E/L 0967

NIMS ICS All-Hazards Logistics Section Chief Course

![FEMA - U.S. Department of Homeland Security logo]

Student Manual

July 2019
Version 1.0

FEMA Corps members are instructed by Logistics Section Chief Mark Ackerman (C) on the Incident Action Plan (IAP). FEMA trains the FEMA Corps members on IAP planning and operations during a disaster declaration from wildfires.

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Table of Contents

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Unit 1: Course Introduction

STUDENT MANUAL

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Visual 1.1

Visual 1.1

E/L 0967 NIMS ICS ALL-HAZARDS LOGISTICS SECTION CHIEF COURSE
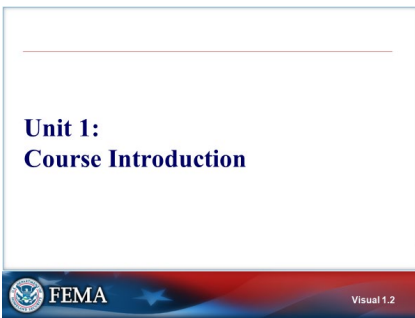
Visual 1.2

Visual 1.2

UNIT 1: COURSE INTRODUCTION

Visual 1.3

Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objective and position-specific resource materials for the position of Logistics Section Chief.
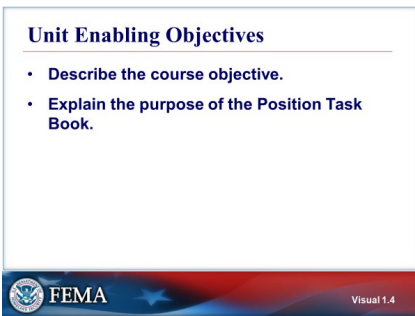
Visual 1.4

Visual 1.4

UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.

The Pretest and Final Exam are based on the Unit Enabling Objectives from Unit 2 – 12.

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

FEMA   Visual 1.5

Visual 1.5

Introductions
- Instructor and student introductions
- Incident response experiences
- Disaster experience
- Reasons for being a Logistics Section Chief

FEMA   Visual 1.6

Visual 1.6

Administrative Concerns
- Lodging
- Transportation
- Safety Procedures
- 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

UNIT OVERVIEW

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

Through this unit, students will learn the objectives of the course, be instructed on the use and purpose of Position Task Books and receive a Logistics Section Chief version of this resource.

INTRODUCTIONS

The instructor gives an overview of their personal experience as a Logistics Section Chief 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 Logistics Section Chief.

After the introductions, the instructor will administer the Pretest.

ADMINISTRATIVE CONCERNS

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 Logistics Section Chief.

Course Design
- Course length of 5 days.
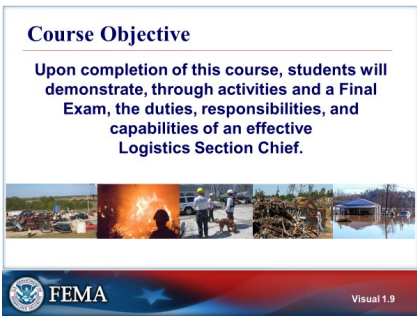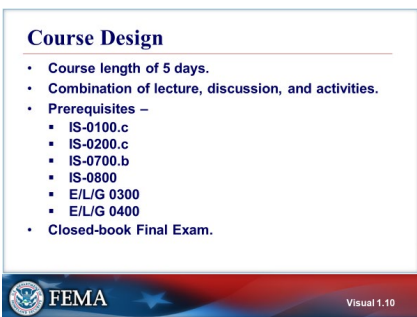- Combination of lecture, discussion, and activities.
- Prerequisites –
  - IS-0100.c
  - IS-0200.c
  - IS-0700.b
  - IS-0800
  - E/L/G 0300
  - E/L/G 0400
- Closed-book Final Exam.

FEMA   Visual 1.10

Visual 1.10

COURSE DESIGN

The course is scheduled to be 3 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, Logistics Section Chief) 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

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

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

- IS-0800 National Response Framework (NRF)

Recommended courses:

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

- O 305 Type 3 AHIMT Training Course (US Fire Academy)

- O 337 Command & General Staff Functions for Local Incident Management Team (US Fire Academy)

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

All-Hazards Curriculum

- Incident Command System (ICS) origins in fire.
- All-Hazards.
- The fundamentals of the job are the same regardless of incident type.
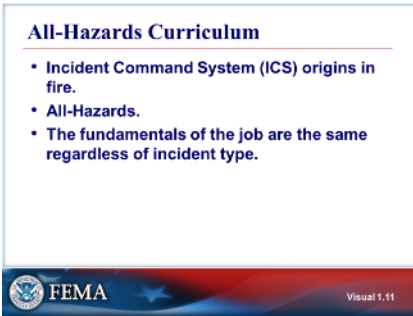
FEMA   Visual 1.11

Visual 1.11

Enabling Objectives for Units 2 - 12. Unit 1 will not be tested in the Pretest nor the Final Exam.

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 Logistics Section Chief backgrounds.

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

A Logistics Section Chief 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, a natural disaster, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Logistics Section Chief is the same.

Visual 1.12

DISCUSSION ACTIVITY
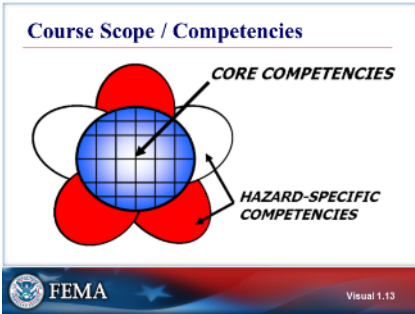
Visual 1.13

COURSE SCOPE/COMPETENCIES

Competency is a broad description that groups core behaviors necessary to perform a specific function.

The Flower Diagram 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 Logistics Section Chief 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 Logistics Section Chief 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 Logistics Section Chief position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Logistics Section Chief Position Task Book, discussed on the next visual.
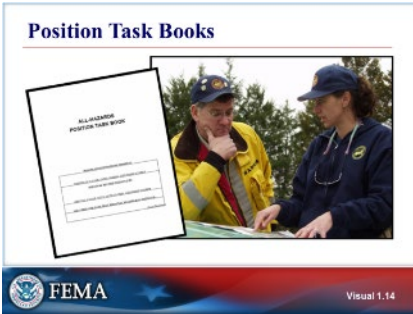
Visual 1.14

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.
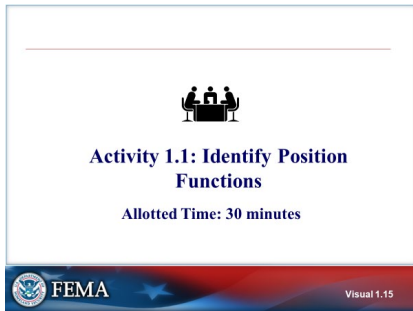
Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.
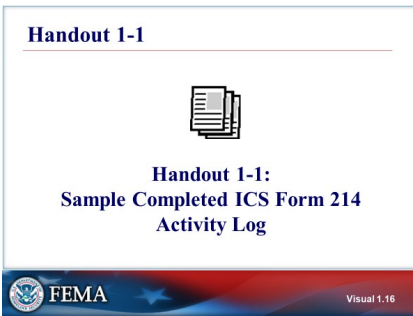
Visual 1.16

HANDOUT 1-1: SAMPLE COMPLETED ICS FORM 214: ACTIVITY LOG

The ICS Form 214 should document important factors, decisions, and elements. One approach to this is to use the "three A's" – Actions, Agreements, and Accidents:

- **Actions** such as those taken to prevent hazardous activities.

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

- **Accidents** such as those that occurred during the incident regardless of location (staging, incident site, Incident Command Post, etc.).
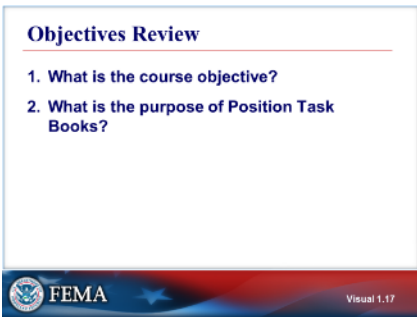
Visual 1.17

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the course objective.

- Explain the purpose of Position Task Books.

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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
Activity Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

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

Refer to EL_967_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. Noted completion of task assignment #2 above.
    b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.

5. 1200 SO told me…

    a. Any safety issue is potentially critical. Noted my involvement in this issue.
    b. Potential follow-up with both SO and AREP later on

6. 1300 Parker County AREP wants fire engines back

    a. Very significant issue
    b. Documented that I informed the two critical C&G staff about this development.
    c. May need to follow-up later.

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Unit 2: Overview of the Logistics Section Chief Position

STUDENT MANUAL

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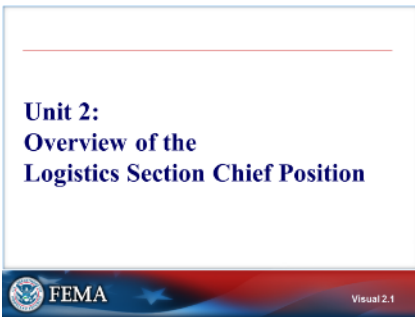
Visual 2.1
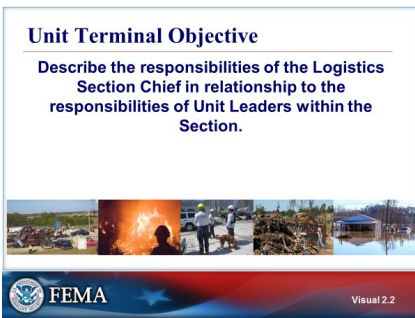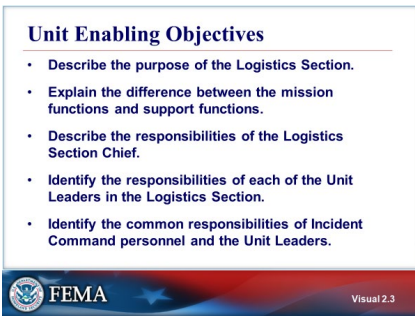
UNIT 2: OVERVIEW OF THE LOGISTICS SECTION CHIEF POSITION

This unit focuses on the general responsibilities of the LSC and the subordinate Unit Leaders in the logistics section from a high level. Many of the topics discussed here will be addressed in greater detail in later Units.

Visual 2.2

UNIT TERMINAL OBJECTIVE

Describe the responsibilities of the Logistics Section Chief in relationship to the responsibilities of Unit Leaders within the Section.

Visual 2.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Logistics Section.

- Explain the difference between mission functions and support functions.

- Describe the responsibilities of the Logistics Section Chief.

- Identify the responsibilities of each of the Unit Leaders in the Logistics Section.

- Identify the common responsibilities of Incident Command personnel and the Unit Leaders.

The Final Exam questions are based on the Unit Enabling Objectives.

Unit Overview
- Purpose of the Logistics Section
- Functions of the Logistics Section
- Logistics Section Units/Branches
- Responsibilities of the Logistics Section Chief and the Unit Leaders

Visual 2.4

UNIT OVERVIEW

The first section of this unit explains the high-level functions of the Logistics Section.

The second section introduces the roles and responsibilities of the six Unit Leaders responsible to the Logistics Section Chief (LSC).

The third section addresses responsibilities of the LSC as they relate to the Incident Management Team (IMT), Unit Leaders, and the incident generally.

Purpose of the Logistics Section

The Logistics Section provides facilities, services, and supplies in support of the incident.

Visual 2.5

PURPOSE OF THE LOGISTICS SECTION

The mission of the Logistics Section is to ensure that incident personnel have the equipment, supplies, transportation, rest, and nutrition they need to meet incident objectives. In short, the mission of the Logistics Section is to keep the Operations Section. Functioning efficiently and effectively by providing all necessary resources.
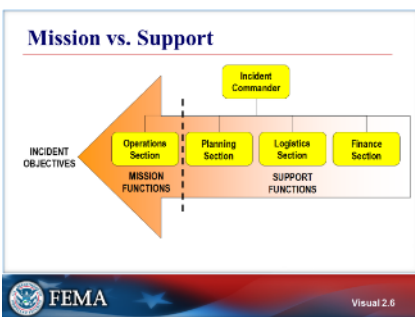
Mission vs. Support

Visual 2.6

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.

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 2.7

FUNCTIONS OF THE LOGISTICS SECTION

As the LSC, you are on the incident to provide what the personnel need, whether it be food, transportation, communications, equipment, tools, office supplies, medical services, or simply a (relatively) quiet place to sleep.

Customer service is key to an effective Logistics Section. First and foremost, the Logistics Section exists to support operational personnel.

The difference between support and services: support means providing materials, and service means performing a supporting action or operation.

Organization of Logistics Section

Refer to Handouts 2-1 – 2-6
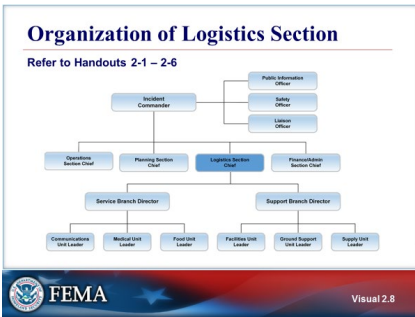
Visual 2.8

ORGANIZATION OF LOGISTICS SECTION

Logistics Section organizational structure:

- Service Branch:
    - Communications
    - Medical
    - Food
- Support Branch:
    - Supply
    - Facilities
    - Ground Support

A common approach for incidents is that the Logistics Section should be approximately 10% of the size of the Operations Section. So, if the Operations Section has 120 people, the Logistics Section would have 12. This should be understood as a guideline and not a hard and fast rule.

Leaders should staff the Logistics Section to meet the size, complexity and demands of the incident or event. When an incident or event is larger, efficiencies of scale are applied, and the percentage of Logistics personnel needed may be smaller than 10%.

Refer to the following handouts:

- Handout 2-1: ICS Staffing Guidelines
- Handout 2-2: Logistics Section Chief Expectations of all Section Members
- Handout 2-3: Unit Leader Common Responsibilities
- Handout 2-4: Mnemonics List – (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.)
- Handout 2-5: Incident Complexity
- Handout 2-6: Complexity Analysis

Visual 2.9

Visual 2.10

UNITS IN THE LOGISTICS SECTION

SUPPORT BRANCH DIRECTOR

Because there is a box for Support Branch Director does not mean the position needs to be filled. Think of the Incident Command System (ICS) organization as a toolbox. Just because it has a lot of tools does not mean you have to take them all out.

According to the NIMS Management Characteristic Span of Control, the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline.
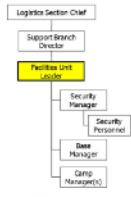
An IMT can have an LSC and a Deputy LSC. If you divide the Units between you, you do not always need to divide them along support/service lines. In fact, jumbling them up in a different way can be useful as it provides checks and balances.

If you choose to activate the position, the chief responsibilities of the Support Branch Director are as follows:

- Supervising the operation of the Facilities, Ground Support, and Supply Units.

- Coordinating the activities of these Units.

- Participating in briefings and planning meetings in the Logistics Section.

- Briefing the LSC on Branch activities.

- Maintaining the Unit's ICS Form 214 Activity Log.

Visual 2.11

FACILITIES UNIT

The purpose of the Facilities Unit is to provide incident personnel with incident facilities such as the Incident Base, Camp, and ICP, 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 respond to anticipated needs. As a guiding principle, 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.

General duties of the FACL:

- 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
    - Incident Command Post (ICP)
- Provides layouts of facilities to Sections and Units.
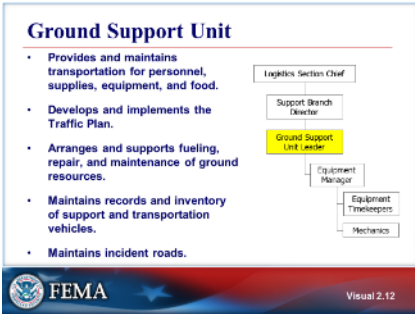
Visual 2.12

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 ICP, ingress and egress routes, access for medical personnel, and so forth. The Traffic 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 (SOFR).

General duties of the GSUL:

- Supervises assigned personnel:
    - Equipment managers
    - Mechanics
    - Assigned contract equipment
    - Drivers
- Arranges and supports fueling, maintenance, and repair of ground resources.
- Maintains records and an inventory of support and transportation vehicles.
- Maintains incident roads.
- Maintains ICS Form 214 Activity Log.
- Develops and implements the Traffic Plan, except for the traffic flow at the ICP which is the responsibility of the FACL.
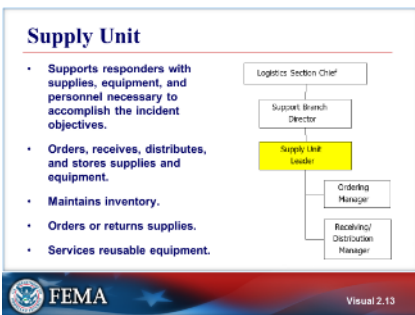
Visual 2.13

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 for the incident is ordered through the Logistics Section—through the Supply Unit Leader (SPUL) if the incident response is large enough to require that position, or the Ordering Manager (ORDM), if the responsibilities have been delineated further.

General duties of the SPUL:

Participating in Logistics Section and Support or Branch planning activities as appropriate (to inform other Logistics personnel what supplies are—and are not—available).

- Managing assigned personnel, such as the Receiving/Distribution Supply Manager (RCDM) or the Ordering Manager (ORDM).

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

- Maintaining an inventory of supplies and equipment and ordering or returning supplies and equipment per incident needs.

- Servicing reusable equipment

- Maintaining an ICS Form 214 Activity Log

Visual 2.14

SERVICE BRANCH DIRECTOR

Because there is a box for Services Branch Director does not mean the position needs to be filled.

If you choose to activate the position, the chief responsibilities of the Service Branch Director are as follows:

- Supervising the operations of the Communications, Medical, and Food Units.

- Participating in briefings and planning meetings in the Logistics Section.

- Coordinating activities of Branch Units.

- Briefing the LSC on Branch activities.

- Maintaining the Unit ICS Form 214 Activity Log.
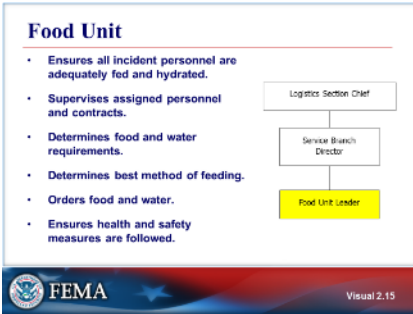
Visual 2.15

FOOD UNIT

The Food Unit Leader (FDUL) is responsible for ensuring that all incident personnel are adequately fed and hydrated. This responsibility also entails determining the best method for delivering sanitary food and water. The FDUL is responsible for meeting the food needs for the entire incident, including all remote locations, as well as providing food for personnel who are unable to leave tactical field assignments.
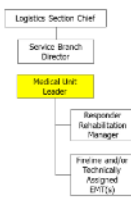
The FDUL determines and fulfills meal requirements for the incident. This means that the FDUL is responsible for ordering, relocating, reducing, releasing, reassigning, or canceling all food-related supplies and equipment.

General duties of the FDUL:

- 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 Unit ICS Form 214 Activity Log.

Visual 2.16

MEDICAL UNIT

The Medical Unit Leader (MEDL) is responsible for preparing the Medical Plan, which is a summary of medical aid stations, hospitals, and so forth. The Unit's purpose is to obtain medical aid for ill or injured incident personnel. Often, it is helpful for the MEDL to attend the Tactics Meeting to learn about upcoming needs and resource information.

The MEDL can get important information from the ICS Form 211, Incident Check-In List (found with the Resource Unit Leader (RESL) or Status Check-in Recorder (SCKN)). The MEDL works very closely with the Safety Officer (SOFR) and the SOFR is required to sign the ICS Form 206 Medical Plan.

It often is helpful for the Medical Unit Leader to attend the Planning Meeting to learn about upcoming needs and resource limitations.

If the incident involves providing medical aid to the public (i.e., triage at a mass casualty incident), the Operations Section (with and EMS branch or other organizational structure) treats individuals who are NOT incident response personnel, although the Medical Unit may support the Operations Section as an advisor.

General duties of the MEDL:

- Participates in Logistics Section and Service or Support Branch planning activities, as appropriate.

- Establishes the Medical Unit.

- Prepares the Medical Plan (ICS Form 206).

- Identifies procedures for major medical emergencies.

- Declares major medical emergencies, as appropriate.

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

- Prepares and submits necessary documentation.

- Maintains the Unit ICS Form 214 Activity Log.
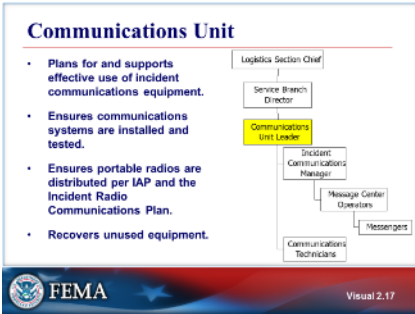
Visual 2.17

COMMUNICATIONS UNIT

The purpose of the Communications Unit is to plan for and support the effective use of incident communications equipment and facilities.

The Communications Unit is responsible for installing, distributing, testing, tracking, and recovering all communications. The Communications Unit obtains and disseminates equipment assignments, frequency assignments, order statuses, adjacent incident information, and equipment availability.

Often it is helpful for the Communications Unit Leader (COML) to attend the Tactics Meeting to learn about upcoming needs and resource limitations.

The COML builds the ICS Form 205 Communications Plan (which is typically set up for radios). They can also build the ICS Form 205A Communications List that can be used for cell phones or other communication methods.

General duties of the COML:

- 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 demobilized personnel.

- Maintains the Unit ICS Form 214 Activity Log.
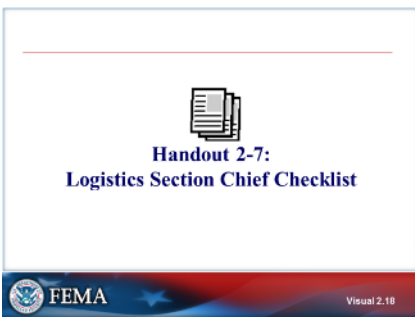
Visual 2.18

HANDOUT 2-7: LOGISTICS SECTION CHIEF CHECKLIST

This job aid outlines key responsibilities of the LSC over the life-cycle of the incident.
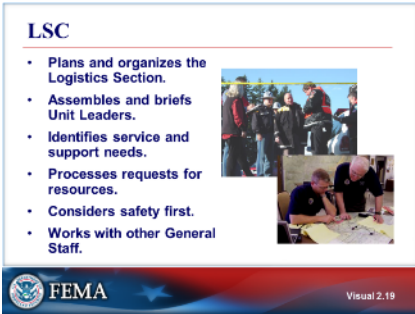
Visual 2.19

LOGISTICS SECTION CHIEF

The LSC plans and organizes the section. He or she is responsible for preparing the Unit Leaders within the Logistics Section to perform their jobs. The Logistics Section Chief also briefs personnel about support needs and expectations.

As a LSC, do not create a Logistics Section that matches the incident needs you see. Instead, create a Logistics Section that supports the Operations Section in the coming operational periods.

As LSC, you will be under a microscope for money. FEMA or the State (whoever the local Authority Having Jurisdiction (AHJ) has made a declaration of disaster or emergency to) is not obligated to reimburse the incident for any or all expenses—they are only obligated to reimburse the expenses they deem appropriate. How will they decide what is appropriate? Proper documentation. Before you order, think about your decisions and make sure your orders are defendable. The real purpose of documentation is to provide good answers to these questions long after the incident has concluded.

In everything Logistics Section personnel do, their first thought should be how to do it safely.

