i.e., logistics, planning and operations. Not that the workload goes away, only more time is available in an operational period to accomplish it.

- Team guidelines can require certain sections to have deputy positions filled whenever the crunch of an incident is expected to exceed a certain operational period (beyond the team's second).

Experience will teach to expect the unexpected. Being dependent on others will always leave the possibility of letdown. Ordering more assistance is not always an answer either. Availability, travel times or other incidents can severely impact accumulation of more staff. The best word of caution could be to have another plan available when chips don't all fall together.

A common practice during that now famous "first operational period" is a tendency. to overestimate production. While this happens less in the Operations, others do fall prey. Our system builds this, i.e., the kitchen's ETA is 1100 hours and an unknown breakdown delays it until 1600 which impacts feeding of troops going out, etc. Overestimation can fell any team member in their quest to accomplish their function. Teams should consider the possibility of overestimating their own production, especially during that first operational period. Is it really possible to draw together a current IAP, be working on the next and correctly look at contingency planning? Can necessary facilities be developed, communications organized and drop points marked with available staff? Can each member realistically accomplish all required actions within that "first operational period"?

Some items to consider:

- While developing Incident Objectives ICS Form 202 for that first operational period, an IC could list specific objectives/goals for non- operations functions,

e.g., logistics develop a 2,000 person camp; finance/administration assure all contracted equipment time is started, etc. This prioritizes actions and accomplishments. It also implies recognition of limited resources. A posted visual display of this could be helpful.

• Individual function heads must prioritize specific work to be accomplished. Functional staffing is routinely still short and only so many "things" can be accomplished; what is most "important"? List them and get them done in that order. Should an individual's priorities impact other team functions (and, THEY ALL WILL!) this must be shared with the other team members. A full team meeting four to five hours into that first operational period works excellent for this intra- team sharing of information about projected shortfalls and accomplishments.

• Recognize when the impossible just takes a little longer to accomplish. Most challenges faced by a team when organizing an incident can be successfully met in numerous ways. Be adaptive and creative while guarding against expending precious time on a scheme with marginal chances of success. A standard "book" answer is not always needed or required.

• Rely on past experiences (mental slides) to meet significant challenges. There is a depth of collective knowledge when an Incident Management Team is assembled. That first operational period team meeting could produce problem solving suggestions from a most unlikely source if members are made aware of a mate's difficulty and feel free to offer assistance. Use someone else's slide when necessary.

TIP! Learn to recognize the abilities of other team members. You could and should have cross-trained folks at your disposal. That information officer might also be an outstanding logistics section chief. The strongest attribute of real good management teams is an openness to share ideas and work. Too many times a person's focus becomes so narrow chasing their individual challenging demons that they forget that there are a lot of folks on a team, all with the common goal of making the entire production work. Share your needs and ideas. Each incident will impact each team member differently. That information officer might not have a lot to do on this incident

due to its extremely remote location and, therefore, could be of assistance to logistics. At meetings have team members brain storm and prioritize what needs to be done. Encourage team members to help out where help is in short supply.

Communicating

During an Incident Management Team deployment, proficient communication becomes extremely important. This includes not only internal incident communications that utilize radios, phones and face-to-face to transmit information used towards control of an incident, but intra-team communications as well as off- incident transfer of information. Effectiveness of communications will directly impact a team's success and impression they leave behind.

Basically, communications can be broken down into three major categories:

- Intra-team

- Intra-incident

- External

Unsuccessful accomplishment of any category will impact a team and incident adversely. A variety of methods exist to avoid this.

Intra-team communicating is the essence of team interaction and requires a conscious effort by all members. It is not that people are excessively introverted but, some do find it extremely difficult to share thoughts and ideas before a group. Some avenues to consider:

- Sincerely welcome new members to the team.

- Efforts must be expended to maintain an intra-team atmosphere that advocates smooth and healthy communications. This is easier said than done. Many obstacles can lead a member to be reluctant to participate.

    - Agency affiliation: Some team members may be hesitant to actively participate in open team communications until it becomes obvious their input is welcome and, yes, needed. Personal discussions with the IC or other team members could help; it may take repeated team interfacing for a person to loosen up enough to participate. All team members need to be aware of this situation and ready to rectify it.

    - Rank: Unfortunately, some folks will hesitate to participate because they are outranked. An IC should make it crystal clear that, in a team setting, all collar brass was checked at the door; every member is just that a

member! Your only "rank" is that afforded to your team position. Again, this may take repeated demonstration by all team members to loosen up the rank consciousness.

- Abilities: A person might be self-conscious of what they perceive as a lack of experience or knowledge compared to other team members, subscribing to the theory of not demonstrating this lack by opening their mouths. Again, the team atmosphere will need to recognize that there are as many different levels of experience as there are members and that's OK. Besides, those with loads of experience had to start somewhere too.

- Team guidelines can describe and structure team operations in a manner that clearly requires and promotes communication's importance to team intra-actions.

  - Team structure requires numerous meetings Transition Briefing

Strategy Meeting

Planning Meeting(s) Operational Briefing(s) Daily Team Meeting(s) Demobilization Planning

Meeting Transition Out Briefing

Post Incident Team Meeting (critique)

- It would be advantageous to discuss meeting processes in team guidelines. Expectations on length, contents, participants, and required interactions as well as need for documentation should be explained.

- Continually drive home the idea that gathering, exchanging and disseminating information is a shared responsibility of all team members. Assure a clear process to accomplish this is understood and expected of and by all.

- Position specific expectations within team guidelines could list those types of information required by team members. This alerts members to the nature and detail each other member expects from them.

- Team ICs and functional section chiefs should monitor conduct of meetings and member's participation to assure an open working atmosphere is cultivated and maintained.

TIP! Meetings by team members coordinate a vast majority of team management efforts. They are required BUT, the abundance of them can become overwhelming for personnel attempting to accomplish something (such as managing an emergency). A watchful eye should track all meetings to eliminate unproductive or counterproductive time. Having a clear posted agenda with outcome expectation, along with member's knowledge of the expectation of their punctuality and preparedness, should maintain the businesslike team attitude. A team member assigned as the team's meeting facilitator (team guidelines) or "Sergeant-at-Arms" could also help. Leave the rabbits for after the incident. Every team meeting should start with, "the purpose of this meeting is _____."
The following people must be present _____, _____, _____, and _____.
TIP! Teams should develop a standard procedure for documenting all meetings. Too many key decisions and directions develop during meetings that seem to require later review. Bring in a scribe or delegate this task via team guidelines.
Intra-Incident communications are obviously key to transferring information for the purpose of control. However, even as much as this type of communicating is performed by our troops day-to-day, there are areas for improvement during major incidents.

- Keep the incident's troops informed. We have all been on incidents where no one outside of the incident management's upper echelon had any idea what was going on or projected. Really makes you feel that there was a rudder on those ships, huh? Routinely updated bulletin boards and single page briefings within the incident base are but two of the ways to accomplish the task of informing the troops. Decide early how and by whom this will be accomplished, then make it happen. Utilize visual displays within the ICP as much as possible. If someone can locate their needed information without asking, a manager's time is not spent answering questions.

- TIP! Each team should have some pre-developed "standard" documents available from personal word processing systems that can be used as needed. Motel policies, personnel standards of conduct, and release priorities are but a few of the documents consistently used incident-to-incident. Teams will develop more upon each activation. Availability will assure use.

- An IAP that cannot be read is less than worthless. Its construction wasted a lot of valuable time and, except for meeting certain personal needs in a biological sense, it isn't worth carrying. Recognize that IAPs must be reproduced; reproduction requires a clean original. At present, the cleanest way to develop an IAP worthy of reproducing is to employ the InciNet and other computer systems. Get one and use it! To meet the need prior to the system's arrival, copies of this program are available for personal computers (laptops) which should be in every planning section chief's possession. If an IAP must be handwritten, find someone who can write legibly and produce the best IAP possible. IAP maps are also a problem to reproduce; the GIS mapping system cranks out great maps in 8-1/2 x 11 inch format that can be reproduced with outstanding results. Use it!

- As a communications plan develops, assure all pertinent information is on each ICS Form 204 Assignment List of the IAP as well as the ICS Form 217 Communication Plan. Complex incidents require complex communication plans. The Assignment List, ICS Form 204 reflects the Communications Plan specific only to the assignment of resources to that division/group. However, reassignment of personnel about the incident during an operational period affords everyone information needed to properly communicate. Likewise, LCES information developed should also be on each specific ICS Form 204 Assignment List for the same reasons. Build in flexibility while keeping troops informed.

- Each IAP should include a listing of staff cell phone numbers. Begin building a cell phone/pager directory early and update it with every new IAP. Teams should have one started in their portable word processor prior to an activation. In areas with adequate cell phone coverage (or made to have adequate coverage when you brought in that portable cell), radio traffic will be freed up for important operations-based communications. Use the radio for operations messages so that others can eavesdrop.

- Operations leaders (chiefs, directors, supervisors and leaders) must be cognizant that certain communications should NOT be conducted via cell phone. It is entirely possible to isolate a large segment of an incident's organization by not

using common communications methods for information needed by many. For instance, if one division had a blow-up condition and reported this via phone only, would adjacent divisions (or anyone else on the incident) have all information necessary to them? Certain items need to be heard via common communication methods.

- Operations leaders and incident dispatchers need to maintain radio discipline on the incident. Not only will this eliminate untimely use of congested airwaves, it should maintain a professional sounding incident for all those listening (like an agency administrator or the media).

TIP! In areas of highly concentrated cellular telephone coverage (heavily populated or with major transportation routes) cellular companies have portable cells as well as large numbers of portable phones available. FCC licensing for these high use areas normally contains a clause that requires companies to provide this service to responders without cost (including the cost of the calls made) during times of disasters. Check with your logistics folks to assure they know how to access this service when needed.

External communications are those made from the incident to the outside world. This will include, but not be limited to, briefing the agency administrator, working with the agency dispatch center, tracking down vendors for specialized items, or transmitting cost information to an appropriate source. These and many other communications will say volumes to legions about the team and its personnel.

Therefore, team members need to be aware of the expectation that all communicating will be of the highest professional level. Some items to consider:

- The most off-incident reviewed and discussed document a team will produce during a deployment is the ICS Form 209 Incident Status Summary. Accept this fact. Completeness, accuracy and timeliness are paramount. There are deadlines for the ICS Form 209 that must be met as this document is used to allocate resources to your incident. It must be on time.

TIP! There are currently many documents required to be transmitted off an incident throughout its life. ICS Form 209s and cost estimates are but a couple. Assure you know them all. Reconfirm early during the incident with the receiver a timetable and

method to be used for each. Entirely too much time can be wasted by too many people tracking down late or incomplete documents.

- Agency administrator briefing times and methods will normally be set during the Transition Briefing. The IC or deputy will routinely do these. Regardless who does them, reviewing the latest information just prior to the event will allow transmission of the best information while making a professional presentation. Agency administrators want the best "feel" for the incident that the experience of a team can give him/ her. Being forthright and honest can ease the making of off-incident decisions.

TIP! Awareness of the importance that is to be given external communication by all team members will go a long way to having the team perceived as a structured and accomplished group who can meet deadlines in a professional manner while facing many difficult tasks.

TIP! Some have found that local Internet providers have been known to provide access for use of an incident free of charge. Check on it if this could be of value

So You're in Unified Command Now What?

It is common for significant incidents to involve more than a single jurisdiction. This is an accepted fact and management of these types of incidents has been addressed under the Incident Command System's provision of Unified Command. What impacts can an Incident Management Team expect under Unified Command? What are some of the pitfalls and what are some "tricks" to making it work?

When transitioning into an incident which is being managed under Unified Command, some immediate alert bells should loudly sound.

Is this legitimately a Unified Command Incident? Unified Command was designed to "allow all agencies with responsibility for the incident, either geographical or functional, to manage an incident." Do you have such an incident? If not clearly understood, ask your agency administrator for clarification. You need to know when an agency is including (or pacifying) a cooperator in Unified Command when in reality the cooperator has no jurisdiction or functional responsibility for the incident.

Has a single ordering point been established? The quickest and longest lasting way to adversely impact a Unified Command incident is to have involved agencies continue

processing orders for additional resources/supplies through their normal channels. Incident personnel delegated as having overall incident responsibility for their agency (members of the Unified Command) must immediately agree what method (single point) will be used for such ordering, advise their respective agency, and assure all incident personnel from their agency know of and abide by this decision.

Is this a cost share incident? This will be a tough topic to broach. However, it is one that needs an immediate answer. Some agencies do cost sharing as a matter of policy; others will not have a clue what this is about. With "...responsibility for the incident..." should come some expectation of financial support for that responsibility. Impasse on this subject must be referred to your agency administrator immediately. If there is to be a cost share of the incident, some tools are necessary:

- Have cost share technicians been ordered? Very seldom will personnel from the team's finance/administration section have time or expertise required to produce an agreement necessary for cost sharing. Get the help you need. A technician should represent each agency involved.

- Do you have on-hand necessary maps accurately delineating each agency's area of responsibility? If not, get them. If you are not intimately familiar with the areas, have your agency administrator or a designee verify the map's accuracy. This is important!

OK, so all of the immediate bells went off and you got satisfactory answers to the first issues. Now what? To proceed smoothly, some preliminary actions, which are different from a single agency incident, are necessary.

- Establish Unified Command's objectives for the incident that meet all involved agencies' needs. This could be understood as necessary by your counterparts or it could be an entirely new concept. Availability of a blank ICS Form 202 Incident Objectives could aid in this effort. Keep the development clearly as objectives, not tactical actions. Good luck!

- Establish the management staff who will fill "lead" section chief and officer roles. A team IC can be intimidating here as he/she just showed up with a whole fleet of highly regarded personnel who normally operate as a high performance team.

Should all agencies elect to use the Incident Management Team intact, this job is done. However, should another agency feel it is necessary to insert staff from their agency into the management structure, things can become a little more complicated, but there are a couple of avenues to consider:

- Keep the bulk of the Incident Management Team intact as "lead" person in each function while negotiating for a limited number of "deputy" roles for other team members. Normally emphasis will be for another agency's person in an operations section chief role. Can your team function correctly if the team operations section chief becomes a deputy? This will be a question each team IC will have to answer for themselves and their team. Make sure your agency administrator reviews any negotiated staffing settlement.

- Should qualified personnel from another agency be available to fill all "lead" roles, your entire Incident Management Team could become deputies. This will need to be immediately reviewed with your agency administrator; he/she might not have brought you in with this in mind. The issue is thrown back to the administrators from all involved agencies for settlement. It's not the best avenue for a team, but it could be the only way to settle it.

- Establish information release procedures for the incident. All agencies on the incident will need to agree to a single source for development of information released. The information section may well have personnel from all involved agencies, but released stories must all be the same. This can become the second leading source of problems within a Unified Command setting if left to chance.

- Agreement on incident facilities, location, purpose and size must be mutual.

The members of Unified Command come out of their meeting and announce the outcome of their agreements. Now what? All team members need to consider some thoughts:

- Regardless if the Incident Management Team is to be the "lead" group or if the team is the only command structure present save the other agency(s) members of Unified Command; team attitude will set an everlasting tone for the incident.

There is a new player in the position of leader; could there be several? Now what? Team intra-actions must continue as normal. React equally to all ICs. This is easier said than done with some. There will be some agency specific needs which might have to be met by staff. While just what they need is more to do, these are the "little" things which could derail a Unified Command with the best intentions. Any questions concerning conflicts of direction should be immediately referred to the team IC for rectification. All team members must want the other agency members of Unified Command to say after the incident that "the team took me in and accepted me as a full member."

- Be open and honest with your counterparts. Whatever command structure agreed to will have to work and work well. The attitude and cooperation by the Incident Management Team cannot become a basis for problems.

- Realize that you may be training your counterpart in his/her functional role. Incident Management Teams have qualified and experienced personnel assigned; other agencies may find it hard to match up person-for-person. All team members should expect being relied on to pass along some of this hard-earned experience. It can become a full-time task. Remember, you may well be developing a future member of your team.

- Remain approachable and open to input. For many of the same reasons as providing on-scene training to counterparts, team members must demonstrate untiring desire for input and interaction. By setting an example of cooperation, a team will stimulate and maintain a desire in all to work together in a common cause.

- With minor exceptions, all management functions must be collocated. This includes the Incident Command Post (ICP). We have all been on incidents that clearly had multiple ICPs, yet were called "Unified Command." Not True. Get it together and assist keeping it together.

A few hard-earned thoughts which could make future Unified Command incidents easier for a team:

- Establish agency specific finance/administration personnel within this section. This may only need to be a deputy to the section chief, but assures proper procedures and documentation are followed for each agency.

- Establish agency specific time recorders within the incident's finance/ administration section. These people work and report to the finance/ administration section chief. However, specific time recording requirements of each agency will be met.

- Establish agency specific compensation/claims personnel within the finance/administration section. Depending on which agency's jurisdiction a claim might generate from, the process for submitting claims could be different. By having a person from that agency handle the claim from the start, settlement delays will be avoided. Again, these people would work for and report to the finance/administration section chief.

- Should you be involved in a cost share agreement, consider:
    - A division-by-division percentage split is required for each operational period of the incident. This assigning of percentages is done by the ICs. Whenever ICs do this, it should be done in private with the cost share technicians, only. Too much pressure is implied to an IC if someone from his/her agency is present/observing; especially a superior.
    - Operations section chiefs have an important and pivotal role in cost share agreements. They will be required to verify, at the end of each operational period, where each resource was actually used during that operational period. This should be made known early so they may employ whatever means necessary to track resource use. Should there be air resources involved, air operation branch directors will be required to do the same. Tell them.

Some Other Things to Consider

Some issues have arisen over the course of past Incident Management Team deployments that warrant consideration, should there be a need for slide development by you. Something similar could surface again:

Two agencies each have an Incident Management Team assigned to an incident. Complicated? Yes. Impossible? Not necessarily. Think about:

- An incident is large enough geographically to require excessive travel times to encircle. While not specifically outlined in ICS, splitting a large incident into two separate areas/zones with clearly defined boundaries can work. However, there can only be one set of incident objectives! Objectives are negotiated between two zones so all needs are met. Although workable, this is not an ideal situation to be in. This setup really calls for an Area Command to be established to coordinate two efforts and prioritize resource usage.
- Agency administrators jointly negotiate that one team will be primary or lead and the other will perform as deputies. Hopefully, team ICs would be consulted on workability of such an arrangement. This is the second-best alternative.
- One team works one operational period, the other works the following. This is not good. There is too much loss of command continuity as well as too great of a chance for details to "fall through the cracks." Stay away from this if at all possible.
- One team is released from the incident at the direction of the agency administrators. This is the best solution and reduces a wasteful commitment of resources

Your position on a statewide priority list during a time of multiple incidents is very low. Resources (especially those of a normally limited nature) are going to be very few and far between. Expect over-using the resources you do have and long delays on orders. Even items like the Incident Base will be limited at times. Plan accordingly. Your creativeness and flexibility will be tested. DO NOT resort to hedging reports of your situation should nothing current or predicted exist which could change your priority. These embellishments seldom work as you hope. Live through it and see how the team's collective imagination produces results. After all, some incident has to be on the bottom of the list; it's just your turn. Consider using non traditional approaches such as large numbers of rental dozers; making local government engine crews into a fire crew, etc.

You have a significant incident near a major center which attracts a lot of attention. The team's information section is doing a good job, however, expect repeated requests to interview the IC. In today's world, the media eventually want and need to hear from "the person in-charge." Consider an organized news conference to fulfill this demand. Advertise a conference time which will meet a majority of deadlines of the media present, find an area of adequate size, get good visual aids, brief the presenter(s) on the latest status/possible question areas and do it.

Reporters from most major media sources understand this format and process. However, the team's information officer should facilitate the conference by opening with an explanation that there will be a situation overview and a question/answer period; all to be accomplished within a set timeframe. The information officer should be ready to "rescue" the IC(s), if necessary.

You have an incident with a significant number of structures destroyed. Lucky you. While firefighters did their best, the incident "took" xxx number of structures. Now what? Consider:

- Specific instructions to the entire information section should be: their theme is to be; "firemen SAVED xxx (number) of structures, unfortunately, the fire DESTROYED xxx (number). . . Firemen DONOT lose structures; we save them!

- You will need to organize a triage group to rapidly count foundations. Media want a number and will harass the information section until given one or will develop their own from any talking source around the incident.

- Determine as soon as practical the identification of those structures destroyed. Addresses, assessors plot maps or anything else, which will positively locate the structures, will aid in this. Assuming the area has been evacuated and residents have not been allowed back due to on- going control activities, you can set in place some processes to ease this situation for the citizens involved.

- As soon as operations can work around limited traffic, announce availability for firefighter-escorted trips during specified times for owners of known destroyed structures. Proof of residency should be required.

- Have agency vans or other suitably marked agency transportation available. Assign compassionate agency fire personnel in uniform with PPE to function as

escorts. Outfit the affected citizens in well marked PPE. Take them to their structure. Reason; too many experiences with this situation have shown that people, even though it is confirmed for them that their structure is destroyed, HAVE to visit the site for personal closure. When performed correctly, this service will generate rave reviews and leave a lasting impression.

- Discuss this sort of action with a local mental health department or other appropriate agency prior to implementation. They routinely have excellent suggestions and counselors available for this type of traumatic undertaking.

- Consider having Advanced Life Support available during such an operation. This has proven worth the effort as reaction to individual trauma can be overwhelming for some; plan for it.

- The media will want to record these returns for human interest. You cannot stop them unless they are considered a hazard to on-going operations (difficult to do if you are taking citizens in). Information could have them elect a representative to travel with the escorts/ victims in your vans to get a story that they will share. Or, selected victims amenable to media attention could provide this coverage. Check on it. Also, check those that aren't and protect them.

- You have a need for damage assessment for structures destroyed. Place an order for this specialized resource when you have some idea of numbers. It could take a while to assemble the necessary staff to do the job correctly. Consider tapping the county assessor and/or building departments for resources necessary to perform assessments; they have methods we don't, familiarity with what is an inhabitable structure, and resources (plot maps, etc.) which could speed the process. Know what you want from damage assessment; count, photos, prevention information, etc.

You have to recommend evacuation of citizens from the incident. Alert bells should be loudly sounding now. Consider:

- We don't order evacuations; this is a law enforcement function and they have the responsibility. However, they don't have knowledge of incident spread that you do and will be relying on you to trigger the need.

- Get the highest ranking responsible law enforcement agency official you can. Install him/her into your command structure as a "branch director law enforcement" (put the name on the organization chart quickly). Responsibilities are evacuation, traffic control and security as well as their routine duties. Make this person feel a part of the incident's organization by involvement throughout your incident action planning process and IAP implementation. Make sure this person understands you consider him/her as the law enforcement head for the incident that is working within your structure.

- Bring in the county emergency services coordinator (or someone with these responsibilities; different titles exist). This person has (or should have) pre-planned evacuation centers located, contacts with appropriate social response organizations (Red Cross, etc.) and mass transportation contacts. Develop an appropriate level within your organization for this person and delegate necessary responsibilities. This will be fairly easy in those locations with an active disaster planning effort. It is likely an Emergency Operations Center (EOC) will be established.

- If evacuees are placed into incident generated shelters, have your information section place a team information officer into each shelter. Evacuees will need periodical updates of the current and projected situation. A uniformed person from your staff is best.

- Negotiate early with your law enforcement branch director procedures to be followed once your situation allows reoccupation of the area. Make sure all staff know how this will be announced and what preparatory steps are needed. Law enforcement makes the actual evacuation; they should announce and coordinate reentry.

- There can be pressure (even unvoiced pressure developed within the team) to get people back into their residences as soon as possible. Guard against inhibiting operation's efforts and/or possibly needing to evacuate again (very bad)! Human nature will want to get folks back in quickly; just don't make it too fast. By the same token don't delay unnecessarily. The occupant can help the operation by being present.

Community relations is a broad term for efforts to meet the need of local citizens and elected officials to be informed/involved with your emergency mitigation job. This is an unexplained, but inherent mission each management group has and one the fire service as a whole has never done well. Consider the following:

- Your incident is burning or seriously threatening to burn (or flood, or...) within a community. Citizens have a right and expectation to be informed BY THEIR FIREFIGHTERS what is happening and being done versus getting this information from the media or word of mouth. One avenue is to organize public briefings within the affected community.

Coordinate any of these efforts with local elected official (city council person or board of supervisors for the affected area). They need to be afforded the opportunity to be present and/or participate with these briefings.

- Depending on the incident's magnitude or "feel" for community concern, the first such briefing within specific areas might need to be done by the IC(s) with assistance from your information section. Repeat briefings at a location can be delegated to information if this is felt to be appropriate.
- Daily updated single page informational handouts developed by Information and dispersed from places of community gathering and with IAPs are generally well received. Announce in the last one to be published that future issues will not be done.
- Long-term or damaging incidents will generate a lot of interest by elected officials. You have a responsibility to brief them also. Consider the following:
  - Make sure firefighters themselves know the big picture and can provide accurate information to the public, the media, and officials.
  - Check with an appropriate source to determine if the entire group of community elected officials (city council/board of supervisors) would entertain a briefing during a public comment section of their organized agenda. This assumes their regular meeting day would be of benefit (incident is still active). Recommend the IC(s) make these presentations.
  - Visual displays will greatly assist in such presentations.

- Don't get too technical. These are laypersons, not firefighters. They will be most interested in damages done, projections for control and problems encountered.

- If you are unfortunate enough to have an incident that remains active through another scheduled meeting, see if they would like an update briefing.

- Invite the elected official(s) to attend your Planning Meetings and Operational Briefings. We do not operate in secrecy; invite them and assign a knowledgeable staff to escort them through the processes. If they do attend, announce their presence to the group so your folks know who is in the room.

- If you have a final package of incident maps, damage assessments, rehab plans, team narrative report and the like, have enough packages developed for presentation to the elected officials who have interfaced with you during the incident.

TIP! View the need to meet expectations of citizens and elected officials in the context of; these are your "customers." We have a responsibility to meet the expectations of our customers. DO IT! This might all seem to be a real waste of the team's valuable time, but we do have a responsibility to keep citizens/elected officials informed. The benefits of expanding this effort will be generally well rewarded. Agency folks left behind after a team mitigates the incident will enjoy an improved respect for the fire service.

Very Important Persons (VIPs) Visits. Incident visits by interested important people will happen. VIPs could be just about anyone; politicians, government department heads, etc. Be prepared for them! Some will be invited, some will appear unannounced. Regardless, teams should have internal procedures in-place and known by all members to deal with these important visitors (team guidelines?). Consider the following:

- A team function is designated as responsible for VIPs. Routinely, this falls to information. It really doesn't matter who, just so long as there is a function responsible and staffed to handle these folks. The goal is to brief the VIPs on the incident's history, what is projected and what problems exist. Visual aids in a

briefing area will make this much easier. Dependent upon the visitor, ICs may be expected to make this presentation.

- Tour incident developed facilities with VIPs. Without disturbing work being conducted, orientations to the planning section's efforts will usually amaze folks seeing this activity for the first time. The same is true with the finance section. Of course, a tour of facilities isn't complete without trying the kitchen.

- Requests for tours to the front lines can be expected. If practical, go with appropriately marked PPE and in agency marked vehicles. Expect and plan for over-flight requests; these are appropriate when correctly licensed aircraft are available and such movement does not interfere with operations.

- Upon their departure, ask if a follow-up personal briefing is of value for them. A simple phone number exchange will allow rapid transfer of information to them and could limit return visits.

- Accountability is an often discussed and noble issue, but one which is difficult to see results with. In a team setting, accountability has to start with the team. Team guidelines have laid out specific expectations; did they get met? Your agency administrator laid out expectations (strategic goals/objectives) for the team; did they get met? Section chiefs laid out expectations for their subordinates; did they get met? How do you know? We historically have done poorly when recording job performance with proper documentation. Be a part of a force to change this trend!

- Team members with written guidelines know what is expected of them. Performance ratings should have these expectations incorporated as rating factors. If met, say so. If not, explain why performance was less than adequate. Improvement for a next deployment is the goal.

- Routinely, agency administrators will be very satisfied with a team's performance when the incident is successfully controlled. Sometimes, to the point of embarrassment. However, do they really review your documentation, ask for final cost figures, demand reviews of accidents/injuries or feel free to discuss on-going political problems in an incident's aftermath? No, but these are the issues that administrators deal with. As a last professional gesture, what would an

administrator do with a performance rating sheet listing these types of issues handed to him/her by an IC? It might be worth doing just that to watch their expression. If you get one honestly filled out, it will make a great learning tool for the entire team.

- Section heads must feel it's an obligation of their position to honestly rate subordinates. The team should decide early (in their guidelines) to what level of the organization performance ratings would be required. Once done, make the forms available and have a central location staffed for their collection. Distribute off the incident under direction of agency policy or the agency administrator.

Substandard or non-performance is not a frequent occurrence, but one that will need to be faced. If performance impacts the incident detrimentally; release and send them home. Follow with immediate contact to their home supervisor advising of the situation and reason for early return. Follow it with written documentation. Include all pertinent facts. You had better be right as this is about the biggest action you can take against a professional and one that may take follow-up action after the incident. But hey, that's what you get the big money and title for.

TIP! Personnel problems must be referred to the IC immediately. Some tough decisions have to be made. Is the transgression or act sufficient to warrant future punitive action? If so, recommendation is that a specific investigator for the occurrence be requested. Current personnel assigned to the incident already have a job and/or might not have expertise to perform and document a needed investigation properly. Get specialized help when needed.

TIP! Teams should have incident base/camp rules of conduct available in their portable word processing. This will need to detail acceptable/unacceptable conduct and attire for personnel to adhere to. Post on bulletin boards and include in IAPs as deemed appropriate. Then BACK IT UP!

Your incident has numerous resources from the state's Mutual Aid System assigned. A common situation but one that does have implications associated with it.

- Require a conscious and periodical review by operations on the effectiveness and value of these resources. On many occasions, we can look back and

confidently say these resources were held too long. These have, at times, become a security blanket in case "something goes wrong". In many cases, their true value ended 24 hours previously. Monitor.

- Why do we continue to associate "structure protection" needs with Type I engines? In many locations, these monsters have limited applications. Nearly as many Type II and III engines are available through the system and these lend themselves better for many more applications. Think about it when ordering.

- When you have enough advance knowledge of need, request those state-owned engines available through the system. They are cheaper and have adequate capabilities for most applications. Response times can normally be the limiting factor.

- Demobilizing a large collection of mutual aid resources can become a nightmare. Plan early and staff up. The vehicle safety inspection portion takes a while.

You have stabilized the incident and begin planning for demobilization. As the primary thrust to accumulate resources was driven by operation's needs, this section has primary responsibility to generate information on their future needs and scale-back of the incident. One tool to assist in this "crystal ball" projecting is a matrix developed by operations. The matrix lists different types of resources to be used, each operational period out for a minimum of three days and projected needs of each type of resource for each subsequent operational period. Operations should review this matrix often. With exception of the following operational period, numbers can be modified as each operational period completes their assignment and the needs change up or down. Armed with this type of information, the team can begin demobilization planning and proceed. Plan early, review often and demobilize resources that are not needed.

What's Coming Your Way Next?

What is on the horizon for Incident Management Teams? Who knows. However, if recent deployments are an indicator of the future, things will be interesting. New challenges exist and possible assignments for situations yet unknown surely will test skills of current and future team members.

The adoption of the Standard Emergency Management System (SEMS) guidelines by the State of California could impact teams deployed to that state. Incident management and coordination have been given new emphasis. Availability of trained/experienced Incident Management Teams is becoming known by many jurisdictions that previously had very little knowledge of or exercise in emergency management. Most are attempting to train and learn a system that will routinely be exercised annually or when "the big one" hits. Many have already demonstrated and acknowledged limited ability to function proficiently due to a lack of continuous application of these skills. With these specialized skills available on demand, many jurisdictions will look to Incident Management Teams to fill their occasional needs. What will this entail?

New types of incidents will need to be managed. Large scale Hazmats, civil disturbances, earthquakes, floods and, yes, an occasional tsunami will all impact California and possibly other locations. Who knows what other calamity will jolt nature's playground for disasters. However, all will require massive amounts of resources for mitigation. Will managing these effectively be that much different than a wildland fire? No, only the actual application of these resource's skills will be somewhat different. In other words, effectively dealing with large numbers is not any bigger deal than what we routinely do; only the application will differ.

What can a team expect? Consider:

- Teams will not normally have knowledge or training in many areas needed; dealing with large numbers of displaced citizens (both short and long-term), addressing water and air pollution concerns on a large scale, restoring basics of life needed to survive like emergency drinking water systems and food as well as many other aspects. What to do?

- Get the most knowledgeable technical specialist for areas where the corporate knowledge of the team is lacking; just like on a wildland fire incident. Then listen to them!

- Develop interpersonal skills that will be necessary to coordinate and interact with personnel from many diverse agencies and jurisdictions. This is not as easily accomplished as you might think. You will have inherent problems with some

because of the "what do a bunch of wildland firefighters know" syndrome. Show
em!

- You will not have that warm fuzzy feeling that you have done this particular type
  of incident a hundred times to fall back on. However, you will have tested
  emergency management skills exceeding those around you. Use em!

- Expenditure of dollars will be a nagging hindrance to feeling free to accomplish
  what is needed. "Where is all of this money coming from" will become a steady
  nightmare.

- Pressure to perform without a hitch will be ever present. This could be voiced or
  personally felt by individual team members. Effects might become overwhelming.
  Teams should discuss this and recognize its symptoms.

- Possible concerns for team member's personal property and family could
  surface. Were member's residences within an affected area? Deal with this
  straight away!

- Teams need awareness of, but avoid, intra and interagency political wars. Our
  presence at non-wildland fire incidents will incite some while soothing others.
  Regardless, you have a job to do; just do it and leave the infighting to the real
  wheels.

- With new types of incidents will come new types of assignments.

- You might not be in charge of the big picture; a portion or role could have been
  delegated, e.g., managing the receipt and distribution of relief supplies,
  restoration of water supplies, etc.

- You could be working for another management organization (team) on a portion
  of the overall incident that may or may not be experienced/ knowledgeable.
  Expect it.

With expansion of emergency response coordination and management under SEMS
legislation comes the requirement for Emergency Operation Centers (EOCs) at various
levels of government. Training continues for personnel for EOC staffing. A problem with
this system is that a majority of the personnel will perform these EOC duties as an
additional responsibility to their normal job. Many have only limited knowledge of
performing in an emergency response mode.

Fewer have actually performed on emergency incidents. Obviously, many agencies will look toward Incident Management Teams for assistance based on known capabilities and input from their counterparts throughout the states.

Many jurisdictions and various levels of government have already discovered the abilities and availability of Incident Management Teams. This knowledge is being shared and expanded within those circles. What will a team face while filling a request to function within an EOC?

- A clear delegation of roles and authorities will be required. This should be a must even if the team has to assist in developing them (and you should/will). You could be operating in an arena without benefit of legal backing; may not be legislated to do some of the roles as expected on wildland fires. Get your delegation right and in enough detail to cover you and the agencies you represent.

- A team could be delegated to act as the sole management representative of the responsible jurisdiction. Delegation would need to be very specific and complete. Ramifications from an indiscriminate delegation could become monumental. This could equate to being delegated responsibility for a fire emergency.

- A team could be requested to perform as "shadows" or deputies within an EOC with responsible jurisdiction personnel filling all "lead" roles. The easiest way to visualize this scenario is a team would be performing a "training" mission of walking the other personnel through the para-military organization of ICS and developing team building skills of the personnel. True delegation of authority would never leave the jurisdiction, but a team will need clear definition of their expected role.

- A team could be delegated portion(s) of large incidents to manage. Again, very specific delegations would need to be documented.

Activity 2.1: Information Exchange

Activity 2.1 Information Exchange

Purpose

Students, from the perspective of the Supply Unit Leader (SPUL), will describe key information that is needed from each section, from each unit in the Logistics Section, and from the Logistics Section Chief (LSC) to perform as the SPUL. Students will also identify specific information that they, as the SPUL, must provide to other sections, Units within the Logistics Section, and the LSC.

Objectives

Students will:

- Review the incident scenario.
- Identify information that the SPUL must receive from:
  - Each section on an incident;
  - Each unit within the Logistics Section; and
  - The LSC.
- Identify information that the SPUL must provide to other sections, Units within the Logistics Section, and the LSC.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including review of the incident and idea generation. Working as a class, students will identify, based on the overview of the Units in the Logistics Section, the information that the Supply Unit will need to provide that Unit to meet incident objectives. Students will also identify information that must be obtained from that Unit by the SPUL to meet the incident objectives.

Rules, Roles, and Responsibilities

Students will work as a class. Following are the specific activities/instructions for participation in the activity:

1. Spend approximately 5 minutes reviewing the scenario individually.
2. Working as a class, generate ideas for the information the SPUL must acquire from your different Units. Answer the following questions:
   - At a high level, what information does the SPUL need from the:
     - IC
     - OSC
     - PSC

- FSC
- SOFR
- PIO

- What information should the SPUL get from the LSC?
- Consider the units within the Logistics section. What specific information does the SPUL need from the:
    - FACL
    - GSUL
    - COML
    - MEDL
    - FDUL
- What information does the SPUL need to share with other members of the IMT?
- What information does the SPUL need for ordering, receiving, and distributing supplies and materials?

3. Write the information on the easel pad.
4. After the class discussion, receive an Answer Key, with sample answers, from the instructor.

Instructors moderate discussions, answer questions, and provide additional information as required. At the end of the activity, review the answers in the Answer Key.

Activity 2.1 Schedule		
Activity	**Duration**	**Participation Type**
Activity Introduction and Overview	5 minutes	Class
Review Scenario	5 minutes	Individual
Record Information	50 minutes	Class

Incident Scenario

Consistent with extreme weather cycles across most of the country, heavy rainfall in and around Merrill, East State (State Abbreviation: ES) over the past week has saturated the ground and produced bank full and minor flooding conditions in parts of the region. Though the past 2 days have been dry, there is still high runoff potential for any additional precipitation. Light rain begins to fall early in the afternoon of Day 0. The National Weather Service (NWS) issues a thunderstorm warning for Park County at 1455 hours as intense pockets of severe thunderstorms move toward Merrill from the southwest. At 1715 hours, heavier rains move into the area, dumping up to 2 inches of rain per hour in and around Merrill. Two hours later, at 1915 hours, the local NWS weather forecast office in Park, ES upgrades their advisory and issues a flash flood warning in effect until 0400 hours on Day 1. The NWS warns that rivers and/or streams, which are already vulnerable to flooding because of the previous bank full conditions and high rates of runoff, may become increasingly blocked with debris carried by the high-water levels and overflow. Your team is anticipating taking command soon.

2030 hours – Day 0 – Location

More than 6 inches of rain have fallen across Merrill, and debris has piled up at bridges and bends along small rivers and streams. River spotters and water gauges indicate that waterways have risen to a dangerous level.

2230 hours

Local waterways including the Park and Prairie Rivers have begun to overflow their banks and several impassable bridges and roadways, including West Main Street and South Center Avenue, have been closed by Merrill police. Emergency plans have been activated by authorities in the field and an EOC is being staffed. Meanwhile, dozens of motorists have been trapped inside or atop their vehicles and Merrill fire trucks are currently being used to wade through flooded areas to rescue motorists. Downed telephone poles, electrical lines, and flooded transformers have knocked out telephone service and power to much of Merrill, leaving the streets that are passable dark and hazardous. Emergency dispatchers are receiving an average of 60 calls per hour generating 20 requests for service from community first responders. In addition, there are multiple EMS dispatches that ambulances are not able to reach because of floodwaters. Some EMS crews have even requested assistance from large Merrill Public Works vehicles to hitch rides to reach otherwise unreachable victims. The extra energy exerted just to reach some victims is taking its toll on these responders as they are extremely understaffed.

0030 hours

More than 50 people have been rescued but nearly 100 more await rescue on second floors and on rooftops. These operations are taking more time and resources than expected because of the difficulty of rescuing people in the dark with the rain still falling. Rescue personnel have been working for hours and some are suffering from dehydration and exhaustion. On-call and off-duty personnel have already been paged, but it is simply not enough; more staff is needed. Local and regional media outlets KBVN-LP in Park and WJFW-TV in Rhineland are the first to contact Merrill officials about the emergency situation, and they are awaiting updates on response operations. In response to the incident, Merrill officials activate your team and you have been mobilized. You must report at the incident as a Supply Unit Leader.

Unit 3: Incident Mobilization and Initial Situational Awareness

STUDENT MANUAL
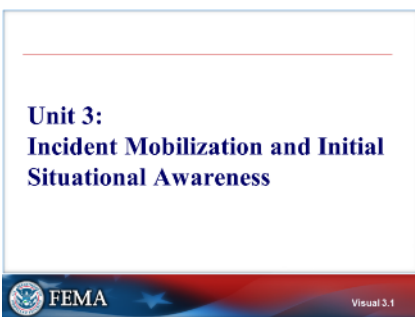
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Visual 3.1
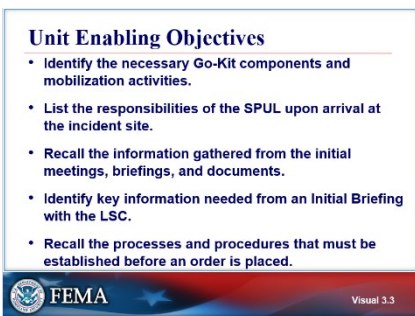
UNIT 3: INCIDENT MOBILIZATION AND INITIAL SITUATIONAL AWARENESS
This unit will impart a general understanding of the tasks that must be completed and the considerations that must be addressed when mobilizing for an incident.

Visual 3.2

UNIT TERMINAL OBJECTIVE
Identify the actions and considerations necessary to mobilize the Supply Unit and gain situational awareness.

Visual 3.3

UNIT ENABLING OBJECTIVES

- Identify the necessary Go-Kit components and mobilization activities.

- List the responsibilities of the Supply Unit Leader upon arrival at the incident site.

- Recall the information gathered from the initial meetings, briefings, and documents.

- Identify key information needed from an Initial Briefing with the Logistics Section Chief.

- Recall the processes and procedures that must be established before an order is placed.

Final Exam questions are based on the Unit Enabling Objectives.
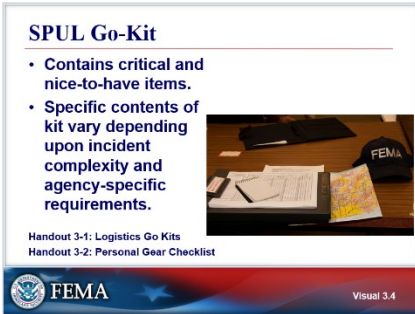
Visual 3.4
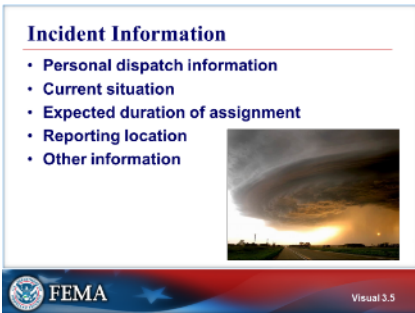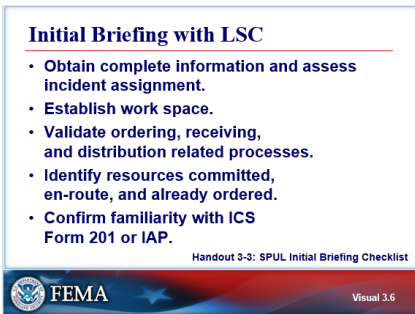
SPUL GO-KIT
You need to have a Go-Kit because there will not be anything at the incident site when you arrive. You will have to bring the necessities with you.

Refer to Handout 3-1: Logistics Go-Kits and Handout 3-2: Personal Gear Checklist.

Visual 3.5

INCIDENT INFORMATION
Incident information can come from many sources, some of which may be unexpected (for example, news/media).

Remember that it is important to validate all information with the Logistics Section Chief upon arrival at the incident site as key supply functions may be impacted.

Visual 3.6

INITIAL BRIEFING WITH LOGISTICS SECTION CHIEF

There are many things that the Supply Unit Leader will need to sort out upon arrival at the incident site. Remember from Unit 2, the first priority of the Supply Unit Leader is to get the supplies coming to the incident. Also of utmost importance are establishing a work space and getting organized in that space. The Logistics Section Chief or Incident Commander will determine where you will establish your workspace.

You need to be ready to immediately begin handling your ordering duties, which will be discussed in greater detail throughout this course. At this time during the incident, your focus should be on bringing the needed items to the incident site and validating the ordering processes and procedures.

It is likely that there will not be an Incident Action Plan for first responders. You also may or may not participate in an Initial Briefing, so you will need to get your information from the Logistics Section Chief.

Refer to Handout 3-3: SPUL Initial Briefing Checklist.
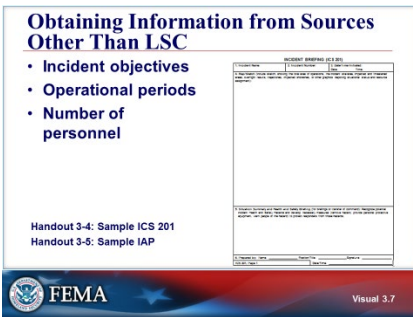
Visual 3.7

OBTAINING INFORMATION FROM SOURCES OTHER THAN THE LSC

The Incident Action Plan, the ICS Form 201 Incident Briefing, and the initial response Incident Commander can all provide important information.

If your team is taking over from the Initial response you may get a copy of an ICS 201 Incident Briefing that will help you gather information on what has occurred in the initial response phase of the incident.

If your team is taking over from another team, you will more than likely be able to get a copy of an Incident Action Plan (IAP).

Refer to Handout 3-4: Sample ICS Form 201 and Handout 3-5: Sample IAP (both are from the same sample Train Derailment incident. The ICS 201 is the transition from the Initial Response organization to the team; the IAP is from one of the later Operational Periods during the incident).
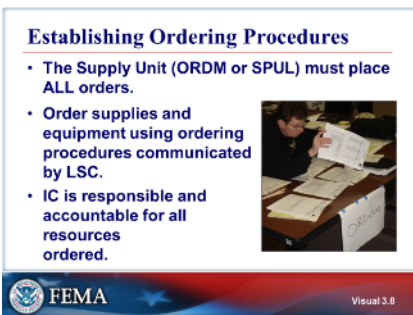
Visual 3.8

ESTABLISHING ORDERING PROCEDURES

The Incident Commander is ultimately responsible for all resources ordered for the incident and is accountable for all items ordered. Typically, the Incident Commander delegates this responsibility to the Logistics Section Chief, who then delegates it to the Supply Unit Leader.

Plan to order supplies and equipment using the ordering procedures communicated by the Logistics Section Chief. For accountability, all resource orders must be placed through the Supply Unit, with the Ordering Manager, if this position is staffed.

If you attend the Agency Administrator Briefing, discuss the ordering procedures with the Agency Administrator, or review the Delegation of Authority for clarification. If you do not attend that briefing, discuss the ordering procedures with the Logistics Section Chief.

Visual 3.9
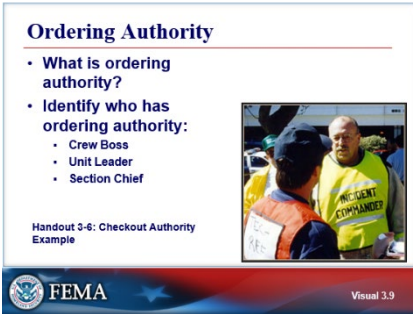
Visual 3.10

Visual 3.11

ORDERING AUTHORITY
Typically, anyone who has authority over other personnel at the incident site or is of a certain level within the IMT can place an order; however, there may be additional limits on what they can order. Crew Boss, Unit Leader, and Section Chief has ordering authority (i.e., the authority to turn in ICS Form 213, General Message Form without a counter-signature).

In general, if anyone in a Unit Leader position or above comes to you with an ICS Form 213 for supplies or basic equipment, you fill it, especially if the team members are regular, rostered members.

Keep in mind, the Incident Commander or Logistics Section Chief may have items that he or she will always want to approve (like additional staff) or that they prefer not to order or have at the incident site (such as golf carts), and you will want to verify any orders of that nature with the Logistics Section Chief.

Refer to Handout 3-6: Checkout Authority Example.
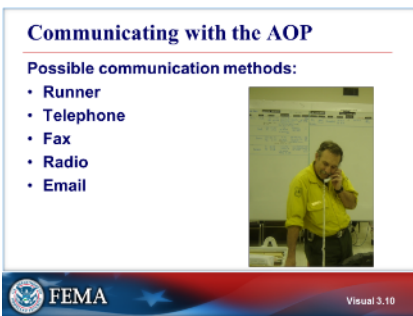
COORDINATING WITH THE AOP
Determine the method by which the Supply Unit Leader will communicate with the Agency Ordering Point (AOP).
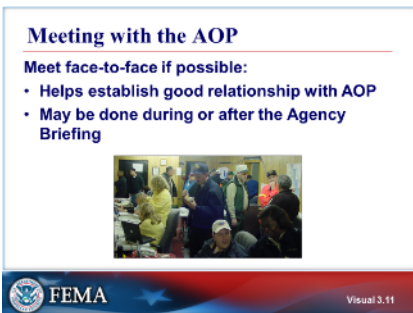
MEETING WITH THE AOP
The Supply Unit Leader should meet face-to-face, if possible, with the agency personnel with whom he or she will be working during the incident. If this is not accomplished during or after the Agency Briefing, make an attempt to meet face-to-face with the AOP organization.

Information to Discuss with AOP

- Discuss general situation.
- Discuss resource orders.
- Read through orders already placed to avoid duplicates.
- Obtain copies of Resource Order Forms.
- Obtain phone numbers.
- Obtain names of personnel receiving orders.
- Discuss ordering timeframes.

Visual 3.12

Resource Request Numbers

- Assigning resource numbers to all orders:
  - A—Aircraft
  - C—Crew
  - E—Equipment
  - O—Overhead
  - S—Supply
- Incident has control and responsibility.

Visual 3.13

INFORMATION TO DISCUSS WITH AOP

RESOURCE REQUEST NUMBERS

Remember that everything that is ordered regarding the incident must have a unique number. Each item or person or piece of equipment that is ordered to support an incident must be tracked not only for safety and accountability but for payment and cost purposes also.

There are five alphabetical prefixes for these numbers (A, C, E, O, and S). The resource number is not the same as the project code that the Federal Government uses. If you use one of these five options, which are part of the doctrine, you will be successful.

These categories are the ones that the Wildland Fire Service has developed and uses. They are in no way the only ones that can be used. If you wanted to have D#'s for dump trucks or F#'s for Fire Engines or L#'s for loaders, there is no rule against it. That said, you need to be careful to not make your system too complicated. You could go into your process with the best of intentions and find that you created a mess for yourself. The A, C, O, E, S resource ordering system has been proven to work. But if you are going to create your own system, be sure and exercise it so that everyone is familiar with the changes.
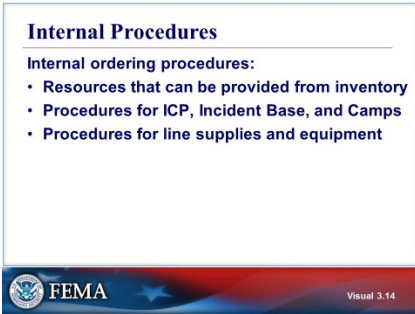
Visual 3.14

INTERNAL PROCEDURES

Establish procedures for the Incident Command Post (ICP), the incident base, and the camps. Orders must come on an ICS Form 213 or the equivalent. The requests should be given to the Receiving and Distribution Manager (RCDM) on an ICS Form 213 for filling and delivery. Items that cannot be immediately filled by the RCDM will be given to the Ordering Manager to order through the established channels.

Establish procedures for line supplies and equipment. Orders from the line should be received by the Incident Communications Center. The orders are then relayed to the Receiving and Distribution Manager on an ICS Form 213 for filling and are ordinarily coordinated with Ground Support for delivery.

The "line" refers to any operational tactical location outside of the ICP, the Incident Base, or the Camps.
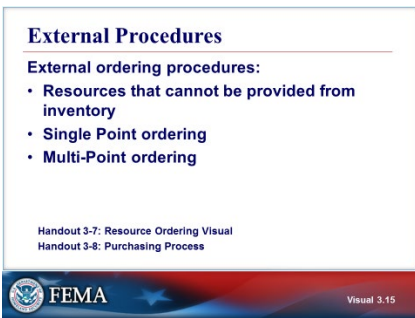
Visual 3.15

EXTERNAL PROCEDURES

If you cannot fill a request from the items that are already in the Supply Unit at the incident they will need to be ordered. Ensure that external ordering procedures have been implemented.

Follow the established procedures when placing orders. Orders will be placed through the AOP. The resource order number is assigned during the ordering process by the Supply Unit. When you get confirmation back from the AOP that the resource order has been filled. Ensure that the items have the same resource numbers both during ordering and dispatch.

Refer to Handout 3-7: Resource Ordering and Handout 3-8: Purchasing Process.
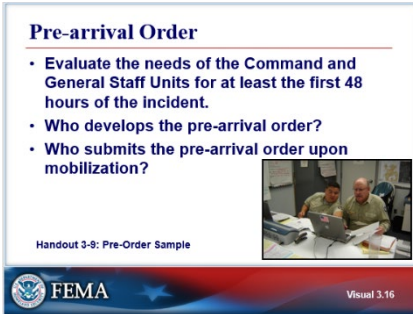
Visual 3.16

PRE-ARRIVAL ORDER
Before an incident occurs, talk with the the IMT members to evaluate the needs of the Command and General Staff and the various Units.

As the Supply Unit Leader, you should try to ensure that the incident is operational for the first 48 hours. Ask the Units what they absolutely need to function for that duration. If some of these items are already on the way, make sure that you don't duplicate orders.

One method for coordinating a pre-arrival order that may work for your team is to have a large trailer filled with essential resources that are ready to go to an incident site. Then, you can have someone hook up the trailer and bring it to the incident site. This way, you can begin working immediately when you arrive at the incident site.

Refer to Handout 3-9: Pre-Order Sample.
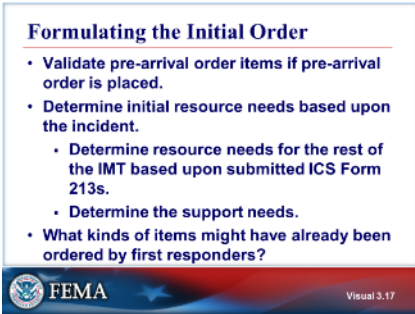
Visual 3.17

FORMULATING THE INITIAL ORDER

The pre-arrival order has an effect on the initial order. If an item was ordered on the pre-order and it has not arrived yet, this does not mean that it must be ordered again. Check with the AOP and verify the status of the pre-order resources.

The initial order is placed once the team has arrived to the incident and had an opportunity to "size up" the incident. The Supply Unit will need to talk with the team and determine additional resource needs. If no contact for a Unit is available, the Supply Unit Leader may need to place a reasonable order on their behalf.

The Supply Unit is also responsible for creating an inventory or cache of commonly used items for the incident. The things that create this inventory will change depending on the type of hazard that the incident response entails. The Supply Unit will want to be able to fill common simple requests from this inventory that they have created, (i.e., PPE (safety glasses, ear plugs, tyvex suits), office supplies, 5-gallon fuel cans with fuel, chain saw bar oil, etc). The creation of this cache should be part of the initial order. Each Unit, including basic operational supply needs, must be supplied for the first 48 hours as a result of the initial order.

RESOURCE NEEDS

Make sure that you always have enough ICS Form 213s!

Visual 3.18

Ensure that you are prepared to meet the immediate and common needs of each Unit. Within the scope of your position, anticipate needs whenever possible. There is a fine line between anticipating the needs of others and ordering resources that you do not have the authority to. Be sure to talk with the Logistics Section Chief if you have any questions about what is prudent to anticipate and what is not.
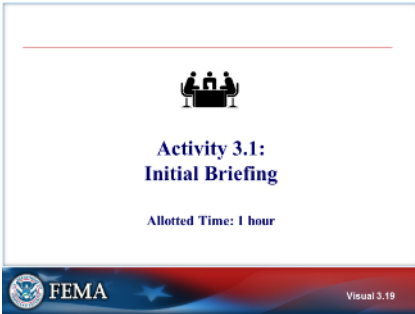
Visual 3.19
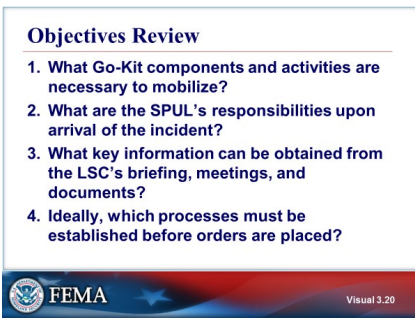
ACTIVITY 3.1: INITIAL BRIEFING
The instructor will explain Activity 3.1.

You will have 60 minutes to complete this activity.

Visual 3.20

OBJECTIVES REVIEW
Unit Enabling Objectives

- Identify the necessary Go-Kit components and mobilization activities.

- List the responsibilities of the Supply Unit Leader upon arrival at the incident site.

- Recall the information gathered from the initial meetings, briefings, and documents.

- Identify key information needed from an Initial Briefing with the Logistics Section Chief.

- Recall the processes and procedures that must be established before an order is placed.

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Supplemental Materials

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Handout 3-1: Logistics Go-Kits

Common Items:

- PMS 410-1, Fireline Handbook
- OF 297, Emergency Equipment Shift Ticket
- Crew Time Reports
- ICS Form 205 Incident Radio Communications Plan
- ICS Form 205A Communications List
- ICS Form 206 Medical Plan
- ICS Form 212* Incident Demobilization Vehicle Safety Inspection
- ICS Form 216* Radio Requirements Worksheet
- ICS Form 217* Radio Frequency Assignment Worksheet
- ICS Form 217A-CG* Communications Resource Availability Worksheet
- ICS Form 218 Support Vehicle/Equipment Inventory
- ICS Form 224* Crew Performance Rating
- ICS Form 225 Incident Personnel Performance Rating
- ICS Form 230* Daily Meeting Schedule
- ICS Form 233-CG* Open Action Tracker
- ICS Form 235-CG* Facilities Needs Assignment Worksheet
- ICS Form 259* Resource Order (Categorized – Colored)
- ICS Form 260* Resource Order (Generic)
- ICS Form 260* Resource Order
- ICS Form 261* Incident Accountable Resource Tracking Sheet
- ICS Form 213 General Message
- ICS Form 214 Activity Log
  *(Note: Forms denoted by an * are not included in the FEMA ICS Forms booklet)*
- Interagency business Management Handbook
- Basic office supplies
    - Laptop with power cord
    - LED light with USB plug in
    - Pens (blue and black)
    - Pencils
    - Binder clips
    - Note pad
    - Printer paper
    - Printer with extra ink
    - GPS
    - Computer
    - Digital camera
    - Stapler/staples
    - Markers - Multiple colors and fine, medium, and bold tips
    - Rubber bands
    - Masking tape
    - Duct tape/Fiber tape/Blue tape
    - Car power inverter

- Flashlight
- Glow sticks (various colors)
- Large manila envelopes
- File folders and document protectors
- White out
- Signs
- Scissors
- Knife
- Clipboard
- Staple remover
- 3-hole punch
- Extension cord/power strip
- Self-stick labels (multiple sizes)
- Copies of contracts
- Contact list for your team
- Position specific checklists for each Unit Leader in Logistics
- Alarm clock
- ICS Form 219-1 to 219-10 Resource Status Card (T-Cards) (various colors)
- T-Card Rack(s)
- Multiple thumb drives

Facilities:

- J-254, BCMG Job Aid with checklists
- J-259, Security Manager Job Aid
- Measuring tape (25'and 100')
- Wheeled tape measure
- Grid sheets
- Flagging
- Fiber Tape

Medical:

- Medical Unit Leader Field Reference Guide
- Daily Summary, Field First Aid Station
- Medical Unit Record of Issues
- Patient Evaluation Log
- CA-1, Employee's Notice of Injury and Claim for Continuation of Pay/Compensation (USFS form)
- CA-2, Employee's Notice of Occupational Disease (USFS form)
- CA-16, Authorization for Examination and/or Treatment (USFS form)
- Agency Provided Medical Care Authorization/Medical Report
- Other agency/area specific medical forms

Ground Support:
- J-255, Equipment Manager Job Aid
- OF 296, Vehicle/Heavy Equipment Safety Inspection Checklist
- OF 297, Emergency Equipment Shift Ticket
- Agency-specific forms (e.g., equipment inspection forms, gas/oil delivery forms, work order forms and faulty equipment)
- White shoe polish in squeeze bottles or with applicator brush

Communications Unit:
- National Incident Radio Support Cache User's Guide
- Programmable VHF radio
- Radio programming equipment (cloning cable or computer)
- Compass/Global Positioning System (GPS)
- Multi-purpose tool
- Electrical tape
- Telephone wire connectors
- Batteries, AA
- Multimeter
- Personal protective equipment (PPE)

Supply:
- J-252, Ordering Manager Job Aid
- J-253, Receiving/Distribution Manager Job Aid
- Supply catalogs
- Expandable file for inventory and accountability system

Food:
- Thermometer
- Antacids
- Counter
- No-Smoking signs
- Daily meal order invoices

Mobile food service unit evaluations

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Handout 3-2: Personal Gear Checklist

Note: You may be camping and in a tent for up to two weeks in adverse conditions. You may or may not have access to showers/toilet facilities or electricity. Cell phone coverage may not be available. You will be expected to work/sleep in hot, cold, wet, dirty and dusty conditions. Chances are slim to none that you will be able to do laundry while on the incident. A few snacks or MRE's are a good idea as it may be at least one operational period until meal services is set-up. The following is a suggested list of items, some are obviously operational. The key is to not bring too much or too little, plan ahead.)

Sleeping Bag	Sleeping Pad	Pillow
Tent	Water bottles	Flashlight
Small notebook	Camera	Pen / pencil
Headlamp	Wallet / ID	Ball cap
IRPG	CASH $	Bug repellent
Toilet Paper	Sunglasses	Heavy duty belt
Reading Material	Sunscreen	Wool cap
Blue Jeans	Ear plugs	Small towel
1 pair shorts	Sneakers or camp footwear	Bandana
Spare t-shirts	Gloves	Sweatshirt / hoodie
Washcloth	Glasses / contact lens	Medical alert tags
Soap/soap box	Underwear (5-7 pair)	1 pair socks per day
Razor / Shaving cream	Shampoo	Tooth brush / paste
Comb / brush	Moisturizing lotion	Nail clippers
Personal cell phone / charger	Visine / eye drops	Deodorant
Feminine Products	Moleskin	Rain poncho
Personal Medications	Aspirin / Advil	Warm jacket
Gear bag or backpack	Task book	Pins and tweezers (splinters)
Chap Stick	Garbage bag (for dirty clothes)	Band-Aids / minor medical
Small alarm clock	Wristwatch	Leatherman / multi-tool
Sweatpants / fleece pants	Playing cards	Gold bond
Shower shoes / flip flops	Safety glasses / goggles	
Boots	Hard Hat with Shroud	Nomex Shirt
Web Gear (inc. shelter)	IQS Card	Nomex Pants

Things to do prior to deployment

- Pre-pack all of the above items
- Change voice mail & email messages
- Arrange care for your pets / plants / children / house or apartment
- Cancel all appointments for the next weeks
- Notify a family member, neighbor or significant other of your deployment
- Pay any bills which cannot wait
- Contact your supervisor – advise of situation and arrange for coverage / trades
- Arrange the post office to hold your mail, or have someone pick it up

Handout 3-3: SPUL Initial Briefing Checklist

The information presented during the Initial Briefing by the Logistics Section Chief may vary depending on the incident. This list presents information that the Facilities Unit Leader should try to gather during the Briefing:

- Work space (exact dimensions)

- Ordering process

- Work schedule

- Policies and operating procedures

- Assigned contractors

- Resources committed, ordered, and en route

- Current and anticipated situation

- Expected duration of the assignment and the incident

- Protected areas

- Archeological sites

- Security clearance areas

- Flight lines

- Safety hazards

- Timekeeping procedures

- Emergency procedures

- Incident Action Plan

- Safety concerns, hazards, and injury and illness trends

- Current and expected functional locations that require facilities support

- Incident Base

- Forward base, camp, and other logistical functional areas of operation

- Staging

- Mechanical services

- Ground Support and Supply Units

- Operational locations and drop points

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Handout 3-4: Sample ICS Form 201 Incident Briefing

Refer to EL 970_HO 3-4_ICS Form 201.pdf

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Handout 3-5: Sample Incident Action Plan (IAP)

Refer to EL 970_HO 3-5_ICS Form 202.pdf

Refer to EL 970_HO 3-5_ICS Form 203.pdf

Refer to EL 970_HO 3-5_ICS Form 204_1 of 5.pdf

Refer to EL 970_HO 3-5_ICS Form 204_2 of 5.pdf

Refer to EL 970_HO 3-5_ICS Form 204_3 of 5.pdf

Refer to EL 970_HO 3-5_ICS Form 204_4 of 5.pdf

Refer to EL 970_HO 3-5_ICS Form 204_5 of 5.pdf

Refer to EL 970_HO 3-5_ICS Form 205.pdf

Refer to EL 970_HO 3-5_ICS Form 206.pdf

Refer to EL 970_HO 3-5_ICS Form 208_1 of 3.pdf

Refer to EL 970_HO 3-5_ICS Form 208_2 of 3.pdf

Refer to EL 970_HO 3-5_ICS Form 208_3 of 3.pdf

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Handout 3-6: Checkout Authority Example

	Crew Boss	Individual	Saw Team or Sawyers	EMT/Medical	Safety Officer	DIV/Grp Supervisor	Air Ops Helibase Mgr.	Unit Leaders
Sleeping Bag, Grey Pad, Headlamp, Hard Hat, Fire Shelter, Goggles, Canteen, Pants, Shirts, Gloves, Tools	X	Replacement only	~	~	~	~	~	~
Tents, Lanterns, Heaters Propane	~	~	~	~	~	~	~	Facilities setup
Flashlight, Batteries, Ribbon, 1 Person First Aid Kits	~	X	~	~	~	~	~	~
10 Person First Aid Kit	X	~	~	X	~	~	~	~
Chainsaw Items	~	~	X	~	~	~	~	~
Wrap Around Safety Glasses	~	~	~	~	X	~	~	~
Fireline Equipment- 1 1 !2" Hose, Mark III pumps, Fuses, Fuel, Light sticks, MRE s, etc.	~	~	~	~	~	X	~	~
Air Support Items	~	~	~	~	~	~	X	~
Support Items	~	~	~	~	~	~	~	X

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Handout 3-7: Resource Ordering

Resource Ordering Process for Overhead and Operational Equipment

1. PSC fills Out an ICS Form 213 requesting a RESL be ordered

2. PSC brings completed ICS Form 213 to the LSC or the SPUL or the ORDM

3. ORDM checks ICS Form 213 for required info

4. PSC keeps the middle copy of the complete ICS Form 213

5. ORDM assigns an order # to the request O#_____

6. ORDM adds the order to the ICS Form 260 and sends it to the AOP

7. AOP fills the request with a RESL and sends the RESL a resource order

8. AOP enters resource info into the ICS Form 260 and forwards info to the ORDM

9. ORDM writes the resource fill info on the top sheet of the ICS Form 213

10. ORDM sends back sheet of ICS Form 213 back to the PSC

11. ORDM files top copy of the ICS Form 213 (with all the orig. ink)

12. Ordered RESL arrives at incident and checks in

Resource Ordering Process for Supplies

1. PSC fills out an ICS Form 213 requesting a box of paper

2. PSC brings completed ICS Form 213 to the LSC or the SPUL or the ORDM

3. ORDM checks ICS Form 213 for required info

4. PSC keeps the middle copy of the complete ICS Form 213

5. ORDM sends the ICS Form 213 to the RCDM to see if item is in stock

6. RCDM checks the inventory or a box of paper

7. If in stock, RCDM writes filled info on the ICS Form 213

8. Box of paper given to PSC or item is delivered with back copy of ICS Form 213

9. If not in stock, the ICS Form 213 is sent back to ORDM

10. ORDM assigns an order # to the request S#_____

11. ORDM adds the order to the ICS Form 260 and send it to the AOP

12. 213 sent back to RCDM with S# assigned to await delivery from AOP

13. AOP fills the request buying a box of paper and fills in ICS Form 260 with fill info

14. AOP delivers box of paper to RCDM

15. RCDM receives the order

16. RCDM checks the S# of the paper against original ICS Form 213 order

17. RCDM notifies original requestor that order is filled and available

18. RCDM writes fill info on the top sheet of ICS Form 213

19. Back sheet of ICS Form 213 is sent with order when picked up or delivered

20. RCDM files top sheet of ICS Form 213 (with all the original ink)

21. RCDM and ORDM reconcile orders and deliveries

Handout 3-8: Purchasing Process

Purchasing Process

```
┌─────────────────┐          ┌─────────────────────────┐
│    Logistics    │          │          AOP            │
│ Places an order │ ───────▶ │  Determines which method │
│    with AOP     │          │   to use for procurement │
└─────────────────┘          └─────────────────────────┘
```

Can be ordered by AOP Existing Contracts Agency Agreements, Cache	Agency Contracting Officers	Buying Unit (Ordered by Agency)	Return to Logistics

```
                                                      │
                                                      ▼
                                            ┌──────────────────┐
                                            │       IMT        │
                                            │   Procurement    │
                                            │      Unit        │
                                            └──────────────────┘
                                                      │
                                                      ▼
                                            ┌──────────────────┐
                                            │  Purchase Card,  │
                                            │    Agreement,    │
                                            │  Contract, MOU   │
                                            └──────────────────┘
```
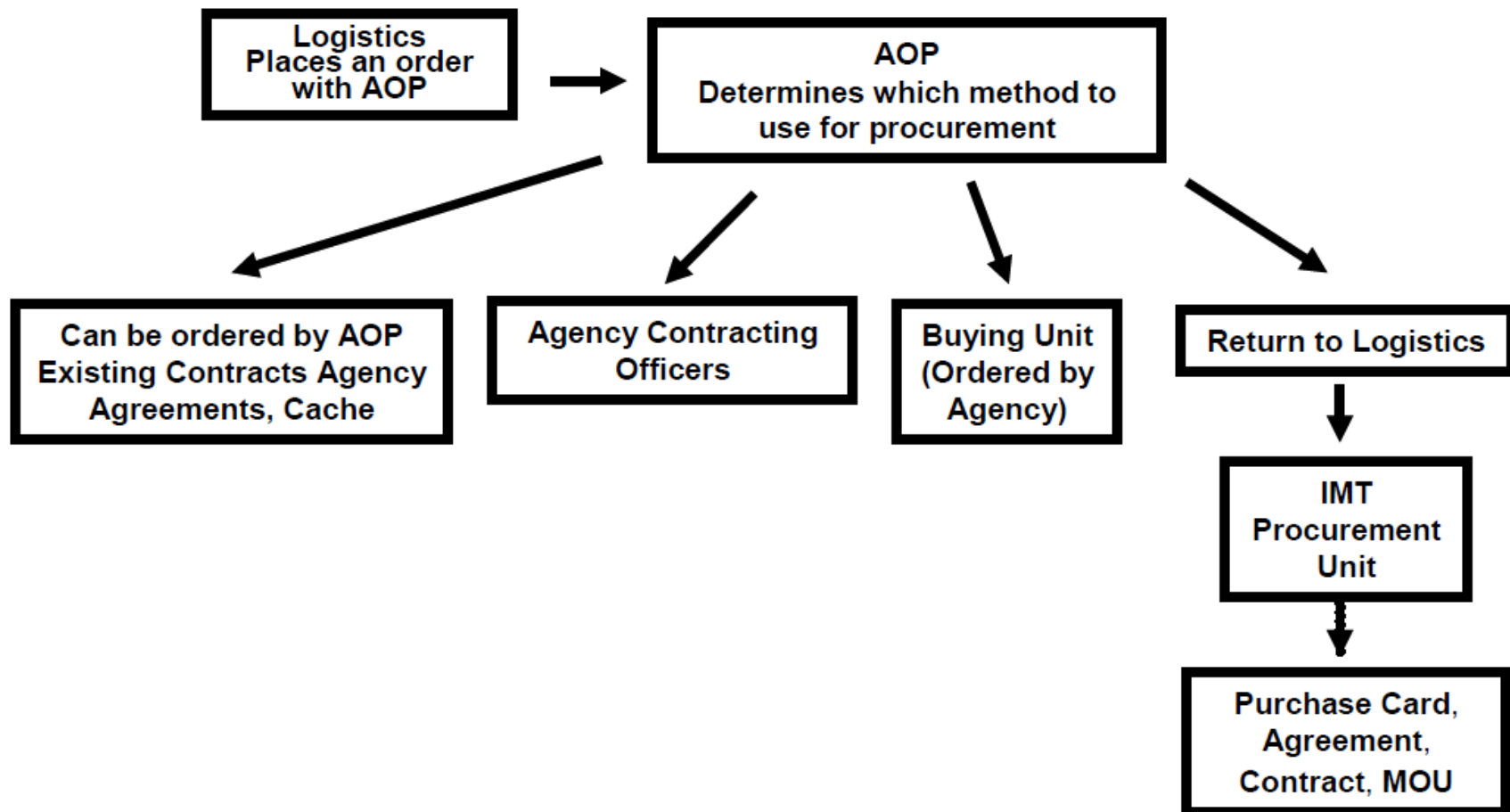
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Handout 3-9: Pre-Order Sample

Pre-Arrival Order – Supplies – Page 1 of ____

The resources on the following pages should be ordered to assist the team in managing the incident. The number of resources on these sheets represents the total order. Please do not wait for team arrival and briefing to place an order for these resources. Items in the Mobile Support Van should not be deducted from these totals. Also, please determine the location of the Incident Command Post/Incident Base.

Forwarding this information to you now, is to ease the burden of our transition in and the resulting impacts on expanded dispatch to meet our immediate needs at a critical juncture. Questions can be directed to the Logistic Section Chief or the Incident Commander or Deputy at_____or

_____.

Team _____

Item Description	NFES	Quantity	Unit	Comments
Battery	0030		Bx	AA
Battery	0033		Bx	D
Paper, Copier	3310		Bx	NFES or equl
Fly, Tent kit	0960		Each	
Fly, sunscreen	6131		Each	
Pole, upright	0083		Each	
Stakes, tent, metal	0825		Each	Avail.30/bx
Rope, guy	1043		Each	
Plywood			Sheets	½ inch
2"x4"x8'			Each	
2"x4"x10'			Each	
2"x10"x12'			Each	
Screws, drywall 2 ½"			Lb	

Item Description	**NFES**	**Quantity**	**Unit**	**Comments**
Fence, barricade	0608		Ro	
Lightstick, green	3009		Bx	
Lightstick, red	3007		Bx	
Lightstick, yellow	3008		Bx	
Map/Forest/Park			Each	
Rack, Garage, Wire	2332		Each	
Bag, Garbage, Liner	0021		Bx	
Sheeting, plastic, clear	0143		RO	

Pre-Arrival Order – Supplies – Page 1 of_____

Item Description	Quantity	Unit	Comments
Finance			
Mouse Pad	5	Ea	Any will do
Cat5 RJ45 to RJ45 Cable	5	Ea	For computer hook ups
Number Key Pads	5	Ea	For use with personnel and equipment data entry, resembles a 10 key pad
External USB Hub	5	Ea	2 to 4 ports
CD-R disks	10	Ea	For saving data
3 ½" Diskette	10	Ea	For saving data
IOMEGA Zip 250 disks	10	Ea	For saving data
2" wide packing tape	1	Rl	To repack boxes – for return shipping
Cat5 Cable	1	Box	1000'
Velcro	2	Rl	HLS-15R0 (15')
Velcro Strips	20	Ea	HLTP2IX6 (8")
Canned Air	6	Ea	For dusting computers
Wipes	100	Ea	For cleaning **laptop computer** screens

Pre-Arrival Order – Overhead - Page__of ____

Mnemonic	Quantity	Comments
COMT		
RADO		
FEMT		Fireline EMT
SITL		
DPRO		
FOBS		
SCKN		
DMOB		
DOCL		
IMET		
CDER		Computer data entry recdrs
CTSP		Computer Tech Specialist
FBAN		
PTRC		
EQTR		
COST		
RCDM		
COTR		
SPUL		
ORDM		
SECM		
SEC2		
MEDL		
BCMG		
EQMG		
10F1		Trainee OK
IOF2		
ELECTRICIAN		Licensed w/tools
CARPENTER		W/tools
GMEC		W/tools
RECYCLING		Tec spec. Local if possible
TCSP-GIS		
TCSP-WEBM		Web manager – web pages
RECORDER		

Pre-Arrival Order – Equipment – Page _____ **of** _____

Item Description	NFES	Quantity	Comments
Cell Phones			Local Co. may have emergency kit
Phone Lines			Expandable to 50
Telephones			Compatible w/phone lines
Contract Copy Svc. @ICP			Or 2 ea –copy machine w/paper
Fax Machine			
Potable Water Tender			
Gray Water Truck			
Mobil Cache Support Van	2069		
Starter System	4390		
Logistics Radio Kit	4244		
Command/Tac Radio Kit	4381		
Contract Caterer			
Contract Shower Unit			
Lighting Kit	6051		
Contract Fuel Tender			Unleaded Gas & Diesel
Contract Tents of Off. Trailers			20'x20' or NFES 0549 or 0540
Contract Tent			20'x30'
Portable Toilets			1 Must be handicap accessible
Contract Hand Wash Unit			Portable toilet vendor may be able to supply
Roll-off Dumpster			30-40 Cubic Yard Capacity
Generator Whisper quiet			100kw for combined kw total - minimum
Generator	0709		5kw-NFES 0709 or equivalent
Contract Ambulance			Paramedic
Pickups 4x4			W/drivers
4x4 vehicles			W/out drivers
Van			Min. 10 person
Refrigerated Truck			24' minimum
Stake side Truck			1-1.5 ton with driver
Stake side Truck			2-2.5 ton with driver
Forklift			W/pneumatic tires

Item Description	NFES	Quantity	Comments
Pallet Jack			
Folding Table			Minimum 6'
Folding Chairs			

Pre-Arrival Order – Equipment Cont. – Page_____of _____

Item Description	NFES	Quantity	Comments
Computer Laptop			W/modem, MS Office, Rental
Scanner Flatbed			W/cable to connect to computer
Printer, computer			Laser, compatible w/above computers
Finance Section Kit	0390		ONLY if Mobile Cache Support VAN UTF
Logistic Section Kit	0910		ONLY if Mobile Cache Support VAN UTF
Office Supplies Kit	0760		ONLY if Mobile Cache Support VAN UTF
Finance			
Laptops		5 ea	EERA agreement for Platypus
Laser Printers		2 ea	EERA agreement for Platypus

Pre-Arrival Order – Crews – Page_____of _____

Type	Quantity	Comments
Camp Crew		20 person type 2 or CCC or equiv.

Activity 3.1: Initial Briefing

Activity 3.1: Initial Briefing

Purpose

The purpose of this activity is to provide students with an opportunity to identify key information needed from an initial briefing with the Logistics Section Chief (LSC) and from the ICS Form 201 Incident Briefing to perform in their role as the Supply Unit Leader (SPUL).

Objectives

Students will:

- Identify key information presented in an initial briefing from the LSC to help in performing SPUL responsibilities.

- Identify key information available in the ICS Form 201 Incident Briefing.

- Identify key information not presented, but needed, to perform SPUL responsibilities.

Activity Structure

This activity is scheduled to last approximately 45-60 minutes, including individual analysis and presentation of findings to class. Participants will listen to the initial briefing (delivered by the Instructor) and review the ICS Form 201 Initial Briefing. Students must identify information required to perform the SPUL functions in accordance with operations. Students must also identify information that they need to perform SPUL duties, but that was not initially available.

Rules, Roles, and Responsibilities

Students will work in small groups of 4-5. Following are the specific activities/instructions for your participation in the activity:

1. Watch and listen to the LSC initial briefing.
2. Answer the following questions in your group:

   a. Based on the LSC briefing, what information was presented that will help you perform as a SPUL?

   b. Based on the LSC briefing, what information was NOT presented that you would like to know so that you can establish and manage the Supply Unit?

3. Review the ICS Form 201 Initial Briefing.
4. Answer the following questions in your group:

   a. Based on the ICS Form 201 Initial Briefing, what information was described that will help you perform as SPUL?

b. Based on the ICS Form 201 Initial Briefing, what information was NOT described that will help you perform as SPUL?

Instructors answer questions and provide additional information as required.

Activity 3.1 Schedule

Activity	Duration	Participation Type
Review scenario materials	5 minutes	Individual
Record info needed as SPUL	15 minutes	Small Group
Note info needed but not presented	15 minutes	Small Group
Debrief/Review	15 minutes	Class

Refer to EL 970_ACT 3.1_ICS Form 201.pdf

Activity 3.1: Incident Scenario

Incident Scenario: Consistent with extreme weather cycles across most of the country, heavy rainfall in and around Merrill, East State (State Abbreviation: ES) over the past week has saturated the ground and produced bank full and minor flooding conditions in parts of the region. Though the past two days have been dry, there is still high runoff potential for any additional precipitation.

Light rain begins to fall early in the afternoon of Day 0. The National Weather Service (NWS) issues a thunderstorm warning for Park County at 1455 hours as intense pockets of severe thunderstorms move toward Merrill from the southwest. At 1715 hours, heavier rains move into the area, dumping up to 2 inches of rain per hour in and around Merrill. Two hours later, at 1915 hours, the local NWS weather forecast office in Park, ES upgrades their advisory and issues a flash flood warning in effect until 0400 hours on Day 1. The NWS warns that rivers and/or streams, which are already vulnerable to flooding because of the previous bank full conditions and high rates of runoff, may become increasingly blocked with debris carried by the high water levels and overflow.

2030 hours – Day 0 – East State
More than 6 inches of rain have fallen across Merrill and debris has piled up at bridges and bends along small rivers and streams. River spotters and water gauges indicate that waterways have risen to a dangerous level.

2230 hours
Local waterways including the Park and Prairie Rivers have begun to overflow their banks and several impassable bridges and roadways including West Main Street and South Center Avenue have been closed by Merrill police. Emergency plans have been activated by authorities in the field and an EOC is being staffed.

Meanwhile, dozens of motorists have been trapped inside or atop their vehicles and Merrill fire trucks are currently being used to wade through flooded areas to rescue motorists. Downed telephone poles, electrical lines, and flooded transformers have knocked out telephone service and power to much of Merrill, leaving the streets that are passable dark and hazardous.

Emergency dispatchers are receiving an average of 60 calls per hour, generating 20 requests for service from community first responders. In addition, there are multiple EMS dispatches which ambulances are not able to reach because of floodwaters. Some EMS crews have even requested assistance from large Merrill Public Works vehicles in order to hitch rides to reach otherwise unreachable victims. The extra energy exerted just to reach some victims is taking its toll on these responders as they are extremely understaffed.

0030 hours – Day 1 – East State

More than 50 people have been rescued, but nearly 100 more await rescue on second floors, and on rooftops. These operations are taking more time and resources than expected because of the difficulty of rescuing people in the dark with the rain still falling. Rescue personnel have been working for hours and some are suffering from dehydration and exhaustion. On-call and off-duty personnel have already been paged, but it is simply not enough; more staff is needed.

Local and regional media outlets KBVN-LP in Park and WJFW-TV in Rhineland are the first to contact Merrill officials about the emergency situation and they are awaiting updates on response operations.