The Logistics Section Chief:

- 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 Command and General Staff.
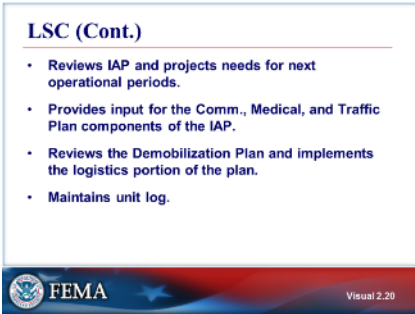
Visual 2.20

LSC (CONT.)

The Logistics Section Chief in conjunction with the Logistics Section Unit Leaders (if they are assigned) should project resource, equipment, and supply needs for the next operational period. Ideally, the LSC should plan two to three days in advance.

The ICS Form 202 Incident Objectives in conjunction with the participation in the Tactics Meeting and a detailed study of the ICS Form 215 Operation Planning Worksheet and the ICS Form 215A Incident Action Plan Safety Analysis enables the LSC to begin planning support needs.

The Logistics Section Chief should begin thinking about demobilization when he or she arrives on the scene.

Resource constraints may depend on geography. Familiarize yourself with these constraints by talking to local personnel and the Agency Ordering Point (AOP) / Emergency Operations Center (EOC).

The Logistics Section Chief should:

- Review the ICS Form 202, ICS Form 215 and ICS Form 215A to begin estimating needs for upcoming operational periods.

- In conjunction with the Logistics Section Unit Leaders (if they are assigned), project resources, equipment and supply needs for the next operational period.

- Provide input for and review the Communications, Medical, and Traffic Plan components of the IAP. Your role is to review sections created by your staff and ensure they get into the IAP.

- Review the Demobilization Plan and implement its Logistics portion.

- Maintain a Unit ICS Form 214 Activity Log.
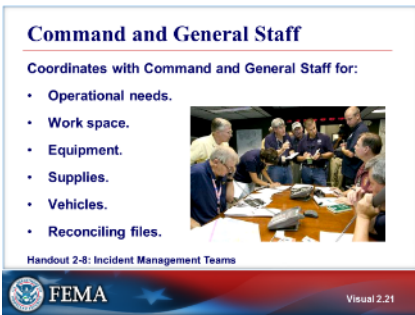
Visual 2.21

COMMAND AND GENERAL STAFF

The LSC coordinates with the Command and General Staff for service and support needs, including the following Operational needs:

- Work space
- Equipment
- Supplies
- Vehicles
- File reconciliation

Refer to Handout 2-8: Incident Management Teams.
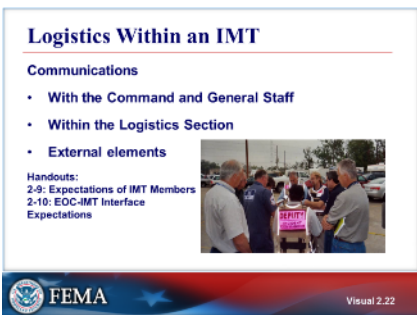
Visual 2.22

LOGISTICS WITHIN AN IMT

It is vital that the Logistics Section communicates internally and with team members from other sections. Informal communication should "float" through the organization.

As LSC, it is much easier for you to do your job if you understand what is going on in the incident. One of the Logistics Section Chief's key duties is to coordinate with the Operations Section Chief (OSC) to anticipate what the Operations Section will be doing in the coming days.

It is imperative for the LSC to have an in-briefing with an Agency executive to determine how it will secure needed resources. Meeting with external elements, such as representatives from the local jurisdiction, will also help answer the following questions:

- What are the jurisdictions ordering guidelines?

- Should the Logistics Section order from an Emergency Operations Center or a Department Operations Center?

- What is the payment mechanism?

The Logistics Section exists to provide support and services for the incident. For this reason, as LSC, you must make sure that the resources you order are the ones that the incident needs, not the ones that you think the incident needs. To accomplish this, coordinate with other members of the Command and General Staff.

Refer to Handout 2-9: Expectations of IMT Members and Handout 2-10: EOC-IMT Interface Expectations.
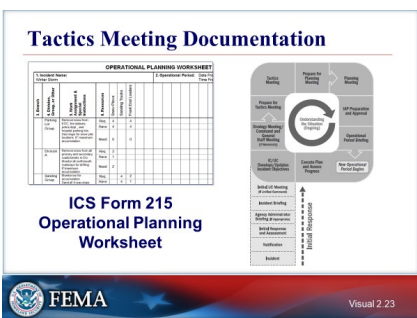
Visual 2.23

TACTICS MEETING DOCUMENTATION

The Operational Planning Worksheet is designed to document the results of the Tactics Meeting.

Refer to Handout 2-11: ICS Form 215 OPS Winter Storm.

Visual 2.24

ICS FORM 215 OPERATIONAL PLANNING WORKSHEET

The ICS Form 215 Operational Planning Worksheet:

- Serves as a planning tool used by the Operations Section Chief to establish resource needs for an operational period.

- Communicates the decisions made during the Tactics Meeting concerning resource assignments to the Resources Unit. The Resources Unit uses the worksheet to complete ICS Form 204 Assignment Lists. The Logistics Section Chief uses the form to determine the required support of the Operational Resources that will be required to meeting the incident objectives.

- Is initiated prior to the planning meeting by the Operations Section Chief, who uses the worksheet to plan resource requirements for the next operational period.

- Reflects resources available for assignment during the next operational period (information provided by Resources Unit in Planning Section).

- Is used as a display during the Planning Meeting where it is finalized based on contributions from the Command and General Staffs.

- Provides information on:

  - Work assignments (Branch, Division, Group, or other).

  - Kind of resources needed.

  - Any specialized equipment or supplies that may be needed.

  - Reporting location.

  - Requested arrival time for additional resources.

  - Total number of resources that need to be ordered for the next operational period.

By using the worksheet, planners can:

- Determine total resources required (for example: 25 personnel).

- Subtract the number on hand (for example: -12).

- Determine additional resources needed (for example: 13).

The ICS Form 215 can help leadership to identify whether span of control guidelines have been exceeded. It can also assist in identifying surplus resources that may be released. Some agencies that regularly use the Planning Worksheet have prepared it in a larger format on various sizes of whiteboard. This makes the worksheet visible to a larger audience at planning meetings.

On larger incidents, the ICS Form 215 should always be used to determine what tactical resources are needed

As an LSC you need to look at both the ICS Form 202 Incident Objectives and the ICS Form 215 and be able to justify all your decisions. Every Unit Leader and subordinate position that you fill, every supply that you order; you need to be able to explain how that order is in direct support of the Operations Section and in turn the Incident Objectives. For a new LSC this can be a daunting challenge.

It may be easier if you begin trying to look at the 215 Operational Planning Worksheet from a wide angle.

- What Units Leaders will you need to support the Operational Resources?

- Do you have multiple facilities that you will be supporting? ICP, staging areas, camps? Can you support these on your own or do you need to order a FACL? Will the FACL be able to manage the sites on their own or will they need BCMG's?

- Do you have several Operational Resources that will arrive and need inspecting before they are assigned to the incident? Can you do this on your own or do you need a GSUL? Can the GSUL do it themselves or will they need some EQPM's?

- You will need to ask these same questions for each of the units in the Logistics Section.

- Remember that there are several reasons that you may order a Unit Leader to fill a role. One reason may be to help delegate the large work load that the Logistics Section has. The other may be that you need the "subject matter expertise" that a qualified Unit Leader brings to the position.

- Once you have completed this you will have determined the Logistics staff you need to order to support the incident.

Once you have your staffing figured out, there may still be some of the positions that you have decided do not require a Unit Leader, you as the LSC need to fill those roles and responsibilities. Additionally, once you have placed your order for Logistics staffing, you cannot just wait for the orders to be filled and the resources to arrive at the incident before you begin the work of supporting the incident. You will need to formulate an "initial order" for the incident to get the most critical of the needed supplies and equipment coming to support the Operations Section. This is typical on Type 3 incidents when as the LSC you are a one-person section for at least the first day or two.

Like the process that you used to identify what Unit Leaders you needed to order, you will need to consider each unit in the Logistics Section and formulate an initial order for that section.

- Thinking as the FACL how many facilities do you need to support? How many port-a-potties are needed at each location to support incident personnel? Do you need light towers or generators at any of the locations? What other responsibilities belong to the FACL that need to be met immediately?

- Thinking as the SPUL what are the "known" supplies that will be needed to support the IMT and the responders?

- Thinking as the GSUL what are the supplies that you will need to order or secure immediately? Do you need to order a fuel tender? Do you need gas

and/or diesel? What other responsibilities belong to the GSUL that need to be met immediately?

- You will need to ask similar questions for each of the units in the Logistics Section.

If you are a one-person Logistics Section, you will have to find a way to begin organizing all of the logistical needs of the incident. Consider re-purposing the ICS Form 215 Operational Planning Worksheet to become a Logistical Planning Worksheet.

Refer to Handout 2-12: Logistical Planning Worksheet

The basics of the worksheet are identical to the Operational Planning Worksheet, we are just looking at the incident from a logistical perspective.

- In Block 4 - Instead of Divisions look at places that will require logistical support. ICP, Staging Areas Drop Points, etc.

- In Block 5 - Develop a work assignment that describes why you are making the support decisions that will be laid out in Block 6.

- In Block 6 - Instead of Operational Resources listed across the top, we use Logistical support equipment and supplies. (Light Towers, Fuel Tenders, Portable Toilets, Generators)

- Below the resources, use the form just as it is used for Operations. Require, Have, Need. Total up the numbers at the bottom and we have an initial order for your logistical resources.

- In Block 7 (Overhead Positions) - Instead of DIVS, STLD, TFLD, use the space to document what if any Logistics Unit Leaders and Managers you will require.

- In Block 8 - note any special equipment or supplies that Unit Leaders or Managers will need.

- In Block 9 - what are the reporting locations for the resources?

- In Block 10 - the required time for reporting.

Although this is not the intended use of the ICS Form 215 Operational Planning Worksheet, it is a great way to
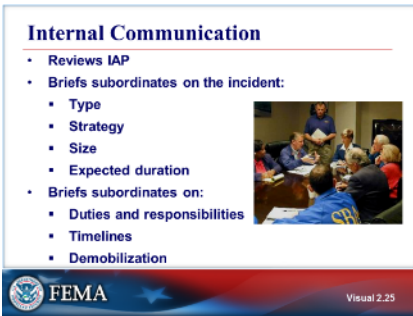
begin to organize and add some structure to your Logistics Section. Remember that Logistics is there to support the Operations Section. All the decisions that you make must be able to be justifiable to provide the needed support of the Operational Resources in meeting the incident objectives.

Visual 2.25

INTERNAL COMMUNICATION

Brief your subordinates on plans as they develop:

- Type

- Strategy

- Size

- Expected duration

In addition, brief subordinates on:

- Duties and responsibilities

- Timelines

- Demobilization

Communication goes beyond the spoken word. Be alert for the total communication. Body language and voice inflection can give clues to what is really going on. If members of the Logistics Section do not communicate well, the Logistics Section does not function well.
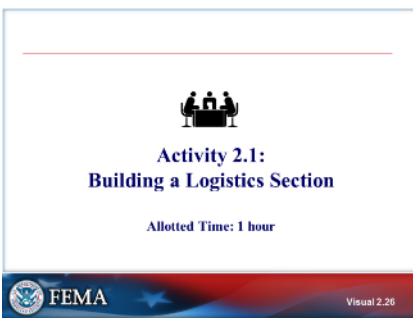
Visual 2.26

ACTIVITY 2.1: BUILDING A LOGISTICS SECTION

The instructor will explain Activity 2.1.

You will hve 1 hour to complete the activity.

Visual 2.27

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Logistics Section.

- Explain the difference between mission functions and support functions.

- Describe the responsibilities of the Logistics Section Chief.

- Identify the responsibilities of each of the Unit Leaders in the Logistics Section.

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

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Supplemental Materials

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Handout 2-1: 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.

INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS

(**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
• Demob 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	1	2	2
▪ Messenger		1	2	2	2
▪ Communications Technician		1	2	4	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)					
▪ 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/ADMIN

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)

Handout 2-2: LSC Expectations for Logistics Staff

Logistic Section Chief expectations of all Logistics 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 how 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: Unit Leader Common Responsibilities

COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

A. Receive assignment from your agency, including:
    1. Job assignment, e.g., Strike Team designation, overhead position, etc.
    2. Resource order number and request number
    3. Reporting location
    4. Reporting time
    5. Travel instructions
    6. Any special communications instructions, e.g., travel frequency

B. Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
    1. Incident Command Post
    2. Incident Base or Camps
    3. Staging Areas
    4. Helibases
    5. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.

C. Receive briefing from immediate supervisor.

D. Acquire work materials.

E. Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers utilizing accepted risk analysis methods.

F. Organize and brief subordinates.

G. Know the assigned frequency(ies) for your area of responsibility and ensure that communication equipment is operating properly.

H. 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".

I. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.

J. 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:

A. Participate in incident planning meetings as required.

B. Determine current status of unit activities.

C. Confirm dispatch and estimated time of arrival of staff and supplies.

D. Assign specific duties to staff and supervise staff.

E. Develop and implement accountability, safety, security, and risk management measures for personnel and resources.

F. Supervise demobilization of unit, including storage of supplies.

G. Provide Supply Unit Leader with a list of supplies to be replenished.

H. Maintain unit records, including ICS Form 214Activity Log.

Handout 2-4: Mnemonics List

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.

2012 "MNEMONICS"					
OVERHEAD POSITION CODES					
Code	**Position Title**	**Category**	**Code**	**Position Title**	**Category**
AAGS	Avian Aviation Group Supervisor	Air Ops	CARP	Carpenter	Tech Spec
AALD	Avian Aviation Taskforce Leader	Air Ops	CART	Cartographer	Tech Spec
AAML	Agency Aviation Military Liaison	Operations	CASC	Cache Supply Clerk	Tech Spec
ABIO	Avian Biologist	Tech Spec	CASR	Cave Search and Rescue Specialist	Tech Spec
ABRO	Aircraft Base Radio Operator	Air Ops	CAST	Supervisory Supply Clerk	Tech Spec
ACAC	Area Command Aviation Coordinator	Air Ops	CCRT	"C" Faller Certifier	Operations
ACCO	Accountant	Finance	CDER	Computer Data Entry Recorder	Tech Spec
ACCT	Accounting Technician	Finance	CDSP	Cache Demobilization Specialist	Tech Spec
ACDP	Aircraft Dispatcher	Dispatch	CHSP	Computer Hardware Specialist	Tech Spec
ACDR	Area Commander	Command	CISD	Critical Incident Stress Debriefer	Tech Spec
ACLC	Assistant Area Commander, Logistics	Logistics	CISL	Critical Incident Stress Management Team Leader	Tech Spec
ACMR	Assistant Cache Manager	Tech Spec	CISM	Critical Incident Stress Management Team Member	Tech Spec
ACPC	Assistant Area Commander, Plans	Planning	CLIR	Climber	Tech Spec
ADOC	Certifying Officer for Disbursement	Finance	CLMS	Claims Specialist	Finance
ADOM	Administrative Disbursing Officer Team Member	Finance	CMGR	Computer Manager	Tech Spec
AFUL	Aviation Fuel Specialist	Air Ops	CMSY	Commissary Manager	Finance
AFUS	Aerial Fusee Operator	Air Ops	CMTL	Comptroller	Finance
AIRB	Airboat Operator	Tech Spec	COCO	Computer Coordinator	Planning
ANPA	Para-Anthropologist	Tech Spec	COFB	Computer Specialist, Fire Behavior	Tech Spec
ANTH	Anthropologist	Tech Spec	COMC	Communications Coordinator	Tech Spec
AOBD	Air Operations Branch Director	Air Ops	COML	Communications Unit Leader	Logistics
AOBS	Aerial Observer	Air Ops	COMP	Compensation/Claims Unit Leader	Finance
APTL	Administrative Payment Team Leader	Finance	COMT	Incident Communications Technician	Logistics
APTM	Administrative Payment Team Member	Finance	CONO	Contracting Officer	Finance
AQSP	Air Quality Specialist	Tech Spec	COOK	Cook	Tech Spec
ARCH	Archaeologist	Tech Spec	CORD	Expanded Dispatch Coordinator	Dispatch
AREP	Agency Representative	Command	COST	Cost Unit Leader	Finance
ARPA	Para-Archaeologist	Tech Spec	COTR	Contracting Officer's Technical Representative	Logistics
ASGS	Air Support Group Supervisor	Air Ops	CREP	Crew Representative	Operations
ATBM	Air Tanker Base Manager	Tech Spec	CRNW	Contract Representative Northwest	Tech Spec

2012 "MNEMONICS"					
OVERHEAD POSITION CODES					
Code	**Position Title**	**Category**	**Code**	**Position Title**	**Category**
ATCO	Air Tanker/Fixed Wing Coordinator	Air Ops	CRWB	Crew Boss	Operations
ATGS	Air Tactical Group Supervisor	Air Ops	CS1M	Contracting Specialist, One Million	Finance
ATIM	Aircraft Time Keeper	Air Ops	CS25	Contracting Specialist, Twenty-Five Thousand	Finance
ATVO	All Terrain Vehicle Operator	Tech Spec	CS99	Contracting Specialist, One Hundred Thousand	Finance
AVGS	Avian Group Supervisor	Tech Spec	CTSP	Computer Technical Specialist	Tech Spec
AVIN	Aviation Inspector	Air Ops	CULS	Cultural Specialist	Planning
BABI	BAER Biologist	Tech Spec	DECK	Deck Coordinator	Air Ops
BABO	BAER Botanist	Tech Spec	DINS	Damage Inspection Specialist	Logistics
BACS	BAER Cultural Resources Specialist	Tech Spec	DIVS	Division/Group Supervisor	Operations
BADO	BAER Documentation Specialist	Tech Spec	DMOB	Demobilization Unit Leader	Planning
BAEL	BAER Team Leader	Tech Spec	DOCL	Documentation Unit Leader	Planning
BAEN	BAER Environmental Specialist	Tech Spec	DOSP	NEPA/Documentation Specialist	Planning
BAES	Burned Area (Emergency) Response Specialist	Planning	DOZB	Dozer Boss	Operations
BAFO	BAER Forester	Tech Spec	DPRO	Display Processor	Planning
BAGE	BAER Geologist	Tech Spec	DPSP	Disaster Prepare/Relief Specialist	Tech Spec
BAHY	BAER Hydrologist	Tech Spec	DRCL	Driver, Commercial Driver License	Logistics
BASS	BAER Soil Scientist	Tech Spec	DRIV	Driver/Operator	Tech Spec
BCMG	Incident Base/Camp Manager	Logistics	DRVA	Driver Class A	Logistics
BHAV	BEHAVE Specialist	Planning	DRVB	Driver Class B	Logistics
BIOL	Biologist	Tech Spec	DZIA	Dozer Operator, Initial Attack	Operations
BIOM	Biometrician	Tech Spec	DZOP	Dozer Operator	Operations
BIOT	Biological Science Technician	Planning	ECOL	Ecologist	Tech Spec
BNML	Battalion Military Liaison	Operations	ECOT	Ecological Technician	Planning
BOTA	Botanist	Tech Spec	EDRC	Expanded Dispatch Recorder	Dispatch
BT25	Boat Operator, Craft Greater Than 25 Feet Length	Operations	EDSD	Support Dispatcher	Dispatch
BTOP	Boat Operator, Craft Less Than 25 Feet Length	Operations	EDSP	Supervisory Dispatcher	Dispatch
BUYL	Buying Team Leader	Finance	ELEC	Electrician, High Voltage	Tech Spec
BUYM	Buying Team Member	Finance	ELEC	Electrician	Tech Spec
CACB	Camp Crew Boss	Logistics	EMTA	Emergency Medical Technician, Advanced	Logistics
CAMP	Camp Help	Tech Spec	EMTB	Emergency Medical Technician, Basic	Logistics
CANH	Canine Handler	Tech Spec	EMTI	Emergency Medical Technician, Intermediate	Logistics
EMTP	Emergency Medical Technician, Paramedic	Logistics	GPSP	Global Position System Specialist	Tech Spec
ENGB	Engine Boss	Operations	GSUL	Ground Support Unit Leader	Logistics
ENGI	Engineer	Tech Spec	HAZM	Hazardous Material Specialist	Operations
ENOP	Engine Operator	Operations	HCCS	Helicopter Cargo Letdown Check Spotter	Operations

2012 "MNEMONICS"					
OVERHEAD POSITION CODES					
Code	Position Title	Category	Code	Position Title	Category
ENSP	Environmental Specialist	Tech Spec	HCLS	Helicopter Cargo Letdown Spotter	Operations
EOCC	Emergency Operations Center Coordinator	Tech Spec	HDSP	Heavy Drop Specialist	Air Ops
EPID	Epidemiologist	Tech Spec	HEB1	Helibase Manager, 4 or more Helicopters	Air Ops
EQPI	Equipment Inspector	Logistics	HEB2	Helibase Manager, 1 to 3 Helicopters	Air Ops
EQPM	Equipment Manager	Logistics	HECM	Helicopter Crewmember	Air Ops
EQTR	Equipment Time Recorder	Finance	HEIN	Helicopter Inspector	Air Ops
ESFA	FEMA Emergency Support Function #4 Admin Support	Tech Spec	HELR	Helicopter Long Line/Remote Hook Specialist	Air Ops
ESFL	FEMA Emergency Support Function #4 Primary Leader	Tech Spec	HEQO	Heavy Equipment Operator	Tech Spec
ESFS	FEMA Emergency Support Function #4 Structure Support	Tech Spec	HERS	Helicopter Rappel Spotter	Air Ops
ESFW	FEMA Emergency Support Function #4 Wildland Support	Tech Spec	HESM	Helispot Manager	Air Ops
EUWP	Expeditionary Unit Water Purifier Operator	Tech Spec	HESP	Helicopter Operations Specialist	Air Ops
EXAD	Explosives Advisor	Operations	HETM	Helicopter Timekeeper	Air Ops
FAAS	First Aid Station Assistant	Logistics	HIAR	Historical Architect	Tech Spec
FAAT	First Aid Station Attendant	Logistics	HIOP	Hand-Held Infrared Operator	Tech Spec
FACL	Facilities Unit Leader	Logistics	HLCO	Helicopter Coordinator	Air Ops
FALA	Faller, Class A	Operations	HMGB	Helicopter Manager, Single Resource Boss	Air Ops
FALB	Faller, Class B	Operations	HPIL	Helicopter Pilot	Air Ops
FALC	Faller, Class C	Operations	HRAP	Helicopter Rappeler	Air Ops
FARS	FARSITE Specialist	Planning	HRSP	Human Resource Specialist	Planning
FASP	First Aid Station Specialist	Logistics	HSTD	Helicopter Support Truck Driver	Air Ops
FBAN	Fire Behavior Analyst	Planning	HTCM	Helitorch Crew Member	Air Ops
FCMG	Fire Cache Manager	Tech Spec	HTMG	Helitorch Manager	Air Ops
FDUL	Food Unit Leader	Logistics	HTMM	Helitorch Mixmaster	Air Ops
FELB	Felling Boss	Operations	HTPT	Helitorch Parking Tender	Air Ops
FEMO	Fire Effects Monitor	Planning	HYDR	Hydrologist	Tech Spec
FFT1	Firefighter, Type 1	Operations	IADP	Initial Attack Dispatcher	Dispatch
FFT2	Firefighter, Type 2	Operations	IADS	Infrastructure Assessment; Dam Safety Inspector	Tech Spec
FHAS	Fire Helicopter Assistant Supervisor	Air Ops	IARR	Interagency Resource Representative	Command
FHCM	Fire Helicopter Crewmember	Air Ops	IBA1	Incident Business Advisor, Type 1	Finance
FHCS	Fire Helicopter Supervisor	Air Ops	IBA2	Incident Business Advisor, Type 2	Finance
FHSL	Fire Helicopter Squad Leader	Air Ops	ICA3	All-Hazards Incident Commander Type 3	Command
FIRB	Firing Boss	Operations	ICSA	Incident Command System Advisor	Command
FIRL	Firing Leader	Operations	ICT1	Incident Commander, Type 1	Command
FLEA	Fireline Explosive Advisor	Operations	ICT2	Incident Commander, Type 2	Command
FLEB	Fireline Blaster	Operations	ICT3	Incident Commander, Type 3	Command