In response to the incident, Merrill officials activate your team and you have been mobilized. You must report at the incident as a Supply Unit Leader.

Unit 4: Overview of the Ordering Process

STUDENT MANUAL
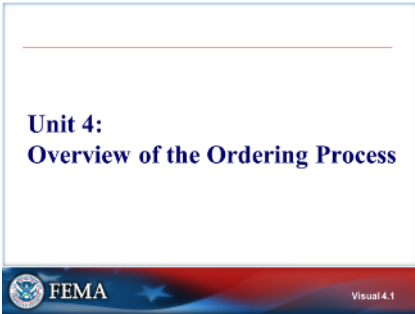
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Visual 4.1
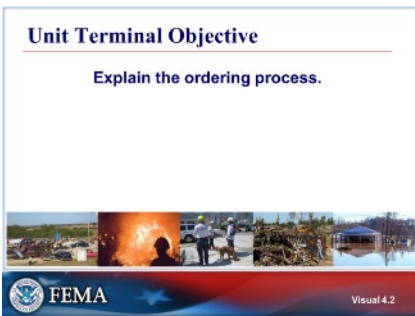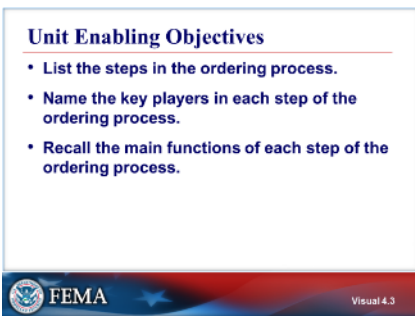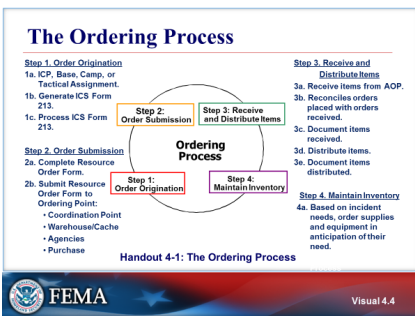
UNIT 4: OVERVIEW OF THE ORDERING PROCESS

Visual 4.2

UNIT TERMINAL OBJECTIVE
Explain the ordering process.

Visual 4.3

UNIT ENABLING OBJECTIVES

- List the steps in the ordering process.

- Name the key players in each step of the ordering process.

- Recall the main functions of each step of the ordering process.

Final Exam questions are based on the Unit Enabling Objectives.

Visual 4.4

THE ORDERING PROCESS
Refer to Handout 4-1: The Ordering Process.
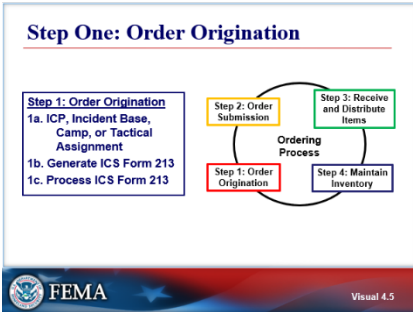
Visual 4.5

STEP ONE: ORDER ORIGINATION

The first priority of the Supply Unit is to get the needed items to the incident site. The second priority is to account for everything that you have ordered through accurate documentation. If there is a conflict between the first and second priorities, go back to the first priority.

To get the needed items coming, you need a request: The order must originate somewhere.

Origination might occur at the Incident Command Post, . or the request could come from a remote camp. A request may also come from the operational resources actively engaged in the field Tactics or from the line.

Next, an ICS Form 213 must be generated.

Items that do not necessitate the generation of an ICS Form 213 are expendable or smaller consumable items. For example, gloves or earplugs may just be requested from the Supply Unit by an individual coming to Receiving and Distribution, making that request, and receiving the item on the spot.
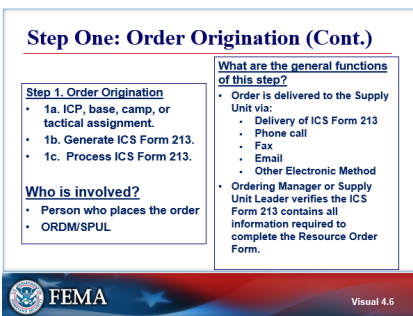
Visual 4.6

STEP ONE: ORDER ORIGINATION (CONT.)
First, a person generates the order, which is delivered to the Supply Unit. Then, the Ordering Manager or the Supply Unit Leader verifies that the ICS Form 213 contains all the information required to complete the Resource Order Form. Make it your policy that you will not place an order until you receive an ICS Form 213 with all of the required data.

Visual 4.7
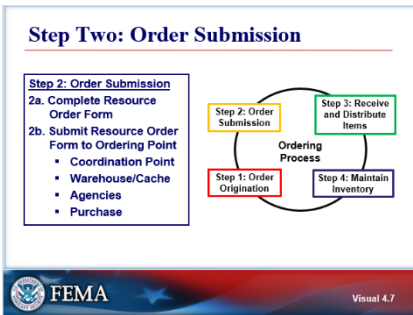
STEP TWO: ORDER SUBMISSION

Once you have received a completed ICS Form 213 (check all of the data), you can generate the ICS Form 260 Resource Order Form.

ICS Form 260 allows you to keep a documented trail of everything that happens to the order during the duration of the incident. It is extremely important that you keep clear, organized records for each order. Because there are multiple people, agencies, and entities involved in the ordering process, you may not always be the first to know what is happening with the order. Therefore, it is important to stay on top of things as much as possible through communication and documentation.

Visual 4.8
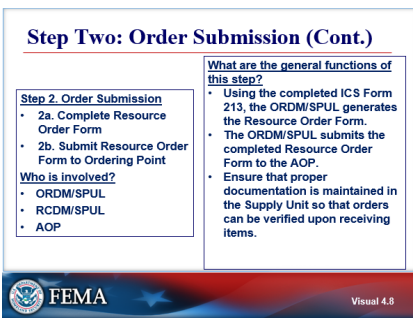
STEP TWO: ORDER SUBMISSION (CONT.)

Using the completed ICS Form 213, the Ordering Manager or the Supply Unit Leader generates the Resource Order Form. Then, the Ordering Manager or the Supply Unit Leader submits the completed Resource Order Form to the Agency Ordering Point (AOP).

Ensure that proper documentation is maintained in the Supply Unit so that orders can be verified upon receiving the items.
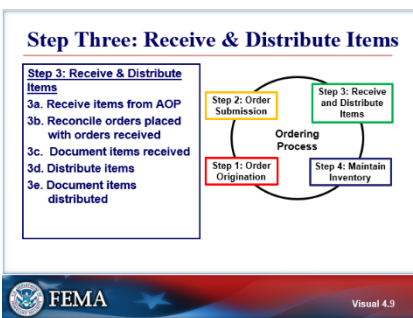
Visual 4.9

STEP THREE: RECEIVE & DISTRIBUTE ITEMS

Once the Resource Order Form has been completed and submitted to the AOP, it is up to the AOP to acquire the items that have been ordered. Once they have acquired the resources that you ordered, the items must be received, reconciled, documented, and distributed. Use the ICS Form 260 Resource Order for tracking purposes. Document the items distributed so that you know where they are.

Visual 4.10

STEP THREE: RECEIVE & DISTRIBUTE ITEMS (CONT.)

Tasks in this step are performed by the SPUL, the Receiving and Distribution Manager, the Ordering Manager, and the AOP.

The RCDM receives the items from the AOP and the Bill of Lading or inventory of the items being delivered. The RCDM analyzes and reconciles the Bill of Lading and the items delivered to ensure that what was received matches the original order.

The RCDM will also ensure that the items are stored in a secure location until distribution to the order originator. When distributing items, the RCDM will review the original ICS Form 213 to determine the distribution location.
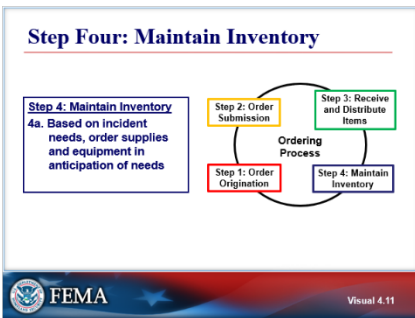
Visual 4.11

STEP FOUR: MAINTAIN INVENTORY

Maintain sufficient quantities of commonly used items including forms, general supplies or consumables, and equipment to avoid a shortage. Ensure that basic items are sufficient for daily operations, including tools, meals ready to eat (MREs), personal protective equipment, and so forth.

Identify and order supplies and resources that will be needed for subsequent operational periods. Perform daily inventory checks to identify shortages and place orders accordingly.

Identify emergency procurement procedures with the AOP. If there are no emergency procedures in place, you will need to follow normal procedures, which could impact tactics, depending on the timeline.

Think through the decisions that you make and remember to document everything that you do. If you make a decision that could be questioned later, document that decision and include your reasoning.

Visual 4.12

STEP FOUR: MAINTAIN INVENTORY (CONT.)
Tasks in this step involve the Ordering Manager or the Supply Unit Leader, Units or persons placing the orders, the AOP, and the Receiving and Distribution Manager or the Supply Unit Leader.

This step has several general functions:

- Maintain quantities of forms, supplies, and equipment.

- Ensure that quantities of items used daily are sufficient.

- Order supplies and resources that will be needed for subsequent operational periods.

- Order tactical supplies and equipment for restocking.

- Perform inventory checks daily.

- Place orders to eliminate shortages.

Require that a member of the Supply Unit take inventory every day to maintain quantities and awareness.

OBJECTIVES REVIEW
Unit Enabling Objectives

- List the steps in the ordering process.

- Name the key players in each step of the ordering process.

- Recall the main functions of each step of the ordering process.

Visual 4.13

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Supplemental Materials

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Handout 4-1: The Ordering Process
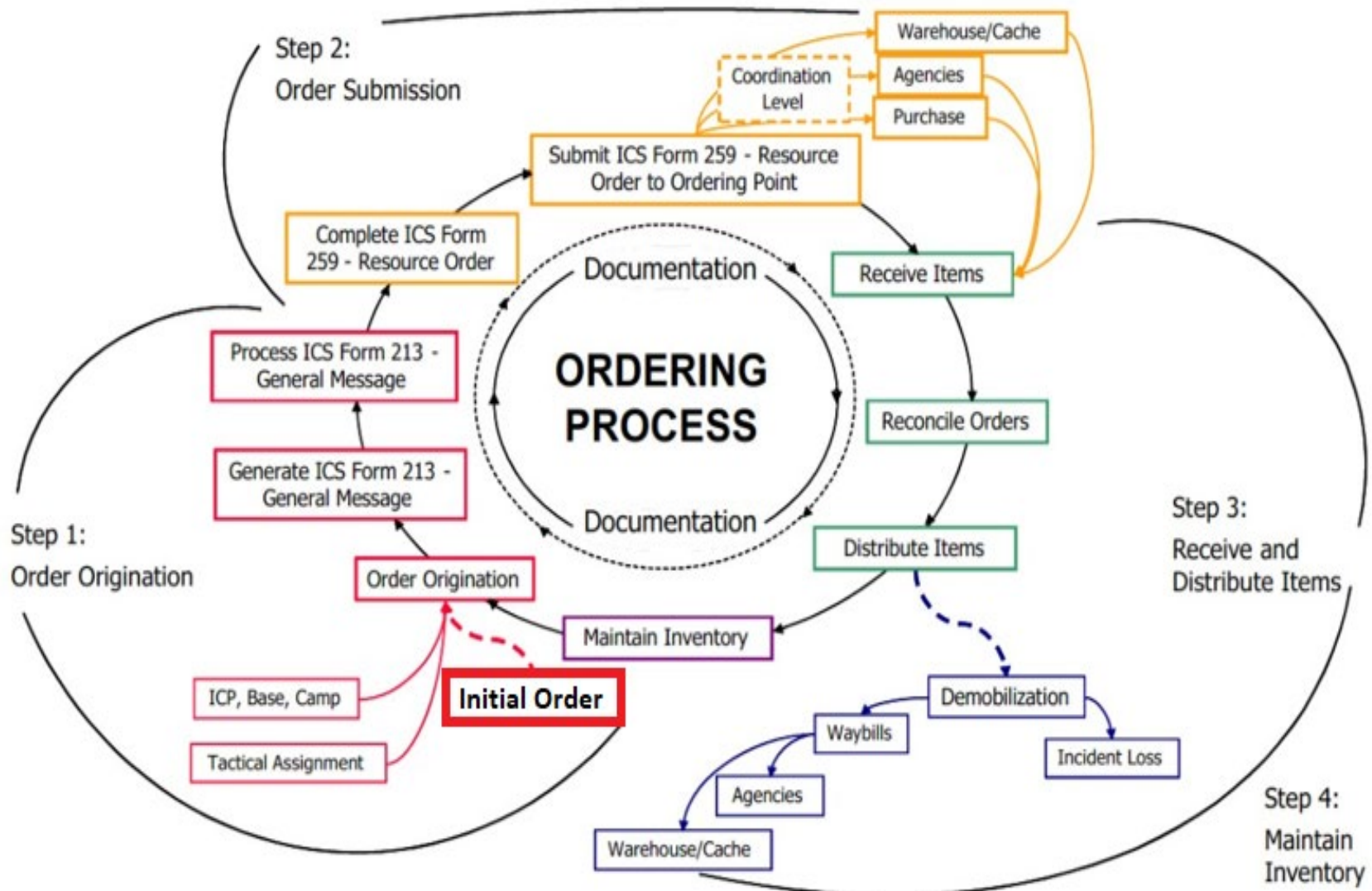
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Unit 5: Order Origination

STUDENT MANUAL
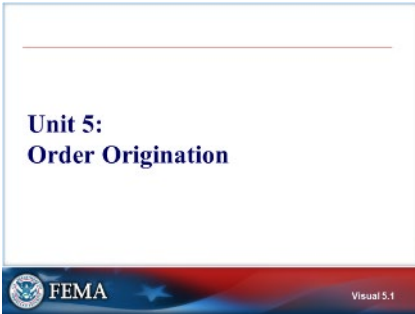
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Visual 5.1
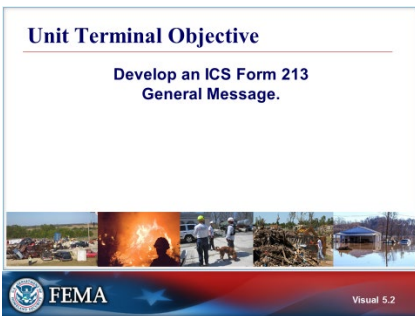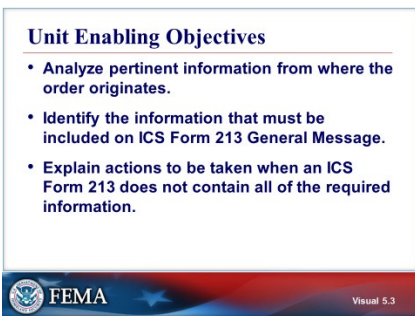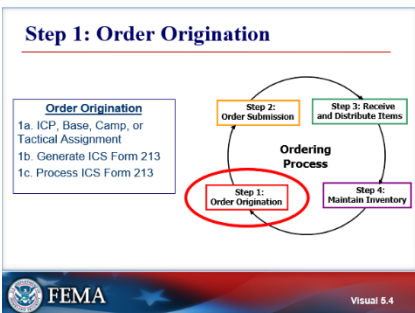
UNIT 5: ORDER ORIGINATION

Visual 5.2

UNIT TERMINAL OBJECTIVE
Develop an ICS Form 213 General Message.

Visual 5.3

UNIT ENABLING OBJECTIVES

- Analyze pertinent information from where the order originates.

- Identify the information that must be included on ICS Form 213 General Message.

- Explain actions to be taken when an ICS Form 213 does not contain all of the required information.

Final Exam questions are based on the Unit Enabling Objectives.

Visual 5.4

STEP 1: ORDER ORIGINATION
When an item is needed, a request is made. The order originates from ICP, the Incident Base, the Camp, or the Tactical Assignment.

Needs are prioritized as directed by the Logistics Section Chief.

Visual 5.5

Visual 5.6

Visual 5.7

STEP 1: ORDER ORIGINATION (CONT.)

First, the order request is delivered to the Supply Unit. The Ordering Manager or Supply Unit Leader verifies that the ICS Form 213 contains all of the information required to complete ICS Form 260 Resource Order.

ORDER ORIGINATION

Orders are generated when there is a need at the incident site. Orders originate at one of the following locations:

- ICP:

- Incident Base:

- Camp:

- Tactical Assignment:

Regardless of where the order originates, all data points must be included in the order request for the Supply Unit to act on that order.

Refer to Handout 5-1: Line Order Form.

ICS FORM 213 – GENERAL MESSAGE

ICS Form 213 is a three-part form that is used by:

- Incident personnel to order any resources, including equipment, supplies, crews, aircraft, etc.

- Incident personnel to transmit messages.

- Incident personnel to send any message or notification that requires hard-copy delivery to incident personnel.

Refer to Handout 5-2: Blank ICS Form 213 and Handout 5-3: ICS Form 213 (Instructions).
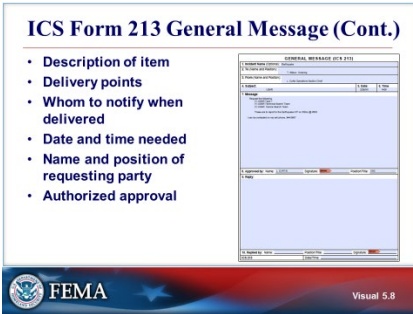
Visual 5.8

ICS FORM 213 GENERAL MESSAGE (CONT.)

Identify the data that must be included on ICS Form 213 to process the form. Ensure that all of the necessary data points have been completed.

Review the order and make sure that you know exactly what to order based on the information that is given to you on ICS Form 213. This includes information about who the order is for and where it needs to go when it arrives at the incident site.

If the ICS Form 213 is being used to order a resource, you must have a specific description of the item being ordered. For example, if the Operations Section orders a portable pump, a technical description of the requirements is necessary such as how portable does the pump need to be, is transporting it on the back of a truck sufficient or must it be one that you can pick up and carry? The majority of operational resource that will be ordered through the Supply Unit will have a type and kind identification.

Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies.

Type specifically defines the level of minimum capability to perform its function a resource has. Type may vary by power, size, or capacity. Therefore, assigning a Type 1 label to a resource implies that it has a greater level of capability than a Type 2 of the same resource. The type assigned to a resource or a component is based on a minimum level of capability described by the identified metric(s) for that resource.

Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. Resource typing ensures that the incident requests, receives, and deploys the resources it needs. Typing also ensures that incident personnel have the correct definitions available to request and/or deploy the correct resources to the incident.

Kind: Resource kinds may be divided into subcategories to define more precisely the resource capabilities needed to meet specific requirements. Kind refers to broad classes that characterize like resources, such as personnel, teams, facilities, equipment, and supplies.

Resource typing is a continuous process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources. For example, a construction dump truck and a dump truck with a snow plow have different capabilities, capacities, and purposes. They would, therefore, be of different kinds and types

Make sure that you have everything that you need on ICS Form 213 to correctly place the order. Do not ask the individual placing the order what they need the item for and then make assumptions. Ask the individual to determine what it is that they actually need.

ICS Form 213 should also include where the item should be delivered, otherwise it will go to Receiving and Distribution in the Supply Unit. The form should also include who should be notified and how that person should be notified (cell phone, radio, etc.) when the order arrives. Should you notify the person who is interfacing with the Supply Unit or the person who requested the item?

ICS Form 213 should also include the date and time by which the item is required. As soon as possible (ASAP) is not an acceptable timeframe because it is not concrete. Time frames also must be realistic. If Operations is requesting a piece of equipment for delivery to the incident in 30 minutes or less, that time frame will probably not be met. This can cause confusion or problems with the AOP, who may dismiss the order if they are unable to meet the required time frame, or further delay the order being processed by having to return the order to the Supply Unit to see if there is a more realistic time frame.

Record the name and position of the requesting party so that you can contact him or her if needed. Ensure that the person placing the order has the authority to do so.

Visual 5.9

ICS FORM 213RR
Many EOC's and local agencies have adopted a variation of the ICS Form 213 General Message called an ICS Form 213RR Resource Request. One advantage to the ICS Form 213RR is that the prompts for all the information that needs to be included.

Refer to:
Handout 5-4: ICS Form 213RR
Handout 5-5: ICS Form 213RR (Instructions)
Handout 5-6: Position Mnemonics
(The most recent version of the Position Code Table Mnemonics List is available as a downloadable Excel file at https://gacc.nifc.gov/nrcc/dispatch/dispatch.htm)

Visual 5.10

ORDER CATEGORIES
The order originator should use separate ICS Form 213s for each category.

The categories include:

- Crews

- Equipment

- Overhead

- Supplies

- Aviation

Visual 5.11

ORDER SUPPORT
Most orders that come into the Supply Unit require additional support. If an item is ordered that requires support, the support items should be ordered at that time as well.
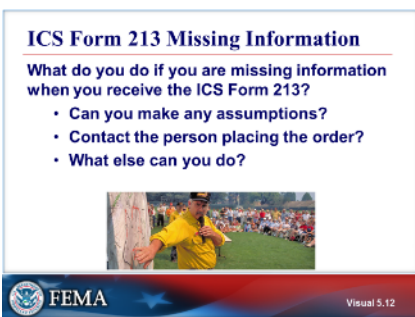
Visual 5.12

ICS FORM 213 MISSING INFORMATION
When you receive an ICS Form 213 that is missing information, never make assumptions about what you think the individual placing the order needs. Contact the person who placed the order to determine what it is that they need.

If possible, take the opportunity to explain how to correctly complete ICS Form 213 so that the order can be processed as efficiently as possible.
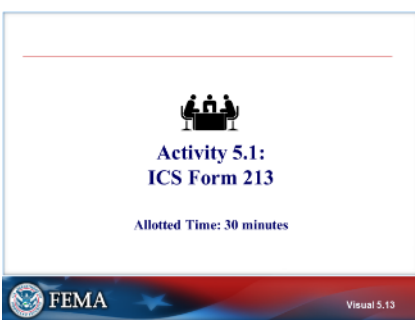
Visual 5.13

ACTIVITY 5.1: ICS FORM 213
The instructor will explain Activity 5.1.

You will have 30 minutes to complete the activity.
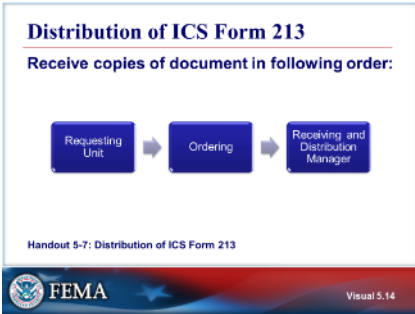
Visual 5.14

DISTRIBUTION OF ICS FORM 213
Copies of ICS Form 213 are distributed in order for each entity involved in the order to keep track of what has been ordered, received, and distributed.

ICS Form 213 is copied and distributed as follows:

- The person requesting the order completes the ICS Form 213 and maintains a copy.

- Ordering receives the remaining two copies, where the resource order numbers are attached to items.

- The Receiving and Distribution Manager receives the two copies from the ORDM, where it is filed with Receiving and Distribution until the items are received.

- Once the items arrive at the incident site, they are delivered where needed.

  - A copy goes with the items that are delivered to the person who requested them.

  - The top copy, with all original ink, is kept by the RCDM for the permanent files.

Refer to Handout 5-7: Distribution of ICS Form 213.
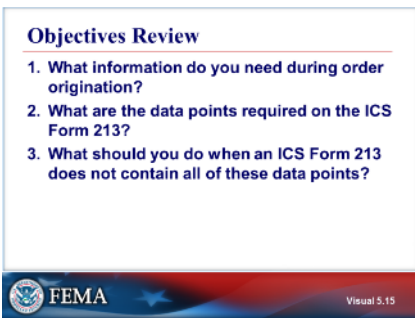
Visual 5.15

OBJECTIVES REVIEW
Unit Enabling Objectives

- Analyze pertinent information from where the order originates.

- Identify the information that must be included on ICS Form 213 General Message.

- Explain actions to be taken when an ICS Form 213 does not contain all of the required information.

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Supplemental Materials

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Handout 5-1: Line Order Form

Rocky Mountain IMT1
Line Supply Order

Date & Time Order was Placed	Order # (BR+DIVS + #)	Location & Time for Delivery (Division/LZ/DP/Lat Long)	Mode of delivery (Driven/Helo/DIVS to Pick up)

Order received in Communications by (name & time):
Order received in Supply by (name & time):
Order received in Transportation by (name & time):
Order received in Helibase by (name & time):
Order shipped to line unit by (name & time): (Send this sheet to the line with the order)

#	Item		Amount		#	Item	An
1.	Meals, Breakfasts	ea			30.	Slingload capable Blivet	ea
2.	Meals, Lunches	ea			31.	Folding Tank, specify size	ea
3.	Meals, Dinners	ea			32.	Lightweight Pump Kit (Cache)	ea
4.	Meals, MRE's	cs			33.	Hose, 1 ½"	ea
5.	Water, 5 gal. cubie	ea			34.	Hose, 1"	ea
6.	Batteries- AA	1-Flat			35.	Hose, ¾".	ea
7.	Batteries, Specify Type	pk			36.	Reducer, 1½" x l"	ea
8.	Flagging, Specify type	roll			37.	Reducer, 1" x ¾"	ea
9.	Gas, raw	gal			38.	Gated "Y", 1½"	ea
10.	Bar Oil	gal			39.	Gated "Y", 1"	ea
11.	2- cycle oil, chainsaw (2.5 oz)	6 pk			40.	Gated "Y"¾ "	ea

#	Item		Amount	#	Item	Am
12.	Sleeping Bags	ea		41.	Shut-off Valve, "	ea
13.	Gatorade	cs		42.	In-line Tee, *1 ½" x l"*	ea
14.	Tarps / Plastic	roll		43.	Nozzle, 1½"	ea
15.	Parachute Cord	roll		44.	Nozzle, 1"	ea
16.	Tool, Shovel	ea		45.	Nozzle, ¾"	ea
17.	Too l, Pulaski	ea		46.	20 Man First Aid Kit	ea
18.	Tool, Combi	ea		47.	Chainsaw Kit	ea
19.	Tool, McLeod	ea		48.	Toilet Paper (96 per case)	cs
20.	Tool, Specify Type	ea		49.	1000 ft. Hose Lay Kit	ea
21.	Fusee	cs		50.	Garbage Bags	bx
22.	Drip Torch	ea		51.	Leadline	ea
23.	Drip Torch Mix, 5 gal.	ea		52.	Spike Supply Kit	ea
24.	Coffee Kit w/propane	ea		53.	Dolmar (6 per case)	ea
25.	Swivel	ea		54.	Sprinkler Kit	ea
26.	Backpack Pump	ea		55.	LINE Spike Supply Kit	ea
27.	Pumpkin, specify size	ea		56.	Duct Tape	roll
28.	Mark 3 Pump Kit w/fuel	ea		57.	House Wrap	roll
29.	2-cycle oil, high pressure pump	qt		58.	Staple Gun w/ staples	ea

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Team Ordering/Timeline Process:

1100 - Last call to change spike camp resource hot food location.

1600 - *DIVS* to have next day's resource order ready for Planning OPS.

• All crew level orders will be placed through *DIVS* or Branch.

• *DIVS* or Branch will place all orders through Communications Unit.

• All orders will be tracked using the process found on the front of this form.

GPS Datum: NAD 83- Degrees, Decimal, Minutes (DDMM.MM)

Definitions

FOB-Forward Operating Base is a secure forward position established to strategize, design and discuss tactics, and for personnel to transfer information and meet.

Line Spike Camp-Managed by Operations at the DIVS level; mobile, short duration and self- sufficient.

Spike Camp-Supported by Logistics, listed in the IAP, numbers in camp are set by 1100, named by Plans.

Emergency Medevac- Life threatening situation requiring immediate medical attention. Handled as per IAP med plan and team SOP's.

        Communications to clear command channel radio traffic.

Medical Transport-Transport of less serious injury/illness managed by Operations or line Medics back to camp for evaluation and/or treatment.

1000 FT. HOSE LAY KIT (ORDER AS "#49")

Quantity	NFES#	Item	Weight
10 ea	1239	Hose 1½"	125 1bs
10 ea	1238	Hose 1"	84 1bs
20 ea	1016	Hose 3/4"	25 1bs
5 ea	0231	1½" Gated "Y"	20 1bs
5 ea	0259	1" Gated "Y"	13 lbs
10 ea	0904	3/4" Gated "Y"	3 lbs
5 ea	0010	Reducers 1½" - 1"	3 lbs
5 ea	0733	Reducers 1" – 3/4"	2 lbs
10 ea	0738 or 0835	Ball Valve 3/4"	5 lbs
10 ea	0138	Nozzle, 1"	5 lbs
10 ea	0136	Nozzle 3/4"	5 lbs
5 ea	0230	Tee 1½x1½x1"/valve	5 lbs

SPIKE SUPPLY KIT (ORDER AS "#52")

Quantity	NFES#	Item	Weight
2 rolls	0071	Duct Tape	4 1bs
4 rolls	0222	Fiber Tape	2lbs
1 case	0021	Trash Bags	21 lbs
I case	0465	Cups for hot liquid	18 lbs
2 ea	0070	16x24 Tent fly	40 1bs

Quantity	NFES#	Item	Weight
3 ea	0027	Water Wash Basins	2 lbs
1 case		Liquid Hand Soap / pump	10 lbs
18 cases	1842	MRE's	18 x 20= 360 lbs
48 ea	0022	Sleeping bags (dbl. bag)	48 x 5= 240 lbs
3 cases	0030	AA Batteries, 24 pkg./case	90 1bs
1case	0240	Paper Towels	41 1bs
1 case	0142	Toilet Paper	44 1bs
1roll	0144	Plastic sheeting	45 1bs
1 roll	0533	P-Cord	9 1bs
20 ea	7443	Cubies, 5 gal. Full Potable Water	20 x 40= 800 lbs
1 box	1059	12" Bastard Files	9lbs
1 ea	3444	2-cycle mix, chainsaw (6 pk 2.5 oz)	2lbs
8 gal	1880	Bar Oil	64 lbs
15 gal		Regular Gas	120 lbs
1 can		3 lbs. can coffee	3 lbs
1 ea		2 1/2 gal coffee pot or 3-1 gal	10 1bs
2ea	0089	Ridge pole	46 lbs
12 ea	0083	Pole upright	89 lbs
24 ea	0825	Stake Tent	24 lbs

LINE SPIKE SUPPLY KIT (ORDER AS #55)

Quantity	NFES#	Item	Weight
20+0H	0022	Sleeping bags	20 x 5= 100 lbs
20 ea	7443	Cubies, 5 gal Full	20x40= 800 lbs
18 cases	1842	MRE's	18x20=360 lbs
1 sl	0533	P-Cord	9 lbs
3 cases	0030	AA Batteries, 24 pkg./case	90 lbs
1 case	0021	Trash bags	21 lbs
10 rolls	0142	Toilet paper	3 lbs
1 roll	0144	Plastic sheeting	45 lbs
2 rolls	0222	Fiber Tape	2 lbs
1 ea	3444	2-cycle mix, chain- saw (6 pk 2.5 oz)	2 lbs
4 gal	1880	Bar Oil	32 lbs
15 gal		Regular Gas	120 lbs
1 box	1059	12" Bastard Files	9 lbs

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Handout 5-2: Blank ICS Form 213

Refer to EL 970_HO 5-2_ICS Form 213.pdf

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Handout 5-3: ICS Form 213 (Instructions)

ICS 213 General Message Form

To: Who you want it to go to (leave it blank if you do not know their name.)

Position: ie: FACL, OSC, DIVS, SUPL.
Do not leave this blank!

From: Your name

Position: What is your position on the incident. (FACL, LSC, DIVS A, RESL)

Subject: What do you need (ie. Supply order, Facility needs, Maps)

Date: / Time: What is the date / time that you are filling out the message or request.

Message: filled out by the requestor.

- MUST BE LEGIBLE!
- What do you want?
  Be specific.....ie, pants-nomex 34x34, helmet with chin strap, combi tool, extension cord 25', power strip, 25kw generator...
- How many do you want?
- When do you need it?
- Does it need to be delivered and when does it need to be there?
- Where does it need to be delivered or when do you want to pick it up?

Reply: filled out by the person receiving the 213.

- Order filled except.....
- UTF... unable to fill
- A general answer to your general question....

Date - Time - Signature/Position: The date and time the reply was made, the name and position of the responder.

Who gets what copies?

- The person originating the 213 keeps the MIDDLE carbon copy.

- The person who receives the 213 writes their answer, (ie order filled, or a reply to your question). They keep the TOP copy.

- The BACK copy is returned to the original person who filled out the 213 with the answer they were asking for, this closes the loop of the request. The sender has a copy of the original request and the answer from the person they sent it to.

- *Which copy goes in the Documentation Box? Ideally it is only the top sheet that has all the original writing on it, however, any sheet that has original ink (if the copies got mixed up) needs to go in the Documentation Box.*

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Handout 5-4: ICS Form 213 RR

Refer to EL 970_HO 5-4_ICS Form 213rr.pdf

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Handout 5-5: ICS Form 213 RR (Instructions)

General Rules for the ICS Form 213 RR

1. For clarity and efficiency, print neatly and firmly. Many members need to be able to read the form. Time is lost if that's not possible.

2. Sign and print all names.

3. Section Resource Requesters - One member per Section is responsible for approving and tracking their section's requests and maintaining their Clipboards. Specifically: Command Staff designee, OSC or designee (Operations), RESL (Planning), SPUL (Logistics), and FSC or designee (Finance). Forms will be kept on either the Pending or Completed Clipboards and Files in each section.

4. Do not place Tactical and Non-Tactical resources on the same form.

5. Do not place different resource kinds on the same form. (Aircraft, Crews, Equipment, Overhead or Supplies).

6. Include a detailed description of the requested resource. Time and energy will be wasted if SPUL has to seek out the Requester to determine specifications. Because of this, the requester shall not leave the SPUL until the request has been reviewed and accepted.

7. Note the difference between the ICS Form 213 RR Form Number in Box 3, and the Request Number in Box 9.

8. Form Flow of the ICS Form 213 RR:
   - White copy goes to Logistics
   - Pink copy goes to Planning for tactical resources; to Logistics for non-tactical resources
   - Yellow and Gold copies go to the requester; Gold when order is submitted to SPUL, Yellow when order is confirmed

Boxes 1 to 7 – Completed by Requestor

Box 1:   Incident Name.

Box 2:   Date and Time form is initiated.

Box 3:   Form Number is pre-printed in or above Box 3. Used only to track the form. The SPUL will enter the Form Number on the accompanying ICS Form 259 in Box 4 (Office Reference Number) to link the ICS Form

213 RR and the ICS Form 259.

Box 4a: Upper Cell: Requester enters desired quantity. Lower Cell: SPUL enters available quantity. This accommodates partial orders. If the requester still needs the balance of their request, a new ICS Form 213 RR must be submitted during the next planning cycle.
One line per item is not necessary. See example.

Box 4b: Kind of resource: There are five categories: Aircraft, Crews, Equipment, Overhead or Supplies. Do not place different resource kinds on the same form.

Box 4c: Resource type indicates capabilities: Type 1 highest, Type 2 less, etc. If type is unknown or not defined, indicate requirements in Boxes 4e and/or 5.

Box 4d: Enter priority as U or R. U=Urgent: needed ASAP. R= Routine: needed for next operational period.

Box 4e: Item Description must be detailed. Use CSALT: Capacity, Size, Amount, Location, Type and Time.

Box 4f: Requested reporting location, date, and time.

Box 5: Additional details of request such as capabilities, alternatives or sources. See example.

Box 6: Printed requester position, name, date and time of request, and signature of requester.

Box 7: Section Resource Requester's approval: printed position, name, date and time of approval, and *signature*.

Boxes 8a to 8d - Completed by RESL for Urgent Requests Made Outside the Routine ICS Planning Cycle

Box 8a: RESL check with SCKN to determine if requested resource is available at Check-in.

Box 8b: Check T-Cards to determine if requested resource is already at incident and available.
If so, assign it to requester.

Box 8c: If YES was checked in Boxes 8a or 8b, check appropriate box here and enter where it was assigned. Otherwise, leave Box 8c blank.

Box 8d: Printed RESL name, date and time of check, and RESL *signature*

Boxes 9 to 15, 4a, and 18 – Completed by SPUL

Before the Order is Placed with the Agency Ordering Point (AOP)

Box 9a: SPUL assigns a Request Number; a sequential number preceded by the resource kind.

A = Aircraft, C = Crews, E = Equipment, O = Overhead, S = Supplies.

- When ordering multiple items, one line per item is not necessary. In the example above for a request for Overhead (Kind = O), SPUL assigned Request Numbers O-1 through O-3 for three DOSCs, Request Numbers O-4 through O-7 for four OPBDs, and Request Numbers O-8 through O-15 for eight DIVSs.

- The SPUL also enters the Request Numbers on the accompanying ICS Form 259 in Box 12 to link the ICS Form 213 RR and the ICS Form 259.

After the Order is Confirmed by the AOP

Box 4a: Lower Cell: SPUL enters available quantity if different from the desired quantity entered in the upper cell by the requester. See example.

Box 9b: ETA, if given by the AOP.

Box 10:   Contact information for AOP.

Box 11:   Contact information for supplier, if known.

Box 12:   Any additional information from AOP.

Box 13:   Printed Logistics staff name, date and time of order confirmation, and signature.

Box 14:   Check box to show who placed the order: SPUL, PROC, or Other. (Resources requiring a contract may be ordered by the PROC or other Finance Section staff).

Box 15:   Date and time the order was placed.

After the Resource Arrives and Checks-in
BOX 18:   FINAL DISPOSITION OF ORDER. CHECK ONE OF THE FIRST FOUR BOXES: ORDER CAN NOT BE FILLED (BY AOP), ORDER CANCELLED (BY REQUESTER), ORDER PARTIALLY FILLED, OR ORDER FILLED. ALSO CHECK THE LAST BOX – ORDER COMPLETE.