	2012 "MNEMONICS"				
	OVERHEAD POSITION CODES				
Code	Position Title	Category	Code	Position Title	Category
FLEC	Fireline Explosives Crewmember	Operations	ICT4	Incident Commander, Type 4	Command
FLEI	Fireline Explosives, Initial Attack	Operations	ICT5	Incident Commander, Type 5	Command
FLIR	Forward Looking Infrared Operator	Planning	IHCA	Assistant Hotshot Superintendent	Operations
FLOP	Fork Lift Operator	Tech Spec	IHCS	Hotshot Superintendent	Operations
FMNT	Facilities Maintenance Specialist	Tech Spec	IMET	Incident Meteorologist	Planning
FOBS	Field Observer	Planning	IMSA	Incident Medical Specialist Assistant	Logistics
FORS	Forester	Tech Spec	IMSM	Incident Medical Specialist Manager	Logistics
FOTO	Photographer	Tech Spec	IMST	Incident Medical Specialist Technician	Logistics
FQCO	Frequency Coordinator	Logistics	INCM	Incident Communications Manager	Logistics
FRWS	Fire Remote Automated Weather Station Technician	Planning	INJR	Compensation-for-Injury Specialist	Finance
FSC1	Finance/Administration Section Chief, Type 1	Finance	INLO	International Liaison Officer	Tech Spec
FSC2	Finance/Administration Section Chief, Type 2	Finance	INSP	Construction and Contract Inspector	Tech Spec
FSC3	Finance/Administration Section Chief Type 3	Finance	INTL	Intelligence Lead	Dispatch
FUEL	Fueling Specialist	Tech Spec	INTM	Wildland Fire Investigation Team Member	Tech Spec
FWBM	Fixed Wing Base Manager	Operations	INTS	Intelligence Support	Dispatch
FWCO	Fixed Wing Coordinator	Air Ops	INVC	Investigator, Criminal	Tech Spec
FWPT	Fixed Wing Parking Tender	Operations	INVF	Wildland Fire Investigator	Tech Spec
GEOL	Geologist	Tech Spec	INVS	Investigator, Search	Tech Spec
GSAN	Geospatial Analyst	Tech Spec	INVT	Investigator, Tort	Tech Spec
GISA	All-Hazard Geographic Information System Specialist	Tech Spec	IRCN	Infrared Coordinator, National	Planning
GISS	GIS Specialist	Planning	IRCR	Infrared Coordinator, Regional	Planning
GMEC	General Mechanic	Tech Spec	IRDL	Infrared Downlink Operator	Planning
IRFS	Infrared Field Specialist	Planning	PSC3	Planning Section Chief Type 3	Planning
IRIN	Infrared Interpreter	Planning	PSDP	Public Safety Dispatcher	Tech Spec
IWF1	Investigator, Wildland Fire, Type 1	Tech Spec	PTIN	Pilot Inspector	Operations
IWF2	Investigator, Wildland Fire, Type 2	Tech Spec	PTRC	Personnel Time Recorder	Finance
IWF3	Investigator, Wildland Fire, Type 3	Tech Spec	PUMP	Pump Operator	Tech Spec
LEAS	Law Enforcement Analysis Specialist	Tech Spec	PUSP	Public Health Specialist	Tech Spec
LEIS	Law Enforcement Investigation Specialist	Tech Spec	RADO	Radio Operator	Logistics
LEO1	Law Enforcement Officer Level 1	Tech Spec	RAMP	Ramp Manager	Operations
LEO2	Law Enforcement Officer Level 2	Tech Spec	RAVT	Radio Avionics Technician	Operations
LGPA	Paralegal	Tech Spec	RAWS	Remote Automated Weather Station Technician	Tech Spec
LOAD	Loadmaster	Air Ops	RCDM	Receiving/Distribution Manager	Logistics
LOFR	Liaison Officer	Command	READ	Resource Advisor	Operations
LSC1	Logistics Section Chief, Type 1	Logistics	RECY	Recycle/Land Monitor Specialist	Tech Spec

2012 "MNEMONICS"					
OVERHEAD POSITION CODES					
Code	Position Title	Category	Code	Position Title	Category
LSC2	Logistics Section Chief, Type 2	Logistics	RESC	Resource Clerk	Planning
LSC3	Logistics Section Chief Type 3	Logistics	RESE	Remote Sensing Specialist	Operations
LTAN	Long Term Fire Analyst	Planning	RESL	Resource Unit Leader	Planning
MABM	MAFFS Air Tanker Base Manager	Air Ops	RESP	Rehabilitation Specialist	Operations
MABS	MAFFS Tanker Base Specialist	Air Ops	RIRE	River Rescue Specialist	Operations
MAFC	MAFFS Clerk	Air Ops	RMAC	MAC Representative, Regional	Planning
MAFF	MAFFS Liaison Officer	Air Ops	RRAP	RERAP Specialist	Planning
MAFI	MAFFS Information Officer	Air Ops	RTCM	Retardant Crewmember	Operations
MAOC	Military Air Operations Coordinator	Operations	RXB1	Prescribed Fire Burn Boss, Type 1	Operations
MCAD	Military Crew Advisor	Operations	RXB2	Prescribed Fire Burn Boss, Type 2	Operations
MCCO	Multi-Agency Coordinating Group Coordinator	Tech Spec	RXB3	Prescribed Fire Burn Boss, Type 3	Operations
MCIF	MAC Group Information Officer	Tech Spec	RXCM	Prescribed Fire Crewmember	Operations
MCOP	Message Center Operator	Logistics	RXM1	Prescribed Fire Manager, Type 1	Command
MEDL	Medical Unit Leader	Logistics	RXM2	Prescribed Fire Manager, Type 2	Command
MHEC	Military Helicopter Crewmember	Air Ops	SASP	Snow/Avalanche Specialist	Operations
MHMS	Military Helicopter Manager Supervisor	Air Ops	SCKN	Status/Check-In Recorder	Planning
MILO	Military Liaison Officer	Operations	SCRD	Security Guard	Logistics
MORE	Mountain Rescue, High Altitude	Operations	SCUB	Scuba Diver	Tech Spec
MXMS	Mixmaster	Tech Spec	SEC1	Security Specialist, Level 1	Logistics
NMAC	MAC Representative, National	Tech Spec	SEC2	Security Specialist, Level 2	Logistics
OCSP	Oil Containment Specialist	Logistics	SEC4	Security Specialist, Level 4	Logistics
OPBD	Operations Branch Director	Operations	SECG	Security Guard (not Law Enforcement)	Logistics
ORDM	Ordering Manager	Logistics	SECM	Security Manager	Logistics
ORPA	Orthophoto Analyst	Planning	SEMG	Single Engine Air Tanker Manager	Air Ops
OSC1	Operations Section Chief, Type 1	Operations	SESP	Sewage Treatment Specialist	Planning
OSC2	Operations Section Chief, Type 2	Operations	SIAL	All-Hazards Situation Unit Leader	Planning
PA10	Purchasing Agent, Ten Thousand	Finance	SITL	Situation Unit Leader	Planning
PA25	Purchasing Agent, Twenty-Five Thousand	Finance	SMEC	Small Engine Mechanic	Tech Spec
PA50	Purchasing Agent, Fifty Thousand	Finance	SMKJ	Smokejumper	Operations
PACK	Packer	Tech Spec	SOCI	Social Science Specialist	Planning
PARK	Parking Tender	Air Ops	SOCT	Social Science Technician	Planning
PCSP	Paracargo Specialist	Operations	SOF1	Safety Officer, Type 1	Command
PETL	Prevention Education Team Leader	Tech Spec	SOF2	Safety Officer, Type 2	Command
PETM	Prevention Education Team Member	Tech Spec	SOFO	Safety Officer Occupational Health	Command
PHSP	Photogrammetry Specialist	Planning	SOFR	Safety Officer, Line	Command

2012 "MNEMONICS"					
OVERHEAD POSITION CODES					
Code	Position Title	Category	Code	Position Title	Category
PILO	Fixed or Rotor Wing Pilot	Air Ops	SOIL	Soil Science Specialist	Tech Spec
PIO1	Public Information Officer, Type 1	Command	SOPL	Strategic Operational Planner	Operations
PIO2	Public Information Officer, Type 2	Command	SOSP	Soil Conservation Specialist	Tech Spec
PIOF	Public Information Officer	Command	SPAG	Special Agent	Tech Spec
PLDO	Plastic Sphere Dispenser Operator	Operations	SPUL	Supply Unit Leader	Logistics
PMEC	Pump Mechanic	Tech Spec	SRT1	Swiftwater Rescue, Technician 1	Operations
PREV	Prevention Technician	Tech Spec	SRT2	Swiftwater Rescue, Technician 2	Operations
PROC	Procurement Unit Leader	Finance	SRTM	Search Team Member	Operations
PROS	Procurement Specialist	Finance	STAM	Staging Area Manager	Operations
PSA2	All-Hazards Planning Section Chief Type 2	Planning	STCR	Strike Team Leader, Crew	Operations
PSC1	Planning Section Chief, Type 1	Planning	STDZ	Strike Team Leader, Dozer	Operations
PSC2	Planning Section Chief, Type 2	Planning	STEN	Strike Team Leader, Engine	Operations
STLM	Strike Team Leader, Military	Operations	TTOP	Terra Torch Operator	Operations
STPL	Strike Team Leader, Tractor/Plow	Operations	UDQA	Debris Quality Assurance Team Member	Tech Spec
STPS	Structural Protection Specialist	Operations	VESP	Vegetation Specialist	Tech Spec
SUBD	Support Branch Director	Logistics	VIDO	Video Camera Operator	Tech Spec
SVBD	Service Branch Director	Logistics	WEBM	Incident Webmaster	Tech Spec
SWRM	Shower Manager	Logistics	WHHR	Materials Handler	Tech Spec
TAES	Technical Assistance; Engineering Support	Logistics	WHLR	Materials Handler Leader	Tech Spec
TCSP	Telecommunications Specialist	Logistics	WHMG	Warehouse Manager	Tech Spec
TESP	Tool and Equipment Specialist	Logistics	WHSP	Water Handling Specialist	Operations
TFLD	Task Force Leader	Operations	WLBD	Wildlife Branch Director	Tech Spec
THSP	Technical Specialist	Tech Spec	WLGS	Wildlife Group Supervisor	Tech Spec
TIME	Time Unit Leader	Finance	WLLD	Wildlife Taskforce Leader	Tech Spec
TNSP	Training Specialist	Planning	WMGR	Wildlife Manager	Tech Spec
TOLC	Take-Off and Landing Coordinator	Air Ops	WMSP	Watershed Management Specialist	Tech Spec
TOOL	Tool Attendant	Logistics	WOBS	Weather Observer	Planning
TOWR	Certified Tower Climber	Tech Spec	WRED	Writer/Editor	Tech Spec
TPIA	Tractor Plow Operator, Initial Attack	Operations	WTOP	Water Tender Operator	Tech Spec
TPOP	Tractor Plow Operator	Operations	WTSP	Water Treatment Specialist	Tech Spec
TRPB	Tractor/Plow Boss	Operations	XEDO	Xedar Operator	Planning
TRQA	Temporary Roofing Quality Assurance Inspector	Tech Spec			

Handout 2-5: Incident Complexity

Incident Complexity

Incident and/or event complexity determines emergency and incident response personnel responsibilities as well as recommended audience for NIMS curriculum coursework delivery. The *NIMS Training Program* training recommendations reflect the following five levels of complexity:

Type 1	• This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3	• When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.

Type 4	• Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 5	• The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop.

Handout 2-6: Complexity Analysis

Complexity Analysis						
Incident Name				**Type of incident**		
Date		**Time**				
Ranking Element	**Value of 1**	**Value of 3**	**Value of 5**	**Value Assigned**	**Weight Factor**	**Total Points**
First Responder Safety	Low exposure with simple hazards easily mitigated	Moderate exposure with several hazardous conditions mitigated through 214A	High exposure which requires multiple strategies to mitigate hazards. Additional SOFR's are needed		5	0
Public Safety	Exposure to hazards can be mitigated through public contact (i.e., face-to-face meetings or via the media)	Public must be managed to limit hazard exposures, voluntary evacuations	Public exposure to hazards is imminent. Closures or highways and evacuations are mandatory		5	0
Environmental Impact (Air & Water Quality)	No environmental impacts	Minimal environmental impacts.	Major environmental impacts occurring which will result in the deployment of specialized resources to combat the impacts		4	0
Objectives	Objectives are easily achieved	Objectives are moderately difficult to achieve	Objectives are difficult to achieve or original objectives are eclipsed by new objectives. Several conflicts exist between objectives and constraints		4	0
Durations of Resource Commitment	One to Three Days on scene	Four to Seven Days on scene	Eight Days or more on scene		4	0

Incident mitigation control measures to be protected	No incident mitigation control measures within or adjacent to the incident	Several mitigations control measures to be protected within or adjacent to the incident. Mitigation through planning and/or preparation is currently adequate. May require some commitment of specialized resources.	Numerous mitigation control measures within or adjacent to the incident. Severe damage is likely without commitment of specialized resources with appropriate skill level.	4	0
Critical Infrastructure / Key Resources (CI/KR) to be protected within the incident area	No CI/KR within or adjacent to the incident	Several CI/KR to be protected within or adjacent to the incident. Mitigation through planning and./or preparation is adequate. May require some commitment of specialized resources.	Numerous CI/KR within or adjacent to the incident. Severe damage is likely without commitment of specialized resources with appropriate skill level.	4	0
Cultural and Natural Resource Values	No impact to resources.	Several resource values will be impacted.	Resource benefits are significant or the likelihood of negative impacts are high.	3	0
Social and economic impacts/concerns	No impacts to economic values.	Moderate economic impacts exist	High economic impacts exist. High internal and external jurisdictional interests and concerns exist.	2	0
Media Interest / Public Interest	No controversy or media interest.	Media releases are issued, but no media are present or contacting PIO	Media present or contacting PIO during operational periods. National media present or JIC activated.	2	0
Economic / Cost Benefit Analysis	Values to be protected or treated are less than costs of management actions.	Values to be protected or treated are equal to costs of management actions.	Values to be protected or treated exceed costs of management actions.	2	0

Threats to containment	Low risk of incident escaping established perimeter and active engagement or holding is required.	Moderate risk of incident escaping established perimeter and active engagement or holding is required.	Incident certain to exceed established perimeter without aggressive engagement or holding actions and result in a much more complex incident.		3	0
Current Organization Performance	Current organization performing within expectations and span of control, can develop and implement the IAP.	Current Organization struggling to develop and implement IAP, beginning to see overhead extended and pushing limits of span of control.	Current organization unable to develop and implement IAP, overhead extended, exceeds span of control. Incident requires multiple, branches, groups, divisions or special operations.		3	0
Disaster declaration	Local disaster declaration has been issued	State assistance is required but no Gubernatorial disaster declaration has been issued.	State disaster declaration has been issued. Request for federal assistance is being drafted.		1	0
Multiple jurisdictions directly impacted.	Incident is contained within one political jurisdiction.	Two political jurisdictions are directly impacted by incident.	Three or more jurisdictions directly impacted by incident or are provided evacuation centers/ shelters/ etc.		3	0
Night Operations required / Unmet Needs (Donations & Volunteer Management)	No night operations are occurring. No current unmet needs.	Night operations are being conducted but only to monitor the situation. Night operations do not equate to the same level of activity a day operation. Minimal unmet needs.	Day and night operations are on-going with the same level of response intensity. Significant unmet needs currently being addressed.		4	0
				TOTAL	0

Point Ranges: 0-63 – Consider turning back to home unit; 70-120 – Consider ordering Type 3 IMT; 121-144 - Consider ordering Type 2 IMT; 145-210 - Consider ordering Type 1 IMT

Handout 2-7: Logistics Section Chief Checklist

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. Tasks may be delegated to the appropriate Branch Director or Unit Leader.

TASK

1. Obtain briefing from Incident Commander:

    - Review situation and resource status for number of personnel assigned to incident

    - Review current organization

    - Determine which incident facilities have been/should be activated

2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate

3. Confirm resource ordering process

4. Assess adequacy of current ICS Form 205 Incident Communications Plan

5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units

6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel

    - Provide summary of emergency situation

    - Provide summary of the kind and extent of Logistics support the Section may be asked to provide

7. Notify Resources Unit of other Units activated, including names and location of assigned personnel

8. Attend Planning Meetings

Agenda Item	**Responsible Party**
Briefing on situation/resource status.	Planning/Operations Section Chiefs (SC)
Discuss safety issues	Safety Officer
Set/confirm incident objectives	Incident Commander
Plot control lines & Division boundaries	Operations Section Chief
Specify tactics for each Division/Group	Operations Section Chief
Specify resources needed for each Division/Group	Operations/Planning SCs
Specify facilities and reporting locations	Operations/Planning/Logistics SCs
Develop resource order	Logistics Section Chief
Consider communications/medical/ transportation plans	Logistics/Planning SCs
Provide financial update	Finance/Administration Section Chief

- Discuss interagency liaison issues   Liaison Officer

- Discuss information issues   Public Information Officer

- Finalize/approve/implement plan   Incident Commander/All

9. Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources

- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements

- Ensure ICS Form 205 Incident Communications Plan is prepared

- Ensure ICS Form 206 Medical Plan is prepared

- Assist in the preparation of Transportation Plan

10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary

11. Research availability of additional resources

12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units

13. Ensure coordination between Logistics and other Command and General Staff

14. Ensure general welfare and safety of Section personnel

15. Provide briefing to relief on current activities and unusual situations

16. Ensure that all personnel observe established level of operational security

17. Ensure all Logistics functions are documenting actions on ICS Form 214 Activity Log

18. Submit all Section documentation to Documentation Unit

Handout 2-8: Incident Management Teams

INCIDENT MANAGEMENT TEAMS

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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 waster 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 visual carousel in our brains with all past experiences cataloged as individual visuals. 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 visual 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 visual collection continually. Is it current and full?

One purpose of this essay is to hopefully add some visuals 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 visuals 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 Incident Briefing Form, ICS Form 201 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). 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 visuals) 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 visual 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 _____.

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 ICS Form 204 Assignment List 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 the 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 members of the 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 members of the Unified Command. 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 the 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 visual 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 nontraditional 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 DO NOT lose structures; they 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 them!

- 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 them!

- 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 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.

Handout 2-9: Expectations of IMT Members

I. **Incident Commander**

   A. Incident Commander's expectations of all C&G Staff members
       1. Attend all meetings and briefings on time and fully prepared.
       2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
       3. Essential Elements of Information (EEI): Thorough, constant and effective sharing of information as taught in the 420 class.
       4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
       5. Take every opportunity to promote the ICS process and teach others how to use it.
       6. 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.
       7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
       8. Take care of yourself; get adequate rest and nourishment.
       9. 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.
       10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.
   B. Incident Commander's expectations of Safety Officer
       1. Be fully engaged in the planning process and provide an appropriate and timely feedback.
       2. Identify, manage, instruct and mitigate all hazards on the incident.
       3. Keeps IC informed on trends/causes of accidents and illnesses.
       4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
       5. Provide a relevant and effective safety message in each IAP.
   C. Incident Commander's expectations of Public Information Officer
       1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
       2. Coordinate with Liaison Officer in relations with Stakeholders.
       3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.
       4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets.
       5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.

6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

D. Incident Commander's expectations of Liaison Officer
1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
3. Provide a positive impression of incident to other agencies/stakeholders.
4. Exercise effective leadership and coordination of the Agency Representatives.
5. Coordinate with the PIO in relations with stakeholders.
6. Keep other IMT members constantly aware of issues of cooperating/assisting agencies.

E. Incident Commander's expectations of Logistics Section Chief
1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

F. Incident Commander's expectations of Finance Section Chief
1. Advise and counsel all C&G staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by IC or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating agency representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative requirements are met.

G. Incident Commander's expectations of Operations Section Chief
1. Recommend strategies to reach objectives.
2. Keep IC and other C&G members informed on planned tactics to ensure timely input and support by entire IMT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.
5. Insist that all known safety procedures be followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

H. Incident Commander's expectations of Planning Section Chief
    1. Exercise effective leadership and organization of all incident meetings and briefing.
    2. Ensure that the entire organization follows the established planning process, on time and accurately.
    3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process.

II. **Safety Officer**
   A. Safety Officer's expectations of Incident Commander
       1. Emphasize safety in all communications and actions.
       2. Support recommendations for changes in tactics for safety reasons.
   B. Safety Officer's expectations of Public Information Officer
       1. Be sensitive to any accidents or other safety problems on the incident.
       2. Coordinate what is released to public, both media and locals.
   C. Safety Officer's expectations of Liaison Officer
       1. Provide specific information regarding problems with assisting and coordinating agencies.
       2. Identify potential safety problems regarding above.
   D. Safety Officer's expectations of Logistics Section Chief
       1. Supply personnel/equipment needs.
       2. Coordinate with Medical Unit.
   E. Safety Officer's expectations of Finance Section Chief
       1. Process accident reports in a timely manner.
       2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
       3. Coordinate accident/injury information from Compensation/Claims Unit.
   F. Safety Officer's expectations of Operations Section Chief
       1. Maintain a close working relationship in development of tactics.
       2. Understand of possible hazards.
       3. Be flexible enough to change tactics that cannot be mitigated.
       4. Provide information on unusual hazards occurring in field.
       5. No surprises.
   G. Safety Officer's expectations of Planning Section Chief
       1. Be included in strategy and tactics meetings.
       2. Provide briefings on situation, critical/sensitive areas, resource types and status.
       3. Be included in briefings.
       4. Provide updates/feedback on safety responses.
       5. Provide information on personnel/resources availability.

III. **Public Information Officer**

   A. Public Information Officer's expectations of IC
       1. Approve press releases in a timely manner.

      2. Cooperate with media requests.

      3. Cooperate with public information meetings.

      4. Provide direction on his/her media expectations.

  B. Public Information Officer's expectations of Safety Officer

      1. Summarize safety issues.

      2. Provide a daily report of any accidents/injuries.

  C. Public Information Officer's expectations of Liaison Officer

      1. Identify key agencies, their roles, and any issues.

      2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.

      3. Help with communication strategy.

  D. Public Information Officer's expectations of Logistics Section Chief

      1. Review Communication Plan.

      2. Provide transportation.

      3. Provide facilities and communication equipment for information office, both at ICP and other locales.

  E. Public Information Officer's expectations of Finance Section Chief

      1. Provide current incident costs.

      2. Provide press-worthy items.

  F. Public Information Officer's expectations of Operations Section Chief

      1. Provide information on resources, special activities, status of incident.

      2. Be open to allowing media access.

      3. Provide press-worthy items.

  G. Public Information Officer's expectations of Planning Section Chief

      1. Summarize development of incident.

      2. Provide information on resource status.

      3. Help with communication strategy.

      4. Provide press-worthy items.

IV. Liaison Officer

  A. Liaison Officer's expectations of Incident Commander

      1. Advise and counsel on issues presented by assisting and cooperating agencies.

      2. Provide overall mission and direction.

      3. Show willingness to engage with stakeholders when necessary.

  B. Liaison Officer's expectations of Safety Officer

      1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.

      2. Provide input on "safety readiness" of above.

  C. Liaison Officer's expectations of Public Information Officer

      1. Mention cooperating and assisting agencies and organization in press releases.

      2. Distribute information material so it can be given to above.

      3. Provide coordination/notification of public meetings and press conferences.

  D. Liaison Officer's expectations of Logistics Section Chief

      1. Provide transportation, facilities, and communication equipment.
      2. Provide status of ordered resources.
      3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.
   E. Liaison Officer's expectations of Finance Section Chief
      1. Report excessive hours.
      2. Report injuries and/or accidents to non-agency personnel.
      3. Provide information on agency specific pay-offs.
   F. Liaison Officer's expectations of Operations Section Chief
      1. Ensure safety and welfare of all personnel.
      2. Share information and rationale on use of other agency personnel.
      3. Establish availability of special resources that may be available from cooperators for Operations utilization.
   G. Liaison Officer's expectations of Planning Section Chief
      1. Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations.
      2. Coordinate with status of above resources, e.g. planned demobilization.

V.   Planning Section Chief
   A. Planning Section Chief's expectations of IC
      1. Provide incident objectives.
      2. Provide Planning Meeting schedules/operational periods.
      3. Provide deadlines for IAP.
      4. Review and approve IAP.
   B. Planning Section Chief's expectations of Safety Officer
      1. Participate in Strategy/Tactics Meetings and preparation of 215A.
      2. Continually update team on safety issues.
      3. Participate in IAP (Safety message and 204's).
      4. Participate in Operational briefings.
   C. Planning Section Chief's expectations of Public Information Officer
      1. Provide times of press briefings.
      2. Coordinate with information on ICS Form 209.
      3. Review information in press releases for accuracy.
   D. Planning Section Chief's expectations of Liaison Officer
      1. Review status of cooperating and assisting agency resources for accuracy.
      2. Provide information regarding any issues of above.
   E. Planning Section Chief's expectations of Logistics Section Chief
      1. Confirm status of all resource orders.
      2. Provide feedback on resource availability.
      3. Timely submit Communication, Medical, Facility and Transportation Plans.
      4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.
   F. Planning Section Chief's expectation of Finance Section Chief
      1. Provide fiscal input to the Incident Action Plan.
      2. Provide daily cost estimates.

    3. Provide financial/cost benefit analysis information.

G. Planning Section Chief's expectation of Operations Section Chief

    1. Provide strategy and tactics.

    2. Provide timely notification of resource needs.

    3. Provide necessary info for maps, etc.

    4. Provide information needed to complete 204s.

    5. Provide debriefing from field at end of shift.

    6. Be on time and prepared for meetings.

VI.   **Logistics Section Chief**
  A. Logistics Section Chief's expectations of Incident Commander
      1. Provide priorities for ordering personnel, supplies, and equipment.
      2. Provide support for logistics activities.
      3. Keep in loop for planned direction of incident.
  B. Logistics Section Chief's expectations of Safety Officer
      1. Coordinate/cooperate with Medical Unit.
      2. Provide notification of hazards in facilities, transportation, etc.
      3. Provide input to Medical Plan and medivac procedures.
      4. Coordinate/cooperate with Security in accident investigation.
  C. Logistics Section Chief's expectations of Public Information Officer
      1. Order communication and facility needs in a timely manner.
  D. Logistics Section Chief's expectations of Liaison Officer
      1. Communicate assisting/cooperating agency personnel special needs.
      2. Provide information as to ability of above to assist in Logistics.
  E. Logistics Section Chief's expectations of Finance Section Chief
      1. Provide written orders for resources or supplies.
      2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
      3. Provide information of time and/or procurement problems.
      4. Provide cost saving information.
  F. Logistics Section Chief's expectations of Operations Section Chief
      1. Provide timely requests for all needs.
      2. Provide timely notification of demobilization, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment).
      3. Provide coordination and information sharing up front.
      4. Show an understanding for impossible time requests.
  G. Logistics Section Chief's expectations of Planning Section Chief
      1. Timely ordering of resources.
      2. Close coordination on check in and demobilization of resources.
      3. Information sharing as to planned direction of incident.
      4. Accurate information as to number of resources on incident.

VII.   **Operations Section Chief**
  A. Operations Section Chief's expectations of Incident Commander
      1. Supply Objectives.
      2. Point out any constraints on strategy/tactics. These may include environmental, political, financial.
  B. Operations Section Chief's expectations of Safety Officer
      1. Have a close working relationship in development of tactics.
      2. Provide notification of any hazards or safety problems.
      3. Provide mitigations and ramifications for tactics.
      4. Provide close scrutiny of operations in field.
      5. Order enough resources to ensure safety in field.

C. Operations Section Chief's expectations of Public Information Officer
   1. Provide correct information to the public.
   2. Request permission to bring media out to incident (away from ICP).
   3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.
D. Operations Section Chief's expectations of Liaison Officer
   1. Provide information on special circumstances of other agency employees.
   2. Coordination with other agency needs or problems and identification of resources available through cooperators.
   3. Be the point of contact for above.
E. Operations Section Chief's expectations of Logistics Section Chief
   1. Provide adequate transportation.
   2. Provide adequate, high-quality food.
   3. Provide facilities for eating, sleeping, and OSC's work.
   4. Provide needed equipment and supplies to perform work.
   5. Arrange for medical care and emergency transport and medical plan.
   6. Demonstrate flexibility in changing requests.
F. Operations Section Chief's expectations of Finance Section Chief
   1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
   2. Report excessive work hours.
   3. Provide adequate commissary as necessary.
   4. Keep Operations informed of any fiscal constraints that may influence tactics.
G. Operations Section Chief's expectations of Planning Section Chief
   1. Have a close working relationship in preparing the IAP.
   2. Provide resources requested.
   3. Provide input in strategy meeting.
   4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
   5. Provide concise, accurate briefings.
   6. Provide completed ICS Form 215s for Planning Meeting.

VIII. **Finance Section Chief**
   A. Finance Section Chief's expectations of Incident Commander
      1. Provide general advice and counsel.
      2. Provide financial and political constraints.
      3. Provide feedback on performance and evaluation.
      4. Provide approval of excess duty time.
   B. Finance Section Chief's expectations of Safety Officer
      1. Be an advisor.
      2. Provide information on accidents or injuries.
      3. Coordinate with Compensation/Claims Unit Leader.
      4. Ensure that all accident or injury reports are submitted to Finance in a timely manner.

D. Finance Section Chief's expectations of Information Officer
   1. Prepare initial information summary as soon as possible after arrival.
   2. Ensure incident personnel are kept up to date on news and incident information.
   3. Provide coordination in event of injury or death on incident.
E. Finance Section Chief's expectations of Liaison Officer
   1. Provide a contact for assisting/cooperating agency representatives.
   2. Provide a single contact for private organizations.
   3. Coordinate meetings to facilitate information exchange.
F. Finance Section Chief's expectations of Logistics Section Chief
   1. Ensure that hired equipment time records up to date.
   2. Provide facilities for Finance Section.
   3. Coordinate between Supply Unit and Procurement Unit.
   4. Coordinate between Ground Support Unit and Procurement Unit.
   5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
   6. Provide property accountability.
G. Finance Section Chief's expectations of Operations Section Chief
   1. Verify time worked by crews and equipment on incident.
   2. Conform to required work/rest cycles.
   3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
   4. Provide information on equipment on the incident, especially for the initial operational periods.
H. Finance Section Chief's expectations of Planning Section Chief
   1. Provide up-to-date information on resources assigned to the incident.
   2. Provide daily/shift copies of the Incident Action Plan.
   3. Provide current information on the incident particularly including any planned releases.
   4. Provide estimated containment and control times.
   5. Provide close coordination with demobilization.

Handout 2-10: EOC-IMT Interface Expectations

Expectations the EOC has of the IMT:

- Professional performance and incident management commensurate with the complexity of the incident.
    - If the incident complexity is greater or less than the typing of the IMT, the team should make a recommendation to upgrade or downgrade the IMT to the appropriate typing.
    - Critical thinking, analysis, and effective decision making.
    - Be aware of, and sensitive to legal, economic, social, environmental, political, media, labor relations/contract, cultural, and special interest groups issues and challenges.
- Situation reports on a regular basis, e.g. every 12-hours and as directed, e.g. ICS Form 209 at 0800 and 2000 hours.
- Keep the public informed in a timely and accurate manner
- Comply with established critical reporting thresholds
- Prompt damage assessment in order to submit for an emergency declaration
- Planning 24 to 72-hours hours ahead of the incident and anticipating critical resource needs
- Coordinating public messaging, e.g. evacuations, shelter in place, use of Reverse-911 and other alerting systems.
- Protecting and/or restoring critical infrastructure
- Managing the incident in a fiscally responsible manner based on values at risk
- Procuring resources through a single point ordering system
- Utilize existing contracts or agreements to procures goods/services
- Abide by all safety standards, laws, regulations, statutes, and standards, and best practices
- Maintain all documentation in order to facilitate full financial reimbursement and address legal challenges
- Work collaboratively with jurisdictional staff and other regional responders

Expectations the IMT has of the EOC:

- Clearly define the priorities, objectives, roles, responsibilities, mission, expectations, area of responsibility, and limitations and constraints of the assignment.
- Share information/intelligence that is obtained from FEMA, SEOC, city/county, and other stakeholders (In NIMS Intelligence refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations).
- Make the IMT aware of sensitive legal, economic, social, environmental, political, media, labor relation/contract, cultural, and special interest groups issues and challenges
- Provide requested resources in a timely manner and advise if UTF
- Assign a liaison that provides access to funding, procurement contracts, GIS, and other support functions
- Provide access to Emergency Operations Plan, contingency plans, e.g. sheltering, debris removal, donation and volunteer management, etc.
- Identify the reporting chain and reporting requirements/expectations, e.g. ICS Form 209
- Advise whether the EOC is functioning as an ICS, ESF, or hybrid model.

Handout 2-11: ICS Form 215 OPS Winter Storm

Refer to EL_967_HO_2-11_ICS_Form_215.pdf

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Handout 2-12: Logistics Planning Worksheet

Refer to EL_967_HO_2-12_ICS_Form_215.pdf

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Activity 2.1: Building a Logistics Section

Activity 2.1: Train Derailment —Logistics Section

Purpose

The purpose of this activity is to identify and meet the logistical needs of a large-scale incident. Students should approach the activity from the perspective of the Logistics Section Chief (LSC) and address considerations introduced in the *Overview of Logistics Section Chief Position* unit.

Incident

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to manage this incident. You are currently staffed with just a Command and General Staff, there are no Unit Leaders or Managers assigned to your team.
- Your job is to plan a Logistics Section that will meet the support needs of the incident. Other government departments are directed to cooperate.

Directions for this Activity

- Review the ICS Form 201 that was prepared by the initial on scene IC. Use the information that you have in the scenario and the ICS Form 201 to support your staffing orders.
- Build a Logistics Section organizational chart to support this incident.
- Be able to explain why you activated the Units and Branches that you did.

Activity 2.1: ICS Form 201

Refer to EL_967_ACT_2.1_ICS_Form_201.pdf

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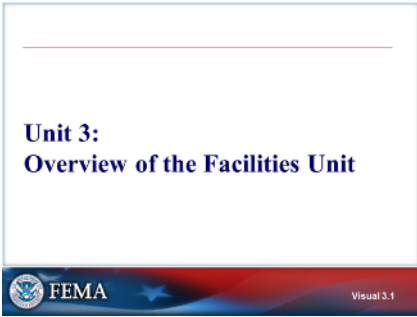
Unit 3: Overview of the Facilities Unit

STUDENT MANUAL

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Visual 3.1

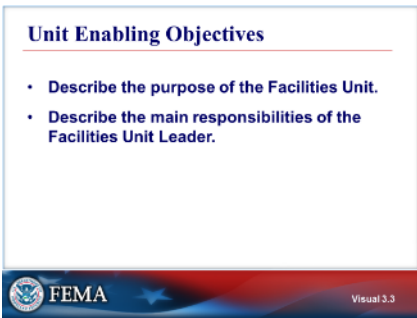**UNIT 3: OVERVIEW OF THE FACILITIES UNIT**

This unit focuses on duties and responsibilities specific to the Facilities Unit and omits common responsibilities across units (e.g., maintaining an Activity Log or assembling a kit).

Visual 3.2

UNIT TERMINAL OBJECTIVE

Describe how the responsibilities of the Facilities Unit Leader support the overall goals of Unit.
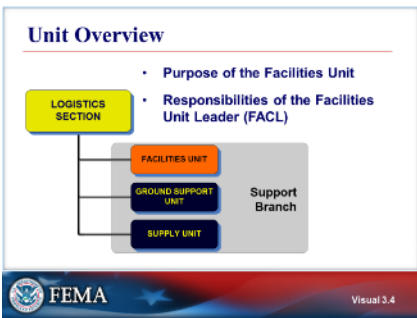

Visual 3.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Facilities Unit.
- Describe the main responsibilities of the Facilities Unit Leader.

The Final Exam questions are based on the Unit Enabling Objectives.
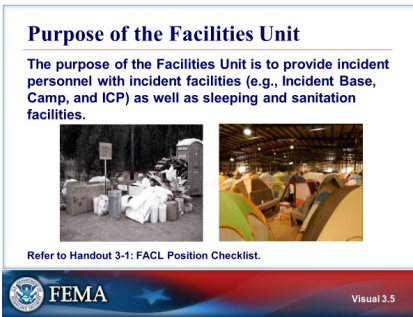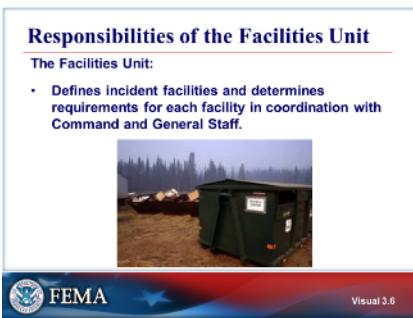

Visual 3.4

UNIT OVERVIEW

Unit 3 is divided into two sections:

- Purpose of the Facilities Unit
- Responsibilities of the Facilities Unit Leader (FACL)

Visual 3.5

PURPOSE OF THE FACILITIES UNIT

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

Definitions and requirements for the FACL responsibilities are set regardless of the incident type. The layouts and needs are incident-specific.

To effectively fulfill this function, the FACL must have the ability to respond to anticipated needs. As a guide, the FACL should be able to forecast needs up to 48 hours ahead.

Refer to Handout 3-1: Facilities Unit Leader Checklist.

Visual 3.6

RESPONSIBILITIES OF THE FACILITIES UNIT

A key function of the Facilities Unit is to define incident facilities and determine requirements for each facility in coordination with Command and General Staff.

This means preparing layouts of incident facilities, notifying Unit Leaders in all sections of the facility layout, and activating incident facilities.

Facilities can include but are not limited to the Incident Command Post (ICP), incident base, camps, helibase, helispot, and staging areas.

Visual 3.7

INCIDENT COMMAND POST LAYOUT

The Incident Command Post (ICP) is generally the first facility to be established because it is where incident management occurs. There are no consistent standards or guidelines for describing the physical location of an ICP. It may change every time.

Refer to Handout 3-2: Incident Facilities Accessibility Checklist.

The FACL will likely have input on where to locate incident facilities. However, if responding to a non-local incident, the IMT may be told where to locate the incident facilities. This may include the Incident Command Post and Incident Base, so it is important to be flexible and work with the resources available.
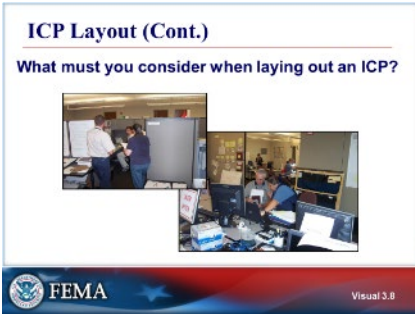
Visual 3.8

**ICP LAYOUT (CONT.)**

The layout of the ICP and the proximity of the various IMT members can facilitate the work that needs to be accomplished. The FACL should assign workstations at the beginning of an incident to avoid problems later on.

- The Operations Section and the Safety Officer (SOFR) should be located close together.

- The Public Information Officer (PIO) and the Liaison Officer (LOFR) should be located near the front of the ICP to act as gatekeepers when dealing with the public or the media.

- The Logistics Section, the Finance Section, and the Planning Section need to be arranged so that they do not interfere with each other's work; consider the foot traffic associated with each function.

Well-designed workspaces maximize efficiency. When possible, the FACL should assign general work areas to Units, but do not be concerned about assigning individual desks within the Units. Again, consider the logistics of worker interaction when you design the layout. Signage and maps are important so that the Units can be easily located. This will allow for a well-planned and executed layout.

- Provide enough workspace for everyone to work and store files.

- Ensure that the area is well-lit and as comfortable as possible.
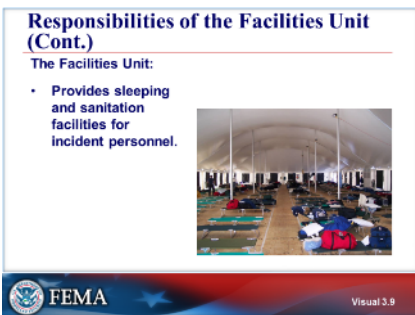
Visual 3.9

RESPONSIBILITIES OF THE FACILITIES UNIT (CONT.)

Visual 3.10

RESPONSIBILITIES OF THE FACILITIES UNIT (CONT.)

An important function of the Facilities Unit is to manage Incident Base/Camp operations.

As incident operations expand, an Incident Base/Camp may be necessary. When selecting a site, secure as much space as possible, within reason, as needs can change rapidly. Expanding the site can be difficult once the boundaries have been set. You may be asked to support more resources than originally planned or be faced with unforeseen circumstances that will require expansion or reconfiguration, which may require more space.

Incident Base/Camp requires adequate space for all logistical functions:

- Supply

- Kitchen

- Medical

- Shower

- Communications

- Backup power supply

- Portable toilets

- Grey water

- Fueling

- Garbage

- Recycling

- Security

- Designated parking areas

- Designated sleeping areas

- Limited general vehicle traffic

Consider safety, as well as service and delivery schedules, for portable toilets, kitchens, and the Supply Unit.

Refer to Handout 3-3: Incident Base/Camp Layout Considerations.

Incident Base/Camp Layout Considerations:

- The Medical Unit should be near where incident personnel congregate, so that it is convenient for responders to seek medical attention whenever necessary (ie near the sleeping area).

- Check-in should be located near the entrance to the Incident Base/Camp.

- Parking should be established away from work and sleeping areas.

- The Ground Support Unit should be isolated because of traffic, odor, and safety issues. This Unit requires a lot of space and it can be noisy both during the day and at night. It may be convenient to locate Ground Support near the Supply Unit because both operate around the clock, and the Ground Support Unit may move supplies. They should be located near the entrance to the Incident Base/Camp.

- If possible, locate showers between the sleeping area and the eating area. Laundry services (if provided) should be near the showers.

- Toilets and trash receptacles should be located in areas where there is heavy foot traffic and around the sleeping areas. Do not place trash receptacles or toilets too close to the food service area.

  - Hand-washing stations should be in line with the eating area and near the toilets.

- Areas that need ready access to transportation and facilities include:

  - Supply or cache area

  - Food preparation area

  - Medical treatment facility

  - Ground Support Unit

  - Sanitation facilities
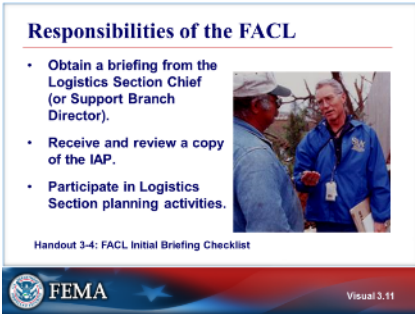
Visual 3.11

RESPONSIBILITIES OF THE FACL

One critical responsibility of the FACL is to obtain a briefing from the Logistics Section Chief. Not all briefings are the same and sometimes it is difficult for the FACL to track down the LSC in order to obtain a briefing. Share your experiences of an Initial Briefing.

Refer to Handout 3-4: Facilities Unit Leader Initial Briefing Checklist.

Another critical responsibility of the FACL is to receive and review a copy of the Incident Action Plan (IAP).

Other critical responsibilities of the FACL include:

- Coordinate with other Logistics Units to meet the timeframes in the IAP and those identified in the Tactics Meeting.

- Participate in Logistics Section Service/Support Branch planning activities; share information, capabilities, and advice concerning:

    - Space capacity

    - Ability to respond to anticipated needs

    - Number and location of camps

    - Incident Base and camp managers and security managers

    - Off-limit areas (i.e., personnel cannot access particular areas because it is a national park, an archaeological site, or a place of historic importance)

Visual 3.12

Visual 3.13

CONSIDERATIONS

There are a number of issues that need to be determined when considering a facility, such as:

- If you are in an urban or other developed area, you may be able to use fixed facilities for your incident facilities. You may also choose an open field or temporary shelter setup if fixed facilities are not available or if the cons outweigh the pros for your specific incident.

- Be sure to consider potential damage or rehabilitation concerns with regard to a fixed facility. For example, if you use a gym at a high school and do not cover the floor first, the floor may be ruined and may have to be replaced. There may also be scheduling concerns related to schools, tourism season for hotels, or other events held in local fixed facilities.

- The main benefit of using a fixed facility is that it is generally already set up for you: There is a roof, separate rooms, power, and communications equipment.

- If you use tents and other temporary shelters in an open field or lot, there is a lot of startup work required. You will literally build the facilities from the ground up, including designing the layout and ensuring that all of the necessary infrastructure is ordered and available.

Refer to Handout 3-5: Facilities Hazard Checklist.

FIXED FACILITIES

Open Field/Temporary Shelters

Pros	Cons
• Fewer space restrictions.	• Large start-up effort.
• Greater layout flexibility.	▪ Planning
• Generally lower rehab, repair costs, and concerns.	▪ Resources
	▪ Infrastructure
	• Environmental and past-use concerns.

FEMA   Visual 3.14

Visual 3.14

OPEN FIELD/TEMPORARY SHELTERS

Placing Initial Order
- Shower units   • Camp crew
- Trash disposal   • Utilities
- Potable water   • Additional staffing
- Portable toilets   • Fueling
- Grey water reservoir   • Recycle
- Office space
Handout 3-6: Portable Toilet and Hand Wash Stations Incident Inspection Checklist
Handout 3-7: Potable Water Truck Incident Inspection Checklist
Handout 3-8: Grey Water Incident Inspection Checklist
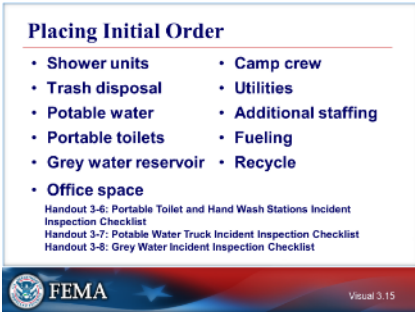
FEMA   Visual 3.15

Visual 3.15

PLACING INITIAL ORDER

Utilities

- Power

  - Provide power for 24 hour operations (may require whisper quiet generators)

  - May be hard line or generator

    - What are issues putting power into an existing facility?