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Handout 5-6: Position Mnemonics

The most recent version of the Position Code Table Mnemonics List is available as a downloadable Excel file at https://gacc.nifc.gov/nrcc/dispatch/dispatch.htm

Position	Description
AAML	Agency Aviation Military Liaison
ABRO	Aircraft Base Radio Operator
ACAC	Area Command Aviation Coordinator
ACCO	Accountant
ACCT	Accounting Technician
ACDP	Aircraft Dispatcher
ACDR	Area Commander
ACLC	Assistant Area Commander, Logistics
ACMR	Assistant Cache Manager
ACPC	Assistant Area Commander, Plans
AFUL	Aviation Fuel Specialist
AFUS	Aerial Fusee Operator
ANPA	Para-Anthropologist
ANTH	Anthropologist
AOBD	Air Operations Branch Director
AOBS	Aerial Observer
APTL	Administrative Payment Team Leader
APTM	Administrative Payment Team Member
AQSP	Air Quality Specialist
ARCH	Archaeologist
AREP	Agency Representative
ARPA	Para-Archaeologist
ASGS	Air Support Group Supervisor
ATBM	Air Tanker Base Manager
ATCO	Air Tanker/Fixed Wing Coordinator
ATGS	Air Tactical Group Supervisor
ATIM	Aircraft Time Keeper
ATVO	All Terrain Vehicle Operator
AVIN	Aviation Inspector
BABI	BAER Biologist
BABO	BAER Botanist
BACS	BAER Cultural Resources Specialist
BADO	BAER Documentation Specialist
BAEL	BAER Team Leader
BAEN	BAER Environmental Specialist
BAES	Burned Area Response Specialist
BAFO	BAER Forester
BAGE	BAER Geologist
BAHY	BAER Hydrologist
BASS	BAER Soil Scientist
BCMG	Incident Base/Camp Manager
BHAV	BEHAVE Specialist
BIOL	Biologist
BIOM	Biometrician

BIOT   Biological Science Technician
BNML   Battalion Military Liaison
BOTA   Botanist
BT25   Boat Operator, Craft Greater Than Twenty-Five Ft Length
BTOP   Boat Operator, Craft Less Than Twenty-Five Feet Length
BUYL   Buying Team Leader
BUYM   Buying Team Member
CACB   Camp Crew Boss
CAMP   Camp Help
CANH   Canine Handler
CART   Cartographer
CASC   Cache Supply Clerk
CASR   Cave Search and Rescue Specialist
CAST   Cache Supervisory Supply Clerk
CCRT   "C" Faller Certifier
CDER   Computer Data Entry Recorder
CDSP   Cache Demobilization Specialist
CHSP   Computer Hardware Specialist
CISD   Critical Incident Stress Debriefer
CLIR   Climber
CLMS   Claims Specialist
CMGR   Computer Manager
CMSY   Commissary Manager
CMTL   Comptroller
COCO   Computer Coordinator
COFB   Computer Specialist- Fire Behavior
COMC   Communications Coordinator
COML   Communications Unit Leader
COMP   Compensation/Claims Unit Leader
COMT   Incident Communications Technician
CONO   Contracting Officer
COOK   Cook
CORD   Expanded Dispatch Coordinator
COST   Cost Unit Leader
COTR   Contracting Officer's Technical Representative
CREP   Crew Representative
CRNW   Contract Representative Northwest
CRWB   Crew Boss
CS1M   Contracting Specialist- One Million
CS25   Contracting Specialist- Twenty-Five Thousand
CS99   Contracting Specialist- One Hundred Thousand
CTSP   Computer Technical Specialist
CULS   Cultural Specialist
DECK   Deck Coordinator
DINS   Damage Inspection Specialist
DIVS   Division/Group Supervisor
DMOB   Demobilization Unit Leader
DOCL   Documentation Unit Leader
DOSP   NEPA/Documentation Specialist
DOZB   Dozer Boss
DPRO   Display Processor

DPSP	Disaster Prepare/Relief Specialist
DRCL	Driver, Commercial Driver License
DRIV	Driver/Operator
DZIA	Dozer Operator, Initial Attack
DZOP	Dozer Operator
ECOL	Ecologist
ECOT	Ecological Technician
EDRC	Expanded Dispatch Recorder
EDSD	Support Dispatcher
EDSP	Supervisory Dispatcher
ELEC	Electrician- High Voltage
EMTB	Emergency Medical Technician- Basic
EMTI	Emergency Medical Technician- Intermediate
EMTP	Emergency Medical Technician Paramedic
ENGB	Engine Boss
ENGI	Engineer
ENOP	Engine Operator
ENSP	Environmental Specialist
EOCC	Emergency Operations Center Coordinator
EQPI	Equipment Inspector
EQPM	Equipment Manager
EQTR	Equipment Time Recorder
ESF4	Emergency Support- Function 4
EXAD	Explosives Advisor
FAAS	First Aid Station Assistant
FAAT	First Aid Station Attendant
FACL	Facilities Unit Leader
FALA	Faller, Class A
FALB	Faller, Class B
FALC	Faller, Class C
FARS	FARSITE Specialist
FASP	First Aid Station Specialist
FBAN	Fire Behavior Analyst
FCMG	Fire Cache Manager
FDUL	Food Unit Leader
FELB	Felling Boss
FEMO	Fire Effects Monitor
FFT1	Firefighter, Type 1
FFT2	Firefighter, Type 2
FHAS	Fire Helicopter Assistant Supervisor
FHCM	Fire Helicopter Crewmember
FHCS	Fire Helicopter Supervisor
FHSL	Fire Helicopter Squad Leader
FIRB	Firing Boss
FLEA	Fireline Explosive Advisor
FLEB	Fireline Blaster
FLEC	Fireline Explosives Crewmember
FLEI	Fireline Explosives- Initial Attack
FLIR	Forward Looking Infrared Operator
FLOP	Fork Lift Operator
FMNT	Facilities Maintenance Specialist

FOBS   Field Observer
FORS   Forester
FOTO   Photographer
FQCO   Frequency Coordinator
FRWS   Fire Remote Automated Weather Station Technician
FSC1   Finance/Administration Section Chief- Type 1
FSC2   Finance/Administration Section Chief- Type 2
FUEL   Fueling Specialist
FUM1   Fire Use Manager, Type 1
FUM2   Fire Use Manager, Type 2
FWBM   Fixed Wing Base Manager
FWCO   Fixed Wing Coordinator
FWPT   Fixed Wing Parking Tender
GEOL   Geologist
GISS   GIS Specialist
GMEC   General Mechanic
GPSP   Global Position System Specialist
GSUL   Ground Support Unit Leader
HAZM   Hazardous Material Specialist
HDSP   Heavy Drop Specialist
HEB1   Helibase Manager, 4 or more Helicopters
HEB2   Helibase Manager, 1 to 3 Helicopters
HECM   Helicopter Crewmember
HEHH   Helicopter Hover Hook-up Specialist
HEIN   Helicopter Inspector
HELB   Helicopter Boss
HELM   Helicopter Manager
HELR   Helicopter Long Line/Remote Hook Specialist
HERS   Helicopter Rappel Spotter
HESM   Helispot Manager
HESP   Helicopter Operations Specialist
HETM   Helicopter Timekeeper
HEXT   Helicopter External Loads
HIAR   Historical Architect
HLCO   Helicopter Coordinator
HPIL   Helicopter Pilot
HRAP   Helicopter Rappeller
HRSP   Human Resource Specialist
HSTD   Helicopter Support Truck Driver
HTCM   Helitorch Crew Member
HTMG   Helitorch Manager
HTMM   Helitorch Mixmaster
HTPT   Helitorch Parking Tender
HYDR   Hydrologist
IADP   Initial Attack Dispatcher
IARR   Interagency Resource Representative
IBA1   Incident Business Advisor, Type 1
IBA2   Incident Business Advisor -Type 2
ICSA   Incident Command System Advisor
ICT1   Incident Commander, Type 1
ICT2   Incident Commander, Type 2

ICT3	Incident Commander, Type 3
ICT4	Incident Commander, Type 4
ICT5	Incident Commander, Type 5
IHCA	Assistant Hotshot Superintendent
IHCS	Hotshot Superintendent
IMET	Incident Meteorologist
IMSA	Incident Medical Specialist Assistant
IMSM	Incident Medical Specialist Manager
IMST	Incident Medical Specialist Technician
INCM	Incident Communications Manager
INJR	Compensation-for-Injury Specialist
INLO	International Liaison Officer
INTL	Intelligence Lead
INTS	Intelligence Support
INVC	Investigator, Criminal
INVF	Wildland Fire Investigator
INVS	Investigator, Search
INVT	Investigator, Tort
IRCN	Infrared Coordinator, National
IRCR	Infrared Coordinator, Regional
IRDL	Infrared Downlink Operator
IRFS	Infrared Field Specialist
IRIN	Infrared Interpreter
IWF1	Investigator, Wildland Fire, Type 1
IWF2	Investigator, Wildland Fire, Type 2
IWF3	Investigator, Wildland Fire, Type 3
LEAS	Law Enforcement Analysis Specialist
LEIS	Law Enforcement Investigation Specialist
LGPA	Paralegal
LOAD	Loadmaster
LOFR	Liaison Officer
LSC1	Logistics Section Chief- Type 1
LSC2	Logistics Section Chief- Type 2
LSCT	Line Scout
LTAN	Long Term Fire Analyst
MABM	Modular Airborne Fire Fighting System Air Tanker Base Manager
MABS	Modular Airborne Fire Fighting System Tanker Base Specialist
MAFC	Modular Airborne Fire Fighting System Clerk
MAFF	Modular Airborne Fire Fighting System Liaison Officer
MAFI	Modular Airborne Fire Fighting System Information Officer
MAOC	Military Air Operations Coordinator
MCAD	Military Crew Advisor
MCCO	Multi-Agency Coordinating Group Coordinator
MCIF	MAC Group Information Officer
MCOP	Message Center Operator
MEDL	Medical Unit Leader
MHEC	Military Helicopter Crewmember
MHEM	Military Helicopter Manager
MHMS	Military Helicopter Manager Supervisor
MILO	Military Liaison Officer
MORE	Mountain Rescue- High Altitude

MXMS	Mixmaster
NMAC	MAC Representative- National
OCSP	Oil Containment Specialist
OPBD	Operations Branch Director
ORDM	Ordering Manager
ORPA	Orthophoto Analyst
OSC1	Operations Section Chief- Type 1
OSC2	Operations Section Chief- Type 2
PA10	Purchasing Agent- Ten Thousand
PA25	Purchasing Agent- Twenty-Five Thousand
PA50	Purchasing Agent- Fifty Thousand
PACK	Packer
PARK	Parking Tender
PBOP	Probeye Operator
PCSP	Paracargo Specialist
PETL	Prevention Education Team Leader
PETM	Prevention Education Team Member
PHSP	Photogrammetry Specialist
PILO	Fixed or Rotor Wing Pilot
PIO1	Public Information Officer, Type 1
PIO2	Public Information Officer, Type 2
PIOF	Public Information Officer
PLDO	Plastic Sphere Dispenser Operator
PMEC	Pump Mechanic
PREV	Prevention Technician
PROC	Procurement Unit Leader
PROS	Procurement Specialist
PSC1	Planning Section Chief- Type 1
PSC2	Planning Section Chief- Type 2
PTIN	Pilot Inspector
PTRC	Personnel Time Recorder
PUMP	Pump Operator
PUSP	Public Health Specialist
RADO	Radio Operator
RAMP	Ramp Manager
RAVT	Radio Avionics Technician
RAWS	Remote Automated Weather Station Technician
RCDM	Receiving/Distribution Manager
READ	Resource Advisor
RECY	Recycle/Land Monitor Specialist
RESC	Resource Clerk
RESE	Remote Sensing Specialist
RESL	Resource Unit Leader
RESP	Rehabilitation Specialist
RIRE	River Rescue Specialist
RMAC	MAC Representative- Regional
RRAP	RERAP Specialist
RXB1	Prescribed Fire Burn Boss- Type 1
RXB2	Prescribed Fire Burn Boss- Type 2
RXB3	Prescribed Fire Burn Boss- Type 3
RXCM	Prescribed Fire Crew Member

RXM1	Prescribed Fire Manager, Type 1
RXM2	Prescribed Fire Manager, Type 2
SASP	Snow/Avalanche Specialist
SCKN	Status/Check-In Recorder
SCRD	Security Guard
SCUB	Scuba Diver
SEC1	Security Specialist- Level 1
SEC2	Security Specialist- Level 2
SEC4	Security Specialist- Level 4
SECG	Security Guard (not Law Enforcement)
SECM	Security Manager
SEMG	Single Engine Air Tanker Manager
SESP	Sewage Treatment Specialist
SFPS	Structural Fire Protection Specialist
SITL	Situation Unit Leader
SMEC	Small Engine Mechanic
SMKJ	Smokejumper
SOCI	Social Science Specialist
SOCT	Social Science Technician
SOF1	Safety Officer, Type 1
SOF2	Safety Officer, Type 2
SOFR	Safety Officer, Line
SOIL	Soil Science Specialist
SOSP	Soil Conservation Specialist
SPAG	Special Agent
SPUL	Supply Unit Leader
SRT1	Swiftwater Rescue- Technician 1
SRT2	Swiftwater Rescue- Technician 2
SRTM	Search Team Member
STAM	Staging Area Manager
STCR	Strike Team Leader, Crew
STDZ	Strike Team Leader, Dozer
STEN	Strike Team Leader, Engine
STLM	Strike Team Leader, Military
STPL	Strike Team Leader, Tractor/Plow
STPS	Structural Protection Specialist
SUBD	Support Branch Director
SVBD	Service Branch Director
SWRM	Shower Manager
TCSP	Telecommunications Specialist
TESP	Tool and Equipment Specialist
TFLD	Task Force Leader
THSP	Technical Specialist
TIME	Time Unit Leader
TNSP	Training Specialist
TOLC	Take-Off and Landing Coordinator
TOOL	Tool Attendant
TOWR	Certified Tower Climber
TPIA	Tractor Plow Operator, Initial Attack
TPOP	Tractor Plow Operator
TRPB	Tractor/Plow Boss

TTOP	Terra Torch Operator
VESP	Vegetation Specialist
VIDO	Video Camera Operator
WEBM	Incident Webmaster
WHHR	Warehouse Materials Handler
WHLR	Warehouse Materials Handler Leader
WHMG	Warehouse Manager
WHSP	Water Handling Specialist
WMGR	Wildlife Manager
WMSP	Watershed Management Specialist
WOBS	Weather Observer
WRED	Writer/Editor
WTOP	Water Tender Operator
WTSP	Water Treatment Specialist
XEDO	Xedar Operator

Handout 5-7: Distribution of ICS Form 213

Original Blank 213

Back Copy (carbon writing only) goes with the requested items / info back to the unit that originally requested them.

Receiving and Distribution

Requesting Unit keeps Middle Copy

Requesting Unit

FOR SUPPLIES OR EQUIPMENT ONLY
Back Copy (carbon writing only) goes to R&D
Requested items are filled at R&D

Top Copy and Back Copy go to Ordering.
Resource order numbers are assigned to items
Top Copy (with all the original ink) is filed in Ordering

Ordering

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Activity 5.1: ICS Form 213

Activity 5.1: ICS Form 213

Purpose

The purpose of this activity is to give students the opportunity to complete all the data points on the ICS Form 213.

Objectives

Students will:

- Review the incident scenario.
- Complete an ICS Form 213 for four (4) each Combustible Gas Indicators (CGIs).

Activity Structure

This activity is scheduled to last approximately 30 minutes, including individual review of the scenario and completion of an ICS Form 213 for four (4) Combustible Gas Indicators (CGIs) as a class. Continue to use the same Merrill Flood scenario, the instructor will play the role of the Survey Group and simulate a radio resource request back to the Supply Unit. The instructor should guide the class through the completion of the ICS Form 213. When the class has completed the ICS Form 213, the instructor should hand out the answer key for this activity.

Rules, Roles, and Responsibilities

Students will work individually and as a class. Following are the specific activities/instructions for your participation in the activity:

1. Listen to the simulated radio resource request from the Survey Group.
2. Complete the ICS Form 213 for four (4) each Combustible Gas Indicators (CGIs).
3. Receive an answer key from the instructor. Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 5.1 Schedule

Activity	Duration	Participation Type
Activity introduction and overview	5 minutes	Class
Complete required documentation	15 minutes	Individual
Debrief/Review	10 minutes	Class

Activity 5.1: Incident Scenario

Incident Scenario: Consistent with extreme weather cycles across most of the country, heavy rainfall in and around Merrill, East State (State Abbreviation: ES) over the past week has saturated the ground and produced bank full and minor flooding conditions in parts of the region. Though the past two days have been dry, there is still high runoff potential for any additional precipitation.

Light rain begins to fall early in the afternoon of Day 0. The National Weather Service (NWS) issues a thunderstorm warning for Park County at 1455 hours as intense pockets of severe thunderstorms move toward Merrill from the southwest. At 1715 hours, heavier rains move into the area, dumping up to 2 inches of rain per hour in and around Merrill. Two hours later, at 1915 hours, the local NWS weather forecast office in Park, ES upgrades their advisory and issues a flash flood warning in effect until 0400 hours on Day 1. The NWS warns that rivers and/or streams, which are already vulnerable to flooding because of the previous bank full conditions and high rates of runoff, may become increasingly blocked with debris carried by the high-water levels and overflow.

2030 hours – Day 0 – East State
More than 6 inches of rain have fallen across Merrill and debris has piled up at bridges and bends along small rivers and streams. River spotters and water gauges indicate that waterways have risen to a dangerous level.

2230 hours
Local waterways including the Park and Prairie Rivers have begun to overflow their banks and several impassable bridges and roadways including West Main Street and South Center Avenue have been closed by Merrill police. Emergency plans have been activated by authorities in the field and an EOC is being staffed.

Meanwhile, dozens of motorists have been trapped inside or atop their vehicles and Merrill fire trucks are currently being used to wade through flooded areas to rescue motorists. Downed telephone poles, electrical lines, and flooded transformers have knocked out telephone service and power to much of Merrill, leaving the streets that are passable dark and hazardous.

Emergency dispatchers are receiving an average of 60 calls per hour, generating 20 requests for service from community first responders. In addition, there are multiple EMS dispatches which ambulances are not able to reach because of floodwaters. Some EMS crews have even requested assistance from large Merrill Public Works vehicles in order to hitch rides to reach otherwise unreachable victims. The extra energy exerted just to reach some victims is taking its toll on these responders as they are extremely understaffed.

0030 hours – Day 1 – East State
More than 50 people have been rescued, but nearly 100 more await rescue on second

floors, and on rooftops. These operations are taking more time and resources than expected because of the difficulty of rescuing people in the dark with the rain still falling. Rescue personnel have been working for hours and some are suffering from dehydration and exhaustion. On-call and off-duty personnel have already been paged, but it is simply not enough; more staff is needed.

Local and regional media outlets KBVN-LP in Park and WJFW-TV in Rhineland are the first to contact Merrill officials about the emergency situation and they are awaiting updates on response operations.

In response to the incident, Merrill officials activate your team and you have been mobilized. You must report at the incident as a Supply Unit Leader.

Unit 6: Order Submission

STUDENT MANUAL

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Visual 6.1
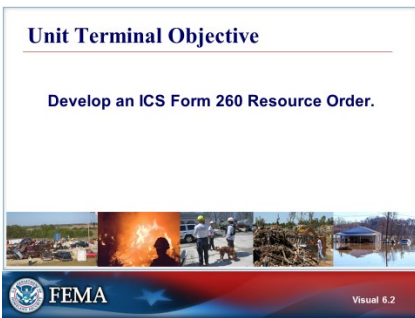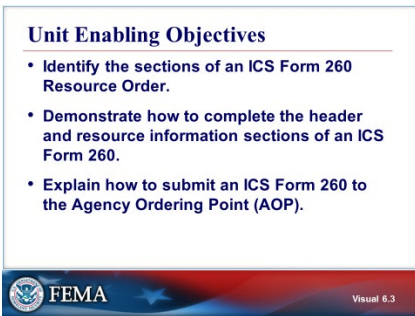
UNIT 6: ORDER SUBMISSION

Visual 6.2

UNIT TERMINAL OBJECTIVE

Develop an ICS Form 260 Resource Order.

Visual 6.3

UNIT ENABLING OBJECTIVES

- Identify the sections of an ICS Form 260 Resource Order.

- Demonstrate how to complete the header and resource information sections of an ICS Form 260.

- Explain how to submit an ICS Form 260 to the Agency Ordering Point (AOP).

Final Exam questions are based on the Unit Enabling Objectives.
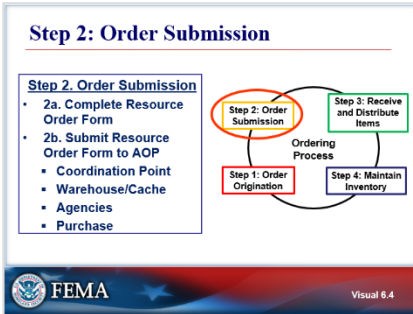
Visual 6.4

Visual 6.5

STEP 2: ORDER SUBMISSION

Once you have received a completed ICS Form 213 or 213RR (check all of the data), you can generate ICS Form 260 Resource Order.

ICS Form 260 is not one of the forms included in the FEMA ICS Forms Booklet. Copies of this form are included with the course materials.

ICS Form 260 allows you to keep a documented trail of everything that happens to the order during the duration of the incident. It is extremely important that you keep clear, organized records for each order.

STEP 2: ORDER SUBMISSION (CONT.)

Using the completed ICS Form 213 or 213RR, the Ordering Manager or the Supply Unit Leader generates the Resource Order. Then, the Ordering Manager or the Supply Unit Leader submits the completed Resource Order to the AOP.

Ensure that all data that were required on ICS Form 260 has been collected on the ICS Form 213 or 2132RR.

Visual 6.6

ICS FORM 260 – RESOURCE ORDER FORM

The Resource Order is used by the Supply Unit to order and track supplies and equipment. There are many blocks that must be completed on the Resource Order to supply the AOP with the information needed to obtain supplies and equipment.

The ICS Form 260 Resource Order has five major sections: (1) the header, (2) the Resource Request Information section, (3) the Resource Fill Information section, (4) the Resource Release Information section, and (5) the Documentation section. Upon completion, the Resource Order is submitted to the AOP.

The ICS Form 260 is the most common resource order form used in the All-Hazard environment. There is an ICS 259 that is virtually identical to the ICS Form 260; the only difference is that the ICS Form 259 has the category prefilled for aircraft, crew, equipment, overhead, and supplies. The ICS 259 has various Resource Orders subnumbers to differentiate them from one another (ICS Form 259-15 for Supplies, ICS Form 259-13 for Overhead, ICS Form 259-9 for Equipment, etc.). Additionally, the ICS Form 259 typically comes on colored card stock.

Refer to Handout 6-1: Sample ICS Form 260and Handout 6-2: ICS Form 260 (Instructions).

RESOURCE ORDER FORM CATEGORIES

On the ICS Form 260, the category is blank and will need to be filled is depending on what is being ordered on the resource order. You will have a separate ICS Form 260 for each category that you choose to use, for example, a separate set of ICS Form 260s for Overhead, a separate set of ICS Form 260s for Equipment, a separate set for Supplies and so on.

Do **not** mix and match order categories on ICS Form 260s.
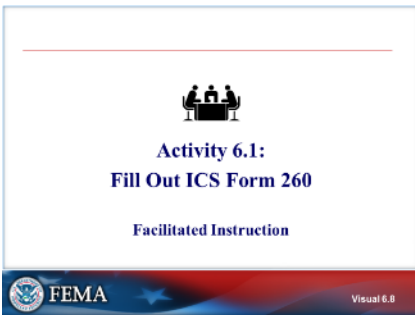
Visual 6.7

Visual 6.8

ACTIVITY 6.1: FILL OUT ICS FORM 260
The instructor will explain Activity 6.1.
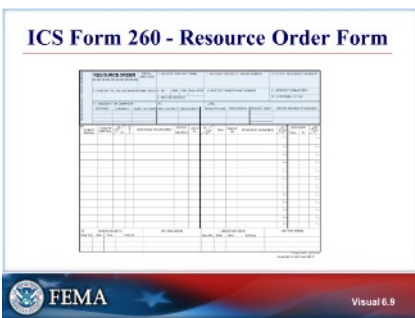
Visual 6.9

ICS FORM 260 – RESOURCE ORDER FORM
The header information will be the same for each of the ICS 260's that you create, with the exception of the Category (Overhead, Supplies, Equipment, etc).
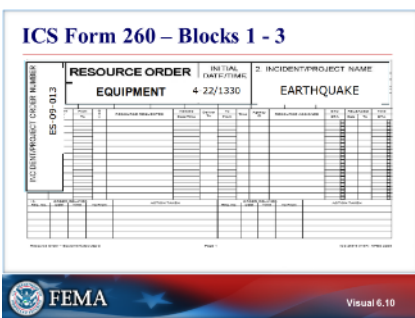
Visual 6.10

ICS FORM 260 – BLOCKS 1 - 3

Block 1: Resource Order type (for example, overhead, crews, equipment)

Block 2: Incident or Project Name for which the order is being placed

Block 3: Incident or Project Order Number (if one exists for a local incident, generally this will be blank on the emerging type 3 incident)

- In the federal wildland fire system, a national resource order numbering system has been established that allows for identification of a particular order throughout the AOP system (XX-YYY-AAAAA).

Visual 6.11

ICS FORM 260 – BLOCK 4
Block 4: Office Reference Number and cost coding data (if one exists for a local incident, generally this will be blank on the emerging Type 3 incident).

In the example on the visual, TV-09-013, this reference number would mean that this incident was happening in Treeville (TV) and that it was the month of September (09) and that it was the 13th incident of the month.

Visual 6.12

ICS FORM 260 – BLOCKS 5 - 7
Block 5: Descriptive Location or Response Area

- Enter the specific address where the incident is located

- Equipment and supply orders typically require the shipping address, which may include directions to the incident if there is no physical address associated with the Incident Base location.

Block 6: Section, Town, and Range, which is the legal description of the incident (if available this is a geographic identifier that is only applicable to wildland operations; generally this is not applicable.)

Block 7: Map Reference, which is the type of map (for example, Thomas Bros., Quad, Administrative) incident (if available, this is normally the name of the U.S. Geological Survey map quadrant or other map name; generally this is not applicable.).

Visual 6.13

ICS FORM 260 – BLOCKS 8 - 10
Block 8: Incident Base and Phone Number

- All orders require a phone number.

- Incident Base or ICP name/location where Logistics is located and the main phone number.

Block 9: Jurisdiction or Agency with primary jurisdiction

- The primary organization providing Incident Command and this ordering process. For example, Liberty County Health, Portland EOC, Morgan County Sheriff Office.

- Make sure that you know whether your State or local area has agency identifiers and, if so, what they are, as well as those of their cooperators.

Block 10: The contact number for the agency is indicated in Block #9.

Visual 6.14

ICS FORM 260 – BLOCK 11
Block 11: Aircraft Information (if aircraft are being ordered to support the incident or resources are being flown directly to your helibase; generally, this is not applicable), including:

- Latitude and longitude

- Bearing

  ▪ Azimuth from very high frequency (VHF) omnidirectional range (VOR) nearest the incident

- Distance

  ▪ Nautical miles, straight-line distance from VOR indicated

  ▪ Be sure to state that the miles are nautical

- Name of VOR nearest the incident

- Call sign or name of air contact, if applicable

- Contact radio frequency(ies) to be used

- Name of ground contact, if any

- Ground frequency used by ground contact

- Reload base to be used

- Other aircraft known to be in the area

- Any known hazards (for example, power lines, antennas)

This is all of the common header information that will be used on all ICS-260's that are submitted to the AOP from the incident.

Visual 6.15

ICS FORM 260 – BLOCK 12
Block 12, Information about the Resource Requested, is the specific resource request that the SPUL is required to provide so that the AOP can get the required resource for the incident.

Visual 6.16

ICS FORM 260 – BLOCK 12 (CONT.)

Block 12: Information about the Resource Requested

- Request Number (assigned by the SPUL or ORDM):

  - Requests for each resource category will be numbered sequentially, beginning with "1", and preceded by the resource category letter. Note, sometimes the SPUL from the first team assigned to the incident will choose to start all numbering with a larger number, like 500. This will allow the incident to go back and assign a resource request number for all of the initial attack resources that were ordered before a defined Supply Unit and ordering process was put into place.
  - Each single resource will be assigned a request number (If 10 crews are ordered, this would require 10 request numbers).
  - Individual overhead positions will be given separate request numbers.

- Date and time that the request was made.
- Initials of ordering official placing the order (From), individual at ordering point taking the order (To).
- Quantity

  - The quantity is always one, except with supplies.
  - When ordering supplies, list the correct number of issues.

- Resource Requested

  - Ensure that at least one or more lines are allowed for each resource ordered.
  - Leave extra lines between requests.
  - Anticipate the number of lines needed to identify major resource components (for example, an Engine Strike Team will need at least six lines before entering the next request number).

- Date and time that the resource is to be at the location shown in the Deliver To box.
- Deliver To

  - Location where the resource is to be delivered.

Before Placing the Order

• Verify:
  ▪ Check with the RCDM ensure requested resource is not available internally in the Supply Unit.
• Check for supplemental items required to complete an order (i.e., ink or paper for printers).
• Submit to the AOP via fax, email, runner, etc.

Handout 6-3: ORDM Cheat Sheet

Visual 6.17

BEFORE PLACING THE ORDER
Refer to Handout 6-3: ORDM Cheat Sheet.

Submit Request to the AOP

• Use the desired communication method.
• Share information.
• Build rapport.
  ▪ Discuss general situation.
  ▪ Discuss resource orders.
• Read through orders already placed to avoid duplicates.
• Obtain copies of Resource Orders, phone numbers, and names of personnel receiving orders.

Visual 6.18

SUBMIT REQUEST TO THE AOP

Purchasing Process
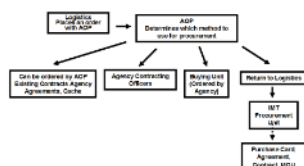
Visual 6.19

PURCHASING PROCESS
Once the ICS Form 260 resource order from has been submitted to the AOP, the AOP will fill the order using their pre-established process.

Resource Fill Information

• Information received from the AOP.
• ICS Form 260 returned with fill information.
• Unable to Fill (UTF) items.
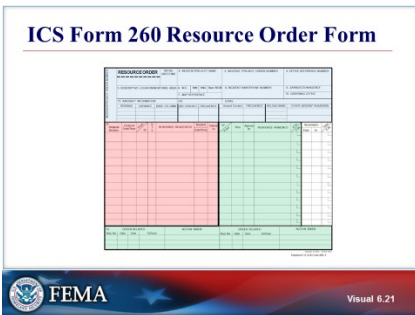
Visual 6.20

RESOURCE FILL INFORMATION
The Resource Fill Information section contains the fill information for each order, which includes:

- Where the order will be delivered
- Who filled the order
- When the order was filled
- The agency identification number or code
- From where the resource was assigned
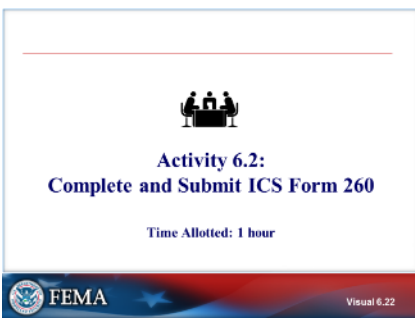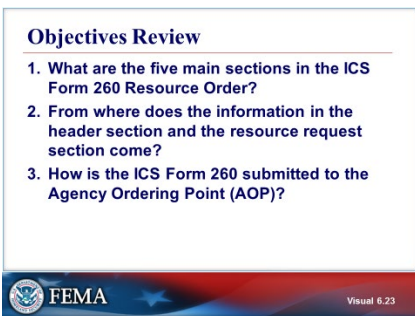
Visual 6.21

ICS FORM 260 – RESOURCE ORDER FORM
The Resource Fill Information is completed by the AOP or the person filling the order.

Visual 6.22

ACTIVITY 6.2: COMPLETE AND SUBMIT ICS FORM 260
The instructor will explain Activity 6.2.

You will have 1 hour to complete the activity.

Visual 6.23

OBJECTIVES REVIEW
Unit Enabling Objectives

- Identify the sections of an ICS Form 260 Resource Order.

- Demonstrate how to complete the header and resource information sections of an ICS Form 260.

- Explain how to submit an ICS Form 260 to the Agency Ordering Point (AOP).

Supplemental Materials

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Handout 6-1: Sample ICS Form 260

Refer to EL 970_HO 6-1_ICS Form 260.pdf

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Handout 6-2: ICS Form 260 (Instructions)

Instructions for Resource Order Form ICS-260
(and ICS Form 259 series on colored card-stock)

Logistics Section Chief/Supply Unit Leader/Ordering Manager and Staff
Drafted by James D. Spitzer on 10/03/06

Upon start-up or escalation into a large-scale formal ordering process, the Logistics Section Chief (LSC) (or Supply Unit Leader or Ordering Manager as assigned; Ordering Manager or OM will be used hereafter) must establish the ordering system for using and displaying resource ordering information in ways that Ordering Staff and others can easily apply and understand. Standard resource ordering forms will ensure a logical, accountable, and verifiable ordering process. The ICS Form260 is a generic form. The ICS Form 259 series are the same format as the ICS Form260, but they are on colored card-stock paper pre-labeled with specific categories of resources such as **Engines, Dozers,** and **Supplies**. Each form has a continuation sheet of the same number. Colored forms can help users maintain and monitor resource order status. Therefore, labels might be blocked out and over-written with resource categories that better fit the scenario, such as **Ventilators, Nurses,** and **Supplies** in a medical/health emergency. The OM needs to develop and require the use of keys/codes, abbreviations, standards of work, and formats such as:

A. **Key for the color/number of form to use for what resource category.** Enter the category name on each form in the space under Resource Order on the upper left of the first page of the forms. For a health/medical incident, a yellow-colored ICS Form 259-9 for Equipment may have "Equipment" blocked out and replaced by another or more specific resource category, such as Ventilators.

B. **Distinctive Request Number code and numbering system** for use in the first column of #12 on the form (for example, an Overhead ICS Form 259-13 form could be just for Nurses, and the Request Numbering sequence could be prefaced by N, that is, N-1 for the first request). This number is important. It must be unique as it is used to track that resource from order, to assignment, to demobilization.

C. **Standard convention for entering dates and times** (for example, set the convention to use date/time groups that are always local time and use the 24-hour clock; so 122015 is the 12 date of the month at 8:15 PM). Consistency helps avoid confusion.

D. **Key for abbreviations for use under Deliver To, Agency ID, and with the names entered in From/To columns** for every supporting and contributing organization (e.g., MHD for Multnomah Health Dept., LGS for Legacy Good Samaritan, or KSU for Kaiser Sunnyside) and for incident operations organizational elements (e.g., BD = Benson Division, ICP = Incident Command Post, or PSS = Pioneer Square Staging).

Require Resource Requested and Action Taken entries (5th column of #12) to include not only the initials of the persons giving or taking orders but also the agreed-upon abbreviation of the individual's home organization. This ensures accountability and verification and allows reconstruction of actions.

Number/Name of Cell	Info Required and Purpose	Notes
Top of Form (above Cell 12)	**Incident, ordering office, and supporting aircraft information.**	
1. Initial Date/Time	Date/time (local time) that this form was begun. This allows for easy chronological posting, sorting, and filing of multiple forms.	Use date/time format required by Ordering Manager (OM).
2. Incident/Project Name	The incident name assigned by the Incident Commander. This uniquely identifies the operation.	For operations requiring many response organizations, ensure that each uses a unique name.
3. Incident/Project Order Number	Generally, not applicable.	Obtain from Incident Commander or Finance Section Chief.
4. Office Reference Number	Generally, not applicable.	Unique number as may be required.
5. Descriptive Location/ Response Area	General location of operations.	Another unique identifier along with #2.
6. Sec/Twn/Rng/Base MDM	Generally, not applicable.	Geographic identifier; generally, only applicable to wildland operations.
7. Map Reference	Generally, not applicable.	Normally the name of a U.S. Geological Survey map quadrant or other map name.
8. Incident Base/Phone Number	Incident Base or ICP name/location where Logistics is located and main phone number.	
9. Jurisdiction/Agency	The primary organization providing Incident Command and this ordering process.	For example, Multnomah County/ Health, Legacy/Good Samaritan, or Portland EOC.
10. Ordering Office	Phone number(s).	
11. Aircraft Information	Generally, not applicable.	Only applicable if aircraft are used to support Logistics.

Number/Name of Cell	Info Required and Purpose	Notes
12. First 7 Columns	**Resource to order for incident.**	**Used along with comments in #13 and Remarks on reverse to track status of an order.**
12. 1st Column Request Number	Enter Request Number unique to this resource.	Enter the number according to the numbering system noted in B above.
12. 2nd Column Ordered Date/Time	Date/time resource request received.	Use date/time convention noted in C above.
12. 3rd Column From/To	Initials and organization of ordering official placing the order (From) and individual at ordering point taking the order (To).	Use accepted initials and abbreviations as noted in D above.
12. 4th Column QTY	Quantity needed.	Ensure that resource order matches the request (e.g., do not order 200 boxes of 500 individual items if the need is for 200 individual items).
12. 5th Column Resource Requested	Describe resource specifically enough so that what is needed is what is procured. Include size, capacity, qualifications, or other characteristics.	Enter initials as described in E above.
12. 6th Column Needed: Date/Time	Date/Time needed at the Deliver To location and ready to work.	Use date/time convention (see C above)
12. 7th Column Deliver To	Name incident facility to deliver the resource to.	For example, Command Post, staging area, or warehouse at Incident Base. Have map that shows facilities and addresses of locations, including latitude and longitude if deliveries are by air.
13. Order Relayed information	Actions taken in processing orders noted above.	Use same date/time, To/From protocols set by OM and used above.
REMARKS (reverse side)	Record important notes.	

Number/Name of Cell	Info Required and Purpose	Notes
12. 8th–12th Columns	**Assignment of resource to incident.**	
12. 8th Column To/From	Initials/organization of who is accepting (To) the report that a resource is assigned who reported (From) the assignment.	Not much space, so use agreed-upon abbreviation for organization.
12. 9th Column Time	When order was filled.	Use date/time convention (see C above).
12. 10th Column Agency ID	Abbreviation for agency or organization that owns the resource being provided.	Use accepted initials and abbreviations as noted in D above.
12. 11th Column Resource Assigned	Specific and unique name of the assigned resource.	For example, name of individual or team and its leader; number of ambulance, fire engine, or police car; license number of vehicle.
12. ETD/ETA	Estimated date/time of departure from where it is located and estimated date/time of arrival at requested location (column 7).	Use date/time convention (see C above). *Check box upon confirmation that it arrived at Deliver To location.*
12. 13th–15th Columns	**Release of resource from incident.**	
12. 13th Column Date	Date released.	Use accepted convention for writing date.
12. 14th Column To	Where the resource is being sent.	Organization and location (using accepted abbreviations).
12. 15th Column Time/ETA	Estimated time of arrival.	Use date/time convention (see C above). *Check box upon confirmation that it arrived at home.*
REMARKS (reverse side)	Record important notes.	

Handout 6-3: ORDM Cheat Sheet

Roles & Responsibilities:
- ➢ Works for SUPL
- ➢ Establish ordering process w EOC (especially Type III inc) or other entity, (phone fax, email, web-eoc etc.)
- ➢ Receives written requests for personnel, eq & supplies-usually on a 213 Gen Message & places through established system.
- ➢ ESTABLISH & MAINTAIN a file system for tracking resource orders
- ➢ Type of order-Supplies, crew, overhead, equipment, meals
- ➢ Reconcile resource orders-filled completely, need more
- ➢ Keep RCDM, SUPL and or LSC informed
- ➢ Communicate, cooperate, coordinate-units, folks, sections, EOC
- ➢ Plan for demobilization
- ➢ Maintain ICS Form 214 Activity Log daily

Kit:
- ➢ MISC-pens, pencils, markers, highlighters, paper, clipboard, calculator, tape-envelopes, flagging, file system, hole punch, scissors, flashlight, clock (in case of POWER OUTAGE), camera, calendar, tape measure, insect repellent, road atlas, area maps, sunshade, blank signs, reading glasses, post-it notes, task book, manila envelopes. Try to obtain local phone book.
- ➢ Forms etc.: Cache catalog, Resource order forms-few of each color, ICS 213 General Message, ICS Form 214 Activity Log, their Red Card and Resource Order, Waybills
- ➢ Type III-plan for 3 days-MRE's etc.

Arrive & Briefing from SUPL or LSC
- ➢ Check-in report to SUPL or LSC
- ➢ Check eating and sleeping arrangements
- ➢ Discuss work schedule
- ➢ Work space, desk, office needs-semi-isolated but w/in reach of customers
- ➢ Obtain resource orders for supplies, equipment and personnel-ordered, & received and en route.
- ➢ Policies and procedures-who orders what, $ limits, procurement restrictions etc.
- ➢ Projection for additional people and eq.
- ➢ RESPONSIBLE AGENCIES ORDERING POLICIES & PROCEDURES.
- ➢ Sources of supplies including cache.
- ➢ Phone #'s of key contacts-people you will interface w, people at drop points, staging areas, EXPANDED dispatch, buy team, fax #'s etc.
- ➢ Special accountability-cache trailers, supply vans etc.
- ➢ Request IAP & map
- ➢ Type of communication available
- ➢ Potties-1 per 10-12 bodies

Operations:
- ➢ Establish who has ordering authority-crew boss, unit leaders etc.
- ➢ Identify who is responsible for assigning request #'s-ORDM, expanded etc
- ➢ Identify agency specific needs for documentation, placement & completion of orders.
- ➢ Ensure folks making requests have checked w/ RCDM for items
- ➢ Written requests-usually 213 General Message. Must be LEGIBLE and include: request date and time, NEEDED by date and time-NOT ASAP!!! Catalog # if available, DETAILED description, number and UNIT of issue, special billing, delivery instructions, name and number or requesting party and agency. (take picture and text/email/fax?) If you know source list it. Authorized approval.

- Think about supplementals-fuel, cords etc.
- Touch base w/ LSCdaily on orders in, filled, outstanding.
- WATCH for acronyms and abbreviations.
- May also order on ICS Form 259 Resource Order
- Easier if like items are bunched together, (RO forms-one for crews, 1 for eq etc.)
- Set up and maintain filing: Manual or electronic, boxes, etc. E.G. One NOTEBOOK for initiated NOT filled by day of order AND one NOTEBOOK-completed (dividers for equip, supplies, crews and overhead.
- Reconciling orders-confirm orders filled & accounted for, canceled or confirmed. (RCDM provides receipts to ORDM for reconciliation.)
- Anticipate needs-by 213's, briefings, conversations, IAP, LSC or SUPL, OPS folks etc.
- DO informal daily review-filled, ordered, en route, and cancelled, safety, changes, etc.
- Keep in mind floods, hurricanes etc. other needs-sandbags etc.
- Request number assignments are mutually agreed upon by expanded or incident supply unit. (All numbers prefaced by letter-O, S, C, E or A for aircraft.)
- CREW orders must state type, (camp, hand) configuration, tools, meals timeframes, transportation etc.
- Place order by phone, fax radio etc. to expanded or other point.
- Receive Request number.
- Record Request # on top of GM.
- Keep 1 copy, give 1 to RCDM for supplies and 1 to requestor when order confirmed.
- ORDM must reconcile orders, review often previously placed-filled, killed, outstanding. (Per direction of SUPL).
- All problems or questions brought to SUPL and documented in unit log.

DEMOB:

- Define record keeping procedures prior to demobilization
- Discuss demob and transition to replacement organization-brief on orders, inventory, accountable property etc. demob check- out form ICS Form 221?
- Refile orders as placed or confirmed-still needed??
- Close out orders w/ all units AND COMMUNICATE w RCDM!!
- Receive Loss/ damage reports and do Replacement Requisition. (Often keep damage property e.g. hoses, bars etc. or at least take picture.)
- Provide info on un-reconciled orders or resources remaining on incident. Transfer of Command Plan?
- Complete all required reports and turn into LSC or Doc Unit.

Activity 6.1: Fill Out ICS Form 260

ICS Form 260
Activity 6.1 - Overview - Unit 6

Purpose

The purpose of this activity is to give the students the opportunity to complete the header and the resource request information in an ICS Form 260.

Objectives

Students will:

- Review the incident scenario.
- Complete the header and resource request information in an ICS Form 260 for the previously requested four combustible gas indicators (CGIs).

Activity Structure

This activity will last approximately 30 minutes. Continue to use the Merrill Flood scenario to complete the required documentation to place the order from Unit 5 Activity 5.1 (ICS Form 213 requesting CGI monitors) including completion of the header and resource request information in an ICS Form 260 for four combustible gas indicators (CGIs) as a class.

The instructor should guide the class through the completion of ICS Form 260 as the slides are shown for each step. When the class has completed ICS Form 260, the instructor should hand out the answer key for this activity, which also contains the resource fill information.

Rules, Roles, and Responsibilities

Students will work individually and as a class. The following are the specific activities and instructions for your participation in the activity:

1. Complete the header and resource request portions of an ICS Form 260 for four combustible gas indicators (CGIs).
2. Receive an answer key from the Facilitator.

The instructor moderates discussions, answers questions, and provides additional information as required.