  - Install electrical system according to applicable codes

  - Provide lighting for work and safety that do not interfering with sleep

- Potable Water

  - Consider possible sources of potable water in the local jurisdiction

  - Determine local requirements for potable water tenders

  - All potable water should be tested for safety through the local health authority

  - Two gallons per person per day for drinking

  - Five gallons per person per day for both hygiene and drinking

- Fuel

  - Coordinate with GSUL to provide diesel/gas for generators

  - If using propane heaters make sure they are properly secured and ventilated

Sanitary Services

- Grey Water and Black Water

  - Grey water is used in the shower or kitchen

  - Black water is sewage

  - Dispose of both according to applicable codes

  - DO NOT MIX with potable water

- ▪ Provide storage and disposal for at least as much volume as potable water provided
- Shower Units
  - ▪ Possibilities for showers include schools, pools, recreational areas, gyms, hotels, and National Guard and military reserve facilities— although these solutions raise liability, transportation, and cost issues
  - ▪ Separate showering facilities for men and women, if possible
  - ▪ Privacy from view
  - ▪ Estimate 75 people per shower head per day
- Trash Disposal

  How large should dumpsters be?
  - ▪ Small trash area (by the toilets)
    - One 35 gallon can per 15 people
  - ▪ Medium trash area (by the shower units)
    - One 3 yard dumpster
  - ▪ Large trash area (by the Supply Unit, Food Unit, Ground Support Unit, parking lot)
    - One or more 40 yard dumpster(s) per location

  Where can you put them?
  - ▪ Conveniently place trash cans so staff can throw out trash when they are returning from the incident site.
- Portable Toilets
  - ▪ May need or want portable toilets in addition to the ones inside your fixed facility
  - ▪ May need to consider locating portable toilets in the areas that operations is working as well as the facilities that you are building
  - ▪ Separate male and female toilets, if possible
  - ▪ Locate 50-100 feet from sleeping areas
  - ▪ Avoid pumping during meal times or meetings

- ▪ Quantity guidelines – if you have multiple areas to support, you will probably have more toilets than suggested in this ratio

  - 1 toilet per 10 people – serviced once a day

  - 1 toilet per 20 people serviced twice a day

  - 1 in 25 must be handicapped accessible

- ▪ If animals are part of your response team, consider a designated area for animal relief

Additional Staffing

- Do you need Incident Base and Camp Managers?

- How many people will you need in camp crews?

- Do you need to order Security Managers (SECM) or Security Specialists (SEC1, SEC2, SEC3, SEC4)?

Recycling

- Are you going to have to recycle?

  - ▪ Determine host agency policy, coordinate with the host agency Resource Advisor, and determine need for recycling coordinator and additional camp personnel.

Refer to Handouts:

- 3-6: Portable Toilet and Hand Wash Stations Incident Inspection Checklist

- 3-7: Potable Water Truck Incident Inspection Checklist

- 3-8: Grey Water Incident Inspection Checklist

Visual 3.16

PROVIDE FACILITIES LAYOUT MAP

As the FACL, one of your responsibilities is to provide a map for facilities (This can be the same document as the Traffic Plan, if you coordinate with Ground Support).

Accurate and detailed facilities maps are especially important for accountability, new arrivals, evacuations, and emergencies. If you have Geographic Information System (GIS) capabilities, use those to refine the facilities maps.

The Facilities layout maps should include:

- Sleeping area map

- Incident Base layout

- ICP layout

Refer to Handout 3-9: Facilities Map Example.

Responsibilities of the FACL (Cont.)
- Provide and brief Incident Base and Camp Managers.
- Demobilize Incident Base and Camp facilities.

Handout 3-10: Sample Camp Crew Schedule
Handout 3-11: Sample Security Plan

FEMA   Visual 3.17

Visual 3.17

RESPONSIBLITIES OF THE FACL (CONT.)

The FACL has two manager level subordinates that can be assigned to them in a fully activated IMT. They are the Incident Base/Camp Manager (BCMG) and the Security Manager (SECM).

Each facility is typically assigned a BCMG who is responsible for overseeing its operation. The basic functions of the BCMG are to provide general maintenance and running of day-to-day operations.

The main function of the Security Manager (SECM) is to make the crosswalk among the Incident Command, the IMT, and law enforcement.

The FACL's security team protects personnel at the Incident Command Post (ICP), the Incident Base, or the camp. For personnel who conduct tactical work, that is an operational responsibility.

Even if local law enforcement is put in charge of security, the Logistics Section is still responsible for ensuring and coordinating security.

Be sure to determine the areas at your specific incident site that need security. Some examples include:

- Supply Unit: They are accountable for a significant amount of property.

- Incident Command Post: It may not be a secure area, but the individual work and office areas need to be secure.

- Sleeping Areas: This area contains responders' personal property.

- Interpersonal Relationships: There is the potential for clashes among incident personnel who do not get along.

- Parking Areas: Prevent car break-ins.

- Ingress and Egress Points: Keep track of who is coming and going to have some sort of accountability for incident personnel.

- Helibase: Protect expensive equipment such as helicopters.

- Traffic Control**:** It may be a huge problem in an urban area, but it may not be a significant issue in rural areas.

Additional major responsibilities of the FACL include:

- Provide and brief all subordinate staff on the following:

  - Directions and recommendations

  - List of key contacts

  - Priorities

  - Needs of incident personnel

  - Type of incident and expected duration

  - Current and expected resource commitments

  - Current incident status

  - Terrain

- Demobilize Incident Base and Camp facilities

- Anticipate changing needs and order releases as appropriate

Refer to Handout 3-10: Sample Camp Crew Schedule. and Handout 3-11: Sample Security Plan.

Visual 3.18

PROVIDING MAINTENANCE, LIGHTING, AND SECURITY

Once the ramp up of the Facilities Unit has been completed and begin to feel like you are entering the plateau of the incident before the inevitable demobilization, it is time to think about improving your facility and long term maintenance.

If not already considered you will need to maintain electrical facilities and generators. It may be good to put in a standing order with the GSUL for daily fueling of generators, light towers, refridgerated semi trailers, and and other piece of equipment that you have put into service to support your facility.

Construct or improve access to facilities, such as steps and ramps with handrails. Consider whether you need to comply with the Americans with Disabilities Act guidelines.
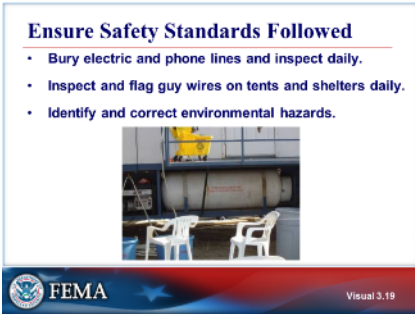
Visual 3.19

ENSURE SAFETY STANDARDS FOLLOWED

- Bury all electric and phone lines and inspect daily. You do not have to bury them more than 3 to 4 inches deep. Have a plan to check whether the lines work themselves to the surface as a result of vehicles and foot traffic. You may want to assign a crew or camp manager to this assignment.

- Inspect and flag guy wires on tents and shelters daily.

- If you have posts in the ground, put caps or tennis balls on top so that if someone falls, they will not get hurt.

- Identify environmental hazards and correct them. Many times, the Incident Base and camps are in areas with heavy inversion. As a result, you have to look at the O2 content to make sure the air is safe to breathe. Make sure the Incident Bases and camp are in areas that are safe.

- Install and maintain bulletin boards; review Land Owner Rental Agreements (inspect on a daily basis); maintain swamp coolers and propane heaters.

- Comply with applicable agency documents and health and safety regulations. Comply with required postings (Workers Compensation, Occupational Safety and Health Administration regulations). Comply with state and county health department regulations.

Visual 3.20

RESPONSIBILITIES OF THE FACL (CONT.)

When you use a school, business, or other public facility, you may cause its utilities' usage to spike. Make sure you document this when you do a Land Use Agreement.

A tracking method will be required to track all of the equipment and services that you have ordered for the incident, such as, when you ordered portable toilets, shower units, and dumpsters, as well as when they were cleaned and returned. Additional critical responsibilities of the FACL:

- Maintain facility records

- Maintain ICS Form 214 Activity Log for the unit

Refer to Handout 3-12: Land Use Agreements Checklists and Handout 3-13: Facilities Inventory Sheet.

Visual 3.21

CONTRACTUAL AGREEMENTS

The FACL should ensure that contractual agreements are met—for both the agency and the contractor. Your local government—city, county, state—probably will not have a lot of surplus resources. If your incident extends longer than 12 or 16 hours, you will probably need additional support from contractors.

A contract is a legal binding document that protects the government and the contractor from possible litigation. As a result, documentation is key in overseeing contractors. It clarifies expectations, prevents disputes, and ensures against lawsuits.

Shift tickets are a form of documentation as they record how long contracted equipment or resources have been used. When complete, the shift ticket is a pay document. Note that it should record any events and actions about the equipment, including when it was cleaned and serviced. If you do not have shift tickets for specific equipment, you can use an ICS Form 213 General Message. You can also use triplicate memo paper—the idea is that you will need three copies—one for you, one for the contractor, and one for Finance/Administration.
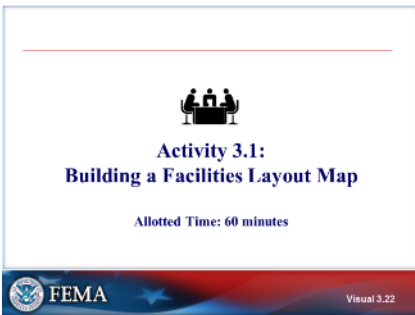
Visual 3.22
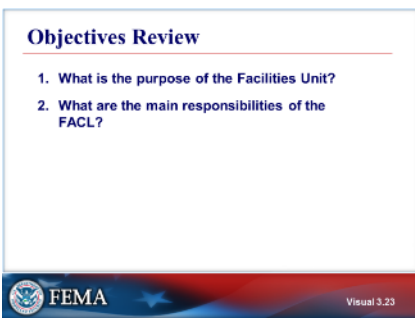
ACTIVITY 3.1: BUILDING A FACILITIES LAYOUT MAP

The instructor will explain Activity 3.1.

You will have 1 hour to complete the activity.

Visual 3.23

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Facilities Unit.
- Describe the main responsibilities of the Facilities Unit Leader.

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Supplemental Materials

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Handout 3-1: Facilities Unit Leader Checklist

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:
	▪ Expected duration and scope of the incident
	▪ Facilities already activated
	▪ Anticipated facility needs
	2. Obtain a copy of the Incident Action Plan (IAP) and determine:
	▪ Location of Incident Command Post
	▪ Staging Areas
	▪ Incident Base
	▪ Supply/Receiving/Distribution Centers
	▪ Information/Media Briefing Center
	▪ Other incident facilities
	3. Determine requirements for each facility to be established:
	▪ Sanitation
	▪ Sleeping
	▪ Feeding
	▪ Supply area
	▪ Medical support
	▪ Communications needs
	▪ Security needs
	▪ Lighting
	4. In cooperation with other incident staff, determine the following requirements for each facility:
	▪ Document all activity on ICS Form 214 Activity Log
	▪ Needed space
	▪ Specific location

✓	Task
	▪ Access
	▪ Parking
	▪ Security
	▪ Safety
	5. Plan facility layouts in accordance with above requirements.
	6. Coordinate negotiation for rental office or storage space:
	▪ < 60 days— Coordinate with Procurement Unit
	▪ > 60 days— Coordinate with Procurement Unit, Agency Facilities Manager, and Agency Finance Department
	7. Video or photograph rental office or storage space before taking occupancy.
	8. Document all activity on ICS Form 214 Activity Log.

Handout 3-2: Incident Facilities Accessibility Checklist

RESTROOMS (Portable Toilets)
Y/N

_____ Is restroom located on an accessible route?

_____ Is there high contrast tactile signing next to door?

_____ Does the door into the restroom provide at least 32" clear open width?

_____ Does the door provide an 18" clearance on the pull side?

_____ Does the door have hardware operable by a closed fist?

_____ Is the threshold of the door 1/2" or less in height or beveled?

_____ Are ramps rigid enough to support a chair?

_____ Is there adequate turning space inside the restroom (5' clear diameter)?

_____ Are 1 and 1/2" diameter grab bars with 1 and 1/2" clearance mounted approximately 30" above the floor located along the side wall next to the toilet and behind the toilet?

_____ Is there at least 1 accessible unit per 20 single-user units?

WASH BASINS
Y/N

_____ Is there knee clearance of 29" below the front basin?

_____ Is the sink mounted with the counter rim height 34" maximum?

_____ Are shelves accessible from a sitting position?

_____ Is the faucet operable without tight grasping, pinching, or twisting?

_____ Is the bottom of the mirror no higher than 40"?

ACCESSIBLE ROUTES
Y/N

_____ Is there at least one accessible path for travel between accessible parking space and Incident Base or Camp facilities?

_____ Is the path at least 36" wide, 5% or less grade, and 2% or less side slope?

_____ Is the path stable and firm?

_____ Are surface protrusions less than 1/2"?

_____ If protrusions are greater than 1/2", is there a route around the object at least 32" wide?

PARKING SPACES
Y/N

_____ Is there at least one parking space on flat terrain (2% or less) with stable, firm surfacing and at least 16' wide and 20' deep?

_____ Are accessible parking space(s) identified and signed?

WORK SPACES - TRAILERS/TENTS
Y/N

_____ Are there work spaces available at ground level?

_____ If floor is ground surface, is it firm, stable, and level (2% maximum)?

_____ If trailers are used, do they have ramped entries?

_____ If there are no ramps, are there steps with uniform treads and risers, curved nosings, and handrails on both sides?

_____ Is the work space along an accessible route?

SHOWERS
Y/N

_____ Is there at least one shower unit with seating, grab bars, and accessible controls?

_____ Is the unit on an accessible route?

_____ Does the door into the shower provide at least 32" clear open width?

_____ Does the door provide an 18" clearance on the pull side?

_____ Does the door have hardware operable by a closed fist?

_____ Is the threshold of the door 1/2" or less in height or beveled?

FOOD SERVICE
Y/N

_____ Is the food service area along an accessible route?

_____ Is the serving area at ground level and within reach from a chair?

_____ If no, have provisions been made to service anyone unable to reach the facility?

_____ Is there at least one table with knee clearance or 28" minimum and table top height of 32" maximum

_____ Is there a 5' turning radius adjacent to accessible table(s)?

_____ Are special dietary needs being met?

SIGNING
Y/N

_____ Are signs clearly visible and logically placed (between standing and sitting height)?
_____ Is there strong contrast between the sign background and the characters?
_____ Are characters block style?
_____ Do the characters have width-to-height ratio between 3:5 and 1:1?
_____ Do the characters have stroke-to-height ratio between 1:5 and 1:10?

SLEEPING AREAS
Y/N

_____ Are there sleeping areas along accessible routes?
_____ Is the terrain flat (2% or less) and the surface firm and stable?
_____ Is there at least 36" of free space around the area designated for a tent?

GENERAL
Y/N

_____ Did you consider ordering a lift from logistics if needed and practicable?
_____ Is lighting adequate for tripping hazard recognition?
_____ Are trip and low ceiling hazards identified with high contrast warning tape?
_____ Do ramp grades of 5% or greater have railings installed on both sides (even if next to a building)?
_____ Are accessible paths free of wood chips or other slippery material?

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Handout 3-3: Incident Base/Camp Layout Considerations

	NEEDS	LOCATION
Supply	Area large enough for tractor-trailer access and expansion, hazardous materials, power, telephones, personnel access,	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	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	Incident 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 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/clean area for copier, trash receptacles	ICP
Command Staff (IC, Information Officer, Safety Officer, Human Resource Specialist)	Office space, meeting area, power, communication, lights, heating/cooling, trash receptacles	ICP

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Handout 3-4: Facilities Unit Leader 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 3-5: Facilities Hazard Checklist

Identify potential hazards at the ICP and determine corrective actions to be taken to either eliminate or reduce the hazard.

The following are areas that need to be monitored:

1. Vehicle traffic

2. Fuel

3. Electrical

4. Slips, trips, and falls

5. Storage

6. Site selection

7. Warming facilities

8. Recreation

9. Personal Protective Equipment (PPE)

10. Sanitation

11. Critters

12. Other

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Handout 3-6: Portable Toilet and Hand Wash Stations Incident Inspection Checklist

PORTABLE TOILETS AND HANDWASH STATIONS - INCIDENT INSPECTION CHECKLIST

Date: _____ Time: _____

INCIDENT NAME: _____ INCIDENT NUMBER: _____

RESOURCE #: E-_____

COMPANY/CONTRACTOR:_____

AGREEMENT NUMBER:_____

EQUIPMENT and OPERATOR REQUIREMENTS
PORTABLE TOILETS AND HANDWASH STATIONS

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (Note: Also includes: Finance, and Plans (D.6.5.3)		
3. **Portable Toilet** (D.2.1.1)		
4. **Furnish standard size, industrial quality portable toilets and provide associated supplies and sanitary services.**		
5. **All units shall arrive and be maintained in a clean and serviceable condition.**		
6. **Units shall include a wall mounted urinal, a bench style toilet with seat and cover, and hand sanitizer dispenser.**		
7. **All units shall contain a multi-roll lockable toilet paper dispenser which shall be filled on every service visit.**		
8. **Units shall provide separate and sufficient ventilation to both the unit and the waste reservoir.**		
9. **All units must contain a waste reservoir with a minimum capacity of 45 gallons.**		
10. **Maintained in clean, sanitary, and good working condition and free of objectionable odors.**		
11. **Wheelchair Accessible Portable Toilets** (D.2.1.1)		
12. **Units shall conform to ADA regulations for accessible portable toilets including an access ramp.**		
13. **All units shall arrive and be maintained in a clean and serviceable condition.**		

14. **All units shall contain a multi-roll lockable toilet paper dispenser which shall be filled on every service visit.**		
15. **Units shall provide separate and sufficient ventilation to both the unit and the waste reservoir.**		
16. **All units must contain a waste reservoir with a minimum capacity of 30 gallons.**		
17. **Maintained in clean, sanitary, and good working condition and free of objectionable odors.**		
18. **Handwashing Stations** (D.2.1.2)		
19. **Two (2) basins with one foot operated pump per basin. (A large basin with two spigots is acceptable as long as there is one foot operated pump per spigot)**		
20. **Tank capacity shall hold not less than 20 gallons of potable water and 20 gallons of gray water**		
21. **All fresh water tanks shall be sealed for personal hygiene**		
22. **No snap in gray water bladder bags are acceptable**		
23. **One (1) soap dispenser and one (1) paper towel dispenser for every two (2) basins**		
24. **Paper towel dispenser filled with the appropriate towels for the unit**		

__Equipment meets agreement specifications
__Equipment does not meet agreement specifications

Inspector: _____ Date: _____
                          (Print and sign)
Contractor: _____ Date: _____
                          (Print and sign)
        ____ Contractor given the opportunity to correct noted deficiencies (See Remarks)
        ____ Contactor successfully corrected noted deficiencies
Inspector: _____ Date: _____
REMARKS:_____
_____
_____
_____
_____
_____
_____

HANDOUT 3-7: POTABLE WATER TRUCK INCIDENT INSPECTION CHECKLIST

POTABLE WATER TRUCK INCIDENT INSPECTION CHECKLIST
Date: _____ Time: _____

INCIDENT NAME: _____ INCIDENT NUMBER: _____
RESOURCE #: E-_____
COMPANY/CONTRACTOR: _____
AGREEMENT NUMBER: _____
EQUIPMENT MAKE: _____ MODEL: _____
VIN/SERIAL #: _____
OPERATOR NAME: _____

EQUIPMENT and OPERATOR REQUIREMENTS POTABLE WATER TRUCK
____Type 1: 4,000+ gallons   ____Type 2: 2,500-3,999 gallons
____Type 3: 1000-2,499 gallons ____ Type 4: 400-999 gallons

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (D.6.5.3)		
3. **Equipment VIN/Serial # matches Resource Order** (Schedule of Items) (D.6.3.1)		
4. **Incident Pre-Use Inspection Completed** (OF-296 Vehicle/Heavy Equipment Mechanical Inspection) (D.17) (D.17.1)		
5. **Potable Water Tank:** Arrived empty for inspection (unless requested otherwise by the incident) (D.2.1.2.1)		
6. **Microbiological lab test results:** (coliform / bacterial analysis report): Operator sent to lab within two business days after check-in (D.2.1.2.1)		
7. **Chlorine Residual Test Kits available:** Contractors shall maintain a free chlorine residual level of 0.2 parts per million (ppm) up to 1.0 ppm at all times. (D.2.1.2.1)		
8. **Log book:** Record of activities on board the vehicle showing water source location, dates, and times of loading, unloading, chlorine residual test results, cleaning/sanitizing, and other operational items as deemed necessary. Entries current and up to date (D.2.1.2.1)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
9. **Cleaning and Sanitizing:** Written procedures for equipment cleaning and sanitizing shall be maintained by the Contractor and shall be kept with the hauling vehicle at all times. (D.2.1.2.1)		
10. **Tank Certification:** If required by the State or local health authority, a seal or sticker affixed to the tank shall be visible at all times indicating that the tank is in compliance with State or local health authority requirements. If inspection and certification of the tank is required by the State or local health authority but stickers are not provided, a copy of the certification shall be kept in the transport vehicle. (D.2.1.2.1)		
11. **Potable Water Tank:** Both sides clearly labeled with "Potable" or "For Drinking Water Use Only", Lettering is at least 4 inches in height and tank capacity displayed in Gallons, lettering at least 2 inches in height. (D.2.1.2.1)		
12. **Name, City, and State of Contractor:** On both sides of the tank or on both truck cab doors in lettering at least 2 inches in height. (D.2.1.2.1)		
13. **Openings:** All hatches, inlets, outlets, and other openings are completely covered and sealed with tight fitting coverings, with permanently mounted food grade gaskets, and security locks. (D.2.1.2.1)		
14. **Water inlets and outlets:** Equipped with threaded or clamped caps, tethered to the ports with chain or cable. (D.2.1.2.1)		
15. **Tank Vents:** Downward facing, or otherwise protected vent opening. Vent is protected by appropriate screened cover, (non-toxic, and non-absorbent). (D.2.1.2.1)		
16. **Tank Drain:** A bottom drain to facilitate complete discharge of water during sanitation procedures. (D.2.1.2.1)		
17. **Tank Filling Mechanism:** An approved backflow prevention device complying with Uniform Plumbing Codes 603.3.1, 2, 3, 4, 5 and 8 such as acceptable double check valves on the direct filling connection to the tank. No connections shall be located between the tank and the check valve. (D.2.1.2.1)		
18. **Overhead Filling:** If overhead filling through a hatch opening at the top of the tank, the filling spout must not be allowed to intrude into the tank further than two diameters of the filling pipe above the highest water level that is possible when the tank is filled. When not being used for filling, this pipe shall be capped at each end with threaded or clamped caps, and tethered to the fittings at the ends of the filler pipe. (D.2.1.2.1)		
19. **Backflow:** There shall be no backflow or cross connection between potable water systems and any other systems. Pipes and fittings conveying potable water to any fixture, apparatus, or equipment shall be installed in such a way to prevent backflow. Waste pipes from any part of the potable water system,		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
including treatment devices, discharging to a drain, shall be suitably protected against backflow. (D.2.1.2.1)		
20. **Pump:** Only those which can be readily disassembled to demonstrate the condition of the impeller and impeller chamber shall be used. The contractor shall have available at all times the manufactures product data information that demonstrates the materials in the pump housing are made of food grade material or the pump is suitable for domestic or potable water use. (if applicable) (D.2.1.2.1)		
21. **Approved spark arrester:** On all naturally aspirated auxiliary engines (D.2.1.2.4)		
22. **Pumps, hoses, fittings, valves and similar equipment:** Made of food-grade materials or materials meeting NSF International Standard 61 and shall be kept clean, disinfected and operated or handled in a manner that prevents contamination and capped or closed when not in use. Use of galvanized pipes or fittings is prohibited. (D.2.1.2.1)		
23. **Hoses:** Shall have threaded or clamped caps. Caps shall be in place when hoses are not in use. Hoses in storage compartments must also be capped. (D.2.1.2.1)		
24. **Hoses:** Hoses shall be marked/labeled at each end "potable water" (D.2.1.2.1)		
25. **Sanitation:** All equipment surfaces intended for potable water contact, including source fill point equipment, containers, caps, tanks, hoses, valves, and fittings shall be inspected, washed, rinsed, sanitized, and replaced as often as necessary to effect and maintain sanitation of such surfaces. (D.2.1.2.1)		
26. **Valved Outlets for filling canteens or other water containers:** Minimum of seven evenly spaced, on a minimum 1 ½ pipe, with effective back flow prevention (check valves), and capped. Note: Threaded facets require vacuum breakers. (D.2.1.2.1)		
27. **Fire Extinguisher:** 2A 10BC (with current annual maintenance tag) and securely mounted to the vehicle and accessible by the operator (D.2.1.2.4)		
28. ***Seat Belt** (D.2.1.2.4)		
29. **Flashlight** (D.2.1.2.4)		
30. **Back-Up Alarm:** (Audible reverse warning device) (D.2.1.2.4		
31. **Brakes on all axles** (D.2.2)		
32. **All vehicles 36,000 GVWR or greater shall be installed with an operator controlled auxiliary braking system in addition to the service brakes**		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
(i.e., engine retarder, transmission retarder, driveline retarder, or exhaust retarder) (D.2.2)		

*Item may be waived if inspection successfully performed on the OF-296.