Activity 6.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Record Information	20 minutes	Class
Review Scenario	5 minutes	Individual

Activity 6.1: Blank ICS Form 260

Refer to EL 970_ACT 6.1_ICS Form 260_1 of 2.pdf

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Activity 6.2: Complete and Submit ICS Form 260

Complete and Submit ICS Form 260
Activity 6.2 - Overview - Unit 6

Purpose

The purpose of this activity is to give students the opportunity to complete the ICS Form 260 Resource Order using documentation that they would receive during an incident.

Objectives

Students will:

- Review the incident scenario, listen to the Logistics Section Chief Briefing, and review ICS Form 201.
- Review the ICS Form 213s.
- Identify key information to be provided on an ICS Form 260.
- Fill out the header and resource request information portions of ICS Form 260 and submit the form to the Agency Ordering Point (AOP) or, in this case, the Instructor.

Activity Structure

This activity will last approximately 1 hour, including individual review of the scenario, listening to the Logistics Section Chief Briefing, review of ICS Form 201, review of the ICS Form 213s, and completion of ICS Form 260. Using the completed ICS Form 213s, the students will identify all data points, complete the ICS Form 260 Resource Order and continuation forms, and listen to a debriefing at the end of the activity where the Facilitator will go through the correct completion of the form.

Rules, Roles, and Responsibilities

Students will work individually. The following are the specific activities and instructions for your participation in the activity:

1. Review the planned incident scenario.
2. Listen to the Logistics Section Chief Briefing.
3. Review ICS Form 201.
4. Review the ICS Form 213 General Message and gather any remaining required information.
5. Using the blank ICS Form 260 Resource Order provided, complete all required fields.
6. As a class, review the completed ICS Form 260s.
7. Receive an answer key for each ICS Form 260 from the Instructor.

The Instructor moderates discussions, answers questions, and provides additional information as required.

Activity 6.2 Schedule		
Activity	**Duration**	**Participation Type**
Activity Introduction and Overview	5 minutes	Class
Review Scenario	5 minutes	Individual
Record Information	30 minutes	Individual
Debrief and Review	20 minutes	Class

Refer to EL 970_ACT 6.2_ICS Form 201.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_1 of 7.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_2 of 7.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_3 of 7.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_4 of 7.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_5 of 7.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_6 of 7.pdf

Refer to EL 970_ACT 6.2_ICS Form 213_7 of 7.pdf

Blank ICS Form 260 - Refer to EL 970_ACT6.2_ICS Form 260.pdf

Activity 6.2 Scenario

Planned Event – Crowd – Public Disorder

Lake Ridge, East State (ES), is the home of Lake Ridge University and their football team, the Rockets. The team has earned a reputation for aggressively playing against bigger, nationally known teams. Over the years, local residents and the student body have been loyal supporters of the Rockets despite their losing records. Many fans credit this local dedication to the leadership of the Rockets' coaches and the accessibility of the players.

This has been a year unlike any other in Rockets history. Early in the season, the team appeared to discover a new sense of confidence and beat a number of favored teams, ending the season with 11 wins.
Their performance has earned them a place in the division championship game for the first time in 30 years. If they win the game on New Year's Day, it will be the school's first championship.

As the game grows near, there is a growing buzz in Lake Ridge about the upcoming championship game. Although the game will be played in another State, hotels in Lake Ridge have been booked for weeks.
The Lake Ridge University Alumni Association has declared January 1 an unofficial reunion celebration. Over the New Year's holiday, the total population in Lake Ridge is expected to soar.

Local homes and shops are decorated with school colors and signs. One local church has even replaced the usual inspirational message on their billboard to read, "Pray for the Rockets!"

Several local bars have been advertising their brand new large-screen, high-definition televisions for game day parties. Other restaurants and pubs are hosting events during the game, offering drink specials and prizes.

Day -8 – Lake

Ridge, ES

0900 hours

About a week before the game, a producer at CNN contacts the Lake Ridge Public Information Office to coordinate game day coverage. The producer described filming a "Cinderella Story" around Lake Ridge and requested interviews with some local officials.

Later that same day, an administrator at Lake Ridge University called the Mayor of Lake Ridge to let him know that ESPN would be setting up a live feed from inside the Student Union Building.

Day -5 –

Location

1000

hours

The Mayor of Lake Ridge has become concerned by the growing excitement and media attention and calls a meeting of key staff members and community representatives. He has decided to utilize the Incident Command System (ICS) to organize and structure planning efforts.

Day 0 –

Location

1200

hours

On game day, as expected, the streets of Lake Ridge are filled with cars and pedestrians. Some people are making last-minute shopping trips before the kickoff at 1500. Others are getting to their favorite bar or restaurant early to secure a good seat. A few of the local venues already have short lines at their front doors.

1306 hours

ESPN reporters make their first broadcast from the Lake Ridge University campus. Their coverage is expected to continue throughout the day as they try to capture the mood during and following the game, regardless of the final score. In the background, students are clearly excited as they cheer and wave beer bottles and plastic party cups.

1415 hours

In an incident that would become fairly typical throughout the day, police helping to direct traffic break up an argument at a major intersection in the middle of Lake Ridge at the intersection of Water and Highway T. A group of men were in a heated verbal exchange over a parking space. Both claim the other had selfishly tried to steal the spot from the other. Illegally parked cars and fights over parking spaces on streets and in lots are common as people find their spots to watch the game throughout Lake Ridge.

1549 hours

An ambulance is dispatched to the Student Union building on the Lake Ridge University Campus for an alcohol overdose. Responding Police and EMS personnel find a semi-conscious, 18-year-old female being cared for by her friends. She has vomited on herself and is unable to answer any questions. The young woman is transported to a local hospital.

While on the scene, officers come in contact with several other students who are under 21 years old but are illegally drinking alcohol. Other students in the area become loud and belligerent as the officers and school security begin to escort the offenders from the party.

1706 hours

The Lake Ridge Fire Department responds to a fire alarm in one of the dormitories on the Lake Ridge University campus. Their response is delayed as they make their

way through the crowded Lake Ridge streets and pedestrian-filled campus. Before entering the building, firefighters are ridiculed and have rolls of toilet paper thrown at them from unidentified dormitory windows. The firefighters confirm that there is no fire and locate the pulled alarm on the third floor. A fire extinguisher has also been discharged in the hallway and is found lying next to empty beer bottles. Police officers stand by on the scene as the firefighters return to their truck and leave the area.

1717 hours

A patrolling police officer witnesses a vehicle crash into a telephone pole in a residential area of Lake Ridge near the campus. Moments later the officer requests backup and an ambulance as she reports that the driver is visibly intoxicated and has sustained a head injury. The telephone pole is described as heavily damaged and power appears to be out in the area.

Irate customers begin to call the Lake Ridge Power Company to report a power outage just as the game enters the fourth quarter.

1803 hours

After a late game comeback, the Rockets clinch the championship as time expires. Fans flood the streets to celebrate the victory. Traffic comes to a standstill as revelers run among the cars and some drivers exit their vehicles to celebrate.

1806 hours

A police officer on a main street next to the campus, Lake Ridge Avenue, requests backup as fans begin to climb atop cars and begin banging on street lights and smashing glass in celebration. Both CNN and ESPN broadcast scenes of bedlam as Rockets fans begin to climb telephone poles to hang flags. Others are even lighting trash cans on fire. Wherever the cameras are pointed, fans appear to be making as much noise as they can.

The Lake Ridge 911 Call Center is flooded with reports of disorderly or destructive conduct throughout the Lake Ridge University campus and surrounding area. Fights have broken out on some of the most crowded streets between drivers and celebrating pedestrians. An ambulance is requested at one of the downtown bars for a possible heart attack.

1813 hours

The Lake Ridge Fire Department receives several more fire alarm calls from buildings on campus. Hearing the call on the scanners, Lake Ridge University Security reports that they are unaware of any problems. Both police and fire units report that they are having trouble responding to emergency calls because of traffic congestion.

The Lake Ridge 911 Call Center continues to receive numerous calls reporting small fires being set and damage being done to public and private property. Groups of cheering revelers continue to clog the streets and block traffic.

1818 hours

Lake Ridge Security reports that a large crowd of celebrating fans is marching across campus toward the empty football stadium. They can be heard chanting about tearing down the goal posts. Security requests assistance from available units and the police.

1826 hours

The Lake Ridge 911 Call Center receives a frantic call from a public bus driver. He reports that his bus has been trapped in traffic since the game ended and now is being rocked by an "enormous crowd." He believes that the bus will soon tip over and he fears for the safety of himself and the passengers. The Lake Ridge University fight song is audible over the call.

1831 hours

An ESPN camera atop one of the university buildings broadcasts images of a large crowd breaking into the school stadium. Several minutes later, a group of people can be seen leaving the stadium carrying the goal posts.

1836 hours

Officers report they have finally been able to reach the intersection where the bus driver requested help. Upon arrival, they found the bus on its side with people standing on top of it, cheering. The officers report the crowd fled in numerous directions as they saw the patrol cars pulling up. The driver is found unharmed, hiding in the bus, and several passengers have suffered minor injuries.

Day 1 – Lake

Ridge, ES

0300 hours

After responding to the many emergency calls throughout the evening and night, most members of the many response organizations have been on duty for more than 16 hours. Calls to the Lake Ridge 911 Call Center have declined significantly. Officers on patrol report that the streets are mostly empty. The Lake Ridge University campus is similarly quiet.

The Lake Ridge Police Department reports that their holding cells are currently full. Most of the persons under arrest face disorderly conduct and/or public intoxication charges although quite a few are accused of assault or serious vandalism.

All fire apparatus have returned to their respective stations. Power has been restored to all local customers. The overturned bus has been righted and towed from the scene. The stadium goal posts are currently lying in a grassy field near the downtown area with an officer assigned to guard them.

Anyone touring the campus or downtown area can plainly see the damage resulting from this incident. Charred debris surrounds extinguished trash can fires. Numerous vehicles have broken windshields and dented roofs. Several storefronts have boards covering shattered windows. The streets and sidewalks

are covered in litter, bottles, and broken glass. Although live news coverage from Lake Ridge was suspended hours ago, none of the crews has left. Morning coverage by all media outlets is expected. Producers from CNN, FOX News, and local broadcast affiliates have requested interviews with the Lake Ridge Mayor.

1400 hours

Lake Ridge officials begin to review the events of the previous night. The Chief Financial Officer is concerned that the driver of the overturned bus, the bus company, or property owners and business who had their vehicles or homes vandalized will hold the community responsible for damages. Other officials are concerned about the impact on tourism, the reputation of Lake Ridge University, and the ability of the school to repair the damages without community assistance.

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Unit 7: Receive and Distribute Items

STUDENT MANUAL

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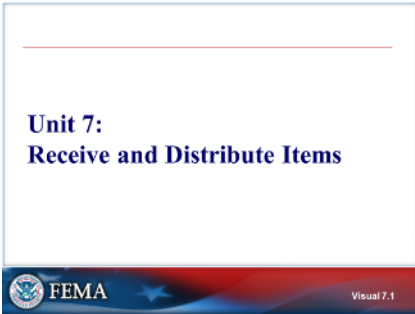
Visual 7.1
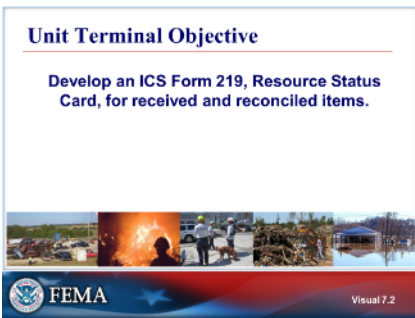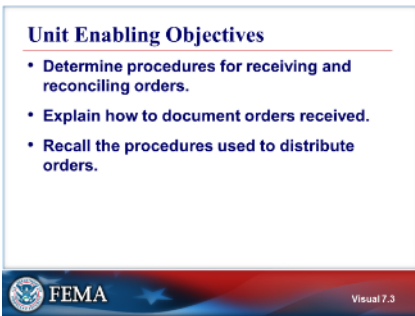
UNIT 7: RECEIVE AND DISTRIBUTE ITEMS
Through this unit, students will gain an understanding of the receiving and distribution process, including reconciling, storing, and distributing orders, and documenting the items received and distributed.

Visual 7.2

UNIT TERMINAL OBJECTIVE
Develop an ICS Form 219 Resource Status Card for received and reconciled items.

Visual 7.3

UNIT ENABLING OBJECTIVES

- Determine procedures for receiving and reconciling orders.

- Explain how to document orders received.

- Recall the procedures used to distribute orders.

Final Exam questions are based on the Unit Enabling Objectives.
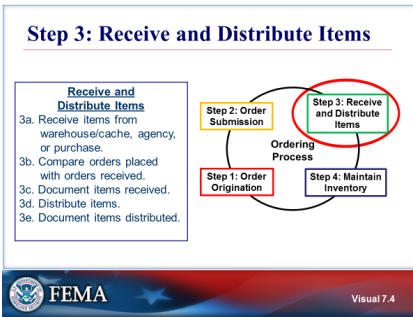
Visual 7.4

STEP 3: RECEIVE AND DISTRIBUTE ITEMS
Once the Resource Order Form has been completed and submitted to the Agency Ordering Point (AOP), the items must be received, reconciled, documented, and distributed.

Use the Resource Order Form for tracking purposes. Document the distributed items so that you know where they are.

Coordinate with the Procurement Unit or Buying Team. If the Procurement Unit or Buying Team has purchased an item, you, as the Supply Unit Leader, must inform them that the item has been received and distributed. The Procurement Unit or Buying Team is financially responsible for the order and needs to be kept informed of any progress regarding the order, which can include monitoring the:

- Bill of lading

- Way bill

- Warehouse issue report (fire)

- General message
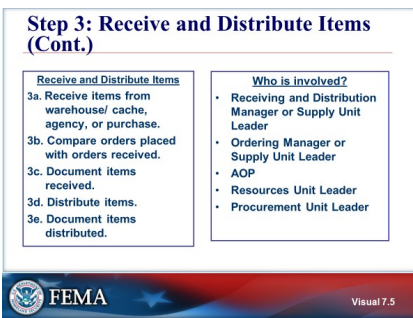
Visual 7.5

STEP 3: RECEIVE AND DISTRIBUTE ITEMS (CONT.)
Tasks in this step are performed by the Receiving and Distribution Manager (RCDM) or the Ordering Manager or the Supply Unit Leader, the AOP, the Resources Unit Leader, and the Procurement Unit Leader or Buying Team.
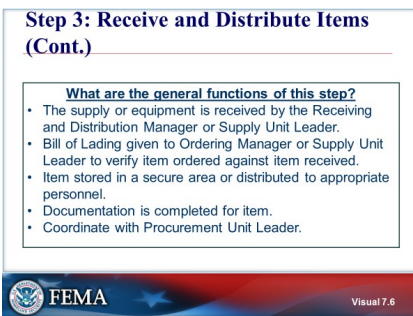
Visual 7.6

STEP 3: RECEIVE AND DISTRIBUTE ITEMS (CONT.)
The Receiving and Distribution Manager receives the items and the Bill of Lading, and analyzes the Bill of Lading and the items to ensure that what was received matches the original order.

The Receiving and Distribution Manager will also ensure that the items are stored in a secure location until distribution. When distributing items, review the original ICS Form 213 used to order the item or the distribution location.
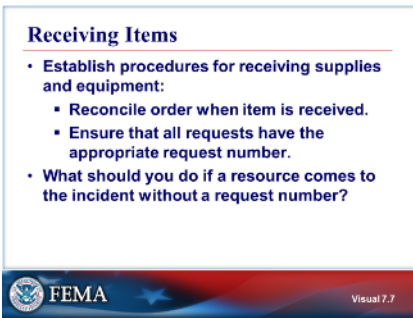
Visual 7.7

RECEIVING ITEMS
Establish procedures for receiving supplies and equipment.

Designate areas for loading and off-loading of supplies and post the appropriate signage. Check the supplies and equipment received against the Bill of Lading. Note any discrepancies.

Give the Bill of Lading to the Ordering Manager. Check the items received against the items ordered. Complete the Resource Order Form for tracking purposes. Establish procedures for receipt, inspection, rehabilitation, storage, and reissue of all tools and equipment.

Visual 7.8

HANDOUT 7-1: ICS FORM 260 – RESOURCE ORDER INFORMATION

Refer to Handout 7-1: ICS Form 260 Filled Order.

You will receive ICS Form 260 Resource Order Information back from the AOP with updated information.

In the To field, enter who the request is placed with. In the form field, enter who is placing the request (your name or initials). In the Time field, enter the time that the order is placed. Check with the Supervisory Dispatcher if a request is canceled.

If the local unit is unable to fill a request, place an "X" in the To/From column and document the event in Block 13 or on a Documentation Sheet. Document additional Unit(s) with which the request is placed in Block 13 or on the Documentation Sheet. When it is likely that more than one unit will be contacted to fill an individual request, consider using both the To/From and Time fields.

Only record unit abbreviations or three-letter unit identifiers to track where you have placed the request. Use Block 13 or the Documentation Sheet to document exactly who placed the request (the office and the individual's name) and the time that the request was placed.

When the request is filled, enter the appropriate code (Agency ID) for the Unit filling the request. Use the two-letter State identifier and the three-letter Unit identifier.

Enter the name of the resource assigned or the resource's identification code (for example, the engine's call sign, the crew name with the last name of the Unit Supervisor and the number of people in the crew, the aircraft's N number, or the vehicle number).

Enter the estimated time of departure and the estimated time of arrival. When this information has been passed on to the Ordering office, the small box in the ETA column is blackened in.

Visual 7.9

HANDOUT 7-1: ICS FORM 260 – RESOURCE ORDER INFORMATION (CONT.)

If the first attempt to fill the order was not successful, the order will go to the next person in the ordering channel.

The boxes in Block 13 of the Documentation Sheet are used to document all actions taken and all contacts made while completing an order. This slide provides a good example of when Block 13 of the Documentation Sheet is used.

The next individual should be able to pick up where you left off. For the Order Relayed field, be sure to reference the request number from Block 12 for each action documented. Document the date and time that the action was taken on the request. In the To/From field, indicate the person who was contacted and your initials, respectively. Finally, in the Action Taken field, note what action has taken place with regard to each resource (i.e., notes, travel itinerary, and so forth will be documented in this field).

Visual 7.10

BILL OF LADING/RECEIPT

A Bill of Lading (waybill) is a document used to acknowledge the receipt of a shipment of goods. When the supply or equipment is delivered, this document must be obtained, verified against the original order, and given to the Ordering office. No matter where the order is coming from, make sure that it contains a Bill of Lading or the equivalent.

Use the Bill of Lading in the verification process to ensure what you ordered is what you received. Then, Bills of Lading are placed in the "filled resource" file.

Refer to Handout 7-2: Bill of Lading/Waybill.
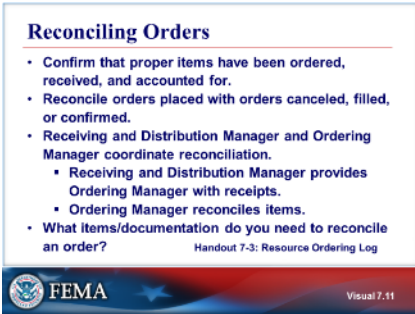
Visual 7.11
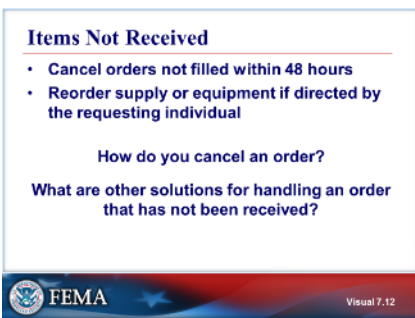
Visual 7.12

RECONCILING ORDERS
Establish procedures for reconciling orders placed with orders that have been canceled, filled, or confirmed.

After the Receiving and Distribution Manager provides the Ordering Manager with the receipts (Bill of Lading/Waybill) for incoming supply orders, the Ordering Manager then reconciles these items against the Resource Order Form. Orders that have been completed are marked as having been filled.

Refer to Handout 7-3: Resource Ordering Log.

ITEMS NOT RECEIVED
In some systems, it is policy to cancel orders that are not filled within 48 hours. Reorder if directed to do so by the requesting entity.

To cancel an order, due to the order being unfilled for the 48-hour window, document that you have removed the order. You will need to let the originator of the order know that you have cancelled the order.
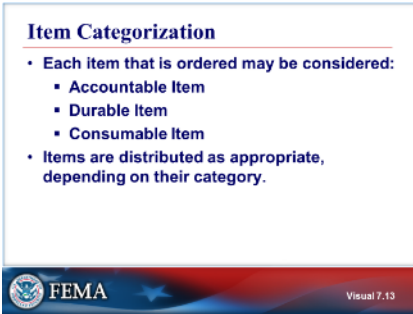
Visual 7.13

ITEM CATEGORIZATION

Each item that is ordered may be considered a(n):

- Accountable item

- Durable item

- Consumable item

The way in which items are distributed depends on their item category.

Item categorization is different from order categorization, which was discussed in Unit 5, Order Origination (for example, A = Aircraft, E = Equipment, and so forth).

Establish procedures for receiving supplies and equipment, for example:

- Designate areas for loading and off-loading of supplies and post the appropriate signage

- Check supplies and equipment received against the Bill of Lading

- Note any discrepancies in the delivery

- Give Bill of Lading to Ordering office

- Check items received against items ordered

- Complete the Resource Order Form for tracking purposes

Establish procedures for receipt, inspection, rehabilitation, storage, and reissue of all tools and equipment.
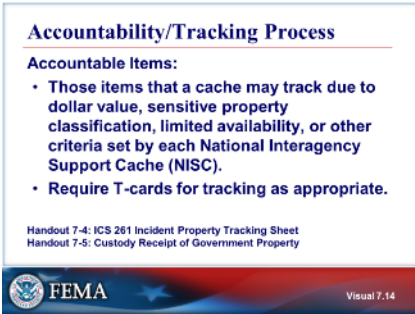
Visual 7.14
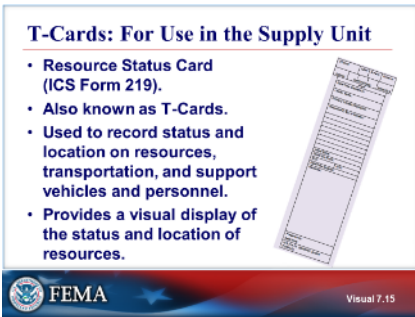
Visual 7.15

ACCOUNTABILITY/TRACKING PROCESS
Items that are considered accountable may be engraved or tagged with an inventory or serial number.

- All accountable items are also considered to be durable.

- These items must be returned to the issuing entity at the end of an incident.

- Appropriate documentation must be provided to the issuing entity regarding any losses.

Refer to Handout 7-4: ICS 261 Incident Property Tracking Sheet and Handout 7-5: Custody Receipt of Government Property.

T-CARDS: FOR USE IN THE SUPPLY UNIT
T-cards are a helpful tool for the Supply Unit Leader to keep track of resources, but they are not mandatory. There are set functions for each of the nine types of T-cards; however, the Supply Unit Leader can adjust them to fit their own system and needs.

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

T-cards must be completed for all accountable items. Accountable items are those that hold a certain value or require security. Examples of accountable items are expensive equipment such as a digital camera or a laptop computer or have a property number.

Accountable items must be checked out to a specific person, who is then held accountable for the return of the item. The person who checks out the accountable item is documented on the T-card.

Visual 7.16

SAMPLE T-CARD
T-cards are one method available to track items that must be tracked as accountable items. Accountable items are those that hold a certain value or require security. Examples of accountable items are expensive equipment such as a digital camera or a laptop computer or have a property number.

Accountable items must be checked out to a specific person, who is then held accountable for the return of the item. The person who checks out the accountable item is documented on the T-card.

Refer to Handout 7-6: T-Card System.

Visual 7.17

ACCOUNTABILITY/TRACKING PROCESS (CONT.)
Durable items are those items considered to have a useful life expectancy greater than one incident.

T-cards are used to track the distribution of these items and personal accountability as appropriate.

These T-cards are different from accountable property T-cards.

Visual 7.18

ACCOUNTABILITY/TRACKING PROCESS (CONT.)
Consumable items are those items normally expected to be consumed during an incident.

T-cards are NOT used to track the distribution of these items.
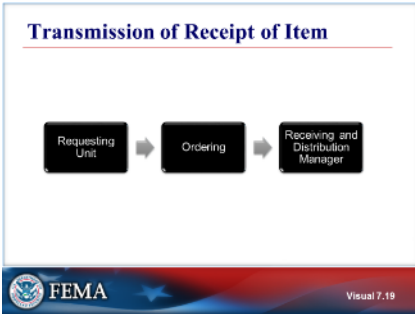
Visual 7.19

TRANSMISSION OF RECEIPT OF ITEM
Establish procedures for tracking tactical supplies and equipment.

Differentiate the loads for delivery to the line and the loads for delivery to a drop point or helibase. Display the status and location of accountable equipment using T-cards or other visible means. Complete the T-card. Ensure that special orders for supplies and equipment are delivered or issued to the requester in a timely manner.

Set up a system for tracking supplies and equipment received. Use the original General Message on which the item was requested. A copy is given to the requesting Unit.

When the order is placed, an S or E number is assigned to the item. This number is placed on the General Message form. A copy of the form is kept in the Supply Unit Leader's ordered file until the item arrives at the incident site. Another copy is kept by the Receiving and Distribution Manager until the item arrives. When the item arrives, it is delivered to the requester with a copy of the General Message form.
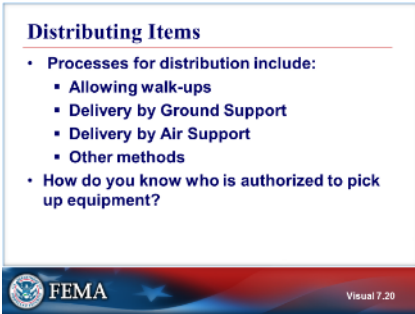
Visual 7.20

DISTRIBUTING ITEMS

Establish distribution procedures for the Incident Command Post, the Incident Base, and Camps.

Instruct subordinates on how to maintain the list of personnel who are authorized to check out supplies and equipment.

Maintain a filing system. For disposable items like gloves and paper, you need to track primarily in terms of how much you use so that you can maintain your inventory. For non-disposable items, track how many times it has been used (for example, sleeping bags can be washed).

There is a high level of tracking required for accountable property. Strive for zero loss of accountable property. To ensure that no accountable property "walks off" the incident site, keep track of who has what item. If someone else will be using an item that has previously been assigned, both parties should come to the Supply Unit together and sign off on the transfer. Whoever signs out the item is accountable for that item until it is returned to the Supply Unit.

There are special considerations for hazardous materials. What if your supplies become contaminated? How do you dispose of hazardous waste? You may need certain handwashing stations or other procedures. Make sure that you follow your State's requirements. Coordinate the distribution of hazardous materials with the Ground Support Unit.
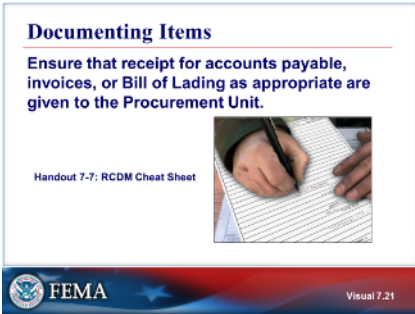
Visual 7.21

DOCUMENTING ITEMS
Use an Issue Report (like a manifest, packing list, or Bill of Lading) or a Warehouse/Cache Summary Report (if available) to ensure accountability.

Ensure that a receipt for accounts payable, invoices, or Bill of Lading get to the Procurement Unit of the Finance/Administration Section.

Backhaul of excess equipment occurs throughout the incident. Ensure that transportation for backhauls of excess equipment is used efficiently and that property is properly accounted for. Document accountable property on separate receipts or waybills (for example, Interagency Incident Waybill (Form OF-316), Interagency Incident Waybill (Form NFES 1472) with property numbers). Hazardous material is documented and placarded as required under 49 CFR 171-180.

The Supply Unit Leader must provide proper shipping, storage, and handling of hazardous materials.

Refer to Handout 7-7: RCDM Cheat Sheet.
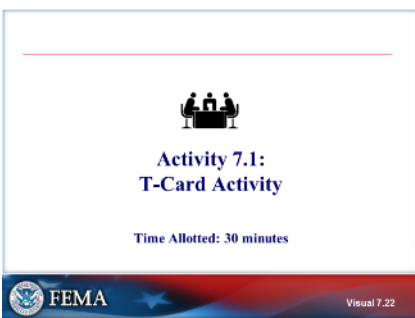
ACTIVITY 7.1: T-CARD ACTIVITY
The instructor will explain Activity 7.1.

You will have 30 minutes to complete this activity.
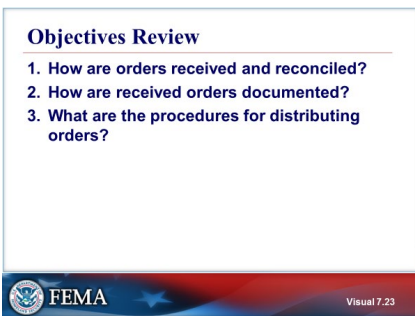
Visual 7.22

OBJECTIVES REVIEW
Unit Enabling Objectives

- Determine procedures for receiving and reconciling orders.

- Explain how to document orders received.

- Recall the procedures used to distribute orders.

Visual 7.23

Supplemental Materials

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Handout 7-1: ICS Form 260 Filled Order

Refer to EL 970_HO 7-1_ICS Form 260.pdf

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Handout 7-2: Bill of Lading/Waybill

Date	Time	**INTERAGENCY INCIDENT WAYBILL**	Page 1 of __

SHIPPED TO	**SHIPPED FROM**
Incident name	**Carrier/Driver name:**

Incident number		**Vehicle number**		**Trlr number**	
Accounting/mgnt Code		**Pieces**		**Weight**	
Contact name/phone		**ETD**		**ETA**	

HAZARDOUS MATERIALS DECLARATION

Identification Number	Proper Shipping Name	Hazard Class	Packing Group	Total Quantity

This is to certify that the above-named materials are properly classified, described, packaged, marked and labeled and are in proper condition for transportation according to the applicable regulations of the Department of Transportation.

_____

Signature of Shipper   Chemtrec: 1-800-424-9300   Emergency Response Phone Number

Item #	NFES #	Quantity	U/I	Item Description	Property Number

Received by (signature)	Date/Time

NFES 1472 Original: Shipper   COPIES: RECIPIENT, PACKING LIST, OPTIONAL   FORM 316 (05-2013)

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Handout 7-3: Resource Ordering Log

Tracking and Distribution Log	Incident Name: Eagle Fire	Incident Number: CO-EAX-000001	Supplies: S-0001 thru S-0015

Student information

S #	Description	Distribution Point	Property #/Serial #	Owner	Release data
S-1	Handcart, large wheel	FACL-Burchard,	Rental, No #	ABC Rentals, Eagle, CO	
S-2	Pens, fine tip, blue	1 bx Finance, 1 bx Plans, 8 bx Supply			
S-3	Copier	Plans, RESL-Harris	S/N A082782729	Xerox Inc, Gypsum, CO	
S-4	Toner cartridge, Brother FAX 2009	RESL-Harris			
S-5	Camera, digital, Canon 10 mg	PIO2-Horner	S/N 4982827	Greater Eagle FPD	
S-6	NFES 0077, Tent, 2 person	1 ea ICT3-Williams, 9 ea Supply		RMK	
S-7					
S-8					
S-9					
S-10					
S-11					
S-12					
S-13					
S-14					
S-15					

Page _1_of ___	5. Prepared by Susie J. Ordering

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Handout 7-4: ICS 261 Incident Property Tracking

INCIDENT ACCOUNTABLE RESOURCE TRACKING WORKSHEETICS-261-CG (rev 5/07)

1. Incident Name:		3. Funding Source:	
2. Incident Location:		4. Project Number:	

5. In Service Date	6. Acquisition Method	7. Item Name & Model Number	8. Serial Number	9. Actual Cost	10. ICS-213RR Request Number	11. Issued to Location	12. Issued To	13. Issued Date	14. Date Returned to Supply Unit	15. Current Disposition	16. Final Disposition Date

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Handout 7-5: Custody Receipt of Government Property

FEDERAL EMERGENCY MANAGEMENT AGENCY
CUSTODY RECEIPT FOR GOVERNMENT PROPERTY ON PERSONAL CHARGE

1. ISSUE DATE	2. NAME OF CHARGEABLE EMPLOYEE	
4. CUSTODY RECEIPT NUMBER (Optional)		

7. DESCRIPTION OF PROPERTY (Show make, model, serial no., FEMA barcode number, and accessories)

8. CERTIFICATE OF RECEIPT AND RESPONSIBILITY:

By my signature below, I acknowledge possession of the Government property listed above. I accept full responsibility for the proper use and protection of the property. I understand that the property is **FOR OFFICIAL USE ONLY** and it may not be transferred except by return to or approval of the Issuing Official.

9. SIGNATURE OF CHARGEABLE EMPLOYEE		10. SIGNATURE AND TITLE OF ISSUING OFFICIAL	
11. RETURN DUE DATE	12. EXTENDED TO: BY:	13. DATE RETURNED 14. RECEIVED BY	
15. PROPERTY MAY BE REMOVED FROM THE PREMISES ☐ YES ☐ NO		16. SIGNATURE AND TITLE OF AUTHORIZING OFFICIAL	17. DATE

FEMA Form 61-9, MAY 96   **REPLACES ALL PREVIOUS EDITIONS**   I U.S. GOVERNMENT PRINTING OFFICE: 1996-721-117

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Handout 7-6: T-Card System

The ICS T-Card system is often viewed as obsolete in light of the available computer-based information tracking systems. Agencies that have been using ICS for many years have often asked this question, but continually decide to keep the system for its many advantages, even though they also use computer programs to track resources in various formats.

Usually there is not a single computer program that compiles information on ALL resources on the incident. The T-cards do.

It is not easy or possible for anyone to get an overview of the incident when viewing only one page of a computer program. You just can't get a feel or oversight of the whole thing. With the T- Cards you do.

Computer systems are not always up to date or match each other. The T-cards are up to date and are usually the master inventory. Once the system is set up, people often use it to verify their computer information.

The T-cards are quick and easy to access.

A T-Card is created for every person on the incident, not just the positions displayed in the IAP.

All tactical resources, such as contractor equipment and crews, are displayed and status determined.

The cards should be constantly updated as the status of resources change throughout the day. Anyone who needs information can easily get the most up to date information available at any time.

Most of this information on the T-card system is also in some computer program. But it is not as easily and quickly obtained.

To be of value, T-Cards must be kept up to date. On a large incident this duty is usually assigned to a dedicated Resource Unit Leader (RESL) who has been trained in the system at the RESL training session. Other people can be taught to do it at the incident.

Second, Command & General Staff members and Unit Leaders must learn to read the T-cards and work with the RESL to use the information. This should take about 10 minutes.

Once the system is accurate it can be used for a wide variety of things by many people on the incident. Examples:

Instead of time consuming data entry, Operations Section overhead often work with the RESL to use the cards to set up the organization for the next operational period. Once the T-Cards are set, the OPS chief can go about their business while the Planning

Section uses the T-cards and ICS Form 215 Operational Planning Worksheet to assign specific staffing on the 204s.

OPS Chiefs often use the cards to quickly search for a specific resource or look for unassigned resources that are needed on the incident.

The Situation Unit can use the cards to get an accurate count of all resources by type and agency on for the situation report.

Anyone can track resources such as where they are, who they are, who they work for, which shift are they etc.

The color code system on the cards allows anyone to quickly obtain an overview of the incident and the distribution of resources by type and status (i.e. assigned, available or out of service.)

Quickly ascertain where resources are assigned by agency or contractor and quickly evaluate if resources are in the appropriate assignment or other relative information.

Quickly locate personnel in the event of an emergency at home.

The IC can quickly ascertain how many resources are unassigned as an indicator of the need to begin demobilization discussions.

Logistics personnel can use the information for feeding and housing needs and any other purpose when an accurate count is required.

In the event of power loss or other impacts to the electronic system, the T-Cards can be a valuable back up.

T-Cards have been used to convey resource information to dignitaries and important visitors who want a quick overview of assigned resources.

Command and Staff members often use the cards to verify who has arrived on the incident and been assigned to their functional area.

In a significant event such as moving an incident base, evacuations etc., the cards are a way to confirm that all resources have been accounted for.

Phone numbers and other contact info on the cards so someone has a source of information if they need to contact someone.

Confirming that people are actually on the incident and have actually checked in.

Handout 7-7: RCDM Cheat Sheet

Roles & Responsibilities:

➢ Work w/SUPL & LSC
➢ Orders personnel to support function
➢ Organize physical layout for SECURE & SAFE RCDM area-think BIG
➢ Establish procedures for RECEIVING Supplies & Equip (pre-orders, issue reports, inventories, General Messages-by date and/or S#)
➢ Establish procedures for ISSUING & TRACKING Supplies & Equip (incident loan cards-by alpha, Equip check out, T-cards, inventories, waybills; who can order-crew boss & above, engine boss etc.; Private contractors?)
➢ Work closely w/ ORDM-notifies of stuff received, BT etc.
➢ MAINTAIN INVENTORIES (daily)
➢ Coordinate w/ other sections, units, individuals e.g. weather, plans-bigger/smaller-projections
➢ Maintain ICS Form 214 Activity Log
➢ Demobilize RCDM people, supplies & equip

Kit:

➢ Red card, task book, Fireline Handbook NFES 0065, Cache Catalog NFES 0362, RESOURCE ORDER.
➢ ICS Form 213 General Message, ICS Form 214 Activity log, ICS Form 219 T-cards, ICS Form 225 Individual perform rating, NFES 0891 crew time report and or OF-288 Emergency FF time report, OF-316 II Waybill NFES 1472
➢ MISC-pens, pencils, markers, highlighters, paper, clipboard, calculator, tape-strapping, duct, blue, envelopes, flagging, file system, hole punch, scissors, flashlight, clock (in case of POWER OUTAGE), camera, calendar, tape measure, insect repellent, road atlas, area maps, sunshade, blank signs

Arrive:

➢ Check in and report to LSC or SUPL
➢ Check sleeping/eating arrangement

Locations:

➢ Supply cache/distribution area-THINK BIG-cache trailer parking, consumables, Nomex, water handling…
➢ Fueling and fuel storage-chainsaws? Check w/ safety officer 50 feet, fuses, ping pong balls NOT near flammables etc.
➢ Hazmat storage
➢ Tool & equipment
➢ Delivery area

Obtain copies of Resource orders for supplies ordered, en route & received, from ORDM or SUPL.

Briefing from SUPL or LSC:

➢ Work schedule, policies and procedures
➢ Chain of command in SUPPLY
➢ Projections for additional people, equip, duration of incident
➢ Personnel authorized to order-crew boss, DIVS, contractors for hose other consumables?
➢ List of contractors-contract specs on supply requests
➢ Location of Comms van/truck area-type of communication to Plans, GS etc.
➢ Location of office space and needs
➢ Establish Security procedures
➢ Recycling requirements and capability (check w FACL folks)
➢ Ground support resources available (delivery folks)
➢ Local cache available?
➢ Procedures for returning surplus
➢ Phone #'s and emails
➢ Request copy of IAP & map (drop points, staging areas, supply area)
➢ Keep in mind different needs-fire-tools, Nomex; floods-floatation dev, sand bags, boats, ropes; tornado-heavy equipment, fuel, tire repair, roll off dumpsters; snow event-plows, hay storage & moving etc.
➢ Order personnel needed-camp crew, demobilization sp, tool sp, certified forklift operator

Safety:

➢ Barricades, lighting, signage, pallets and pallet jacks, portable fencing, stacking issues, trip hazards etc.
➢ Mark fuel-date and mix ratio
➢ Appropriate ingress and egress
➢ MSDS sheets maintained
➢ Spill containment for hazmat, gas etc.
➢ Office area protected & tarps & pallet covers
➢ Fire extinguisher near fuel area, hazmat, tool and cache
➢ Consult w/ SOFR

Operations:

➢ Check equipment coming in-vendor ID matches waybill. Have forklift operator show operation
➢ Keep big ticket items-SKEDS, generators, pumps etc. on truck if possible
➢ Can check ID on big ticket items- DL#, E# on vehicle etc.

➢ Maintain file system for accountable/trackable-show status ordered, received, distributed, back…. (need refurb) T-cards, boxes, white board
➢ Separate file for contractors
➢ Keep ORDM (& SUPL) notified of dates and time item received, provide waybills, note discrepancies
➢ Reports-time, unit logs etc.

- ➢ INVENTORIES
- ➢ Replace things legitimately ruined by incident-if demob-Incident Repl Req to Cache, GM 213 for stuff available-signed by DIVS; Accountable stuff-Property Loss or damaged form OF-289; Personal prop-comp/claim folks
- ➢ Manage people-keep informed, safety brief, delegate and assign by personal strengths, deal w/conflicts

DEMOB:

- ➢ Begins at arrival
- ➢ Fill or cancel orders?
- ➢ Plan w/SUPL (Plans does official one)
- ➢ List orders not arrived
- ➢ If handing off brief new R&D
- ➢ Personnel must return all non-expendable property
- ➢ Set aside supplies & equip. to be left
- ➢ Ensure all items are back hauled before closeout
- ➢ Empty & purge all cans, containers, fuel tanks etc.
- ➢ Cache return & closeout
- ➢ Cache demob specialist good-expert, expediates, trained in hazmat, cleaner closeout.
- ➢ Separate waybills for separate places
- ➢ Provide tag #s
- ➢ HAZMAT materials always to back of truck-highlight on waybill.
- ➢ Keep enough help to load trucks
- ➢ Provide inventory to relief personnel and assure all transfer forms have been filled out.
- ➢ Complete performance evals
- ➢ If possible leave RCDM there to transition to new team.
- ➢ If passing off to higher level team-YOU MAY GET IT BACK-keep notes
- ➢ Leave place better than found

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Activity 7.1: T-Card Activity

Activity 7.1: T-Card Activity

Purpose

The purpose of this activity is to give students the opportunity to complete and organize T-cards for accountable items and reconcile bills of lading, manifests, and packing lists.

Objectives

Students will:
- Identify accountable items.
- Complete T-cards for each accountable item.
- Receive an answer key.

Activity Structure

The activity is scheduled to last approximately 30 minutes. Students will review the Waybill of items received for the Lake Ridge Football Scenario and determine which items are accountable. For all accountable items, a T-card must be created.

Rules, Roles, and Responsibilities

1. Students will work individually. Following are the specific activities/instruction for your participation in the activity. Review the scenario, if needed.

2. Review the bill of lading.
3. Complete a T-card for each accountable item.
4. Reconcile inventory (what was ordered) using a bill of lading, manifest, and packing list.
5. Instructor hand out an answer key for the t-cards.

Instructors moderate discussions, answer questions, and provide additional information as required.

Please note: The answer key shows only one fully completed example for each item that has multiple units, additional T-cards would be required, one for each accountable item, as indicated on the visual.

Activity 7.1 Schedule		
Activity	**Duration**	**Participation Type**
Activity Introduction and Overview	2 minutes	Class
Review Scenario	3 minutes	Individual
Complete T-cards for accountable item(s)	25 minutes	Individual

Activity 7.1: Blank ICS Form 219 T-Cards

Refer to:

EL_970_ACT 7.1_ICS_Form_219-1.pdf

EL_970_ACT 7.1_ICS_Form_219-2.pdf

EL_970_ACT 7.1_ICS_Form_219-3.pdf

EL_970_ACT 7.1_ICS_Form_219-4.pdf

EL_970_ACT 7.1_ICS_Form_219-5.pdf

EL_970_ACT 7.1_ICS_Form_219-6.pdf

EL_970_ACT 7.1_ICS_Form_219-7.pdf

EL_970_ACT 7.1_ICS_Form_219-8.pdf

EL_970_ACT 7.1_ICS_Form_219-10.pdf

Date 10/21/xx	Time 1800	**INTERAGENCY INCIDENT WAYBILL**	Page 1 of 2

SHIPPED TO	**SHIPPED FROM**
Lake Ridge Football Incident W 130th Main St, Lake Ridge	

Incident name	LAKE RIDGE FOOTBALL	**Carrier/Driver name:**	**Swift, S. Davis**

Incident number	3568	**Vehicle number**	4389	**Trlr number**	1248
Accounting/mgmt. Code	0001387	**Pieces**	90	**Weight**	2015 lbs
Contact name/phone	T. Jones XXX-259.0013	**ETD**	1830	**ETA**	1900

HAZARDOUS MATERIALS DECLARATION

Identification Number	**Proper Shipping Name**	**Hazard Class**	**Packing Group**		**Total Quantity**

This is to certify that the above-named materials are properly classified, described, packaged, marked and labeled and are in proper condition for transportation according to the applicable regulations of the Department of Transportation.

__S:/ Jim Jones_____ XXX-289-1234_____

Signature of Shipper   Chemtrec: 1-800-424-9300   **Emergency Response Phone Number**

Item #		NFES #	Quantity	U/I		Item Description	Property Number
S-11			3	Ea		Cannon Digital Camera, Powershot SD-600	1235, 1236, 1237
S-12			4	Case		Sleeping bag, 100 per case	2543, 2544, 2545, 2546
S-13			2	Ea		5 gallon safety cans, empty	32B, 33B
S-14			10	Ea		100' x 1 ½" synthetic hose	N/A
S-15			4	Case		MRE, Meal Ready to Eat, 24 MRE's per case	N/A
S-16			10	Case		Copy Paper, White, 8 ½" x 11", 6 per case	N/A

Received by (signature) T Jones	Position TitleRCDM	Date/Time 10/21/XX 1900

Date 10/21/xx   Time 1800 **INTERAGENCY INCIDENT WAYBILL** Page 2 of _2

Item #	NFES #	Quantity	U/I	Item Description	Property Number
S-17		10	Ea	Police Riot Helmets	456, 457, 458, 459, 460, 461, 462, 463, 464, 465
S-18		10	Ea	Police Riot Shields	32, 33, 34, 35, 36, 37, 38, 39, 40, 41
S-19		4	Dz	Blue, Medium Point Pens	N/A
S-20				N/A	
S-21		1	Ea	150' x ½" Rescue Rope	AB-1312
S-22				N/A	
S-23		6	Ea	Bolt Cutters, 36"	N/A
S-24		10	Ea	Shovel, long handle round point	N/A
S-25		10	Ea	Shovel, long handle square point	N/A
S-26		10	Ea	Flashlight, 4-cell D battery Maglight	A-1, A-2, A-3, A-4, A-5, A-6, A-7, A-8, A-9, A-10
S-27		4	Ea	Laptop Computers, Dell, 1GHZ	3240, 3246, 3380, 3392

Item #	NFES #	Quantity	U/I	Item Description	Property Number

Received by (signature) T Jones	Position TitleRCDM	Date/Time 10/21/XX 1900

Unit 8: Maintain Inventory

STUDENT MANUAL

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Visual 8.1

UNIT 8: MAINTAIN INVENTORY
Through this unit, students will gain an understanding of the process of and the information needed for placing the initial order.

The initial order is placed using the same process that is used for subsequent orders. However, for the initial order, there are additional needs to consider and different means to obtain information about what should be ordered.

Visual 8.2

UNIT TERMINAL OBJECTIVE
Develop an inventory maintenance order.
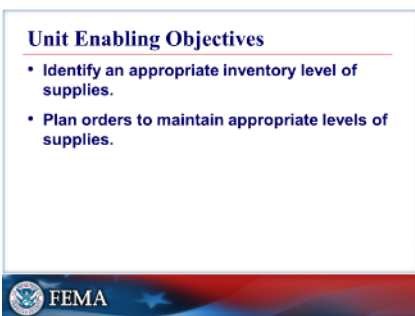
Visual 8.3

UNIT ENABLING OBJECTIVES

- Identify an appropriate inventory level of supplies.

- Plan orders to maintain appropriate levels of supplies.

Final Exam questions are based on the Unit Enabling Objectives.
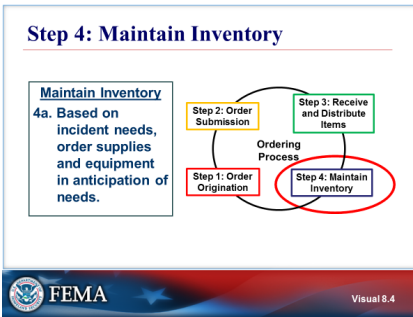
Visual 8.4

STEP 4: MAINTAIN INVENTORY
Maintain sufficient quantities of forms, basic supplies, and equipment to avoid a shortage of any basic needed items. Ensure that basic items are sufficient for daily operations, including tools, MREs, personal protective equipment, and so forth.

Identify and order supplies and non-operational resources that will be needed for subsequent operational periods. Perform daily inventory checks to identify shortages in commonly used or consumable items and place orders accordingly to maintain the necessary totals required.

Work with the AOP to identify emergency procurement procedures. If the AOP does not have emergency procedures in place, you will need to follow normal procedures, which could impact tactics, depending on the timeline.

Think through the decisions that you make and remember to document everything that you do. If you make a decision that could be questioned later, document that decision and include your reasoning (for example, due to the upcoming holiday and a possible disruption of deliveries, we ordered double the normal amount).
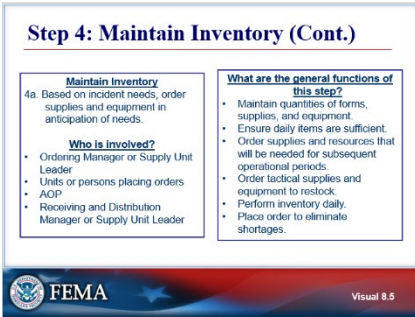
Visual 8.5

STEP 4: MAINTAIN INVENTORY (CONT.)
Tasks in this step involve the Ordering Manager or the Supply Unit Leader, Units or persons placing the orders, the AOP, and the Receiving and Distribution Manager.

This step has several general functions:

- Maintain quantities of forms, general or common supplies, and equipment.

- Ensure that quantities of items used daily are sufficient.

- Order supplies and resources that will be needed for subsequent operational periods.

- Order tactical supplies and equipment for restocking.

- Perform inventory checks daily.

- Place orders to eliminate shortages.

Require that a member of the Supply Unit take inventory every day to maintain quantities and awareness.

Visual 8.6

IDENTIFY INVENTORY LEVELS

Anticipate needs based on:

- The type and quantity of the requests that you are getting on ICS Form 213s

- Conversations with the Operations Section and the Logistics Section Chief

- Radio traffic

- Incident Action Plan

- Long-term strategy

- General guidelines

- Length of time that orders take to be filled

Consider ordering tactical supplies and equipment to restock items that have gone to the line on a one-to-one basis:

- Pumps

- Saws

- Booms

- Monitoring equipment

ADDITIONAL RESOURCE REQUESTS
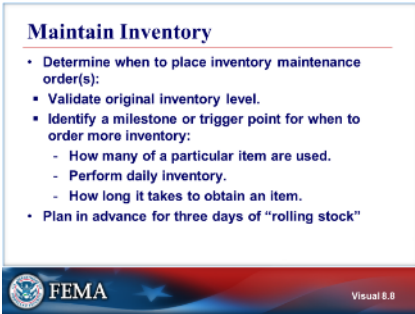
Visual 8.7

Visual 8.8

MAINTAIN INVENTORY
Key points:

- Maintain sufficient quantities of forms, supplies, and equipment in order to avoid a shortage.

- Set stocking levels based on the number of personnel assigned to the incident, the duration of the incident, and experiences during the prior operational periods of the current incident.

- Assess daily inventories prior to the Tactics Meeting (communicate any shortages with the LSC) address shortages in that days' inventory order.

- Order items as needed, given the anticipated lag time and the incident situation.

- Fill or cancel orders based on the timeframe and need.

- Plan in advance for maintaining three days of "rolling stock" inventory.
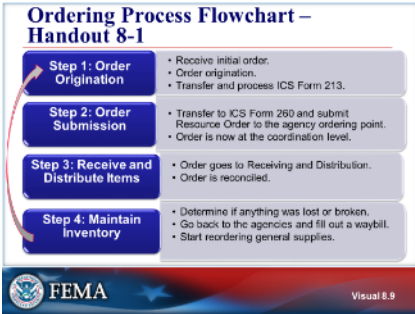
Visual 8.9

ORDER PROCESSING FLOWCHART - HANDOUT 8-1
Refer to Handout 8-1: Order Processing Flowchart Graphic.

Step 1: Order Origination

1. Receive initial order from base, camp, Division, Group, Supervisor, etc.

2. Order origination: verbal, over the radio or phone

3. Transfer to ICS Form 213

4. Process ICS Form 213 (if there are any mistakes, this may make it hard to get the order accurate)

Step 2: Order Submission

5. Transfer to ICS Form 260, assign order #'s (A#, E#, O#, S#, etc.), and submit Resource Order to the AOP.

6. Order is now at the coordination level: The AOP decides whether to go to the warehouse or local dispatch center, or whether to purchase or rent.

Step 3: Receive and Distribute Items

7. Order goes to Receiving and Distribution at the base.

8. Order is reconciled: Did you get confirmation from the Resource Unit Leader so that you can close out ICS Form 260?

9. Order is distributed (follows appropriate chain of custody).

Step 4: Maintain Inventory

10. When you demobilize, you will need to determine whether anything was lost or broken.

11. Go back to the agencies and fill out a waybill.

12. Start reordering general supplies.

This process goes on continuously.
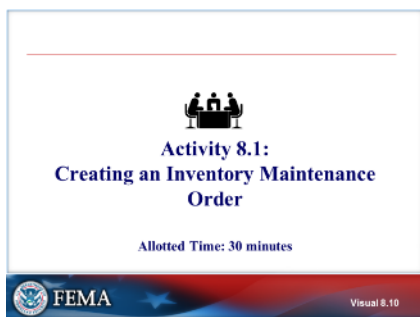
Visual 8.10
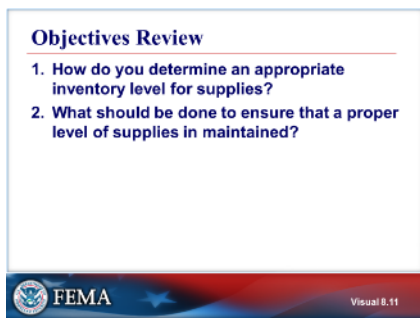
ACTIVITY 8.1: CREATING AN INVENTORY MAINTENANCE ORDER

The instructor will explain Activity 8.1.

You will have 30 minutes to complete the activity.

Visual 8.11

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify an appropriate inventory level of supplies.
- Plan orders to maintain appropriate levels of supplies.

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Supplemental Materials

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Handout 8-1: Order Processing Flowchart Graphic

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Activity 8.1: Creating an Inventory Maintenance Order

Activity 8.1: Creating an Inventory Maintenance Order

Purpose

The purpose of this activity is to provide students with the opportunity to place an inventory maintenance order while analyzing and anticipating needs based on their interpretation of the IAP and updated LSC briefing.

Objectives

Students will:

- Using the ICS Form 201, the IAP, and any documentation of resources already ordered (ICS Form 260s and Waybills), identify supplies and equipment that should be included on the maintenance order to meet incident objectives.
- Place an inventory maintenance order on an ICS Form 260.
- Receive an answer key for a recommended maintenance order based on this scenario.

Activity Structure

The activity is scheduled to last approximately 30 minutes. Individually, students will review an updated LCS Briefing for the Lake Ridge Football Scenario used to place the initial order in the previous activity, review a current IAP and all information on orders that have already been placed with the AOP, determine which supplies and equipment must be maintained and would be appropriate to consider when placing the inventory maintenance order, and submit the inventory maintenance order to the agency ordering point (Instructor) for feedback.

Rules, Roles, and Responsibilities

Students will work individually. The following are the specific activities and instructions for your participation in the activity:

1. Review the Crowd Scenario if needed (same scenario as in initial order activity). Listen to the Logistics Section Chief Briefing.
2. Listen to updated LSC Briefing.
3. Review the most recent IAP.
4. Review any additional documentation that is provided about resource orders that have been placed (ICS Form 260'and Waybills).
5. Determine any supplies and equipment that would need to be placed on an inventory maintenance order (i.e., need to consistently be delivered to the incident).
6. Create the inventory maintenance order using ICS Form 260 Resource Order, be sure to divide by category as appropriate.

7. Submit the inventory maintenance order to the agency ordering point (Instructor) for feedback.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 8.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Class
Review Scenario	5 minutes	Individual
Determine supplies and materials to be ordered regularly	10 minutes	Individual
Place a maintenance order	10 minutes	Individual
Debrief and Review	5 minutes	Class

Activity 8.1 Lake Ridge Football Scenario

Planned Event – Crowd – Public Disorder

Lake Ridge, East State (ES), is the home of Lake Ridge University and their football team, the Rockets. The team has earned a reputation for aggressively playing against bigger, nationally known teams. Over the years, local residents and the student body have been loyal supporters of the Rockets despite their losing records. Many fans credit this local dedication to the leadership of the Rockets' coaches and the accessibility of the players.

This has been a year unlike any other in Rockets history. Early in the season, the team appeared to discover a new sense of confidence and beat a number of favored teams, ending the season with 11 wins.
Their performance has earned them a place in the division championship game for the first time in 30 years. If they win the game on New Year's Day, it will be the school's first championship.

As the game grows near, there is a growing buzz in Lake Ridge about the upcoming championship game. Although the game will be played in another State, hotels in Lake Ridge have been booked for weeks.
The Lake Ridge University Alumni Association has declared January 1 an unofficial reunion celebration. Over the New Year's holiday, the total population in Lake Ridge is expected to soar.

Local homes and shops are decorated with school colors and signs. One local church has even replaced the usual inspirational message on their billboard to read, "Pray for the Rockets!"

Several local bars have been advertising their brand new large-screen, high-definition televisions for game day parties. Other restaurants and pubs are hosting events during the game, offering drink specials and prizes.

Day -8 – Lake Ridge, ES

0900 hours
About a week before the game, a producer at CNN contacts the Lake Ridge Public Information Office to coordinate game day coverage. The producer described filming a "Cinderella Story" around Lake Ridge and requested interviews with some local officials.

Later that same day, an administrator at Lake Ridge University called the Mayor of Lake Ridge to let him know that ESPN would be setting up a live feed from inside the Student Union Building.

Day -5 – Location

1000 hours

The Mayor of Lake Ridge has become concerned by the growing excitement and media attention and calls a meeting of key staff members and community

representatives. He has decided to utilize the Incident Command System (ICS) to organize and structure planning efforts.

Day 0 – Location

1200 hours

On game day, as expected, the streets of Lake Ridge are filled with cars and pedestrians. Some people are making last-minute shopping trips before the kickoff at 1500. Others are getting to their favorite bar or restaurant early to secure a good seat. A few of the local venues already have short lines at their front doors.

1306 hours

ESPN reporters make their first broadcast from the Lake Ridge University campus. Their coverage is expected to continue throughout the day as they try to capture the mood during and following the game, regardless of the final score. In the background, students are clearly excited as they cheer and wave beer bottles and plastic party cups.

1415 hours

In an incident that would become fairly typical throughout the day, police helping to direct traffic break up an argument at a major intersection in the middle of Lake Ridge at the intersection of Water and Highway T. A group of men were in a heated verbal exchange over a parking space. Both claim the other had selfishly tried to steal the spot from the other. Illegally parked cars and fights over parking spaces on streets and in lots are common as people find their spots to watch the game throughout Lake Ridge.

1549 hours

An ambulance is dispatched to the Student Union building on the Lake Ridge University Campus for an alcohol overdose. Responding Police and EMS personnel find a semi-conscious, 18-year-old female being cared for by her friends. She has vomited on herself and is unable to answer any questions. The young woman is transported to a local hospital.

While on the scene, officers come in contact with several other students who are under 21 years old but are illegally drinking alcohol. Other students in the area become loud and belligerent as the officers and school security begin to escort the offenders from the party.

1706 hours

The Lake Ridge Fire Department responds to a fire alarm in one of the dormitories on the Lake Ridge University campus. Their response is delayed as they make their way through the crowded Lake Ridge streets and pedestrian-filled campus. Before entering the building, firefighters are ridiculed and have rolls of toilet paper thrown at them from unidentified dormitory windows. The firefighters confirm that there is no fire and locate the pulled alarm on the third floor. A fire extinguisher has also been discharged in the hallway and is found lying next to empty beer bottles. Police officers stand by on the scene as the firefighters return to their truck and leave the

area.

1717 hours

A patrolling police officer witnesses a vehicle crash into a telephone pole in a residential area of Lake Ridge near the campus. Moments later the officer requests backup and an ambulance as she reports that the driver is visibly intoxicated and has sustained a head injury. The telephone pole is described as heavily damaged and power appears to be out in the area.

Irate customers begin to call the Lake Ridge Power Company to report a power outage just as the game enters the fourth quarter.

1803 hours

After a late game comeback, the Rockets clinch the championship as time expires. Fans flood the streets to celebrate the victory. Traffic comes to a standstill as revelers run among the cars and some drivers exit their vehicles to celebrate.

1806 hours

A police officer on a main street next to the campus, Lake Ridge Avenue, requests backup as fans begin to climb atop cars and begin banging on street lights and smashing glass in celebration. Both CNN and ESPN broadcast scenes of bedlam as Rockets fans begin to climb telephone poles to hang flags. Others are even lighting trash cans on fire. Wherever the cameras are pointed, fans appear to be making as much noise as they can.

The Lake Ridge 911 Call Center is flooded with reports of disorderly or destructive conduct throughout the Lake Ridge University campus and surrounding area. Fights have broken out on some of the most crowded streets between drivers and celebrating pedestrians. An ambulance is requested at one of the downtown bars for a possible heart attack.

1813 hours

The Lake Ridge Fire Department receives several more fire alarm calls from buildings on campus. Hearing the call on the scanners, Lake Ridge University Security reports that they are unaware of any problems. Both police and fire units report that they are having trouble responding to emergency calls because of traffic congestion.

The Lake Ridge 911 Call Center continues to receive numerous calls reporting small fires being set and damage being done to public and private property. Groups of cheering revelers continue to clog the streets and block traffic.

1818 hours

Lake Ridge Security reports that a large crowd of celebrating fans is marching across campus toward the empty football stadium. They can be heard chanting about tearing down the goal posts. Security requests assistance from available units and the police.

1826 hours

The Lake Ridge 911 Call Center receives a frantic call from a public bus driver. He reports that his bus has been trapped in traffic since the game ended and now is being rocked by an "enormous crowd." He believes that the bus will soon tip over and he fears for the safety of himself and the passengers. The Lake Ridge University fight song is audible over the call.

1831 hours

An ESPN camera atop one of the university buildings broadcasts images of a large crowd breaking into the school stadium. Several minutes later, a group of people can be seen leaving the stadium carrying the goal posts.

1836 hours

Officers report they have finally been able to reach the intersection where the bus driver requested help. Upon arrival, they found the bus on its side with people standing on top of it, cheering. The officers report the crowd fled in numerous directions as they saw the patrol cars pulling up. The driver is found unharmed, hiding in the bus, and several passengers have suffered minor injuries.

Day 1 – Lake Ridge,

ES

0300 hours

After responding to the many emergency calls throughout the evening and night, most members of the many response organizations have been on duty for more than 16 hours. Calls to the Lake Ridge 911 Call Center have declined significantly. Officers on patrol report that the streets are mostly empty. The Lake Ridge University campus is similarly quiet.

The Lake Ridge Police Department reports that their holding cells are currently full. Most of the persons under arrest face disorderly conduct and/or public intoxication charges although quite a few are accused of assault or serious vandalism.

All fire apparatus have returned to their respective stations. Power has been restored to all local customers. The overturned bus has been righted and towed from the scene. The stadium goal posts are currently lying in a grassy field near the downtown area with an officer assigned to guard them.

Anyone touring the campus or downtown area can plainly see the damage resulting from this incident. Charred debris surrounds extinguished trash can fires. Numerous vehicles have broken windshields and dented roofs. Several storefronts have boards covering shattered windows. The streets and sidewalks are covered in litter, bottles, and broken glass.

Although live news coverage from Lake Ridge was suspended hours ago, none of the crews has left. Morning coverage by all media outlets is expected. Producers from CNN, FOX News, and local broadcast affiliates have requested interviews with the Lake Ridge Mayor.

1400 hours

Lake Ridge officials begin to review the events of the previous night. The Chief Financial Officer is concerned that the driver of the overturned bus, the bus company, or property owners and business who had their vehicles or homes vandalized will hold the community responsible for damages. Other officials are concerned about the impact on tourism, the reputation of Lake Ridge University, and the ability of the school to repair the damages without community assistance.

Activity 8.1: Lake Ridge Football Incident - LSC Briefing Update

- The incident will go on for longer than the anticipated 48 hours.
- We will have approximately 75 people assigned to the incident for an additional 48 hours.
- Make sure that we have supplies and resources on hand to accomplish these operational periods.
- The current IAP is available to help determine our needs. These personnel are in addition to those sent out on the first ICS Form 201.
- Use the current IAP and 201 to determine a proper maintenance supply inventory.
- Fuel, food, shelter, sanitation, office supplies, operational needs.
- We need to have enough support material to go 24 hours without a reorder.

Activity 8.1: Lake Ridge Football Incident - ICS Form 201

Refer to EL 970_ACT 8.1_ICS Form 201.pdf

Activity 8.1: Lake Ridge Football Incident - Incident Action Plan (IAP)

Refer to EL 970_ACT 8.1_ICS Form 202.pdf

Refer to EL 970_ACT 8.1_ICS Form 204_1 of 4.pdf

Refer to EL 970_ACT 8.1_ICS Form 204_2 of 4.pdf

Refer to EL 970_ACT 8.1_ICS Form 204_3 of 4.pdf

Refer to EL 970_ACT 8.1_ICS Form 204_4 of 4.pdf

Refer to EL 970_ACT 8.1_ICS Form 205.pdf

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Activity 8.1: Lake Ridge Football - Incident Waybill

Date 10/21/xx	Time 1800	**INTERAGENCY INCIDENT WAYBILL**	Page 1 of 2

SHIPPED TO	SHIPPED FROM
Lake Ridge Football Incident W 130th Main St, Lake Ridge	

Incident name	LAKE RIDGE FOOTBALL	Carrier/Driver name:	Swift, S. Davis

Incident number	3568	Vehicle number	4389	Trlr number	1248
Accounting/mgmt. Code	0001387	Pieces	90	Weight	2015 lbs
Contact name/phone	T. Jones XXX-259.0013	ETD	1830	ETA	1900

HAZARDOUS MATERIALS DECLARATION

Identification Number	Proper Shipping Name	Hazard Class	Packing Group	Total Quantity

This is to certify that the above-named materials are properly classified, described, packaged, marked and labeled and are in proper condition for transportation according to the applicable regulations of the Department of Transportation.

S:/ Jim Jones   XXX-289-1234

Signature of Shipper Chemtrec: 1-800-424-9300 Emergency Response Phone Number

Item #	NFES #	Quantity	U/I		Item Description	Property Number
S-11		3	Ea		Cannon Digital Camera, Powershot SD-600	1235, 1236, 1237
S-12		4	Case		Sleeping bag, 100 per case	2543, 2544, 2545, 2546
S-13		2	Ea		5 gallon safety cans, empty	32B, 33B
S-14		10	Ea		100' x 1 ½" synthetic hose	N/A
S-15		4	Case		MRE, Meal Ready to Eat, 24 MRE's per case	N/A
S-16		10	Case		Copy Paper, White, 8 ½" x 11", 6 per case	N/A

Received by (signature) T Jones	Position Title RCDM	Date/Time 10/21/XX 1900

Date 10/21/xx   Time 1800 **INTERAGENCY INCIDENT WAYBILL** Page 2 of _2_

Item #	NFES #	Quantity	U/I	Item Description	Property Number
S-17		10	Ea	Police Riot Helmets	456, 457, 458, 459, 460, 461, 462, 463, 464, 465
S-18		10	Ea	Police Riot Shields	32, 33, 34, 35, 36, 37, 38, 39, 40, 41
S-19		4	Dz	Blue, Medium Point Pens	N/A
S-20				N/A	
S-21		1	Ea	150' x ½" Rescue Rope	AB-1312
S-22				N/A	
S-23		6	Ea	Bolt Cutters, 36"	N/A
S-24		10	Ea	Shovel, long handle round point	N/A
S-25		10	Ea	Shovel, long handle square point	N/A
S-26		10	Ea	Flashlight, 4-cell D battery Maglight	A-1, A-2, A-3, A-4, A-5, A-6, A-7, A-8, A-9, A-10
S-27		4	Ea	Laptop Computers, Dell, 1GHZ	3240, 3246, 3380, 3392

Received by (signature) T Jones	Position Title RCDM	Date/Time 10/21/XX 1900

Activity 8.1: Lake Ridge Football – ICS Form 260

Refer to EL 970_ACT 8.1_ICS Form 260_1 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_2 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_3 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_4 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_5 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_6 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_7 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_8 of 11.pdf

Refer to EL 970_ACT 8.1_ICS Form 260_9 of 11.pdf

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Unit 9: Setting Up and Managing the Supply Unit

STUDENT MANUAL

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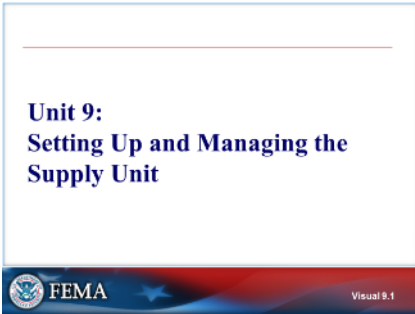
Visual 9.1
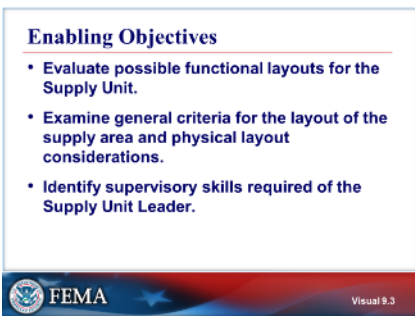
UNIT 9: SETTING UP AND MANAGING THE SUPPLY UNIT

Visual 9.2

UNIT TERMINAL OBJECTIVE
Design a physical layout for the Supply Unit.

Visual 9.3

UNIT ENABLING OBJECTIVES

- Evaluate possible functional layouts for the Supply Unit.

- Examine general criteria for the layout of the supply area and physical layout considerations.

- Identify supervisory skills required of the Supply Unit Leader.

The Final Exam questions are based on the Unit Enabling Objectives.

Supply Unit Layout – General Criteria
- Coordinate with Facilities Unit.
- Ensure adequate space for expansion.
- Provide functional traffic pattern—ingress and egress.
- Ensure area is sheltered.
- Consider size of incident.
- Establish communication.
- Outline safety and security requirements.

Handout 9-1: Camp Layout Considerations

FEMA   Visual 9.4

Visual 9.4

SUPPLY UNIT LAYOUT – GENERAL CRITERIA

Refer to Handout 9-1: Camp Layout Considerations.

Coordinate with the Facilities Unit to determine the most appropriate location. The Facilities Unit Leader selects the worksite, so he or she should know what the Supply Unit Leader needs and provide you with the best possible space.

If possible, **ensure that you have adequate space for expansion;** assume that the incident will increase in size and plan accordingly. Always plan for the next level of incident complexity, if you are on a Type 3 incident, make plans to accommodate a Type 2. If you are on a Type 2 incident, make plans to accommodate a Type 1.

Ensure that the traffic pattern allows for adequate ingress and egress for receipt and distribution of supplies. Remember that the Ground Support Unit is responsible for the Traffic Plan with support from the Logistics Section and the Facilities Unit. Plan for large deliveries by truck. Also, plan on having a forklift to receive the deliveries, keeping in mind that your forklift may need to be off road capable if your site is not paved or a warehouse.

Provide for shelter from the elements. Develop and implement safety and security requirements, including lighting, barricades, and security personnel, as needed.

Establish communications. Acquire two-way radios and ensure that you have communications with the Incident Communications Center. This is to ensure that you can obtain requests for the Operations Section (Divisions, Air Operations, and staging areas) in a timely manner and from the Facilities Unit (camp). Develop a command network. You may have the option of having direct communications with Division Supervisors and so forth. Ensure that you have adequate communications with Supply Unit staff and other Logistics Section units. Whatever method of communication is available, ensure that you can get it at your worksite.

Acquire phone, fax, and internet access if possible. Fax and internet significantly improve accuracy in transmitting orders to dispatch when compared to verbally placing your orders. When using fax machines

or email, it is imperative that the information on the Resource Order is complete and accurate.

Ensure that safety and security requirements are adhered, especially with regard to boxes, forklifts, trip hazards, and lighting. Also, ensure that unauthorized persons do not remove equipment.

Visual 9.5
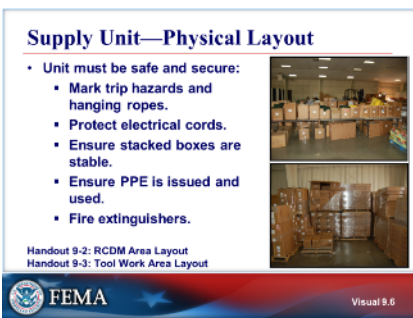
STORING SUPPLIES AND EQUIPMENT

Establish storage areas with adequate vehicle ingress and egress for general supplies and equipment, hazardous materials, fuels, and tools.

Store supplies and equipment in a secure area.

Visual 9.6

SUPPLY UNIT – PHYSICAL LAYOUT

Organize the physical layout to ensure a safe and secure Supply Unit. Tips for keeping the Supply Unit safe and secure include:

- Flagging all trip hazards and hanging ropes.

- Protecting electrical cords and ensuring watertight connections.

- Ensuring that boxes are stable and easily accessible when stacking.

- Ensuring that Personal Protective Equipment (PPE) is issued to and used by all unit personnel.

- Placing fire extinguishers strategically in fuel storage, hazardous materials, tool storage, and cache areas.

Refer to Handout 9-2: RCDM Area Layout and Handout 9-3 Tool and Equipment Work Area Layout.

Visual 9.7

SUPPLY UNIT SPACE
Allocate space for:

- Ordering

- Tool maintenance

    - For specific functions such as fixing chainsaws or sharpening shovels.

- Storage (allows you to plan and anticipate needs)

    - If you have some items already at the site, waiting and ready to go, this may help not only deploy that item quickly, but also free up resources for other orders placed that might not have been anticipated.

    - Consider having storage space for saved boxes for reuse and back haul.

- Hazardous materials

    - To store hazardous materials, you must follow regulations; this also applies to flammables and combustibles.

- Recycling, if required by the hosting agency.
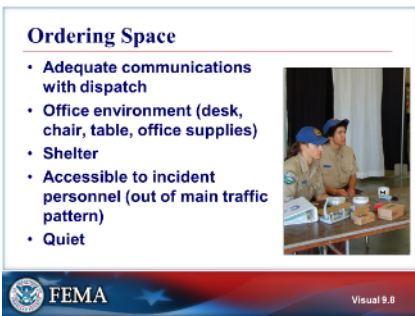
ORDERING SPACE
Allocate space for ordering supplies.

Ensure adequate communications with dispatch. This should be an office environment if possible, including a desk, chair, table, and office supplies. Consider shelter. The space should be accessible to incident personnel (but out of the main traffic pattern) and quiet.

Some people working in this area may have disabilities; take this into consideration when laying out space. You must set up the incident base to be compliant with the Americans with Disabilities Act (ADA).
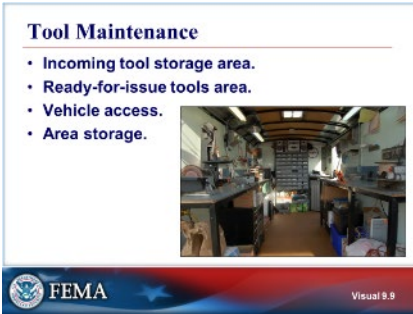
Visual 9.8
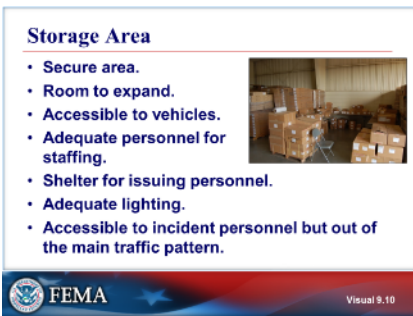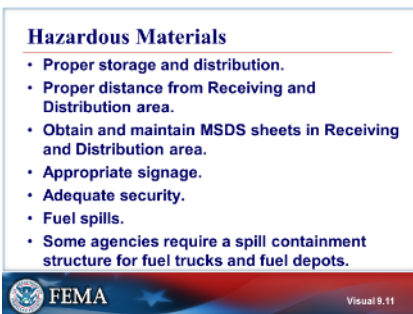
Visual 9.9

TOOL MAINTENANCE

Allocate space for tool maintenance, including an incoming tool storage area, ready-for-issue tools area, vehicle access, and area storage.

Visual 9.10

STORAGE AREA

Allocate space for receiving, distribution, and storage. Provide a secure area with room to expand. The space must be accessible to vehicles and incident personnel (but out of the main traffic pattern).

Consider the need for adequate ingress and egress for receipt and distribution of supplies.

Provide adequate personnel for staffing, depending on the size of the incident. Provide shelter for issuing personnel.

There must be adequate lighting in the supply area.

Visual 9.11

HAZARDOUS MATERIALS

Allocate space for hazardous materials. This includes providing proper storage that is an acceptable distance from the Receiving and Distribution area.

Obtain and maintain Material Safety Data Sheets (MSDS) in the Receiving and Distribution area. Anything placarded will have MSDS.

Provide appropriate signage and security.

Prepare to deal with incidents like fuel spills. Some agencies may require a spill containment structure for fuel trucks and fuel depots. Learn about the requirements in your area. A safe way to handle spills is with a spill container.

Ensure proper disposal per agency directions or negotiations. In coordination with Ground Support or a HAZMAT Specialist, provide appropriate documentation for shipping. Provide a placard for backhauling of hazardous materials, as required.

Visual 9.12
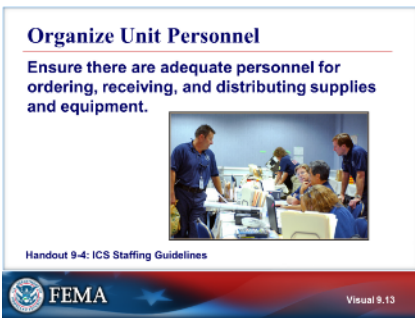
Visual 9.13
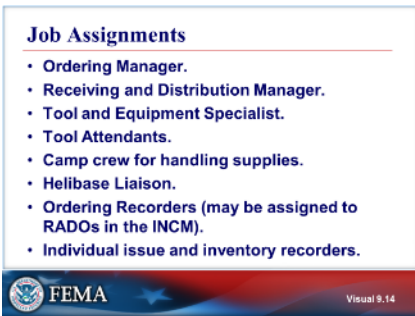
Visual 9.14

RECYCLING
Allocate space for recycling if possible or required. Designate an area and provide receptacles.

One common consideration is battery disposal. Most disposal sites will not take old batteries, and you are not supposed to put old ones in the trash. If you have hundreds of batteries, you will need to collect them and dispose of them properly.

ORGANIZE UNIT PERSONNEL
Ensure that there are adequate personnel for ordering, receiving, and distributing supplies and equipment. The number and type of personnel onsite and on order should be based on the projected size and duration of the incident.

Refer to Handout 9-4: ICS Staffing Guidelines.

JOB ASSIGNMENTS
Assign jobs to personnel to provide people for the most needed positions first.

Some people may require a background check to work in the warehouse. Make sure that you know the applicable labor laws.

Supervise Unit Personnel
- Keep all personnel informed and updated.
- Monitor work assignments.
- Establish unit timeframes and schedules.
- Develop teamwork.
- Provide counseling.

Handouts:
9-5: Daily Meeting Schedule
9-6: Sample Daily Schedule
9-7: Sample Logistics IAP Info
9-8: ICS Form 233 CG Open Action Tracker
9-9: Nine Ways to a Great Team Member
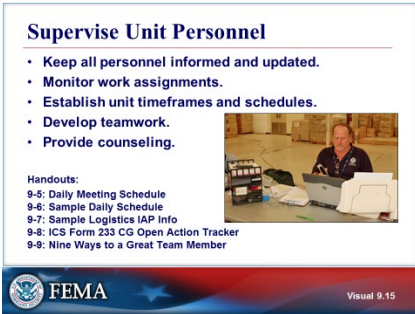
FEMA   Visual 9.15

Visual 9.15

SUPERVISE UNIT PERSONNEL
Keep all personnel (personnel currently in your Unit, relief personnel, etc.) informed and updated on the following:

- Expected duration and size of the incident

- Special considerations and situations (for example, camps, materials stored at a helibase, night operations)

- Safety concerns and hazards, biohazards, special storage requirements, hazardous materials

- Additional resources expected

- Special problems and known shortages

- Changes in policy and operating procedures

- Schedule changes

- New personnel

- The status of the incident

Establish Unit timeframes and schedules:

- Ensure that the schedule does not exceed the established work-to-rest ratio. Recommended guideline is 2:1 - two hours of work to each one hour off.

- Review and approve schedules.

Develop teamwork:

- Within the Supply Unit

- With the other Sections

Refer to the following Handouts:

- 9-5: ICS Form 230 Daily Meeting Schedule

- 9-6: Sample Day Schedule

- 9-7: Sample Logistics IAP Information

- 9-8: ICS Form 233 CG Open Action Tracking

- 9-9: Nine Ways to be a Great Team Member
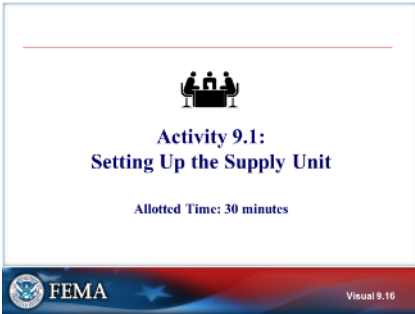
Visual 9.16
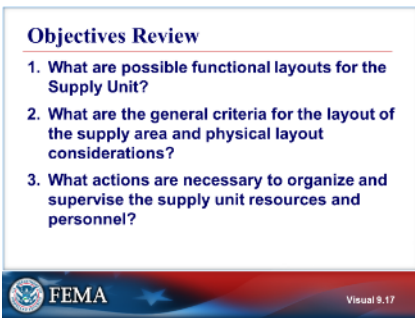
ACTIVITY 9.1: SETTING UP THE SUPPLY UNIT
The instructor will explain Activity 9.1.

You will have 30 minutes to complete this activity.

Visual 9.17

OBJECTIVES REVIEW
Unit Enabling Objectives

- Evaluate possible functional layouts for the Supply Unit.

- Examine general criteria for the layout of the supply area and physical layout considerations.

- Identify supervisory skills required of the Supply Unit Leader.