___Equipment meets agreement specifications

___ Equipment does not meet agreement specifications

Inspector: _____ Date: _____

(Print and sign)

Contractor: _____ Date: _____

(Print and sign)

_____ Contractor given the opportunity to correct noted deficiencies (See Remarks)

_____ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:_____

_____

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Handout 3-8: Grey Water Incident Inspection Checklist

VIPR Fire Equipment Incident Inspection Checklist   July 2019

GRAY WATER TRUCK INCIDENT INSPECTION CHECKLIST
Date: _____ Time: _____

INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE #: E-_____

COMPANY/CONTRACTOR: _____

AGREEMENT NUMBER: _____

EQUIPMENT MAKE: _____MODEL: _____

VIN/SERIAL #: _____LICENSE PLATE: _____

OPERATOR NAME: _____Driver's License, State/#_____

Expiration date:_____ Class: _____ Endorsements: _____

EQUIPMENT and OPERATOR REQUIREMENTS – GRAY WATER TRUCK
_____Type 1: 4,000+ gallons   _____Type 2: 2,500-3,999 gallons
_____ Type 3: 1000-2,499 gallons _____ Type 4: 400-999 gallons

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (D.6.5.3)		
3. **Equipment VIN# matches Resource Order** (Schedule of Items) (D.6.3.1)		
4. **OF-296 Vehicle/Heavy Equipment Pre-use Inspection Checklist completed** (D.17)		
5. **Fire extinguisher, multi-purpose 2A 10BC** (securely mounted to the vehicle; accessible by the operator and current annual inspection tag) (D.2.1.2.4)		
6. ***Seat Belt** (D.2.1.2.4)		
7. **Flashlight** (D.2.1.2.4)		
8. **Service Truck used for servicing Black Water? Yes** or **No?** (If yes, tank must be completely sanitized, clean and order free. Hoses and fittings and attachments that may have been used for black water disposal shall not be used for gray water disposal.) (D.2.1.2.2.a)		
9. **Tank meets Industry Standards:** Made of metal construction, welded or riveted, water tight and splash proof. Poly tanks are acceptable as long as they meet industry standards (D.2.1.2.2)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
10. **Tank** Attached to chassis frame or to a structurally sound flat bed in such a way to withstand pitch, roll and yaw of the load during on and off road operation of the unit without damaging the tank or other chassis components. (D.2.1.2.2)		
11. **Tank:** Water Tight and Splash Proof. Any overhead fill (hatch, opening on top of tank) is securely sealed (water tight) (D.2.1.2.2)		
12. **Automatic Shut-Off:** All tanks shall be equipped with an automatic shut-off or sight tube to prevent over filling tanks. (D.2.1.2.2)		
13. **Tank labeled "GRAY WATER"** On both sides of the tank in lettering at least 4 inches in height. **Capacity of Tank** Displayed in gallons on both sides of the tank or on both cab doors in lettering at least 2 inches in height. (D.2.1.2.2)		
14. **Name, City, and State of Contractor** (On both sides of the tank or on both truck cab doors in lettering at least 2 inches in height. (D.2.1.2.2)		
15. **Dumping Site:** Who designated site? _____ Title: _____ Location of site: _____ (D.2.1.2.2.H)		
16. **Pump:** Constructed to prevent leakage, spillage or splashing. On all diaphragm or similar types of open pumps, a tight metal hood shall be provided over the pump. What type of pump is it? (1) Vacuum pump system (Type GWV) _____ (2) Pump system (Type GWP) Standard commercial pumping system. _____ (D.2.1.2.2)		
17. **Approved Spark Arrester** (required for naturally aspirated engines) (D.2.1.2.4)		
18. **Discharge Gates or Valves** (leak proof and constructed to discharge contents in a manner that will not create a nuisance. All inlets and outlets provided with a cap to prevent dripping) (D.2.1.2.2)		
19. **Hose:** (Minimum of 100 feet of hose. A 2 inch male and a 2 inch female camlock adapter are required to attach the pump truck to the storage tank. Hoses marked/labeled "gray water" at each end. Hoses and fittings and attachments that may have been used for black water disposal shall not be used for gray water disposal. Service trucks must have dedicated hoses for gray water disposal) (D.2.1.2.2)		
20. **Racks provided for carrying equipment on the truck.** (D.2.1.2.2)		
21. **State or Local Certifications:** (where applicable)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
(1) Current State or Local Septic Tank, Cesspool, and Privy Cleaner License with counties listed where wastewater will be collected or equivalent for each state operating in. (2) Current State or Local Septic Tank, Cesspool, and Privy Cleaner Vehicle Inspection or equivalent for each state operating in. (D.2.1.2.2)		
22. **Back Up Alarm:** (D.2.1.2.4)		

*Item may be waived if inspection successfully performed on the OF-296

_____Equipment meets agreement specifications

_____ Equipment does not meet agreement specifications

Inspector: _____ Date: _____

(Print and sign)

Contractor: _____ Date: _____

(Print and sign)

_____ Contractor given the opportunity to correct noted deficiencies (See Remarks)

_____ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:_____

_____

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Handout 3-9: Facilities Map Example
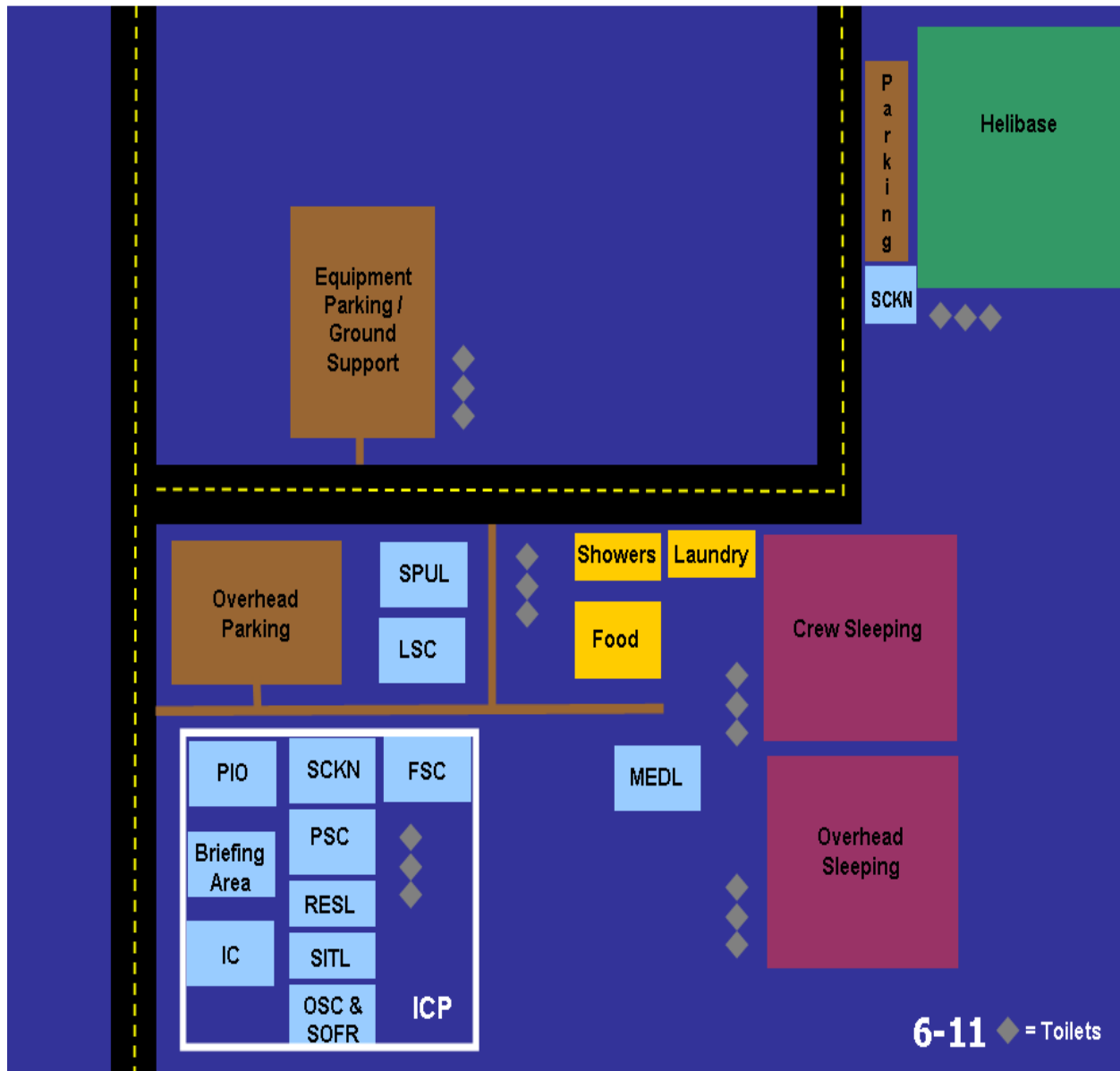
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Handout 3-10: Sample Camp Crew Schedule

TIME/TASK	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300
Light Heater																			
Check Propane Tanks																			
Turn On/Off Lights																			
Pick Up All Camp Trash																			
Clean IC Trailer																			
Clean Trailers/ Yurts																			
Clean/Stock Coolers																			
Sanitize Briefing Area																			
Clean ICP Area																			
Sanitize Rails & Door Knobs																			
Place Light Sticks																			

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Handout 3-11: Sample Security Plan

SECURITY PLAN
Columbia Shuttle Recovery
Corsicana Branch

Security can be contacted on Logistics Radio Channel #7 or through Communications.

Area Hospitals:
- Navarro Regional Medical Center, 3201 W. Hwy 22, Corsicana, TX. Ph. 903-645-6800
- Ennis Regional Hospital, 803 W. Lampasas, Ennis, TX. Ph. 972-875-0911
- Baylor Waxahachie, 1404 W. Lampasas, Waxahachie, TX. Ph. 972-923-7000
- Palestine Regional Medical Center, 2900 S. Loop 256, Palestine, TX. Ph. 903-731-1000
- Parkland Hospital, 5201 Harry Hines, Dallas, TX. Ph. 214-590-5108
- Baylor Hospital, 3500 Gasten Ave., Dallas, TX. Ph. 214-820-2505

Local L. E. Contacts:

Chief G. P. Thomas	David F. Chester	Miranda Pineo
Corsicana Police Dept.	Texas Parks & Wildlife	Corsicana Police Department
Home: xxx-xxx-xxxx	Home: xxx-xxx-xxxx	Home: xxx-xxx-xxxx
Cell: xxx-xxx-xxxx	Cell: xxx-xxx-xxxx	Cell: xxx-xxx-xxxx
Pager: xxx-xxx-xxxx	Pager: xxx-xxx-xxxx	Pager: xxx-xxx-xxxx

Objectives:
- Provide a safe and secure working environment.
- Address local area hazardous weather concerns.
- Maintain a safe and smooth traffic flow.
- Prevent crimes against persons or property. Take appropriate actions when crimes are detected. Sexual harassment will not be tolerated.
- Act as liaison with local law enforcement.
- Secure all entrances and provide a secure perimeter, including:
  - Supply Area
  - Dining Facility Area
  - Crew Sleeping Area
  - Crew Parking Area

Staffing:
The Security Unit currently consists of one SEC1 Law Enforcement Officers (LEO), 10 SEC2 Law Enforcement Officers, one SEC2 Trainee, and one SECM.

Traffic:
Speed will be monitored on all roads and speed control signs shall be maintained and enforced.

Patrols:
A K-9 unit will be used to assist with walk-through building security checks for drug use when necessary. **THERE WILL BE A "ZERO" TOLERANCE OF DRUGS OR ALCOHOL.**

_____   _____
J. L. Casey, Security Manager   Date

_____   _____
Elliot Franks, Logistics Chief   Date

Handout 3-12: Land Use Agreement Checklist

LAND USE AGREEMENT CHECKLIST
LAND USE AGREEMENTS CHECKLISTS AND GENERAL
GUIDANCE

SCHOOLS, FAIRGROUNDS, OR OTHER RELATED FACILITY CHECKLIST

• Number of Classrooms
• Gym
• Cleaning/Janitorial/Custodial Services
• Use of Showers
• Government furnished supplies vs. Contractor furnished supplies
• Phones
• Copiers
• Computers
• Kitchen
• Keys, Access
• Security
• Sleeping Areas
• Noxious Weeds
• Availability
• AC/Heater operational or available
• Sprinkler System
• Reduce / increase costs when camp changes (i.e., from Type I – II – III) (reduce number of classrooms needed, area needed, buildings needed, etc.)
• Other prescheduled / concurrent uses of the facilities by owner
• Parking
• Athletic Fields

NOTES:_____
_____
_____
_____
_____
_____

DIPPING SITES/PONDS CHECKLIST

- Impact – amount of drawdown, site disturbance, etc.
- Fish
- Noxious Weeds
- Water (usage and/or replenishment)
- Water Rights (who owns the water)
- Fences
- Access
- Flight Path
- Livestock/Wildlife
- Loss of Foliage/Crop/Pasture
- Use of pumps or wells

NOTES:_____

_____

_____

_____

_____

_____

IC CAMP/HELIBASE
CHECKLIST

- Access – roads, gates
- Noxious Weeds
- Fences / cattle guards / gates
- Livestock
- Flight Path
- Irrigation/Sprinkler System
- Spillage/HAZMAT
- Hours of Operation
- Property Impact
- Re-seeding / de-compaction requirements
- Abandonment of improvements
- Specific clean-up requirements (bark, mulch, sawdust, gravel, carpet, etc.)

NOTES:_____

_____ ____

_____

_____

_____

_____

AIRPORTS CHECKLIST

- Facilities Usage (except for federally funded runways, towers) o
    - Check other FAA restrictions
- Landing Fee
- Fuel Fee (If Contractor provided)
- Security
- Flight Path
- HAZMAT/Spillage
- Parking
- Availability
- Water/Electricity/Phones
- Portable Retardant Base
- Hours of Operation
- Access
- Check with Air Ops for further concerns

NOTES:_____

_____

_____

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_____

_____

LAND/FACILITY RESTORATION CONSIDERATIONS

(Items for COs to consider – not all items apply to every agreement)

• Loss of crop/pasture – how many seasons
• Reseeding / decompaction requirements
• Noxious Weeds Abatement and Survey
• General cleanup (trash removal, final janitorial service, floor waxing, etc.)
• Re-sod of athletic fields
• Reconditioning floors (of gyms, carpet replacement, etc.)
• Pumping of septic systems (feasible to use system, or rely solely on portable toilets?)
• Mending fences damaged during incident

NOTES:_____
_____
_____
_____
_____
_____

CONSIDERATIONS FOR DETERMINING RATE

Note: The PROC or CO handles the negotiation.
BEFORE NEGOTIATING RATE:
- o Determine ownership of land / facilities
- o Confirm owner's agent if applicable
- o Resources available to confirm ownership

- City or County Tax Assessor's Office
- Courthouse
- Private Campgrounds – what are average receipts / revenues for similar time Period
- Historical record of rates for use in local area – local rangers may be good source
- Facilities – if facility is abandoned from normal use, consider revenue lost for the activities
- Fairgrounds – were there any events cancelled or rescheduled to make them available?
- Cost of relocating and feeding of stock
- Are there vacant facilities held by other agencies that may be available?
- Consider a not to exceed rate commensurate with property value
- Sources of market research: o
    banks
    o real estate offices
    o local employees
    o local assessor offices
    o local agency lands offices
    o newspapers
    o feed store bulletin boards
    o documentation at local offices from previous incidents

NOTES:_____

_____ ___
_____
_____
_____
_____

Handout 3-13: Facilities Inventory

FACILITIES INVENTORY

INCIDENT NAME:	INCIDENT LOCATION:	INCIDENT NUMBER:
PHONE NUMBER:	CELL NUMBER:	DATE PREPARED:

CATEGORY (Please Check):

TOILETS	HAND-WASH TRAILER	DUMPSTERS
SHOWERS	PORTABLE HAND-WASHING STATION	WATER TRUCKS
TENTS	GENERATORS	LIGHT-TOWER
TRAILERS	LAUNDRY	

VEHICLE / EQUIPMENT INFORMATION

E # / Resource Order #	Manager Assigned	Equipment Description	Vendor	# of Units	Cost / Daily Rate	Location of Equipment	Hire Date	Release Date

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Activity 3.1: Building a Facilities Layout Map

Train Derailment—Facilities Activity 3.1

Purpose

The purpose of this activity is to identify and meet the facilities needs of a large-scale incident. When completing this activity, students should address considerations introduced in the *Overview of Facilities Unit*.

Incident

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to the incident.
- Your job is to plan for and secure facilities to support the event.
- Other government departments are directed to cooperate.

Directions for this Activity

- Lay out the facilities for the event, consider the needs of all the other Logistics Units as well as the needs of the other sections in the IMT.
- Reference Fairground area map.

FACILITIES MAP: FAIRGROUNDS

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Central City

Legend

⊖	Central City Police Station	⊖	Fire Stations (1-11)	⟨(	Telephone Switchboards	
⊕	Relocation Centers	⊡	City Equipment Yard	⚡	Electric Power Stations	
⋉	National Guard Facilities	⋰	Heavy Equipment Areas	⋈	Reservoirs	
⊟	Hospitals	⊡	Fuel Storage Tanks (1-5 tanks)	▨	Radio & TV Stations	
⊕	Food Storage Warehouses	⊙	City Transportation Centers	🟩	Park	
▣	County Courthouse	⌂	Emergency Management Center	🟩	Golf Course	
✳	Nelson Center	✸	City Hall	🟪	University	
102	Interstates	⊡	Schools	———	Local Roads	
		100	State Routes	╟┼┼┼╢	Railroads	

Scale: 10.5 Blocks = 1 mile

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Activity 3.1: ICS Form 215

Refer to EL_967_ACT_3.1_ICS_Form _215.pdf

Activity 3.1: ICS Form 202

Refer to EL_967_ACT_3.1_ICS_Form _202.pdf

Activity 3.1: ICS Form 203

Refer to EL_967_ACT_3.1_ICS_Form _203.pdf

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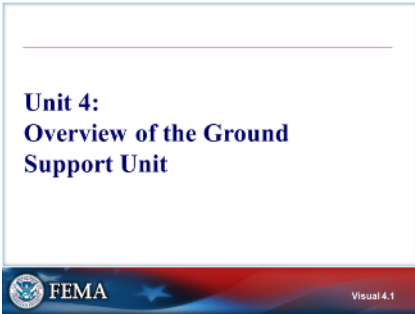# Unit 4: Overview of the Ground Support Unit

STUDENT MANUAL
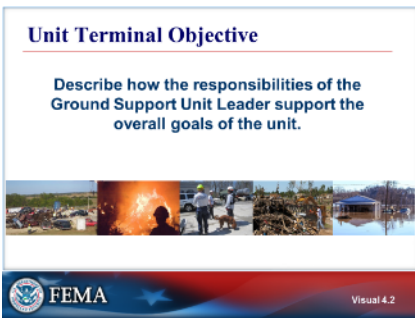
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Visual 4.1

UNIT 4: OVERVIEW OF THE GROUND SUPPORT UNIT

This unit focuses on duties and responsibilities specific to the Ground Support Unit and omits common responsibilities across units (e.g., maintaining a unit activity log or assembling a kit).

Visual 4.2

UNIT TERMINAL OBJECTIVE

Describe how the responsibilities of the Ground Support Unit Leader support the overall goals of the unit.
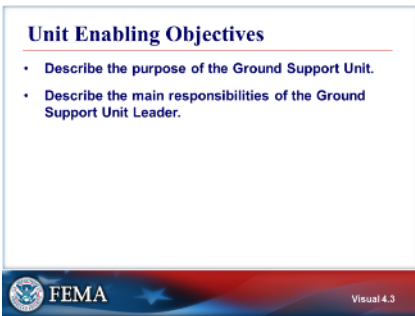
Visual 4.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Ground Support Unit.

- Describe the main responsibilities of the Ground Support Unit Leader.

The Final Exam questions are based on the Unit Enabling Objectives.
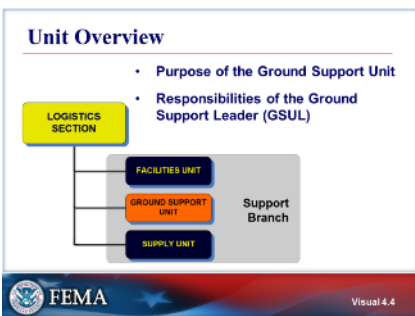
Visual 4.4

UNIT OVERVIEW

Unit 4 is divided into two sections:

- Purpose of the Ground Support Unit

- Responsibilities of the Ground Support Unit Leader (GSUL)

Visual 4.5

PURPOSE OF THE GROUND SUPPORT UNIT

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

To develop the Transportation Plan and identify transportation needs, Ground Support will need to coordinate closely with the Operations Section.

Refer to Handout 4-1: Ground Support Unit Leader Checklist.

Visual 4.6

RESPONSIBILITIES OF THE GROUND SUPPORT UNIT

The Ground Support Unit provides transportation for personnel, supplies, food, and equipment. This means it is critical for the Ground Support Unit Leader to identify and meet equipment requirements for the whole incident. It is critical for the GSUL to work with the incidents' Authority Having Jurisdiction (AHJ) to identify local vendors or contractors who rent vehicles, (pickups, passenger cars, buses, loaders, heavy equipment, etc) that may be used in the response and support efforts of the incident.

The Ground Support Unit supports the fueling, servicing, and repairs to vehicles and ground support equipment; it also supports out-of-service resources if the repairs are minor in nature. However, the GSUL does not typically support or provide routine maintenance (ie. oil changes). The Ground Support Unit Leader can do this through internal or external mechanics. The Ground Support Unit can provide appropriate repairs through internal or external mechanics.

The Ground Support Unit ensures safety procedures and proper handling of hazardous materials needed to support the unit (gasoline, diesel, motor oil). It also determines supply requirements for Personal Protective Equipment for contractors, drivers, and others and, as appropriate, environmental protection items (e.g., for fuel spill containment).

Thoughts to consider when you are dealing with Hazardous Materials in the Ground Support Unit:

- Ensure environmental requirements for handling fuel are met.
    - Host agency requirements
        - Threatened and Endangered Species
        - Water quality requirements
- Ensure proper shipping and handling of hazardous materials.

- ▪ Hazardous material shipments are regulated by the Department of Transportation (DOT) 49 CFR, part 171 to 180.
  - CDL qualified drivers
  - Placard requirements
  - Threshold levels (1001 lbs.)
  - Waybill documentation
  - Ensure all items being transported are listed
  - Document must be located in the door on the driver's side or on the driver's person
  - Hazardous Material warning labels
- • Ensure proper storage and disposal of petroleum products.
  - ▪ Flag the storage area
  - ▪ Fire extinguishers
  - ▪ Placard the area
  - ▪ Safety zones
  - ▪ Be aware of radiant heating or cold temperatures
  - ▪ Negotiate with local agency for proper disposal
  - ▪ Strive to keep special use petroleum products (i.e., chain saw gas) inventory to a minimum

The Ground Support Unit Leader should work with the RESL to identify any Operations Section crews that are currently on scene or who will soon be arriving that will need transport provided by the incident. Most local or regional resources will come with their own transportation, however, if local or regional resources have already been committed, additional resources may be traveling to the incident from various parts of the country. These resources will most likely need to be provided with transportation once they arrive.