Supplemental Materials

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Handout 9-1: Camp Layout Considerations

FUNCTIONS	NEEDS	LOCATION
Supply	Area large enough for tractor-trailer access and expansion, hazardous materials, power, telephones, personnel access, security, toilets	Consider network server proximity. Consider traffic flow for receiving and distribution.
Ground Support	Parking area large for large vehicles, fuel trucks, power, toilets, communications, office space	Close to main incident base/camp entrance
Medical Unit	Shelter for patient treatment. privacy, toilet, power, quiet area, communications, personnel and vehicle access	Incident Base and/or camps, easy access for crews, away from supply and/or ground support
Kitchen Area	Large level area for tractor/trailer parking and access, potable water, 2 toilets for caterer, grey water disposal, dust abatement, dumpsters, hand washing area, eating area	Incident Base, camps
Shower Unit	Level area, potable water, grey water disposal, tractor/trailer parking and access	Incident Base, camps
Logistics	Office space	Base
Security	Traffic cones, office space, power, communications	Locate at main entrance to the incident base/camp
Communications	Office space, power, lighting, heating/cooling, trash, camp crew help to bury phone lines	Close proximity to Incident Command Post (ICP)
Plans (Situations, Resources, Fire Behavior, Check-in, Briefing Area, Meteorologist, Documentation Demobilization)	Office space, power (surge protection) lighting, heating/cooling, location for strategy meetings, briefing area, phone /data lines, trash receptacles, check in needs shaded area	ICP
Finance/Administration (Personnel Time, Equipment Time, Compensation and Claims, Procurement)	Office space. lights, power (surge protection) lighting, heating/cooling, dust free	ICP

FUNCTIONS	NEEDS	LOCATION
	/clean area for copier, trash receptacles	
Command Staff (IC, Information Officer, Safety Officer, Human Resource Specialist)	Office space, meeting area, power, communication, lights, heating/cooling, trash receptacles	ICP

Handout 9-2: Receiving/Distribution Manager (RCDM) Area Layout

Sample Receiving and Distribution Area Layout
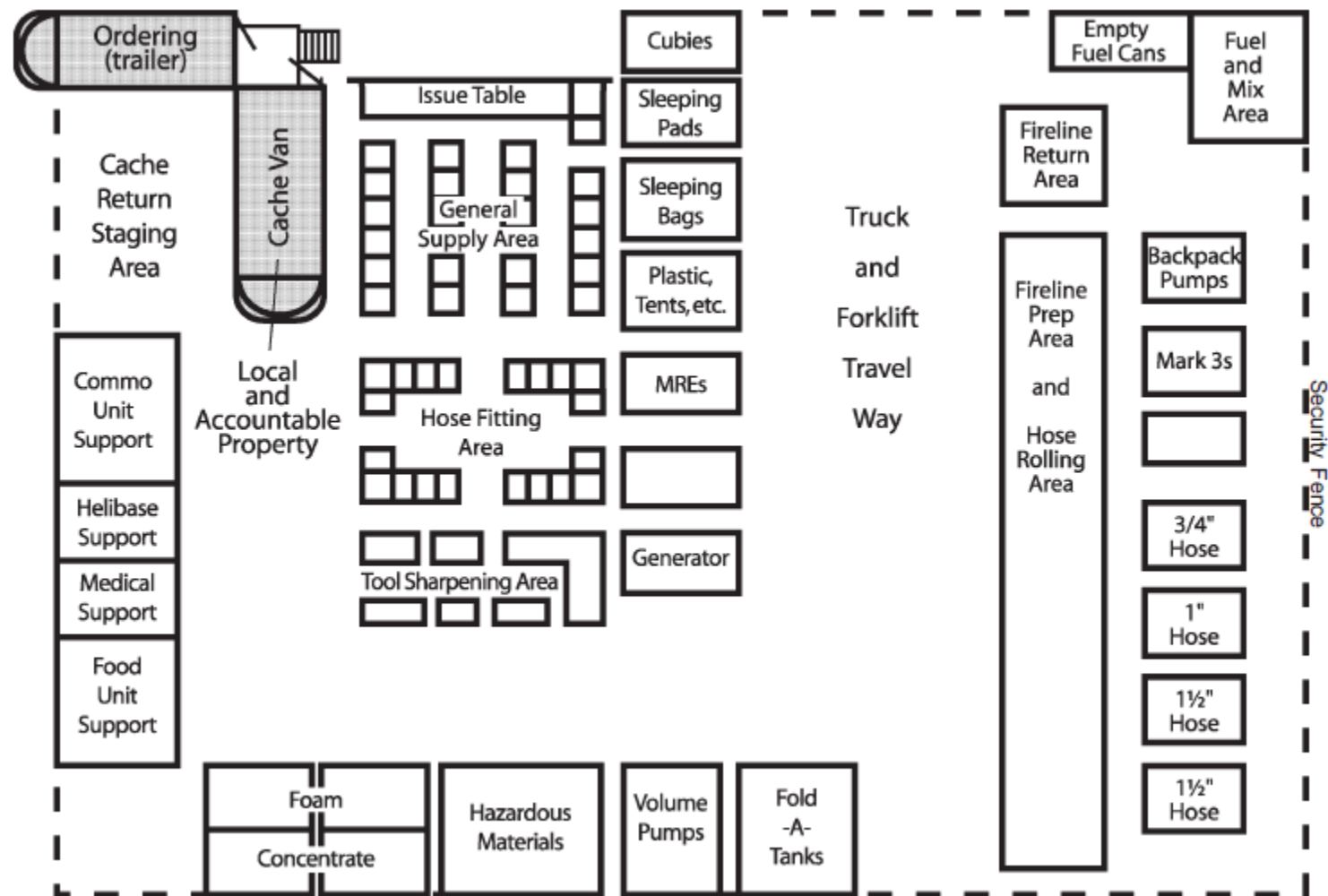
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Handout 9-3: Sample Tool and Equipment Work Area Layout

LAYOUT

Tool and Equipment Work Area

SAMPLE TOOL AREA

BARRIER FOR SECURITY AND SAFETY

Sharpening and
Repair Area

Plenty of
lighting

Good
electrical
source

PPE
FOR TOOL
SHARPENER!

Incoming Used
and Damaged
Tools

Storage and
Ready
for Issue

BARRIER FOR SECURITY AND SAFETY

VEHICLE
LOADING AND UNLOADING
AREA

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Handout 9-4: ICS Staffing Guidelines

ICS ORGANIZATION GUIDE

Command
1. Incident Commander - one per incident. Unless incident is multi- jurisdictional. 2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying an individual to represent agency as a member of the Unified Command Structure. 3. Incident Commander may have Deputy IC's as needed. 4. Command Staff Officer - one per function per incident. 5. Command Staff may have assistants as needed. 6. Agency Representatives report to Liaison Officer on Command Staff.
<u>INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS</u> (**PER TWELVE (12) HOUR OPERATIONAL PERIOD or SHIFT**)
(If camps are established, the minimum personnel requirements for the Incident Base may be modified or additional personnel may be added to support camps.)

OPERATIONS

UNIT POSITION	2*	5*	10*	15*	25*
Operations Section Chief (One Per Operational Period)					
Deputy Operations Section Chief	1	1	1	2	3
Branch Director		2	3	4	6
• Division/Group Supervisor	2	5	10	15	25
▪ Strike Team Leaders (As Needed)					
▪ Task Force Leaders (As Needed)					
• Air Operations Director		1	1	1	1
▪ Air Tactical Group Supervisor	1	1	1	1	1
▪ Helicopter Coordinator (As Needed)					
• Air Support Group Supervisor	1	1	1	1	1
▪ Helibase Manager (One Per Helibase)					
▪ Helispot Manager (One Per Helispot)					
• Staging Area Manager (One Per Staging Area)					

*Size of incident (number of divisions/groups)

PLANNING

UNIT POSITION	2*	5*	10*	15*	25*
Planning Section Chief (One Per Incident)					
Deputy Planning Section Chief	1	1	1	2	3
Resource Unit Leader	1	1	1	1	1
Assistant Resource Unit Leader			1	1	2
• Status Recorders	1	2	3	3	4
• Check-In Recorders (As Needed)					
Technical Specialists (As Needed)					
Situation Unit Leader	1	1	1	1	1
Assistant Situation Unit Leader			1	1	2
• Display/Report Processor		1	1	1	2
• SITREP/OPSUM Processors	1	1	1	2	2
• Field Observer		1	2	2	4
• Weather Observer (As Needed)					
• Aerial/Ortho Photo Analyst (As Needed)					
• Computer Terminal Operator		1	1	1	1
• Environmental Unit Leader	1	1	1	1	1
• Documentation Unit Leader		1	1	1	1
• Demobilization Unit Leader			1	1	1
• Demobilization Recorders from Resources (As Needed)					

*Size of incident (number of divisions/groups)

LOGISTICS

UNIT POSITION	2*	5*	10*	15*	25*
Logistics Section Chief (One Per Incident)					
Deputy Logistics Section Chief				1	2
Service Branch Director (As Needed)					
• Communications Unit Leader	1	1	1	1	1
• Assistant Communications Unit Leader			1	1	2
▪ Incident Communications Manager	1	1	1	1	1
▪ Incident Dispatcher	1	2	3	3	4
▪ Message Center Operator			1	2	2
▪ Messenger			1	2	2
▪ Communications Technician			1	2	4
• Medical Unit Leader	1	1	1	1	1
• Assistant Medical Unit Leader (As Needed)					
• Food Unit Leader		1	1	1	1
• Food Unit Assistant (each camp) (As Needed)					
• Support Branch Director (As Needed)					
• Supply Unit Leader		1	1	1	1
• Camp Supply Assistant (each camp) (As Needed)					

UNIT POSITION	2*	5*	10*	15*	25*
▪ Ordering Manager			1	1	1
▪ Receiving/Distribution Manager		1	1	1	1
▪ Recorders		1	1	2	2
▪ Supply Unit Staff		2	2	2	2
• Facility Unit Leader		1	1	1	1
▪ Incident Base Manager		1	1	1	1
▪ Camp Manager (each camp) (As Needed)					
▪ Facility Maintenance Specialist		1	1	1	1
▪ Security Manager		1	1	1	1
▪ Facility Unit Staff		6	6	12	12
• Ground Support Unit Leader	1	1	1	1	1
▪ Equipment Manager		1	1	1	1
▪ Assistants (As Needed)					
▪ Equipment Timekeeper		1	1	1	1
▪ Mechanics	1	1	3	5	7
▪ Drivers (As Needed)					
▪ Operators (As Needed)					
▪ Vessel Support Unit Leader (As Needed)					

*Size of incident (number of divisions/groups)

FINANCE/ ADMINISTRATION

UNIT POSITION	2*	5*	10*	15*	25*
Finance/Administration Section Chief (One Per Incident)					
Deputy Finance/Admin Section Chief					1
• Time Unit Leader		1	1	1	1
• Time Recorder, Personnel		1	3	3	5
• Time Recorder, Equipment		1	2	2	3
• Procurement Unit Leader		1	1	1	1
• Compensation/Claims Unit Leader		1	1	1	1
• Compensation Specialist (As Needed)					
• Claims Specialist (As Needed)					
• Cost Unit Leader		1	1	1	1
• Cost Analyst			1	1	1

*Size of incident (number of divisions/groups)

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Handout 9-5: ICS Form 230CG Daily Meeting Schedule

Refer to EL_970_HO_9-5_ICS_Form_230CG.pdf

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Handout 9-6: Sample Daily Schedule

Day Operational Period   0600-1800 Night Operational Period 1800-0600

0500	Wake-Up
0600	Operational Period Briefing (Responders) 0700 Personnel to Assignments
0700	Orders to Supply
1200	Cache Orders
1200	C & G Meeting
1400	Logistic Section Meeting
1600	Tactics Meeting (OSC, SOF, LSC, RESL)
1700	Planning Meeting (Present Plan, Concur by C&G) 1900 Strategy (pre-planning) Meeting

for Day Operations if Objectives Adjusted

2200	Camp Quiet Hour

Meals	Breakfast - 0500 – 0930
	Lunch – at assignment area
	Dinner – 1700 – 2200
Shower	0400 – 1100
	1300 – 2200
Commissary	0500 – 1000
	0700 - 2300

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Handout 9-7: Sample Logistics IAP Information

WEST FORK INCIDENT – ICP
and INCIDENT BASE DEL NORTE, CO

LOGISTICS INFORMATION   **6/24/2013**

Quiet Hours: 2300-0500

Medical: ICP   24 hours.

           West of Caterer in Base Camp   1730-2200

Shower Hours: Bush Shower Services (center of Base   0500-2300
camp)

Hand wash Station: East of caterer in crew camping area   0500-2300

Meal Hours: Houston's' Trails End   Breakfast   0500-0900

                  (center of Base camp)   Dinner   1700-2200

Lunch, Ice, Drinks: Johnsons Reefer trailer by caterer in Base   0500-2200
Camp

Supply Hours: (south side of ICP)

                       Ordering   0600-2200

                       (located inside high school)

                       Cache Checkout and Returns   0600-2200

                       (located ball field concession on San
                       Francisco St.)

Ground Support   High School bus maintenance building   0600-2200

       Vehicle Fueling:

           Conoco and Shell Stations in Del
           Norte Rainbow Express in South
           Fork Tompkins Gift and Gas in
           Creede

Fuel tender stationed at Papoose Spike

Papoose Spike	0600-0800
South Fork Spike	0900-1200
ICP	1300-1500
Papoose Spike	1700-2200

Miscellaneous Fuel: Chain saw, pump, drip torch fuel. See Ground Support. Please don't mix any fuel until ready to use it, and if you mix it, remember to label it with the mix ratio. Please use all of the mixed fuel, we don't want it back mixed!

Vehicle Weed Wash/Decontamination: 0600-2200

Peek a Boo, located west of Ground Support. All field going vehicles weed wash upon checking in and when demobilizing. All water handling equipment - engines and water tenders - must go thru decontamination upon checking in and when demobilizing.

Mail Service/Lost and Found: Located at Information in ICP.

Smoking Areas: Only smoke in a designated smoking area.

Handout 9-8: ICS Form 233 CG Open Action Tracking

Refer to EL_970_HO_9-8_ICS_Form_233CG.pdf

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Handout 9-9: Nine Ways to be a Great Team Member

It occurred to me that deep down inside we all know we can't do it alone. We know that Super Bowls are not won by individuals. They are won by a collection of individuals who make a great team. It's the same with work and life. We are better together when we are surrounded by great team members. In this spirit I want to share 9 ways to be a great team member.

1. Set the Example - Instead of worrying about the lack of performance, productivity and commitment of others you simply decide to set the example and show your team members what hard work, passion and commitment looks like. *Focus on being your best every day.* When you do this, you'll raise the standards and performance of everyone around you.

2. Use Your Strengths to Help the Team - The most powerful way you can contribute to your team is to use your gifts and talents to contribute to the team's vision and goals. Without your effort, focus, talent and growth the team won't accomplish its mission. This means you have an obligation to improve so you can improve your team. You are meant to develop your strengths to make a stronger team. Be selfish by developing you and unselfish by making sure your strengths serve the team.

3. Share Positive Contagious Energy - Research shows emotions are contagious and each day you are infecting your team with either positive energy or negative energy. You can be a germ or a big dose a Vitamin C. When you share positive energy you infectiously enhance the mood, morale and performance of your team. Remember, negativity is toxic. Energy Vampires sabotage teams and complaining is like vomiting. Afterwards you feel better but everyone around you feels sick.

4. Know and Live the Magic Ratio - High performing teams have more positive interactions than negative interactions. 3:1 is the ratio to remember. Teams that experience interactions at a ratio equal or greater than 3:1 are more productive and higher performing than those with a ratio of less than 3:1. Teams that have a ratio of 2:1, 1:1 or more negative interactions than positive interactions become stagnant and unproductive. This means you can be a great team member by being a 3 to 1'er. Create more positive interactions. Praise more. Encourage more. Appreciate more. Smile more. High-five more. Recognize more. Energize more. Read more about this at www.FeedthePositiveDog.com.

5. Put the Team First - Great team players always put the team first. They work hard for the team. They develop themselves for the team. They serve the team. Their motto is *whatever it takes to make the team better.* They don't take credit. They give credit to the team. To be a great team member your ego must be subservient to the mission and purpose of the team. It's a challenge to keep our ego in check. It's something most of us struggle with because we have our own goals and desires. But if we monitor our ego and put the team first we'll make the team better and our servant approach will make us better.

6. Build Relationships - Relationships are the foundation upon which winning teams are built and great team members take the time to connect, communicate and care to build strong bonds and relationships with all their team members. *You can be the smartest person in the room but if you don't connect with others you will fail as a team member.* (Tweet This) It's important to take the time to get to know your team members. Listen to them. Eat with them. Learn about them. Know what inspires them and show them you care about them.

7. Trust and Be Trusted - You can't have a strong team without strong relationships. And you can't have strong relationships without trust. Great team members trust their teammates and most of all their team members trust them. Trust is earned through integrity, consistency, honesty, transparency, vulnerability and dependability. If you can't be trusted you can't be a great team member. Trust is everything.

8. Hold Them Accountable - Sometimes our team members fall short of the team's expectations. Sometimes they make mistakes. Sometimes they need a little tough love. Great team members hold each other accountable. They push, challenge and stretch each other to be their best. Don't be afraid to hold your team members accountable. But remember to be effective you must build trust and a relationship with your team members. If they know you care about them, they will allow you to challenge them and hold them accountable. Tough love works when love comes first. Love tough.

9. Be Humble - Great team members are humble. They are willing to learn, improve and get better. They are open to their team member's feedback and suggestions and don't let their ego get in the way of their growth or the team's growth. I learned the power of being humble in my marriage. My wife had some criticism for me one day and instead of being defensive and prideful, I simply said, "Make me better. I'm open. Tell me how I can improve." Saying this diffused the tension and the conversation was a game changer. If we're not humble we won't allow ourselves to be held accountable. We won't grow. We won't build strong relationships and we won't put the team first. There's tremendous power in humility that makes us and our team better.

Activity 9.1: Setting Up the Supply Unit

Activity 9.1: Setting Up the Supply Unit

Purpose

The purpose of this activity is to give students the opportunity to design a physical layout for the Supply Unit's Receiving and Distribution (R&D) Area.

Objectives

Students will:

- Examine a physical space provided by the Facilities Unit.
- Design a functional physical layout for the Supply Unit.

Activity Structure

The activity is scheduled to last approximately 30 minutes, including the presentation of each student's layout to the class. Students will receive a physical space diagram and will need to establish the physical layout of the Supply Unit.

Rules, Roles, and Responsibilities

Students will work individually. The following are the specific activities and instructions for your participation in the activity:

1. Review the scenario, if needed (Crowd).
2. Review the physical space provided to you by the Facilities Unit.
3. Create a layout for the Supply Unit. Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 9.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Review Scenario	5 minutes	Individual
Create a space given the physical layout	15 minutes	Individual
Debrief and Review	5 minutes	Class

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Activity 9.1: Blank Floor Plan

Paved Parking Area.

Paved Area.

Training 2 Bay Engine House
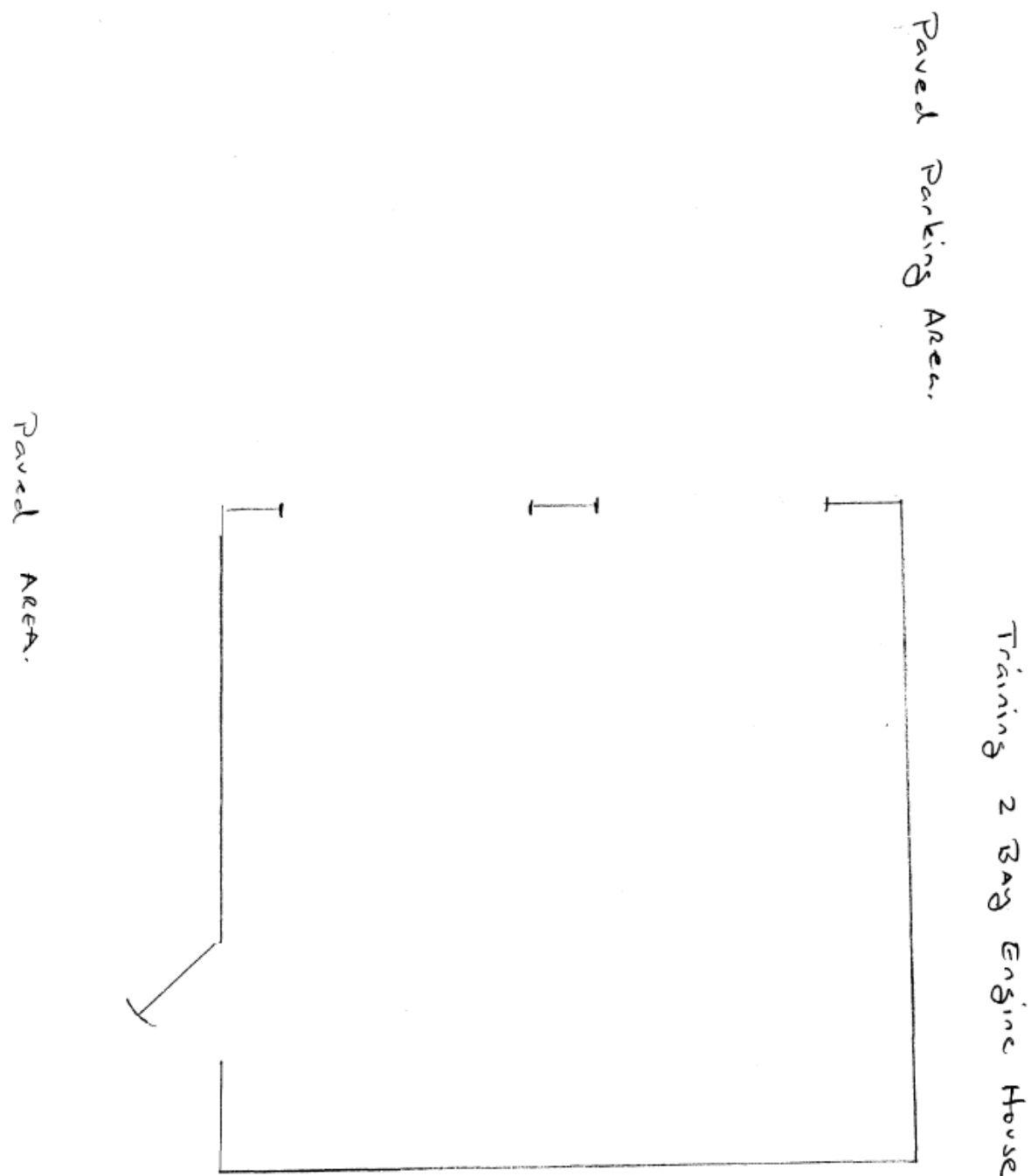
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Unit 10: Demobilization

STUDENT MANUAL

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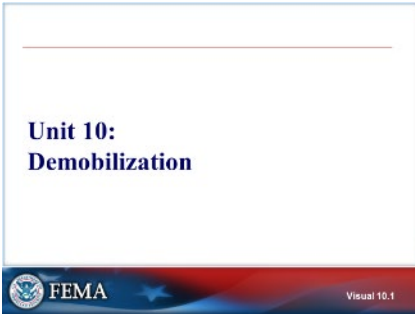
Visual 10.1
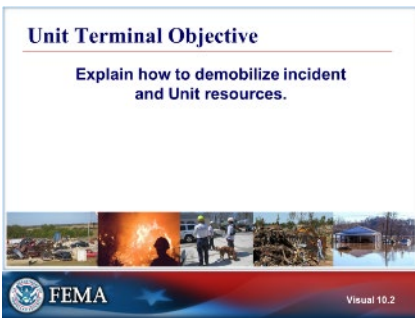
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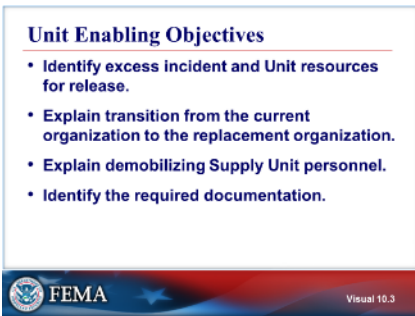
Visual 10.3

UNIT 10: DEMOBILIZATION

UNIT TERMINAL OBJECTIVE
Explain how to demobilize incident and Unit resources.

UNIT ENABLING OBJECTIVES

- Identify excess incident and Unit resources for release.

- Explain transition from the current organization to the replacement organization.

- Explain demobilizing Supply Unit personnel.

- Identify the required documentation.

The Final Exam questions are based on the Unit Enabling Objectives.
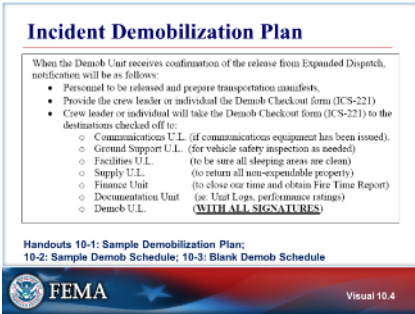
Visual 10.4

INCIDENT DEMOBILIZATION PLAN
There are seven units associated with the demobilization plan that includes the:

- Communications Unit

- Ground Support Unit

- Facilities Unit

- Supply Unit

- Finance and Administration Unit

- Documentation Unit

- Demobilization Unit

Refer to Handouts:

- 10-1: Sample Demobilization Plan

- 10-2: Sample Demobilization Schedule

- 10-3: Blank Demobilization Schedule
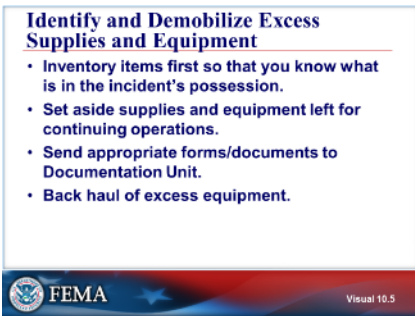
Visual 10.5

IDENTIFY AND DEMOBILIZE EXCESS SUPPLIES AND EQUIPMENT

- Inventory items first so that you know what items are in the incident's possession.

- Set aside supplies and equipment that will be left for continuing operations.

- Return items to their source (vendor) or to the agency who paid for the items, and provide ETAs for all items. It is important to remember that if the host agency elected to purchase items to fill supply or equipment orders, those items belong to the host agency and need to be returned to them once the incident is complete.

- Send appropriate forms and documents to the Documentation Unit.

- Ensure that all supplies and equipment are cleared from the incident site, otherwise known as "Back Haul."

Supply and Equipment Returns

- Return all borrowed supplies and equipment.
- Return to their provider:
  - Record tracking numbers.
  - Serviceable and unserviceable supplies must be processed accordingly.
  - Coordinate disposal of unserviceable supplies.
  - Document returns.
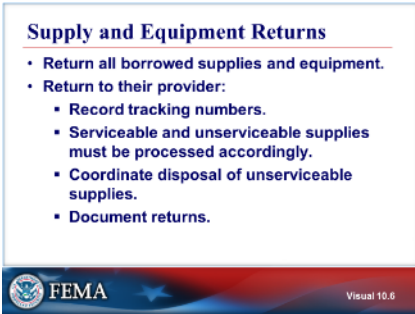
Visual 10.6

SUPPLY AND EQUIPMENT RETURNS
Return all purchased items to the host agency.

Return all borrowed supplies and equipment. Returns to the warehouse/cache include accountable property and radios. (The Communications Unit Leader is responsible for ensuring that all boxes are sealed.) Record the tracking numbers. This typically only applies to Federal Wildland Fires.

Serviceable and unserviceable supplies need to be separated and processed accordingly. Coordinate with servicing-cache or Agency you acquired the item from regarding the disposal of unserviceable supplies.

Document all returns on a receipt or waybill.

Demobilize Accountable Property

Accountable property should be returned to provider:
- Provide property numbers.
- Document property numbers on waybill.
- Cache or warehouse.
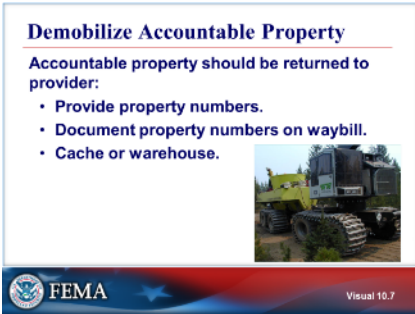
FEMA   Visual 10.7

Visual 10.7

DEMOBILIZE ACCOUNTABLE PROPERTY

Accountable property is generally in short supply and should be returned to the warehouse/cache or agency as soon as incident operations are over. Provide the property numbers of accountable property on shipping and return documents, and document property numbers on the waybill.

Use a different waybill for accountable property when each accountable item is going to a different place. If all accountable items are going to the same place, you can use the same waybill.

Ensure that hazardous materials are properly documented and shipped in accordance with U.S. Department of Transportation regulations (49 CFR 172 Hazardous Materials Table, Special Provisions, Hazardous Materials Communications, Emergency Response Information, Training Requirements, and Security Plans).

The Ground Support Unit Leader or Agency Administrator/Executive may be consulted during this process if needed.

Ensure that all fuel cans, containers, and fuel tanks are emptied and purged prior to shipping as necessary.

Turn all records over to the Documentation Unit and return the area to pre-incident condition.
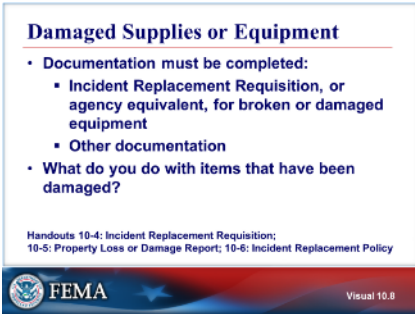
Visual 10.8
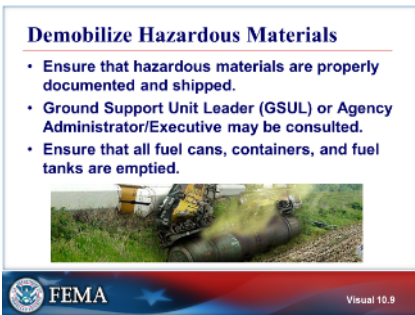
DAMAGED SUPPLIES AND EQUIPMENT

The purpose of the Incident Replacement Requisition is to replace supplies lost or damaged during an incident as a result of that incident.

Either the Logistics Section Chief or the Supply Unit Leader can sign the Incident Replacement Requisition.

Refer to the following handouts:

- Handout 10-4: Incident Replacement Requisition

- Handout 10-5: Property Loss or Damage Report

- Handout 10-6: Incident Replacement Policy

Visual 10.9

DEMOBILIZE HAZARDOUS MATERIALS
Ensure that hazardous materials are properly documented and are shipped in accordance with U.S. Department of Transportation regulations (49 CFR 172). The Ground Support Unit Leader or Agency Administrator/Executive may be consulted.

Ensure that all fuel cans, containers, and fuel tanks are emptied prior to shipping.

Make sure that materials are properly documented and shipped. The Supply Unit Leader is responsible for meeting State and Federal HAZMAT laws. If you are outside of your home area, the Agency Administrator may help you with HAZMAT laws. The Ground Support Unit Leader could also provide assistance.

The Supply Unit Leader is responsible for dealing with hazardous materials, which is not always straightforward. For example, if you have fuel cans that come back already mixed, you do not know how they were mixed. Recycling by use is allowable, but it has to be done according to the applicable laws.

Identify Excess Unit Personnel

Identify excess assigned Supply Unit personnel for inclusion in the demobilization process:
- Advise LSC of excess personnel:
  - Include who is excess and the time and date of excess.
  - Review list daily for accuracy.
- Final releases approved by LSC.
- Provide adequate lead time for personnel.
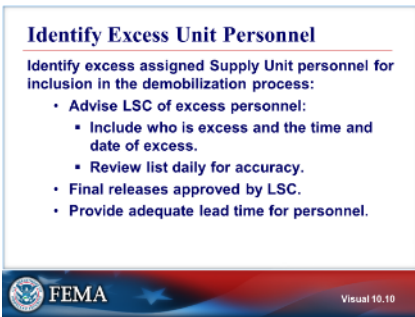
FEMA   Visual 10.10

Visual 10.10

IDENTIFY EXCESS UNIT PERSONNEL

As a general rule, hold onto the personnel in the Supply Unit, if possible, because there is generally a lot of work to be done during demobilization. You are not likely to have a lot of excess personnel. Do not demobilize them prematurely. There is still a lot of work to be done after the operations are over.

Identify excess assigned Supply Unit personnel for inclusion in the demobilization process. Advise the Logistics Section Chief of the excess personnel. List who is excess, and the time and date of excess. This list will be reviewed daily for accuracy.

The final releases are approved by the Logistics Section Chief. As the Supply Unit Leader, you cannot send personnel home. Provide adequate lead time for personnel. You need to allow them enough time to make travel arrangements.

Demobilize Unit Personnel

- Unit personnel will be demobilized according to the Demobilization Plan.
- Complete performance evaluations.
- Ensure that work area is returned to pre-incident condition unless transitioning to another team.

Handouts 10-7: ICS Form 225, Incident Personnel Performance Rating; 10-8: ICS 221: Demobilization Checkout; 10-9: Sleep Deprivation

FEMA   Visual 10.11

Visual 10.11

DEMOBILIZE UNIT PERSONNEL

Demobilize Supply Unit personnel according to the Demobilization Plan, using demobilization instructions from the Supervisor. The Supply Unit Leader should complete ICS Form 221 Demobilization Check-out, and turn it into the appropriate person, if necessary.

Complete performance evaluations for the Supply Unit personnel.

Ensure that the work area is returned to its pre-incident condition unless the area is being transitioned to another team.

Refer to Handout 10-7: ICS Form 225 Incident Personnel Performance Rating, Handout 10-8: ICS Form 221 Demobilization Checkout, and Handout 10-9: Sleep Deprivation.
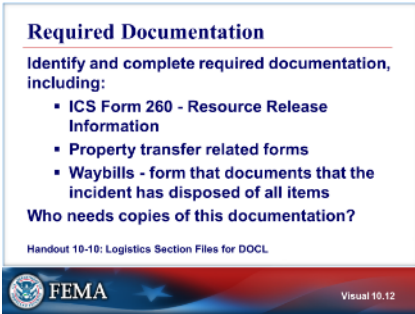
Visual 10.12

Visual 10.13

REQUIRED DOCUMENTATION
All of the forms fall into the category of property transfer or release, whether they are waybills or some other agency-specific form to document that incident personnel have disposed of all items. This includes filling out shipping manifests for hazardous materials and releasing resources using ICS Form 260.

The incident retains a copy for the Incident Documentation Package and a copy goes to the receiving entity (for example, suppliers and agencies).

The waybill is a statement that documents the items at the incident site and indicates that these items will stay at the incident site until the property is transferred to someone else, who is clearly marked on the waybill. The waybill allows the Supply Unit Leader to document his or her end of the accountability.

Refer to Handout 10-10: Logistics Section Files for DOCL.
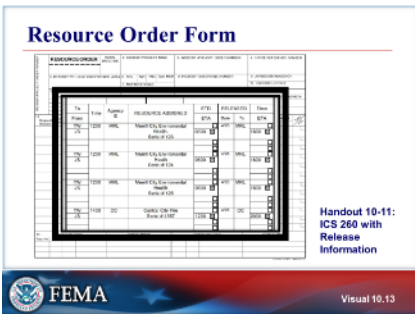
RESOURCE ORDER FORM
In the Released To block, enter the closest commercial jetport preferred by the Unit sending the resource as a demobilization point. Locally filled resources may use the local demobilization point.

On the right half, use these blocks to record the demobilization of resources. If a resource is being diverted to a new incident or is being reassigned, use the RELEASED column to record this information.

Refer to Handout 10-11: ICS Form 260 With Resource Release Information, which has all applicable blocks completed for the combustible gas indicators (CGIs) discussed throughout the course.
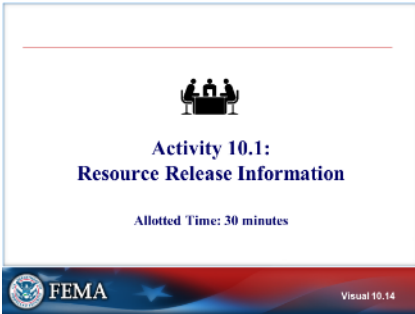
Visual 10.14
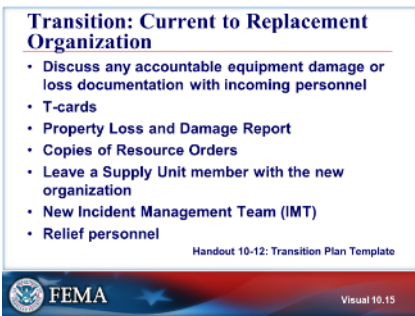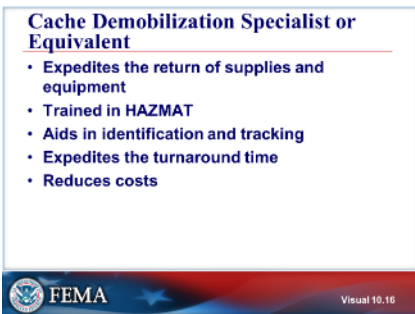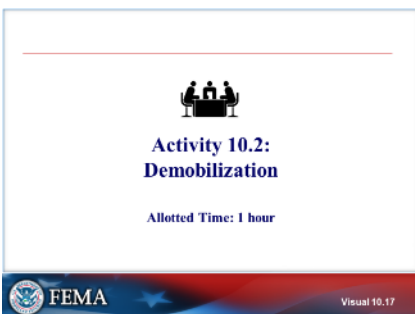
ACTIVITY 10.1: RESOURCE RELEASE INFORMATION

The instructor will explain Activity 10.1.

You will have 30 minutes to complete the activity.

Visual 10.15

TRANSITION: CURRENT TO REPLACEMENT ORGANIZATION

Submit an inventory of supplies and equipment to relief personnel. Ensure that the transfer of property has been completed.

Brief relief personnel on the status of the supplies and equipment.

Refer to Handout 10-12: Transition Plan Template.

Visual 10.16

CACHE DEMOBILIZATION SPECIALIST OR EQUIVALENT

The Supply Unit Leader will likely work with a Cache Demobilization Specialist or the equivalent to expedite the return of supplies and equipment.

The Cache Demobilization Specialist is trained in HAZMAT and is an expert in supply demobilization.

He or she can help identify and track property, expedite the turnaround time of equipment and supplies for other incidents, and may reduce the costs associated with supply demobilization.

ACTIVITY 10.2: DEMOBILIZATION

The instructor will explain Activity 10.2.

You will have 45 minutes to complete the activity.
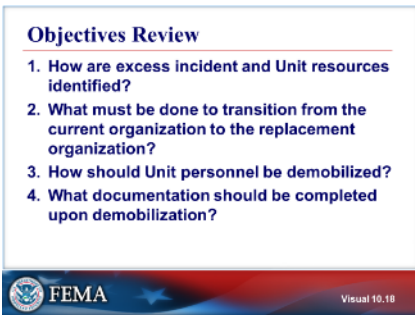
Visual 10.17

Visual 10.18

OBJECTIVES REVIEW
Unit Enabling Objectives

- Identify excess incident and Unit resources for release.

- Explain transition from the current organization to the replacement organization.

- Explain demobilizing Supply Unit personnel.

- Identify the required documentation.
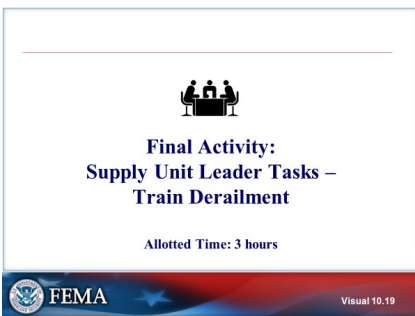
Visual 10.19

FINAL ACTIVITY: SUPPLY UNIT LEADER TASKS – TRAIN DERAILMENT
The instructor will explain the Final Activity.

You will have 2 hours to complete the activity.

Visual 10.20

REVIEW COURSE EXPECTATIONS
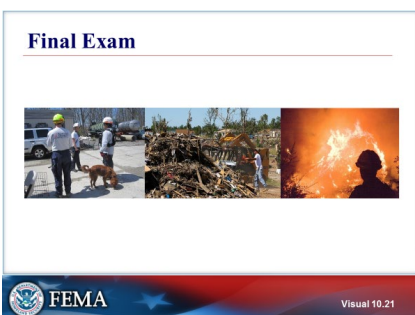
Visual 10.21

FINAL EXAM

END OF COURSE

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Supplemental Materials

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Handout 10-1: Sample Demobilization Plan

Gap Fire Incident Demobilization Plan

I.   GENERAL INFORMATION

All functional units (Operations, Logistics, Finance, Command & General Staff) will advise the Planning Section of resources that are surplus to their sections/units. The Planning Section will identify resources surplus to the incident's needs and obtain approval from the Incident Commander for release. The Demob Unit will manage the release, return or reassignment of all surplus resources. The Demob process requires close coordination between the Incident Demobilization Unit Leader and (Incident Dispatch Center(s) Location).

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel while in the demobilization process.

II.   GENERAL GUIDELINES

A   NO resources will leave the Incident until authorized to do so by the Incident Commander facilitated through the Demob Unit.

B   All releases and travel home or to a reassignment will be in compliance with the National Work/Rest Guidelines. Emphasis will be placed to ensure that all released personnel arrive home no later than 2200 hours local time or as authorized by the Incident Commander. Resources will have a minimum of at least 8 consecutive hours off duty before beginning a shift or demobilization (re; Sec 23. 1.1 R5 Mob Guide).

C   All Vehicles leaving the incident will have a safety inspection and deficiencies will be corrected prior to departure for home or reassignment. In addition, all vehicles will be washed to prevent the spread of noxious weeds.

D   All Party Chiefs, Crew Supervisors, and Strike Team/Resource Team/Task Force Leaders will be briefed by the Demob Unit prior to leaving the incident. The briefing will include: 1) method of travel 2) itinerary 3) manifests with destinations.

E   All personnel flying commercial airlines will be given time to shower and dress in clean clothes prior to departure. A photo I.D. and travel authorization number (if necessary) is required by all personnel. The Demob Unit and/or Expanded Dispatch will make all flight arrangements unless another process is agreed upon.

F   Notification of Incident personnel will be by posting of "Tentative Releases" in advance.
Crew supervisors will be paged when the Demob process is to begin.

Resources that have been reassigned within Geographic Areas will always be released on the original order and request number.

G   Contractors/Operators of oversize vehicles (e.g. transports) are responsible for obtaining required permits for the return trip back to their point of hire.

H   Actual departure times and estimated time of arrival (ETA) at final destination will be relayed to Expanded Dispatch upon departure of all resources from the incident base. This includes all contract equipment and services.

I   Performance Ratings are required for:
 a.   Trainees
 b.   Outstanding performance
 c.   Deficient performance
 d.   By personal request

III.   RESPONSIBLITIES

Section Chiefs are responsible for determining resources surplus to their needs and submitting a written list to the Planning Section with destination, travel needs and Request Numbers.

The Demobilization Unit Leader is responsible for:

- Preparing the Demobilization Plan with input from the TNF Center Manager or Expanded Dispatch.

- Providing Expanded Dispatch with "Tentative" releases.

- Providing Expanded Dispatch with confirmation of departing resources (including contract equipment) with their departure time and ETD at their final destination (if they have their own transportation).

- Making advance notification to incident personnel regarding tentative and final releases.

- Ensuring that all signatures are obtained on the Demob Checkout Form (ICS-221).

- Monitoring the Demob process and making necessary adjustments in the process to maintain an orderly and safe release of all resources and ensure accurate and timely flow of release information.

The Incident Commander is responsible for:

- Establishing Incident release priorities in concert with the Geographic Area Coordinator.
- Review and approval of the Demobilization Plan
- Review and approval of tentative release lists.

The Safety Officer is responsible for:

- Identifying any special safety considerations for the Demob Plan.
- Approval of tentative surplus resources

The Planning Section Chief is responsible for:

- Review and approval of the Demob Plan
- Review and approval of the tentative release lists.

The Logistics Section Chief is responsible for:

- Insuring through the Facilities Unit, that all sleeping and work areas are cleaned up prior to release.
- Insuring, through the Supply Unit, that all non-expendable property items are returned or accounted for prior to release.
- Insuring, through Ground Support, that there will be adequate ground transportation during the release process and that all vehicles receive a safety inspection prior to leaving the incident. Any deficiencies must be corrected. Prevention of the spread of Noxious Weeds, by vehicles, will be followed as per (Location)
- Insuring through the Communications Unit that all communications equipment has been returned or accounted for.
- Insuring, through the Food Unit, that there will be adequate meals for those being released and for those remaining in camp.
- Follow the Hazardous Material Haulback Guide (R-5 letter dated 5/24/2000)
- Review and approval of the Demob Plan.
- Approval of tentative surplus (Logistics) resources.

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released resources. Coordination for any ADO payoff(s).

- Contract equipment payments.

- Reviewing and providing excessive shift length justification with IC's signature.

- Approval of tentative surplus (Finance) personnel.

- Review of the Demob Plan.

The Operations Section Chief is responsible for:

- Review of the Demob Plan.

- Approval of the tentative surplus (Operations) personnel.

The Liaison Officer is responsible for:

- Providing any agency specific requirements for the Demob Plan.

IV.   RELEASE PRIORITIES

The following release priorities have been established by the IC in concert with TNF (Tahoe National Forest) Expanded Dispatch and the GACC (Northern California Redding):

1. Local Government and OES Engines (Type 1,2, & 3) (Priorities coordinated with OES Agency Representative)
2. CDF Engines (Priorities coordinated with CDF Agency Representative)
3. CDF Crews (Priorities coordinated with CDF Agency Representative)
4. State and Local Government Overhead
5. Forest Service Engines
6. Forest Service Type 2 crews
7. Federal Overhead

V.   RELEASE PROCEDURES

Section Chiefs and Command & General Staff will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section.

Demob will combine lists and form a "Tentative Release" list to be submitted to the Planning Section Chief and Incident Commander for review and approval. The Demob Unit will coordinate with the Resources Unit so that the resource status

board(s) can be kept current.

All incident formed strike teams/resource teams and/or task forces must be disbanded before IC approval and release from the incident. After IC approval, Demob will notify Expanded Dispatch of the tentative releases and obtain approval. **Demob will provide a minimum of 24 hours' notice for all resources**. Demob will also give Ground Support sufficient time to arrange for ground transportation for crews and overhead from the incident base to the departure point.

Demob will advise Expanded Dispatch of all surplus resources available for release, specifying those needing air transportation, identifying the nearest commercial airport to their home unit.

Expanded Dispatch will notify the appropriate GACC (Redding or Riverside) of all State and Federal surplus resources.

Expanded Dispatch will notify GVECC/OES R-4 Dispatch (Grass Valley) of all surplus/released OES 5 Party resources.

If the resource is to be reassigned, Expanded Dispatch will so advise the Demob Unit. The resource will be released to the new assignment and Expanded Dispatch advised of the ETD & ETA.

If there is no reassignment for the resources and the resource has transportation, Expanded Dispatch will advise Demob to release the resource back to the home unit. If the resource requires ground transportation, the Ground Support Unit will arrange transportation and coordinate with the Demob Unit.

When the Demob Unit receives confirmation of the release from Expanded Dispatch, notification will be as follows:
- Personnel to be released and prepare transportation manifests,
- Provide the crew leader or individual the Demob Checkout form (ICS-221)
- Crew leader or individual will take the Demob Checkout form (ICS-221) to the destinations checked off to:
  - Communications U.L. (if communications equipment has been issued).
  - Ground Support U.L. (for vehicle safety inspection as needed)
  - Facilities U.L.   (to be sure all sleeping areas are clean)
  - Supply U.L.   (to return all non-expendable property)
  - Finance Unit   (to close our time and obtain Fire Time Report)
  - Documentation Unit   (i.e.: Unit Logs, performance ratings)
  - Demob U.L.   (**WITH ALL SIGNATURES**)

  Demob Unit will be last stop in the release process.

  Demob will:
- Collect and sign-off the Demob Checkout Form (ICS-221)

- Brief the released personnel on method of travel, schedule, and time frames.
- Release the resource from the incident base.
- Advise Expanded Dispatch of ETD & ETA to the home base or transportation point.
- Coordinate with the Resources Unit so that resource status is kept current.
- Coordinate with Security for inspection, if required by the Incident Commander.

VI.   TRAVEL INFORMATION- Incident
Directory INCIDENT BASE PHONE
NUMBERS
COMMUNICATIONS_____
DEMOB-_____
PLANS-_____
SUPPLY-_____
FINANCE-_____
PIO-_____
GROUND SUPPORT-_____

EXPANDED DISPATCH -_____
RADIO FREQUENCIES:
AGENCY DISPATCH:
FOREST NET: RX____
                         TX____

Handout 10-2: Sample Demobilization Schedule

			CLARK PEAK DEMOBILIZATION SCHEDULED				
RESOURCE NAME	POS	ORDER #.	HOME UNIT	TRANS NEEDED	Room Assignment	Transportation from Missoula	REASSIGN Y/N OTHER QUALS
Jane Stumpf	ICT1	0-219	GNP Glacier National Park	yes, Missoula MT			Type 1 Team
Jack Buess	DPIC	0-220	SWS Southwest Land Office	yes, Missoula			Type 1 Team
Colin Otto	SOFR	0-221	LED Lewistown District	yes, Billings MT			Type 1 Team
Jeff O'Brien	PSC1	0-222	KNF Kootenai NF	yes, Missoula		Ride to Libby	Type 1 Team
Alex Gilman	LSC1	0-223	DNF Deerlodge NF	yes, Missoula		Ride to Deerlodge	Type 1 Team
Sharon Bloom	FSC1	0-224	KNF Kootenai NF	yes, Missoula		Ride to Libby	Type 1 Team
Jack Casey	OSC1	0-225	BRF Bitterroot NF	yes, Missoula			Type 1 Team
Aaron Cunningham	AOBD	0-227	R01 Northern Rockies	yes, Missoula			Type 1 Team
Fred Ehernberger	COML	0-229	GNF Gallatin NF	yes, Missoula			Type 1 Team
Tom Kimball	SPUL	0-230	IDL Idaho Department Lands	yes, Spokane			Type 1 Team
George Hart	GSUL	0-232	IDL Idaho Department Lands	yes, Missoula		Ride to C'DA?	Type 1 Team
David Hensler	TIME	0-233	LNF Lolo NF	yes, Missoula		Ride with 0-2	Type 1 Team
Sue Beron	PROC	0-234	LNF Lolo NF	yes, Missoula			Type 1 Team
Marge Hanson	COMP	0-235	KNF Kootenai NF	yes, Missoula			Type 1 Team
Harry Jacobs	DIVS	0-236	LNF Lolo NF	yes, Missoula			Type 1 Team
Jon Flock	DIVS	0-237	BRF Bitterroot NF	yes, Missoula			Type 1 Team
**Ellen Doman	OSC1	0-8	Clearwater NF	Yes, Orofino	9/9 1400	** see below	Type 1 Team

** Charter aircraft to shuttle to home destination

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Handout 10-3: Blank Demobilization Schedule

_____DEMOBILIZATION SCHEDULE							
RESOURCE NAME	POS	ORDER NO.	HOME UNIT	TRANS NEEDED	CAN'T LV BEFORE	CAN'T LV AFTER	REASSIGN Y/N OTHER QUALS

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Handout 10-4: Incident Replacement Requisition

INCIDENT ORDER NUMBER	ISSUE NUMBER (FOR CACHE USE)
INCIDENT NAME	ACCOUNTING/MANAGEMENT CODE
AGENCY BILLING ADDRESS NAME	AGENCY SHIPPING ADDRESS NAME
UNIT NAME	UNIT NAME
BILLING ADDRESS	ADDRESS (NO P.O. BOX)
CITY STATE ZIP	CITY STATE ZIP
AUTHORIZED BY TITLE	PERSON ORDERING TITLE
TELEPHONE NUMBER	TELEPHONE NUMBER
DATE/TIME ORDERED	DATE/TIME REQUIRED

REQUESTED METHOD OF DELIVERY

REQUEST NUMBER	NFES NO.	QUANTITY	U/I	ITEM DESCRIPTION PAGE OF

NSN 7540-01-475-0708   COPYING 3 – ORDERING UNIT   OPTIONAL FORM 315 (4/2000)

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INSTRUCTIONS FOR INCIDENT REPLACEMENT REQUISITION

TYPE I OR TYPE II INCIDENTS

The incident Supply Unit Leader (SPUL) will be responsible for handling incident replacement requisitions when a Type I or Type II incident management team is assigned. The SPUL approves replacement requests based on Engine Accountability sheets or other fire equipment inventory documents approved by the requesting resource's home unit.

- If equipment and supplies are available at the incident for replacement, the request is filled at the incident supply unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is not being immediately demobilized, the Supply Unit will place a resource order for needed items through appropriate channels to the servicing fire cache. The order will be shipped to the incident and replacement will take place at the Supply Unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is being demobilized, an Incident Replacement Requisition will be completed by the Supply Unit and forwarded to the geographic area cache.

- All national geographic area caches will accept Incident Replacement Requisitions.

- Authorized approvals and signatures MUST be included on the requisition. For Type I and II incidents, these approvals are limited to: Incident Supply Unit Leader, Logistics Section Chief, Support Branch Director, Incident Commander or Agency Administrator or Representative.

TYPE III OR TYPE IV INCIDENTS

The hosting unit agency administrator or representative, such as the Fire Management Officer, will be responsible for handling incident replacement requisitions on Type III and IV incidents. The agency representative approves replacement requests based on Engine Accountability sheets or other fire equipment inventory documents approved by the requesting resource's home unit.

- If equipment and supplies are available at the incident for replacement, the request is filled at the incident host unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is not being immediately demobilized, the hosting unit will place a resource order for needed items through appropriate channels to the

servicing fire cache. The order will be shipped to the incident and replacement will take place at the host unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is being demobilized, an Incident Replacement Requisition will be completed by the host unit and forwarded to the geographic area cache.

- All national geographic area caches will accept Incident Replacement Requisitions.

- Type III and IV incident approvals are limited to the Agency Administrator or Representative (i.e., Fire Management Officer).

Replacement orders must be processed within 30 days of control of the incident.

The incident's servicing cache may forward completed requisitions to the requesting unit's geographic area cache for processing.

If a cache is unable to fill the request (i.e., does not stock item), the cache will forward request to the closest cache that does stock the item for processing.

Handout 10-5: Property Loss or Damage Report

PROPERTY LOSS OR DAMAGE REPORT
Fire Suppression
1. CREW NAME OR NO.
2. ID NO. *(FORM of-288, Emerg. Firefighter Time Report)*
3. ISSUED TO *(Name and Address)*
4. ISSUING OFFICE OR CAMP
5. FIRE NAME
6. FIRE NO.
7. TYPE EMPLOYEE *(Mark one with "X")* Regular Gov't Casual Firefighter   Other

8. DESCRIPTION OF PROPERTY LOST OR DAMAGED *(Include Property No., if applicable)*	QUANTITY
a.	
b.	
c.	

9. Employee report on circumstances of loss or damage to property listed:

10. SIGNATURE	11. DATE

12. Witness report:

13. SIGNATURE	14. DATE

15. Fire Boss or Property Control Officer comments regarding loss or damage:

16. SIGNATURE	17. TITLE	18. DATE

NSN 7540-01-124-7634   OPTIONAL FORM 289 (9-81)   USDA/USDI   50289-101

Handout 10-7: ICS Form 225 Incident Personnel Performance Rating

Refer to EL_970_HO_10-7_ICS_Form_225.pdf

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Handout 10-8: ICS Form 221 Demobilization Check Out

Refer to EL_970_HO_10-8_ICS_Form_221.pdf

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Handout 10-9: Sleep Deprivation

- After 20 days of demanding, continuous physical activity:

    - 7 hours of sleep per day = 87% of peak efficiency

    - 6 hours of sleep per day = 50% of peak efficiency

    - 5 hours of sleep per day = 28% of peak efficiency

    - 4 hours of sleep per day = 15% of peak efficiency

- Lack of Sleep = key factor in stress casualties and PTSD

    - 30 minutes = MINIMUM time for effective nap

    - Sleep MUST be uninterrupted to be of value

- Caffeine can provide a temporary assistance in sleep deprivation, but the effect is greatly reduced if you have already established a tolerance to the drug.

- Nicotine is of NO value in dealing with sleep deprivation.

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Handout 10-10: Logistics Section Files for DOCL

Wildland Fire Incident Records
Organizing Section Documentation

Version 03-10-09

Incident Replacement Req/AD 112
Daily Inventory
Cache Issue Report
Accountable Prop Summary
SUPPLY UNIT

Property Loss / Damage Report
Resource Orders-Crews/Equip/OH
Resource Orders - Supply
Supply Issue Logs
Waybills
ICS-213 Gen Mess (by staff/date)
ICS-214 Unit Log (by staff/date)

Patient Medical Evaluations
Medical Issue Log
Medical Injury/Treatment Log
Accident Action Plan
MEDICAL UNIT

Security Plan
Patrol Logs
SECURITY UNIT

Vehicle Dispatch Logs – Buses, PUs
Rental Vehicle Inventory
Rental Vehicle Checkout List
OF-296 Veh/Heavy Equip Inspect.
ICS-218 Sup/Trans Veh Inventory
ICS-212 Demob Veh Safety Inspec
Hazard Mitigation–Noxweed/Hazmat
Equipment Repair Records
GROUND SUPPORT

Health Inspections
Caterer – Orders/Waybills
Caterer – Menus/Meal Logs
FOOD UNIT

Health Inspections
FACILITIES UNIT

Repeater Site Documentation
Radio Traffic Log/Telephone Log
Communications Equip Inventory
COMMUNICATIONS UNIT

LOGISTICS SECTION

Give original to employee to be retained by their employer. MEDL retain copy for duration of incident only. Post-incident, additional copies of PE forms should be destroyed by MEDL or host unit. <u>DO NOT leave in incident files.</u>

Logistics Section

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Handout 10-11: ICS Form 260 with Release Information

Refer to EL_970_HO_10-11_ICS_Form_260.pdf

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Activity 10.1: Resource Release Information

Resource Release Information
Activity 10.1 – Overview - Unit 10

Purpose

The purpose of this activity is to give students the opportunity to complete the resource release information in ICS Form 260.

Objectives

Students will complete the resource release information in ICS Form 260.

Activity Structure

This activity will last approximately 30 minutes, including completion of the resource release information in ICS Form 260 for four combustible gas indicators (CGIs) ordered in the Merrill Flood scenario from the beginning of the class.

The Instructor should guide the class through the completion of ICS Form 260. When the class has completed ICS Form 260, the Instructor should hand out the answer key for this activity, which also contains the resource release information.

Rules, Roles, and Responsibilities

Students will work individually and as a class. The following are the specific activities and instructions for your participation in the activity:

1. Complete the resource release portion of ICS Form 260 for four CGIs.
2. Receive an answer key from the Instructor.

The Instructor moderates discussions, answers questions, and provides additional information as required.

Activity 10.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Review Scenario	5 minutes	Individual
Record Information	20 minutes	Class

Use this space to take notes:

Activity 10.1: ICS Form 260

Refer to EL_970_ACT_10.1_ICS_Form_260_1_of_2.pdf

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Handout 10-12: Transition Plan Template

INCIDENT NAME:

INCIDENT NUMBER:

Team Name Type X Incident Management Team

to

Team Name Type X Incident Management Team

This Transition Plan will guide the orderly transfer of command on this incident. This Plan, along with the ICS 209, Incident Status Summary, applicable maps, resource and demobilization information, and authorizing delegation(s) of authority, adequately summarize the status of the incident sufficient for transition.

An enclosed Complexity Analysis (Section H) documents the decision for the type (level) of incident management team that will assume command.

Plan Approval(s):

Agency Administrator(s) or Area Commander:

Agency or Area Command	Agency Administrator Signature	Date

Outgoing Incident Management Team:

IMT Name	Incident Commander Signature	Date

Incoming Incident Management Team:

IMT Name	Incident Commander Signature	Date

a) **INCIDENT OBJECTIVES**

(State the incident objectives from the latest Form ICS-202, Incident Objectives).

b) **TRANSITION SCHEDULE and COORDINATION**

(Name) IMT will transition with (Name) IMT on (date) and will participate in Incident Management operations until (name) Team assumes command of the incident at (time) on (date).

(Name) IMT will develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (Name) IMT will jointly develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (name) IMT will jointly conduct the morning briefing on (date or day) at (location).

c) **ORGANIZATIONAL NEEDS**

A list of resources to be left with the incoming IMT, by ICS function, is included in **Section F** of this narrative. The incoming team should continue to coordinate with (Name of Area Command) in (location) and Expanded Dispatch in (location) regarding the release and reassignment of resources. Area Command is primarily interested only in critical resources such as Type 1 crews and aircraft. Critical resources are identified by Area Command daily and included in their daily fire summary information.

d) **CONTACTS**

A list of important contacts, by ICS function, with phone numbers and/or email addresses is included in **Section G** of this narrative.

e) **FUNCTIONAL HIGHLIGHTS**

1. **Command**

(State relevant information necessary for the incoming incident commander to understand and successfully function upon transfer of command. Items to consider include the following):

a) **Political considerations:** Local public contact through community meetings has been critical for a successful operation. The relationship between the residents and the Okanogan National Forest, Methow Valley Ranger District has been sometimes contentious especially over the past year or so, in regards to air quality resulting from prescribed burning projects. The Fawn Peak Complex and the Needles Fire have given the District and the Incident Management Teams opportunities to rebuild relationships with

several communities.

During our tour on the Needles Fire Hart's Team has conducted one community meeting, maintain a constant presence within communities of Winthrop, Mazama, and throughout the Methow Valley. Also, daily fire fact updates, radio program updates and interviews, Kiwana talking engagements, tours of the ICP and helibase. We have supported the district in several health and safety issues dealing with outfitters to help find successful and safe conclusions to several local issues. Department of Natural Resources and the Methow Valley Fire Protection District worked closely with the team on level 2 Evacuation processes and identifying trigger points and thresholds and processes, to identify when to reduce evacuation levels. The team also supported several other incidents within the Okanogan National Forest with aircraft and crews.

b)   Agency Administrator, Agency Administrator Representatives, Resource Advisors, BAER Team Members: The Okanogan National Forest provided a line officer representative and several resource advisors to support the Team. Also, Department of Natural Resources provided a representative as well as the Methow Valley Fire Protection District. These representatives were at all of the briefings and community meetings to assist and advise the Team. Having these individuals available everyday facilitated the evening WFSA validation and signature. These individuals supported the decision-making process on many issues and one person that deserves mention is Jim Russell from the Northwest Regional Office who was acting Line Officer Representative while Elton Thomas Forest Fire Staff took time off. Jim did an outstanding job of resolving local issues, supporting the District Ranger on some difficult issues and overall going above and beyond the call of duty in hours and support for the team. The Forest was aggressive in early immediate fire suppression activity rehabilitation efforts.

The Team devised a rehab group to work throughout the fire on these efforts.

On arrival to the Needles Fire the in-briefing with the forest (Forest Supervisor, Fire Staff, DNR, Fire Protection District, and others and Gary Bernts Type II IMT occurred at ICP. The forest asked Hart's team to have transfer of command the following day. The forest was supportive of Hart's Team's request to have an entire day of transition and then the morning of the second following day to proceed with Transfer of Command. This gave Hart's team an entire day with Berndts team instead of a single evening before change in command.

c) Cost Containment objectives and opportunities: Hart's Team documented cost containment measures taken and they are documented in the Finance Section Chiefs summary.

d) Cooperator involvement: Everyday members of the team had contact with: Okanogan National Forest representatives, DNR, Methow Valley Fire Protection

District, and the Methow Valley Ranger District. Also, everyday members of the team, information, air operations, operations, logistics and Plans at the minimum had communications with private individuals to keep them in the communication loop and decision-making process.

e) Various agency objectives: Manage safety and coordinate and consult with Forest Safety and Health Manager which is done daily or when this manager is available. Maintain aviation safety and manage risks. Manage Human Resources. Cost effectiveness. Support initial attack. All of these objectives have been accomplished.

During the first day of Hart's Teams tour the cost ceiling of the WFSA preferred alternative was recognized that it may be exceeded in managing this fire to meet objectives. The forest was notified of the need for revision and the finance section chief made projections to support the revision, for the next team's tour.

2. Safety

(State relevant information necessary for the incoming Safety Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Major safety hazards (line, camps, transportation, and other)
- Recommended future staffing
- Ongoing investigations and/or reviews
- OSHA relationships
- Daily conference calls

3. Information

(State relevant information necessary for the incoming Information Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Recommended future staffing
- Information center locations
- Key talking points, past, present, and future
- Recommended tasks
- Political considerations
- Relationships with local agencies and news outlets (print and electronic)
- Daily conference calls

4. Liaison

(State relevant information necessary for the incoming IMT to understand and successfully function upon transfer of command. Items to consider include the following):

- Current staffing, by agency, of Liaison Officers

- Major issues expressed by Liaison Officers, by agency

- Opportunities for improved relations

5. Operations

(State relevant information necessary for the incoming Operations Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current strategy and the anticipated probability of success

- Tactical successes

- Tactical barriers

- Cooperator responsibilities, accomplishments to date, and future needs

- Specialized equipment on-scene and needs for the future

- Ground safety considerations and limitations to operations

- Cost containment opportunities

- Supervisory recommendations during transition

a) Air Operations

- Aviation facility locations (past, present, and future) and capabilities including current issues and future use opportunities. Includes fixed and rotor wing bases, dip sites, re- load bases, portable retardant plants, FAA towers, etc.

- Utilization of current assigned fleet

- Past and existing Temporary Flight Restrictions including number(s)

- Visibility and other environmental issues

- Operational successes and issues

- Recommended future staffing

- Working relationships with cooperators including states and the military

- Communication frequency management and recommendations

- Daily conference calls

6. Plans

(State relevant information necessary for the incoming Planning Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Currency and status of WFSA or other Agency Administrator strategic direction

- Status of planning cycle successes and barriers

- ICS-209 Reporting arrangements

- Recommended future staffing

- Status of planning facilities including equipment (copiers, etc.)

- Status of incident documentation

- Relationship of cooperators in planning meetings

- Resource (Advisor) issues, concerns, and opportunities

- Interagency Resource Representative contacts

- Daily conference calls

a) . Situation Unit

- Brief description of fuels and fire behavior

- Status of mapping capabilities including GIS

- Status of Fire Weather Meteorologists

b) Resources Unit

- Brief description of data base including currency

c) Demobilization Unit

- Current status of Demobilization Plan

- Demobilization issues, concerns and opportunities

d) . Documentation Unit

- Status of documentation

7. Logistics

(State relevant information necessary for the incoming Logistics Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current and future facility locations

- Recommended future staffing

- Successes and barriers in working with expanded dispatch

- Equipment and supply shortages to meet operational objectives

- Communications capabilities and barrier

- Daily conference calls

a) Facilities
- Issues with current facilities

- Status of camp help arrangements

- Existing land use agreements and needs

- Status of shower, laundry services

- Camp safety issues

b) . Food Unit

- On-scene caterers and capabilities by location

- Food quality, supply

- Local purchasing and supply opportunities

c) Ground Support

- Safety considerations

- Travel times for operations personnel

- Equipment considerations (graders, rentals, buses, carts, etc.)

- Environmental considerations (wash stations etc.)

- Spike camp considerations

d) . Supply Unit

- Status of resource ordering (reconciliation)

- Working relations with expanded dispatch including local purchase procedures
- Shortages/excesses of supplies to meet operational objectives
- Use of caches
- Delivery times
- Supply Unit staffing performance (Job Corps, AD's, etc.)

e) Communications

- Issues, concerns, opportunities with existing system(s)
- Status of line communications
- Status of camp to town communications including cell phone and hard line
- Status of data lines/satellite

f) Security

- Major security issues (non-confidential)
- Cooperator responsibilities (highways, road blocks, evacuations etc.)
- Relations with cooperating law enforcement agencies

g) Medical Unit

- Facility locations
- EMT status in camp
- Summary of personnel injuries and treatments

8. Finance

(State relevant information necessary for the incoming Finance Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Status of documentation (Finance Package)
- Commissary arrangements
- Agency Incident Business Advisor(s) assigned
- Land Use agreements in effect or needed
- Daily conference calls

a) Cost Unit

- Status of cost collection mechanisms and daily reports

b) Time Unit

- Summary of equipment and personnel time issues, barriers
- Equipment and personnel time reconciled with resources unit and Incident Action Plan

c) Compensation for Claims

- Outstanding claims and/or Compensation for Injury cases
- Potential claims and mitigation measures to avoid

f) OVERHEAD RESOURCES REMAINING

a) Command:

Position	Name (last, first)	Resource Order #	Location	Planned Demob
IIO2t	Schaeppi, Jean	0-99	NPS- MN	9/20/03
IIO2t	Stine, Steve	0-100	FS-GA	9/20/03
IIO2t	Powers, Connie	0-239	WA-DNR	9/28/03

Position	Name (last, first)	Resource Order #	Location	Planned Demob
FELB	Eric Miller	0-166	Stage @ Helibase	9/22/03
FALC	Roy Fuller	E-91	Stage @ Helibase	9/20/03
FALC	Paul Picolet	E-137	Stage @ Helibase	9/20/03
FALC	On Order	Local	Stage @ ICP 8 Hours	
FALC	On Order	Local	State @ ICP 8 Hours	
Crew T1	Boise IHC	C-34	D	9/27/03
Crew T2 IA	Coville FSR	C-38	C	9/26/03
Crew T2 IA	Yampa Valley	C-32	D	9/27/03
Crew T2 IA	Cle Elum FSR	C-16	B	9/19/03

b) **Operations (Ground):**

Position	Name (last, first)	Resource Order #	Location	Planned Demob

Position	Name (last, first)	Resource Order #	Location	Planned Demob

c) Operations (Aviation):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

d) Plans:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

e) Finance:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

f) Logistics Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

g) Logistics Equipment:

Equipment Type	Vendor/Name/NFES #	Resource Order #	Location	Planned Demob

h) CONTACT INFORMATION

ICS Unit	Contact Type (i.e. Co. Sheriff)	Name	Phone	Cell	email

i) COMPLEXITY ANALYSIS:

(Attach an appropriate complexity analysis sufficient to meet the agency administrator(s)/area commanders' objectives.)

Activity 10.2: Demobilization

Demobilization
Activity 10.2 - Overview - Unit 10

Purpose

The purpose of this activity is to provide students with the opportunity to make decisions regarding the demobilization of the Supply Unit, such as demobilizing all supplies and equipment at once or over time, tracking supplies and equipment, providing for incident replacement, coordination with Agency Ordering Points (AOPs), completing any applicable documentation, and ordering and planning according to incident demobilization.

Objectives

Students will:

- Review a Logistics Section Chief Debriefing and the Operations Glide Path to determine how best to demobilize the Supply Unit.

- Complete a waybill, transfer the accountable property, and complete documentation for any broken or damaged supplies or equipment that cannot be returned.

Activity Structure

The activity will last approximately 60 minutes, including Facilitator feedback to each student. Students will listen to a Logistics Section Chief Debriefing and review the Ops Glide Path for the crowd scenario to determine how best to demobilize the Supply Unit. Students will complete a waybill, transfer the accountable property, and complete documentation for any broken or damaged supplies or equipment that cannot be returned.

Rules, Roles, and Responsibilities

Students will work individually throughout this activity. The following are the specific activities and instructions for your participation in the activity:

1. Review the incident scenario, if necessary (crowd scenario).

2. Listen to the Logistics Section Chief Briefing.

3. Review the Ops Glide Path.

4. Complete a waybill.

5. Transfer the accountable property.

6. Complete documentation for any broken or damaged supplies or equipment that cannot be repaired or returned.

The Facilitator moderates discussions, answers questions, and provides additional information as required.

The Facilitator will provide answer keys for the Incident Replacement Requisition and Waybill.

Activity 10.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Review Scenario Materials, including the Updated Debriefing and Ops Glide Path	15 minutes	Individual
Perform Demobilization Activities	30 minutes	Large group
Debrief and Review	10 minutes	Class

Activity 10.2: LSC Briefing: Demobilization

The football incident is coming to a close. Operations projects finished on 10/24/XX at 1800.

A glide path has been developed by Operations for the release of their resources.

Advise your ordering point of the planned closing of the ICP/Incident Base. Verify that any outstanding orders are still needed if not cancel them. Reconcile all orders with the Resource Unit and the ordering point.

Complete waybills for any returning items, and process the release information on the 260s back to the ordering point (overhead, equipment, engines, etc.)

Any damage or broken equipment must have the proper documentation.

Any accountable property that is transferred or lost needs to have the proper documentation.

After 1800 on ICP/Incident Base will be shut down and the incident will be turned back over to the responsible agencies.

Activity 10.2: Operations Demobilization Glide Path

- 10/23/XX, at 1800 the following operational equipment and personnel will be released:

  - Fire/ Rescue: Eng S/T 24 B, Truck 3, Rescue

  - Law Enforcement: L/E S/T 10, L/E S/T 11

  - EMS: ALS 1, ALS 2, ALS 3, BLS 7

  - Staging: LE S/T 15, E S/T 7B

- 10/24/XX, at 1800 the remainder of the resources will be released, at activities associated with the Football incidents will be turned back over to the proper agencies and jurisdictions.

Activity 10.2: ICS Form 213, First Responders

Refer to EL_970_ACT_10.2_ICS_Form_213_1_of_2.pdf

Refer to EL_970_ACT_10.2_ICS_Form_213_2_of_2.pdf

Activity 10.2: Waybill

Date	Time	**INTERAGENCY INCIDENT WAYBILL**	Page 1 of __

SHIPPED TO	**SHIPPED FROM**
Incident name	**Carrier/Driver name:**

Incident number		**Vehicle number**		**Trlr number**	
Accounting/mgnt Code		**Pieces**		**Weight**	
Contact name/phone		**ETD**		**ETA**	

HAZARDOUS MATERIALS DECLARATION

Identification Number	**Proper Shipping Name**	**Hazard Class**	**Packing Group**	**Total Quantity**

This is to certify that the above-named materials are properly classified, described, packaged, marked and labeled and are in proper condition for transportation according to the applicable regulations of the Department of Transportation.
_____
Signature of Shipper   **Chemtrec: 1-800-424-9300**   **Emergency Response Phone Number**

Item #	NFES #	Quantity	U/I	Item Description	Property Number

Received by (signature)	Date/Time

NFES 1472   Original: Shipper   COPIES: RECIPIENT, PACKING LIST, OPTIONAL   FORM 316 (05-2013)

Activity 10.2: Incident Replacement Requisition

INCIDENT ORDER NUMBER	ISSUE NUMBER (FOR CACHE USE)
INCIDENT NAME	ACCOUNTING/MANAGEMENT CODE
AGENCY BILLING ADDRESS NAME	AGENCY SHIPPING ADDRESS NAME
UNIT NAME	UNIT NAME
BILLING ADDRESS	ADDRESS (NO P.O. BOX)

CITY	STATE		ZIP	CITY	STATE		ZIP
AUTHORIZED BY		TITLE		PERSON ORDERING		TITLE	

TELEPHONE NUMBER	TELEPHONE NUMBER
DATE/TIME ORDERED	DATE/TIME REQUIRED

REQUESTED METHOD OF DELIVERY

REQUEST NUMBER	NFES NO.	QUANTITY	U/I	ITEM DESCRIPTION PAGE OF

NSN 7540-01-475-0708   COPYING 3 – ORDERING UNIT   OPTIONAL FORM 315 (4/2000)

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INSTRUCTIONS FOR INCIDENT REPLACEMENT REQUISITION

TYPE I OR TYPE II INCIDENTS

The incident Supply Unit Leader (SPUL) will be responsible for handling incident replacement requisitions when a Type I or Type II incident management team is assigned. The SPUL approves replacement requests based on Engine Accountability sheets or other fire equipment inventory documents approved by the requesting resource's home unit.

- If equipment and supplies are available at the incident for replacement, the request is filled at the incident supply unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is not being immediately demobilized, the Supply Unit will place a resource order for needed items through appropriate channels to the servicing fire cache. The order will be shipped to the incident and replacement will take place at the Supply Unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is being demobilized, an Incident Replacement Requisition will be completed by the Supply Unit and forwarded to the geographic area cache.

- All national geographic area caches will accept Incident Replacement Requisitions.

- Authorized approvals and signatures MUST be included on the requisition. For Type I and II incidents, these approvals are limited to: Incident Supply Unit Leader, Logistics Section Chief, Support Branch Director, Incident Commander or Agency Administrator or Representative.

TYPE III OR TYPE IV INCIDENTS

The hosting unit agency administrator or representative, such as the Fire Management Officer, will be responsible for handling incident replacement requisitions on Type III and IV incidents. The agency representative approves replacement requests based on Engine Accountability sheets or other fire equipment inventory documents approved by the requesting resource's home unit.

- If equipment and supplies are available at the incident for replacement, the request is filled at the incident host unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is not being immediately demobilized, the hosting unit will place a resource order for needed items through appropriate channels to the

servicing fire cache. The order will be shipped to the incident and replacement will take place at the host unit.

- If equipment and supplies are unavailable at the incident for replacement, AND the requesting resource is being demobilized, an Incident Replacement Requisition will be completed by the host unit and forwarded to the geographic area cache.

- All national geographic area caches will accept Incident Replacement Requisitions.

- Type III and IV incident approvals are limited to the Agency Administrator or Representative (i.e., Fire Management Officer).

Replacement orders must be processed within 30 days of control of the incident.

The incident's servicing cache may forward completed requisitions to the requesting unit's geographic area cache for processing.

If a cache is unable to fill the request (i.e., does not stock item), the cache will forward request to the closest cache that does stock the item for processing.

Activity 10.2: ICS Form 260

Refer to EL_970_ACT_10.2_ICS_Form_260.pdf

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Final Activity: Overview
Supply Unit Leader Tasks – Train Derailment

Final Activity: Train Derailment

Purpose

During this activity, students will perform the full range of Supply Unit Leader tasks. Students will perform the following tasks: Set up the Supply Unit area; Place the initial order; Maintain supplies; Handle lost/broken materials; and Demobilize. Students will receive information to perform these tasks, receive instruction and guidance by the Logistics Section Chief (instructor), and coordinate with the Agency Ordering Point (instructor).

Objectives

Students will:

- Review the incident scenario.
- Set up the Supply Unit.
- Place an initial order.
- Place a maintenance order in order to maintain supplies.
- Complete any needed documentation for lost/broken materials.
- Demobilize the Supply Unit per the Operation Glide Path.

Activity Structure

This activity is scheduled to last approximately 3 hours. Working individually, students will review the ICS Form 201 Incident Briefing, a debrief from the Logistics Section Chief, and the IAP. Following this individual review, students will perform all duties, as necessary, which a Supply Unit Leader may have to perform during an incident. Students will interact with both the Logistics Section Chief and the Agency Ordering Point, as appropriate, during the activity. Not all answers or choices made during this activity are completely correct or incorrect; rather, as you work with the LSC and the Agency Ordering Point, the choices you make will impact various parts of the activity, just as these choices would in an actual incident.

Rules, Roles, and Responsibilities

Students will work individually. Following are the specific activities/instructions for your participation in the activity:

Following an individual review of the ICS Form 201, Incident Briefing, a LSC briefing, and a review of the IAP, the activities in this activity will be executed as follows:

1. Set up the Supply Unit area.

2. Review the setup of the area with the Logistics Section Chief.

3. Receive any documentation from the first responders (ICS Form 213, General Message) and place the initial order.

4. Send the initial order to the Agency Ordering Point and receive feedback from the Agency Ordering Point (ETA's, orders that cannot be filled, etc.).

5. Verify orders that have been received/reorder as appropriate.

6. Place an inventory maintenance order through the Agency Ordering Point and receive feedback from the Agency Order Point (ETA's, orders that cannot be filled, etc.).

7. Receive notification that a piece of equipment has been damaged and is not reparable.

8. During a LSC briefing, learn about the Glide Path and that the incident is downsizing. Demobilize accordingly.

Facilitators/instructors moderate discussions, answer questions, and provide additional information as required.

Final Activity Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Review scenario	5 minutes	Individual
Set up Supply Unit area	15 minutes	Individual
Review Unit with LSC	5 minutes	Individual/Instructor
Place initial order	30 minutes	Individual
Submit order to Agency Ordering Point	15 minutes	Individual/Instructor
Place maintenance Order	30 minutes	Individual
Submit order to Agency Ordering Point	15 minutes	Individual/Instructor
Complete documentation for lost/damaged materials	15 minutes	Individual
Receive updated LSC briefing	10 minutes	Individual
Demobilize Supply Unit	35 minutes	Individual

Final Activity: Incident Scenario

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non- pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radio picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. There is a pervasive rumor that the train Engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the state. The Red Cross is establishing an evacuation center at North High Schools in Central City.

There are rumors that hundreds of Coho salmon, a federally listed threatened species have been killed in the river. The Parks Department, County, and State Dept of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles downriver from the rail bridge site.

The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its

capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

Liberty County in the state of Columbia, is the largest county in the State in terms of population, and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 149,000 and the metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the state: commercial river traffic, rail, air, and interstate traffic and is 40 miles from the Port of Charlotte, on the Big Ocean.

Final Activity: ICS Form 201 Incident Briefing

Refer to EL_970_FACT_10_ICS_Form_201.pdf

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Final Activity: Logistics Section Chief Initial Debriefing

- The AHIMT is assigned to the C&C Train Derailment.

- This is a HazMat. Incident with a derailed train which is crossing a river.

- The ordering point is the local EOC. All orders going to the EOC will be on ICS 259's.

- There are approximately 160 personnel assigned operationally with another 40 in support functions.

- The operation will go 24 hrs. a day with two operational periods 1200-2400 and 0001
  -1200 per day.

- The weather could play a factor with the fog and cooler temperatures.

- HazMat assignments can cause a large number of supply needs, from replacement PPE's, Decon Pools, Equipment and Tool replacements, so be prepared.

- Multiple agencies are assigned to this incident so think big picture on ordering and supporting the incident.

- The containment and mitigation portion of this incident is expected to last 1.5 days. The transition from containment to clean-up could change the make up and numbers of personnel and equipment.

- The typical ordering procedures are in place, Div/Grp supervisors or above in operations, Unit leaders or above in the support functions. Only orders that are on a properly filled out ICS 213 Form will be accepted.

- Logistics mission is to support the Operational and other Support functions of this assignment. So as the Supply Unit Leader I expect you to work closely with the other logistic units to provide the support and be open and proactive to meet the needs of the incident.

- All items need to be inventoried and tracked. Accountable items need the extra level of tracking. Waybills will be used to send back supplies. Lost or broken equipment will be documented properly. Equipment transfers will be properly documented.

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Final Activity: Operations Glide Path

- The target completion of this incident is in 72 hours from 1/22/XX.

- Day 1/24/XX: Resources remaining will be as follows:

  - Fire/Rescue Group: S/T 3166 C, HazMat 16, EMS ALS, Safety Officer
  - HazMat Group: Engine 12, HazMat 7, HazMat 9, Safety Officer, F&G Spec.
  - Law Enforcement: L.E. S/T 11, L.E. S/T 15, Boat 46
  - EMS Group: ALS S/T 1, BLS S/T 7
  - Damage Assessment Group: DAT 1, DAT 3

- Day 1/25/XX: All resources will be released at the end of the day operational period.

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Final Activity: Incident Action Plan

Refer to EL_970_FACT_10_ICS_Form_202.pdf

Refer to EL_970_FACT_10_ICS_Form_203.pdF

Refer to EL_970_FACT_10_ICS_Form_204_1_of_5.pdf

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Refer to EL_970_FACT_10_ICS_Form_205.pdf

Refer to EL_970_FACT_10_ICS_Form_206.pdf

Refer to EL_970_FACT_10_ICS_Form_208_1_of_3.pdf

Refer to EL_970_FACT_10_ICS_Form_208_2_of_3.pdf

Refer to EL_970_FACT_10_ICS_Form_208_3_of_3.pdf

Refer to EL_970_FACT_10_ICS_Form_208HM.pdf

Final Activity: ICS Form 213, First Responders

Refer to EL_970_FACT_10_ICS_Form_213_1_of_6.pdf

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