Visual 4.7

RESPONSIBILITIES OF THE GROUND SUPPORT UNIT (CONT.)

The Ground Support Unit Leader orders additional support vehicles and equipment based on anticipated needs from the Tactics Meeting and identified on the ICS Form 215 Operational Planning Worksheet.

Consider the following when determining the initial Ground Support Unit needs of the incident:

Equipment (with or without operator)

- Crew Transports
  - Type determined by terrain
  - Amount (one per crew)
- Miscellaneous overhead transport
  - Division Supervisors
  - Medical
  - Supply
  - Security
  - Command and General Staff
  - Pool and reserves
- Heavy equipment
  - Water Tenders
  - Road equipment (graders)
  - Transports (Semis with Lo-boys)
  - Special Use (skidder)
  - Fuel tender
  - Dozer
- Determine Usage
  - Four wheel/two-wheel drive
  - Pickups vs. multi passenger
  - All-terrain vehicles (ATV's)

The purpose of Ground Support performing equipment inspections is two fold.

- The pre-incident inspection can be viewed as a way for the incident to validate that the piece of equipment being assigned is in good working order and that there are no obvious deficiencies. This creates a document that can be referred to at demobilization if any comp/claims issues arise.

- The post incident or demobilization inspection is a validation that the piece of equipment is leaving the incident as good as when it was assigned. It also allows any incident created deficiencies to be documented and the proper paperwork for a comp/claim to be filed. If it is a vehicle that is being inspected for demobilization, it is important to be sure that they are leaving the incident in good working order and can safely return home.

In a flooding situation, Ground Support may be involved in the use of boats to transport goods to drop points.

The Ground Support Unit is responsible for the maintenance of incident roads. However, more often than not, the GSUL is coordinating with the local agencies (city town, county) for the maintenance of roads, especially if they are paved roads or improved / maintained county roads. If you will be contracting the maintenance of roads with the local municipality, be sure that the Finance Unit is involved to establish any needed contracts for payments.

If the incident is using private roads or had constructed new roads to access the incident, then the GSUL would assume maintenance responsibility of the roads. One of the most frequent road maintenance requests of the GSUL is dust abatement on dirt roads, consider ordering a water tender with spray bars for dust abatement. If dust is a cronic problem, often an additive like Magnesium Choride can be appied for long term dust abatement.

The Ground Support Unit in conjunction with the Facilities Unit Leader (FACL) ensures adequate parking at the ICP and any additional facilities that have been activated.

When ordering a fuel truck/fuel tender, consider these needs on the order:

- Possible 24 hour operation

- Fuel tender will remain on site

- Relief operator may be needed

- Determine types and quantities of fuel needed for incident vehicles.

- Specify that the tender operator will be dispensing fuel into vehicles

- Specify needs for lubricant or oil, as necessary

- Operational period scheduling

- Vehicle servicing

- Windshield cleaning materials

- Mobile fueling
  - Heavy equipment (dozers, graders, etc.)
  - Refrigeration units
  - Generators

Provide for unplanned fueling and maintenance requests.

- Camps

- Alternate fuel vehicles

- Helicopter support, sling load to remote locations
  - Barrels with pumps and accessories
  - DOT approved fuel cans

- Early and late arrivals

Document, document, document. Create procedures for inspecting all equipment that is assigned to the incident.

Refer to the following Handouts:
4-2: Generic Vehicle Inspection Form
4-3: Crew Carrier Incident Inspection Checklist
4-4: Transport Incident Inspection Checklist
4-5: Watercraft Incident Inspection Checklist
4-6: Fuel Tender Incident Inspection Checklist
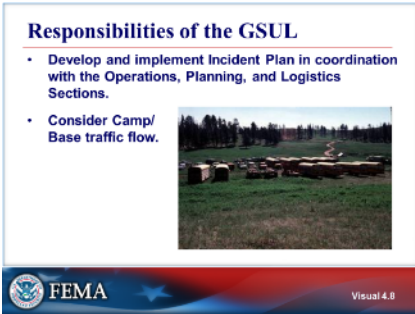
Visual 4.8

RESPONSIBILITIES OF THE GSUL

The Ground Support Unit Leader develops and implements the Incident Transportation Plan in coordination with the Operations, Planning, and Logistics Sections.

As GSUL, consider access to roads and highways from your incident bases or Incident Command Post. Work with the FACL to identify signage needs to properly direct incoming resources to your ICP.

Ensure that the Traffic Plan meets host agency environmental guidelines. Whether the incident is under a single or unified command, make sure Ground Support complies with the environmental concerns of host jurisdictions. There are often also political concerns to consider when creating the Traffic Plan. The host agency may want you to use certain transportation routes to avoid disruption of the local community, i.e., avoid driving vehicles through certain neighborhoods.

Incorporate the Transportation Plan into the Incident Action Plan and update it as needed. Publicize the plan so that operational and support personnel know how to get around. This will minimize confusion and accidents.

Visual 4.9

RESPONSIBILITIES OF THE GSUL (CONT.)

Refer to Handout 4-7: Support VehicleEquipment Inventory (ICS Form 218).

The Ground Support Unit maintains the ICS Form 218 Support Vehicle/Equipment Inventory. This inventory is for "Support" vehicles, it is not a total inventory of all the vehicles that are on the incident; it does not include operational resources. Note that Ground Support should reconcile the equipment inventory with the Ordering Manager and the Finance/Administration Section.

The Ground Support Unit notifies the Resources Unit of all status changes on operational equipment. The Resource Unit needs to know about out-of-service operational equipment to keep track of resources. The Finance/Administration Section needs to know about all out-of-service equipment to record reimbursement needs.

Visual 4.10

RESPONSIBILITIES OF THE GSUL (CONT.)

The GSUL has several subordinate positions that the can be assigned to them in a fully activated IMT. They include the Equipment Manager (EQPM), Drivers, and Mechanics. The Equipment Time Recorder (EQTR) may be co-located in the Ground Support Unit, however, they report to the Time Unit Leader (TIME) in the Finance Section.

You may want to consider ordering mulitple EQPM's to help distribute the workload and responsibilities of the GSUL.

Drivers are a non-Incident Command/IMT position; however, they can be a vital part of the Ground Support Unit. The Ground Support Unit is often tasked with providing support to the Operations Section during the operational period (delivering needed supplies to drop points, delivering meals, etc).

Drivers typically come to the incident from one of two places. They can be government employees who are temporarily assigned to support the incident (fire department personnel, parks department personnel, etc) and use their government vehicle or they can be local casual hires (typically from a temp agency or a labor force) and the driver is hired with their personal vehicle or provided an incident rental. If a personal vehicle is used often, the driver is paid either a mileage rate for their vehicle or a flat daily rate.

If you have a very busy Ground Support Unit that is actively running supplies to the Operations Section in the field or have an airport shuttle - like service set up, you may want to consider having your own Ground Support Unit dispatcher to coordinate the drivers.

Refer to Handout 4-8: Vehicle with Driver Incident Inspection Checklist.

The following duty day and driving times are guidelines for incident drivers. Depending on the agency that is hosting the incident, these hourly limitations may be more restrictive.

Guidelines for Duty Day and Driving Times

The driving limits while engaged in emergency driving will not exceed 12 hours per 15-hour duty day.

An operator, after being on duty for 15 hours, must have a full eight hours off duty (consecutive) prior to beginning a new operational period.These limitations are in accordance with the Federal Motor Carrier Safety Regulations.

Drivers (Part 395.1B) will not drive continuously. A break must be taken every two hours, or when appropriate.

Operators will not:

- Exceed posted speed limits

- Operate a vehicle under the influence of drugs or alcohol

- Operate a vehicle while suffering from fatigue or stress

Operators shall:

- Ensure seat belts are being used by all operators and passengers

- Have lights on while operating

- Inspect each vehicle prior to driving. The inspection will include brakes, steering, windshield wipers, tires, lights and horn. Never drive a vehicle that is unsafe.

Drivers may not be permitted to drive:

- For more than 12 hours in the aggregate following eight consecutive hours off duty

   OR

- After he or she has been on duty 15 hours following eight consecutive hours off duty

Emphasize that driving is one of the most hazardous jobs we perform. Although we have an obligation to support incidents, we have an even greater obligation to public and personal safety.

Explain: The Ground Support Unit Leaders role is to tell the Logistics Section Chief if you can support the proposed tactics.

The Ground Support Unit Leader participates in Logistics Section Meetings to determine the feasibility of providing the required support, as well as operational and technical information on:

- Equipment availability

- Equipment capabilities

- Restrictions for the incident, such as:

  - Road closures

  - Weight restrictions

  - Road surfaces

  - Lighting needs

Visual 4.11

RESPONSIBILITIES OF THE GSUL (CONT.)

Ground Support should coordinate with the following staff:

- Medical—People who are injured may need to be transported to a clinic, hospital, or medical center. You might be called on to repair or even supply maps to ambulances. Alternatively, people in a HazMat incident may need to be transported in order to be tested. Coordinate with the Medical Unit on the movement of noncritical patients.

- Supply—Orders resources and may need Ground Support to distribute them. Ground Support can provide trucks to distribute the supplies. You will also coordinate with Supply to order anything that you need to make the Ground Support Unit run from vehicles to staff to office supplies.

- Facilities— Coordination of fueling equipment (generators, light towers, etc) Location of the Grounds Support Unit. You also may need to coordinate on the transportion needs of special services such as the removal of gray water.

- Communications—Ground Support may need to coordinate with the Communications Unit on the establishment of remote repeaters which would require off road vehicles (4x4 pickup, ATV, snowmobile).

- Food—Ground Support may need to help distribute food out to the area of operations.

Ground Support is not responsible for the Air Operations Branch, except for fueling requirements and providing, relocating, and removing rental ground vehicles used by Air Operations personnel.

Visual 4.12

RESPONSIBILITIES OF THE GSUL (CONT.)

In the daily IAP, the ICS Form 204 Assignment List lists individual resources by division and group that potentially need ground support. The Planning Section will note with a Y or N to indicate the need for ground support. ICS Form 204 also lists reporting locations and radio frequencies. Ground Support should make sure that reporting locations are safely accessible.

To support demobilization, check with the Operations Section and Planning Section on the Demobilization Plan:

- Find out the point of departure for resources, where they are traveling to, and other details (you may need to provide transportation for single resources or crews to the airport or other transportation hub).

- Inspect resources before their final demob from the incident to document any comp claims.

- Ensure every vehicle is capable of traveling to its destination.

- Consider demobilization for rental vehicles.

- Coordinate with the Planning Section to release excess resources (ideally, release high-dollar resources first).

- Brief the Logistics Section Chief on any decisions.

Work with the FACL to consider the rehab standards of the Ground Support Unit work area:

- Soil compaction

- Vegetation removal

- Fuel spills

Refer to Handout 4-9: ICS Form 204, Handout 4-10: Demobilization Safety Incident Inspection Checklist, and Handout 4-11: Ground Support Unit Leader Demobilization Plan.

Visual 4.13

RESPONSIBILITIES OF THE GSUL (CONT.)

The Ground Support Unit Leader should coordinate with the Operations Section on:

- Confirming drop points for crew pickup:

    - Where are you going to drop crews and supplies?

    - Are the route and drop point safe?

    - Does the drop point location meet the needs of the incident effectively and efficiently?

    - Is the drop point as close to the operational assignment as possible?

- Transportation needs (with or without driver):

    - Identify underused and excess equipment throughout the incident and demobilize the resources if appropriate.

- Air Support:

    - Air Support may be working out of an airport miles away from the incident base.

    - Air Support may be needed for transporting supplies and material, the Ground Support Unit may be delivering supplies to the Helibase for delivery to the operational area.

    - Consider dust abatement and crash rescue capabilities at the Air Support base of operations (Helibase).

The Ground Support Unit Leader should also establish emergency and breakdown procedures. This means devising a contingency plan, collecting and disseminating incident telephone numbers, and possibly creating a help sheet for incident personnel on the above.

Visual 4.14

RESPONSIBILITIES OF THE GSUL (CONT.)

As the Ground Support Unit Leader, ensure all fueling issues, supplies, and maintenance costs are submitted to the Finance/Administration Section. They need to properly document the costs so that the incident pays for vehicle repairs if the breakage is the result of an incident event.

Ensure all agreements, contracts, and inspections are completed and submitted. They should be completed in a timely manner, in case demobilization must occur rapidly. Continually write down information regarding agreements, contracts, and inspections, rather than attempt to memorize this information.

Visual 4.15

ACTIVITY 4.1: DEVELOPING A TRANSPORTATION PLAN

The instructor will explain Activity 4.1.

You will have 1 hour to complete the activity.

Visual 4.16

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Ground Support Unit.

- Describe the main responsibilities of the Ground Support Unit Leader.

Supplemental Materials

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Handout 4-1: Ground Support Unit Leader Checklist

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:
	▪ Fueling needs of apparatus on incident
	▪ Transportation needed for responders
	▪ Location of Supply Unit receiving and distribution point(s)
	▪ Incident transportation maps and restrictions on transportation routes
	▪ Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment
	2. Staff Unit by the above considerations, as indicated.
	3. Consider the need to use Agency pool vehicles or rental vehicles to augment transportation resources.
	4. Support out-of-service resources according to agreement for mutual aid and rental equipment.
	5. Notify Resources Unit of all changes on support and transportation vehicles.
	6. Arrange for and activate towing, fueling, maintenance, and repair services.
	7. Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section.
	8. Maintain inventory of support and transportation vehicles.
	9. Provide transportation services:
	▪ Review Incident Action Plan (IAP) for transportation requirements
	▪ Review inventory for needed resources
	▪ Request additional resources through Supply Unit. Give type, time needed, and reporting location
	▪ Schedule use of support vehicles
	▪ Document mileage, fuel consumption, and other costs
	10. Implement Transportation Plan:
	▪ Determine timelines
	▪ Identify types of services required
	▪ Assign resources required to implement Transportation Plan
	11. Ensure that the condition of rental equipment is documented prior to use and coordinate with Procurement Unit Leader.
	12. Document all activity on ICS Form 214 Activity Log.

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Handout 4-2: Generic Vehicle Inspection Form
Vehicle Inspection Form

Contractor	Incident Name	Incident No.	
	Agreement No.	Resource Order No.	
Operator	Make	Model	
Driver's License	Serial No.	4x4	4x2
Vehicle License	Starting Mileage	Equipment Type	

Record Initial travel time and daily hours worked to Equipment Shift Ticket				
	Pre-Use		Release	
Vehicle Checklist – Diagram and Remarks on back	Yes	No	Yes	No
1. Steering. Over 3" free play, check tie rod ends.				
2. Clutch. Proper adjustment. ¾" free travel.				
3. Brakes foot and hand. Must hold firm.				
4. Gauges. All must be in working order.				
5. Horn. Must be working order.				
6. Washer and wipers must be working order. Check rear view mirror.				
7. Seat belts for all occupants. Seat and cushions in working order. Tears and condition list under remarks.				
8. Cooling system must be in working order free from leaks.				
9. Engine free from leaks and knocks.				
10. Oil full and clean and in good condition.				
11. Electrical system. Generator and starter must be in good working order.				
12. Battery. Check for corrosion on terminals.				
13. Transmission. Check for leaks.				
14. Drive line U-joints. Check for looseness.				
15. Differential. Check for leaks.				
16. 4-Wheel drive. Check gearboxes. Leaks.				
17. Springs and shocks. Check hangers.				
18. Tie rods. Looseness or bent.				
19. Frame. Cracks or bent.				
20. Lubrication. Dry fittings.				
21. Tires. Wheels. Lug bolts or nuts. Depth of tread must be 3/32".				
22. Lights. Must be in working order.				
23. Glass. Chips and cracks.				
24. Body condition. Report all dents and conditions.				
25. Exhaust system. Check for leaks.				
26. Fuel system. Check for leaks.				
27. Accessories. Must have jack, wheel wrench, spare tire, and wheel.				
* Safety Items – Do Not Accept until Corrected				

Pre-Use
Inspector: _____
Date: _____

Home Unit: _____
Phone No.: _____

Contractor or Representative: _____
Date: _____

Release **"NO CLAIMS NO DAMAGE"**
Inspector: _____
Date: _____

Home Unit: _____
Phone No. _____

Contractor: _____ Date:
_____

VHEICLE INSPECTION FORM

PRE-USE
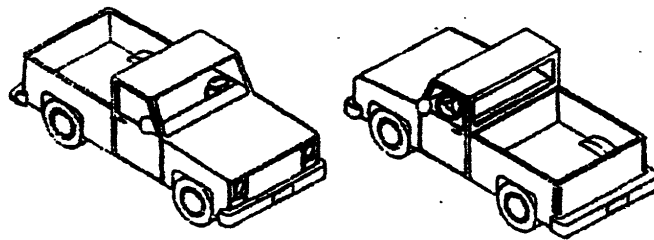
RELEASE
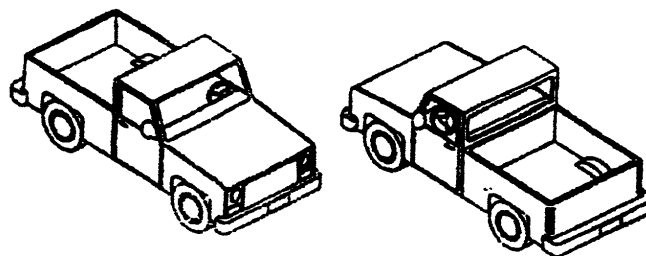
REMARKS

Handout 4-3: Crew Carrier Incident Inspection Checklist

VIPR Fire Equipment Incident Inspection Checklist   July 2019

CREW CARRIER BUS INCIDENT INSPECTION CHECKLIST   Date: _____ Time: _____

INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE #: E-_____

COMPANY/CONTRACTOR:_____

AGREEMENT NUMBER:_____

VIN/SERIAL #: _____EQUIPMENT I.D.# _____

LICENSE PLATE: _____ STATE: _____ EXPIRATION _____

INITIAL DEPARTURE LOCATION OF BUS (POINT OF HIRE): CITY _____ STATE _____

Name of Crew Assigned to Bus: _____Crew Resource Order #: C- _____

_____ Bus is under hire, no crew attached at time of inspection

EQUIPMENT and OPERATOR REQUIREMENTS CREW CARRIER BUS

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (D.6.5.3)		
3. **Equipment VIN/Serial # matches Resource Order** (Schedule of Items) (D.6.3.1)		
4. **RT-130 Fire Line Refresher** current for all personnel (D.3.1)		
5. **OF-296 Vehicle/Heavy Equipment Pre-use Inspection Checklist completed** (D.17)		
6. **PPE:** Boots Hard Hat Gloves Eye Protection Hearing Protection Headlamp with batteries (D.2.1.3)		
7. Flame Resistant Clothing: A minimum of two full sets of flame resistant shirt and pants certified to NFPA 1977 standard. (D.2.1.3)		
8. Fire Shelter: New generation (D.2.1.3)		
9. Identification: Company name and vehicle identification number (Equipment ID) displayed on the vehicle with lettering a minimum of two (2) inches in height. (D.2.1.2)		
10. Bus: 1999 or newer		
11. Vehicle Registration: Current		
12. Insurance: Valid vehicle insurance. Dates valid: FROM___ TO___ (D.2.1.2)		
13. Seating: School-type bus with capacity to carry a minimum of 22 adult passengers (D.2.1.2)		
14. Seats: Equipped with FMVSS compliant seats and seatbelts in all seating positions (D.2.1.2)		
15. Internal Cargo Storage Area(s): Metal, cage-like, storage area (minimum of 120 cubic feet). Securely mounted to body of frame of vehicle. No sharp edges or unfinished areas. Heavy weight ballistic nylon reinforced with heavy webbing encapsulating load. (D.2.1.2)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
16. External Storage Compartment: For chainsaws, drip torches, fuel, fusses. All flammable and combustible items must be stored in external storage compartment(s). A chase vehicle, racks mounted to the outside of the bus and trailer hitch baskets are not acceptable. (D.2.1.2)		
17. Emergency Exits: All of the original emergency exits that were required when the bus was manufactured shall be in working order, clearly identified and shall not be blocked by any portion of the cargo area door(s) Appropriately labeled (designated), with at least one (1) inch lettering, including concise operating instructions within 6 inches of mechanism. (49 CFR 393.62) (D.2.1.2)		
18. Fire Extinguisher: 2A 10BC, securely mounted to the vehicle, accessible to the operator and with current annual inspection tag (D.2.1.3)		

_____Equipment meets agreement specifications

_____Equipment does not meet agreement specifications

Inspector: _____ Date: _____
                    (Print and sign)

Contractor: _____ Date: _____
                    (Print and sign)

_____ Contractor given the opportunity to correct noted deficiencies (See Remarks)

_____ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:_____
_____
_____
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_____

Handout 4-4: Transport Incident Inspection Checklist

VIPR Fire Equipment Incident Inspection Checklist   July 2019

TRANSPORT INCIDENT INSPECTION CHECKLIST   Date: _____ Time: _____
INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE #: E-_____
COMPANY/CONTRACTOR: _____
AGREEMENT NUMBER: _____
EQUIPMENT MAKE: _____ MODEL: _____
VIN/SERIAL #: _____
OPERATOR NAME: _____

EQUIPMENT and OPERATOR REQUIREMENTS – TRANSPORT

___Type 1: Rated at loads over 70,000 lbs __Type 2: Rated at loads 35,001-- 69,999 lbs __Type 3: Rated at loads up to 35,000lbs

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (D.6.5.3)		
3. **Equipment VIN/Serial # matches Resource Order** (Schedule of Items) (D.6.3.1)		
4. **RT-130 Fire Line Refresher including Fire Shelter current: ____** **Complete Date: ____** (D.3.1.1)		
5. **OF-296 Vehicle/Heavy Equipment Pre-use Inspection Checklist completed** (D.17)		
6. **Equipment arrived at incident washed:** (Debris and noxious weeds free)(D.15)		
7. **Insurance:** Current and valid carrier insurance and cargo insurance with types of cargo being hauled (D.2.1.2) (D.2.2)		
8. **Current Dept. of Transportation D.O.T. Certification** (D.2.2)		
9. **Seat belts** (D.2.1.2)		
10. **Flashlight** (D.2.1.2)		
11. **Water**: At least 1 gallon drinking water (D.2.1.2)		
12. **First aid kit**: 5 person minimum (D.2.1.2)		
13. **PPE:** Boots ___ Hard Hat ____ Gloves ____ Eye Protection ___ Hearing Protection____ Headlamp with batteries ____ (D.2.1.2)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
14. **Fire Shelter:** New generation (D.2.1.2)		
15. **Flame Resistant Clothing**: A minimum of two full sets of flame resistant shirt and pants certified to NFPA 1977 standard. (D.2.1.2)		
16. **Shovel** (D.2.1.2)		
17. ***Spark Arrester if applicable** Not Applicable Turbo Exhaust (D.2.1.2)		
18. **Back-Up Alarm: Audible reverse warning device.** (D.2.1.2)		
19. **Fire Extinguisher**: 2A 10BC, securely mounted to the vehicle, accessible to the operator and with current annual inspection tag (D.2.1.2)		
20. **Tire Tread Depth**: minimum 2/32" for rear 4/32" for steering axle tires (D.2.2.1)		

____Equipment meets agreement specifications

____ Equipment does not meet agreement specifications

Inspector: _____ Date: _____
                    (Print and sign)

Contractor: _____ Date: _____
                    (Print and sign)

_____ Contractor given the opportunity to correct noted deficiencies (See Remarks)

_____ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:_____
_____
_____
_____
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_____

Handout 4-5: Watercraft Incident Inspection Checklist

OPERATOR'S SAFETY AND PREVENTIVE MAINTENANCE INSPECTION -Watercraft

DATE _____

INSPECTOR _____

REVIEWED BY (Unit Fleet Manager) _____

MAKE _____ MODEL _____ HR. METER _____

F.S. No._____ YEAR_____ LOCATION _____

UNSATISFACTORY ITEMS CORRECTED: DATE_____BY _____

LOG BOOK	SATISFACTORY	UNSATISFACTORY
1. Daily entries up to date		
2. Accident form available		
3. Lube intervals recorded and on schedule		
4. Oil and filter intervals recorded and on schedule		
5. Safety and PM inspections recorded and on schedule		
MOTOR		
6. Engine oil at operating level and clean		
7. Gear oil at operating level, clean, and free of water		
8. Clutch and speed controls operate properly		
9. Prop is free of bends, nicked edges		
10. Fuel and gear cases free from leaks		
11. Battery is snug, clean, and contains adequate water		
12. Cooling system screens, pumps, and outlets are functioning		
13. Motor is secure to transom, clamps tight and secured with chain		
14. Motor is free of marine growth, corrosion, and oxidation		
HULL		
15. Deck clean		
16. Steering controls properly adjusted and cable not chafing or jamming		
17. Gauges, instrument panel – operational		
18. Windshield free from checks or splinters and wiper is operable		
19. Running and search lights are all operating		
20. Horn or siren is operable		
21. Mirrors are snug and serviceable		
22. Mooring lines not frayed and free from knots		
23. Seats secure and covers are fastened and serviceable		
24. Self-draining well is free of debris		
25. Drain plugs are tight		
26. Ventilator – operable		
27. Convertible top is clean and serviceable		
28. Hull is free from cracks, breaks, deep scores and is clean		
29. Accessories in place, clean, serviceable – life jackets, fire extinguisher. First aid kit, spare prop, bailing device, paddle, anchor, and 100 feet of line, boat hook, and fenders, emergency oxygen kit, flashlight, etc.		
30. Basic tool kit contains shear and cotter pins, extra spark plugs and tools to replace plugs and pins		

LOG BOOK	SATISFACTORY	UNSATISFACTORY
TRAILER		
31. Trailer hitch and safety chains are serviceable and undamaged		
32. Winch operable and line is free of kinks and broken strands		
33. Wheel bearings are packed with water-repellant lube specially designed for boat trailers		
34. Tires are properly inflated and in serviceable condition		
35. All trailer lights function properly		
36. Boat hold downs are adequate and serviceable		
37. Brakes are operable and adjusted evenly		

REMARKS:_____
_____
_____
_____
_____
_____

Handout 4-6: Fuel Tender Incident Inspection Checklist

VIPR Fire Equipment Incident Inspection Checklist   July 2019

FUEL TENDER INCIDENT INSPECTION CHECKLIST   Date: _____ Time: _____

INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE #: E-_____

COMPANY/CONTRACTOR: _____
AGREEMENT NUMBER: _____

EQUIPMENT MAKE: _____ MODEL: _____

VIN/SERIAL #: _____

OPERATOR NAME: _____DRIVER'S LICENSE, State and #_____
                                        Exp. _____ Class _____ Endorsements _____

EQUIPMENT and OPERATOR REQUIREMENTS – Fuel Tender

Type 1: 3501+ gallons _____ Type 2: 2501-3500 gallons _____ Type 3: 5000- 2500 gallons _____

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (D.6.5.3)		
3. **Equipment VIN/Serial # matches Resource Order** (Schedule of Items) (D.6.3.1)		
4. **OF-296 Vehicle/Heavy Equipment Pre-use Inspection Checklist completed** (D.17)		
5. **US DOT Inspection:** Fully registered as a commercial vehicle and be current with all DOT, EPA and State inspection requirements. DOT #: _____ (D.2.1.2)		
6. **Current EPA inspection verification:** (if required) **DATE**:_____ (D.2.1.2)		
7. **Operator of Vehicle Properly licensed**: Valid CDL in possession _____ Hazardous Materials Endorsement _____ Medical Card (if card is available from the State) _____ (D.3.1_1) (D.6.6)		
8. **Vehicle Identification** Company name and unique identification number affixed to the vehicle (D.2.2.3)		
9. **Visual and Leakage (VK) test**: Current, yearly test. **Date:**_____ (D.2.1.3)		
10. **Internal and Pressure (I&P) verification within last 5 years: Date:** _____ (D.2.1.3)		
11. **Meter**: Certified meter to measure accurate deliveries of fuel (D.2.1.2)		
12. **Fuel Dispensing System:** Separate dispensing system for each product offered Diesel _____ Unleaded Gasoline _____ (D.2.1.2)		
13. **Hoses and Nozzles:** Hoses and nozzles are appropriate size for dispensing fuels. (Note: Small nozzle for Unleaded, and Large nozzle for Diesel) (D.2.1.3)		
14. **Hoses and Nozzles:** In good condition with no deep cracks or leaking surfaces (D.2.1.3)		
15. **Bonded Hose Reel and/or Ground Rod and Cable:** (D.2.1.4)		
16. **Valves:** All tank control valves shall be protected by an emergency shutoff valve. (D.2.1.3)		
17. **Valves:** No visible signs of leakage and equipped with fusible nuts (D.2.1.3)		
18. **Shut Off Handles:** Painted red or decal, should direct user to emergency valve (D.2.1.3)		
19. **Electrical Wiring:** Within tank compartments are covered with no exposed wires (D.2.1.3)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)		Yes	No
20. **Lights and Switches:** In explosion proof housing	(D.2.1.3)		
21. **Electrical Fixtures:** Openings protected with rubber grommets	(D.2.1.3)		
22. **Fire Extinguisher** 2A 10BC securely mounted to vehicle	(D.2.1.5)		
23. **Hazardous Materials Compliance Pocketbook:**	(D.2.1.4)		
24. **Emergency Response Guidebook:** (Most current edition)	(D.2.1.4)		
25. **Flashlight:** ("D" Cell or better)	(D.2.1.5)		
26. **Wheel Chocks:** (Minimum 2)	(D.2.1.5)		
27. ***Seat Belts**	(D.2.1.5)		
28. **Fuel Spill Containment Kits:**	(D.2.1.2)		
29. **Ability to accept all major credit cards and provide receipts for fuel purchases**	(D.2.1.6)		
30. **Per gallon prices shall be displayed in a visible fashion.**	(D.2.1.6)		
31. **Back-up alarm.**	(D.2.1.5)		

*Item may be waived if inspection successfully performed on the OF-296.

____Equipment meets agreement specifications ___Equipment does not meet agreement specifications

Inspector: _____ Date: _____
                        (Print and sign)

Contractor: _____ Date: _____
                        (Print and sign)

____ Contractor given the opportunity to correct noted deficiencies (See Remarks)

____ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:_____
_____
_____
_____
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_____

Handout 4-7: ICS Form 218 Support Vehicle/Equipment Inventory

Refer to EL_967_HO_4-7_ICS_Form_218.pdf

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Handout 4-8: Vehicle with Driver Incident Inspection Checklist

VIPR Fire Equipment Incident Inspection Checklist   July 2019

VEHICLE W/ DRIVER INCIDENT INSPECTION CHECKLIST   Date: **_____** Time: **_____**

INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE #: E-_____

COMPANY/CONTRACTOR: _____

AGREEMENT NUMBER: _____

VEHICLE MAKE: _____ MODEL: _____

LICENSE PLATE: _____ STATE: _____

VIN/SERIAL #: _____

OPERATOR NAME: _____

DRIVERS LICENSE, State and #_____ Exp. _____

EQUIPMENT and OPERATOR REQUIREMENTS VEHICLE W/DRIVER

☐ Pickup, Type 1 – GVWR ≥ 8,501 lbs., min. 6.5' bed length

☐ Pickup, Type 2 – GVWR 6,001 to 8,500 lbs., min. 6 bed length

☐ Pickup, Type 3 – GVWR ≤ 6,001 lbs., min. 5' bed length

☐ Stakeside, Type 1 – GVWR ≥ 14,001 lbs. _____dump/tilt box _____lift gate

☐ Stakeside, Type 2 – GVWR ≥ 10,001 to 14,000 lbs. _____dump/tilt box _____lift gate

☐ Sport Utility Vehicle: Min. 5 passenger _____ 2 wheel drive _____4 wheel drive

☐ Passenger Van: 7 to 9 passenger _____2 wheel drive _____4 wheel drive

NOTE: Passenger or passenger-carrying capacity minimums stated above includes the driver

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
1. **Agreement** (One complete copy) (D.8)		
2. **Check-In Process Completed** (D.6.5.3)		
3. **Equipment VIN/Serial # matches Resource Order** (Schedule of Items) (D.6.3.1)		
4. **RT-130 Fire Line Refresher including Fire Shelter (current):** **Completed Date:** (D.3.1.1)		
5. **OF-296 Vehicle/Heavy Equipment Pre-use Inspection Checklist completed** (D.17)		
6. **Equipment arrived at incident washed:** (Debris and noxious weeds free) (D.15)		

Minimum Requirements Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)	Yes	No
7. **Fire Extinguisher:** 2A 10BC, securely mounted to the vehicle, accessible to the operator and with current annual inspection tag (D.2.1.2)		
8. **The full bed of the truck shall be available for incident use.** (D.2.1.1.d)		
9. **All vehicles shall be configured to the manufacturer's original specifications.** (D.2.1.1)		
10. **All operators shall be able to routinely lift objects up to 45 pounds when performing the duties required of this solicitation.** (D.2.1.1)		
11. **Spare Tire, Wheel Wrench, Jack** (D.2.1.1)		
12. **Boots: All leather, 8" high with lug type sole in good condition** (D.2.1.1.g)		
13. **PPE:** Note; When not furnished by the contractor, the incident may provide (check-out) the following items to the driver, (Check with Ground Support). (D.2.1.2) Flame Resistant Pants and Shirts ____ Gloves ____ Hard Hat____ Goggles/Safety Glasses____ Fire Shelter____ Headlamp ____ First-Aid Kit____		

__ Equipment meets agreement specifications

__Equipment does not meet agreement specifications

Inspector: _____ Date: _____
                           (Print and sign)

Contractor: _____ Date: _____
                           (Print and sign)

      ____ Contractor given the opportunity to correct noted deficiencies (See Remarks)

      ____ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:_____
_____
_____
_____
_____
_____
_____
_____
_____

Handout 4-9: ICS Form 204

Refer to EL_967_HO_4-9_ICS_Form_204.pdf

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Handout 4-10: Demobilization Safety Incident Inspection Checklist
Incident Demobilization Vehicle Safety Inspection

Vehicle Operator: Complete items above double line prior to inspection

Incident Name_____Order Number
_____Vehicle: License Number_____Agency
_____Unit_____
_____Type (Engine-Bus-Sedan)_____Odometer
Reading_____Vehicle ID
Number_____

Inspection Items	Pass	Fail	Comments
1. Gauges and Lights			
2. Seat Belts			
3. Glass and Mirrors			
4. Wipers and Horn			
5. Engine Compartment			
6. Fuel System			
7. Steering			
8. Brakes			
9. Drive line; U-joints			
10. Springs			
11. Exhaust System			
12. Frame			
13. Tires and Wheels			
14. Coupling Devices			
15. Emergency Exit			
16. Pump Operation			
17. Damage on Incident			
18. Body Damage			
19. Other			

Additional Comments:

Hold For Repairs	Release
Date Time	Date Time
Inspector's Name (print)	Operator's Name (print)
Inspector's Signature	Operator's Signature

Make a copy of this inspection; Keep original for records, copy to vehicle operator, copy to equipment package

INSPECTION ITEMS

(Ref: Federal Motor Carrier Safety Regulation)

HOLD FOR REPAIRS IF:

1 Gauges &   -Speedometer inoperative. (Federal Motor Carrier Lights   Safety Regulations
   (FMCSR 393.82)
                -All required lighting devices, reflectors and electrical equipment must be properly
                positioned, colored and working. (FMCSR 393.9)

2 Seat Belts -Any driver's or right outboard seat belt, missing or inoperative. (FMCSR 393.93)
               -Passenger carrying have missing or inoperative seat belts in passenger seats,
               buses excepted.

3 Glass &   -Any windshield crack over ¼" wide. Any damage Mirrors   ¾" or greater in
   diameter. Any 2" damaged areas
               Are closer than 3" to each other. Any crack less Than ¼" wide intersects with any
               other crack. (FMCSR 393.60)
               -Any crack or discoloration in the windshield area lying within the sweep of the wiper on
               either side of the windshield (FMCSR Appendix G, Sub. B)
               -Any required mirrors missing. One on each side, firmly attached to the outside of the
               vehicle, and so located as to reflect to the driver a view of the high- way to the rear
               along both sides of the vehicle. See Exceptions (FMCSR 393.80)
               -Any required mirror broken.

4 Wipers &   -Wiper blade(s) fail to clean windshield within 1" of Horn   windshield sides.
   (FMCSR 393.78)
               -Horn, missing, inoperative, or fails to give an adequate and reliable warning signal.
               (FMCSR 393.81)

5 Engine   -Low fluid levels Compartment -Loose or leaking battery
               -Excessive leaks
               -Cracked or deteriorated belts or hoses.
               -Any condition of impending or probable failure.

6 Fuel system -Visible leak at any point
               -Fuel tank cap missing
               -Fuel tanks not securely attached to vehicle by reason of loose, broken or missing
               mounting bolts or brackets. (F<CSR Appendix G, Sub B)

7 Steering   -Steering wheel does not turn freely, has any
               spokes cracked, loose spokes or missing parts.
               -Steering lash not within parameters, see chart, in FMCSR 393.209.
               -Steering column is not secure
               -Steering system; any u-joints worn, faulty or re- paired by welding
               -Steering gear box is loose, cracked or missing mounting bolts.
               -Pitman arm loose.
               -Power steering; any components inoperative. Any loose, broken or missing parts.
               Belts frayed, cracked or slipping.
               -Any fluid leaks, fluid reservoir not full. (FMSCR 393.209).

8 Brakes   -Brake system has any missing, lose, broken, out of adjustment or worn components.
               -Brake system has any air or fluid leaks. (FMCSR Appendix G, Sub. B)
               -Brake system has any other deficiencies as described in FMCSR Appendix G, Sub. B.

9   Springs   -Any U-bolt, spring, spring hanger or any other axle Shocks positioning part is cracked. Broken, loose or missing resulting in any shifting of an axle from its normal position. (FMCSR Appendix G, Sub B)

10 Exhaust   -Any leaks at any point forward of or directly below the driver and/or sleeper compartment.
                    -Bus exhaust leaks or discharge forward of the rear- most part of the bus in excess of 6" Gasoline powered or 15" for other than gasoline powered, or forward of any door or window designed to be opened on other than Gasoline powered bus. (Exception: Emergency exit)
                    -Any part of the exhaust system so located as would be likely to result in burning, charring. Or damaging the wiring, fuel supply or any combustible part of the vehicle. (FMCSR Appendix G, Sub B)

11 Frame   -Any cracked, broken, loose or sagging frame member.
                    -Any loose or missing fasteners including those attaching engine, transmission, steering gear, suspension, body or frame to contact the tire or wheel assemblies.
                    -Adjustable axle assemblies with locking pins missing or not engaged. (FMCSR Appendix G, Sub. B)

12 Tires &   -Tread depth less than 4/32" on steering axle. Tread   -Less than 2/32" on any
    other axle.
                    -Any body ply or belt material exposed through tread or sidewall.
                    -Any tread or sidewall separation.
                    -Any cut exposing ply or belt material.
                    -Any tire marked "Not for highway use"
                    -A tube-type radial tire without radial tube stem markings.
                    -Any missing or bias and radial tires on the same axle.
                    -Any tire not properly inflated or overloaded.
                    -Any bus with recapped tires. (FMCSR Appendix G. Sub B)
                    -Lock or slide rings; any bent, broken, cracked, improperly seated, Sprung or mismatched ring(s).
                    -Wheels and rims; any cracked or broken or has elongated bolt holes.
                    -Fasteners (both spoke and disc wheels). Any loose, missing, broken, cracked, stripped or otherwise ineffective fasteners.
                    -Any cracks in welds attaching disc wheel disc to rim
                    -Any crack I welds attaching tubeless demountable rim to adapter.
                    -Any welded repair on aluminum wheel(s) on a steering axle or any welded repair other than disc to rim attachment on steel disc wheel(s) on steering axle. (FMCSR Appendix G, Sub. B)

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Handout 4-11: Ground Support Unit Leader Demobilization Plan

Name	E or O Number	Arrival Date	Mode Of Transportation	Demob Date	Demob Time	Destination	Reassignment	Qualifications

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Activity 4.1: Developing a Transportation Plan

Train Derailment—Ground Support Unit
Activity 4.1

Purpose

The purpose of this activity is to identify and meet the ground support needs of a large-scale incident. When completing this activity, students should address considerations introduced in the *Overview of the Ground Support* Unit.

Event

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to this incident
- Your job is to plan for and provide ground support to the event
- Other government departments are directed to cooperate

Directions for this Activity

- Detail Ground Support needs (equipment, supplies, and personnel) for the scenario described
- Develop a Transportation Plan to include a Traffic Plan. Also, considering the need for any additional Ground Support services to support the needs of other units and sections
- Reference Fairgrounds exterior map as well as the Central City map.
- The Fairgounds are located at Northside Park.

Central City

Legend

Ⓐ Central City Police Station	Fire Stations (1-11)	Telephone Switchboards	
Relocation Centers	City Equipment Yard	Electric Power Stations	
⋀ National Guard Facilities	Heavy Equipment Areas	Reservoirs	
⊞ Hospitals	Fuel Storage Tanks (1-5 tanks)	Radio & TV Stations	
Ⓘ Food Storage Warehouses	City Transportation Centers	Park	
County Courthouse	⌂ Emergency Management Center	Golf Course	
✳ Nelson Center	✹ City Hall	University	
Interstates	State Routes	Local Roads	
		Railroads	

Scale: 10.5 Blocks = 1 mile

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Unit 5: Overview of the Supply Unit

STUDENT MANUAL
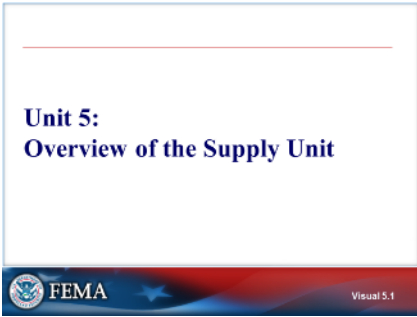
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Visual 5.1

UNIT 5: OVERVIEW OF THE SUPPLY UNIT

This unit focuses on duties and responsibilities specific to the Supply Unit and omits common responsibilities across Units (e.g., maintaining an Activity Log f the Unit or assembling a kit).

Visual 5.2

UNIT TERMINAL OBJECTIVE

Describe how the responsibilities of the Supply Unit Leader support the overall goals of the Unit.
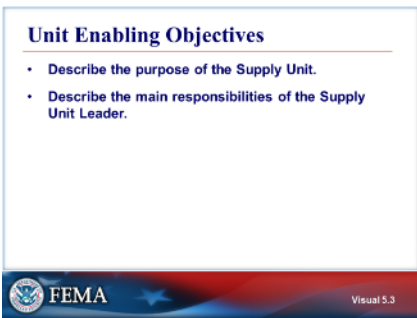
Visual 5.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Supply Unit.
- Describe the main responsibilities of the Supply Unit Leader.

The Final Exam questions are based on the Unit Enabling Objectives.

Visual 5.4

UNIT OVERVIEW

Unit 5 is divided into two sections:

- Purpose of the Supply Unit.
- Responsibilities of the Supply Unit Leader (SPUL).

Visual 5.5

PURPOSE OF THE SUPPLY UNIT

The purpose of the Supply Unit is to support responders with the supplies, equipment, and personnel necessary to accomplish incident objectives.
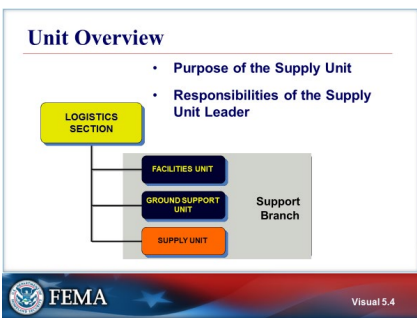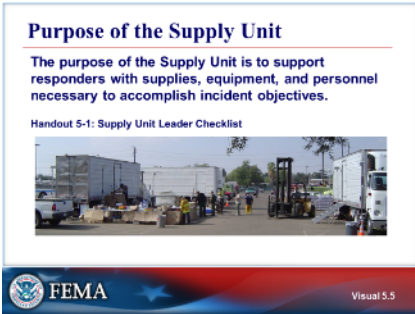Everything that is required at the incident is ordered through the Logistics Section, through the Supply Unit Leader or the Ordering Manager (if either of those positions is filled).

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. These contacts will probably be made en-route to the incident unless a camp/supply has been established. Have all of the orders sent to you, the Supply Unit Leader, as they currently stand so that you can begin working on them when you arrive at the incident site.

Refer to Handout 5-1: Supply Unit Leader Checklist.

The following considerations that a SPUL may encounter:

- Supply sources and ordering process are defined by the Authority Having Jurisdiction for the incident.

- In some communities, the Logistics Section Chief or Supply Unit Leader may leverage an Emergency Operations Center (EOC) for ordering.

- The EOC may be a team or single Ordering Manager.

- When you have multiple points of ordering (i.e., you are placing orders directly with both the local communities EOC, the State's EOC, and a Federal Expanded Dispatch Center), you can have redundancy or overlap if you are not careful.

- Every community, every county, every state has a different process—look into your jurisdiction or organization's specified process for ordering supplies.

Responsibilities of the Supply Unit
- Order, receive, distribute, and store supplies and equipment.
- Receive and respond to requests for supplies, equipment, and personnel.
- Maintain an inventory of supplies and equipment.

Handout 5-2: ICS Form 213
General Message- Instructions

FEMA   Visual 5.6

Visual 5.6

RESPONSIBILITIES OF THE SUPPLY UNIT

Responsibilities of the Supply Unit:

- Orders, receives, distributes, and stores supplies and equipment.

- Documents receipt of supply deliveries.

- Separates items tagged for immediate release and those that are for backup and storage. It is important to know whether it is for the Operations personnel in the field as these items may need to be transported to the field immediately.

- Receives and responds to requests for supplies, equipment, and personnel. All order requests should be documented on an ICS Form 213 General Message. It is a good idea to have a stack of ICS Form 213 General Message and to put up a sign: "Requests for supplies must be on an ICS Form 213 General Message." Consider creating a sample copy of a correctly filled out ICS Form 213 for easy reference

- Maintains records of how you assigned (to who and when) disposed of all supplies.

- Maintains sufficient quantities of forms, 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 (PPE), etc.

Plan to order supplies and equipment using the ordering procedures identified by the LSC. For accountability, all resource orders must be placed through the Supply Unit, with the Ordering Manager, if this position is staffed. This will ensure a single system of accountability for all resources ordered for the incident and that the records for the incident are complete and accurate.

Discuss the ordering procedures with the Agency Administrator if you attend the Agency Administrator Briefing. If you do not attend that briefing, discuss the ordering procedures with the Logistics Section Chief
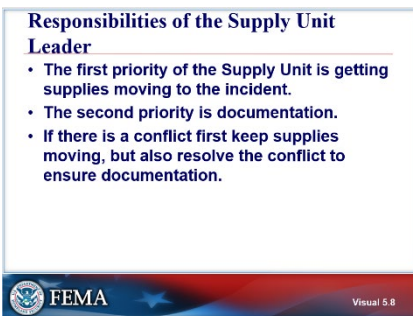
Ordering authority concept:

Identify who has ordering authority (i.e., the authority to turn in ICS Form 213 General Message without a counter-signature). 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.

In general, if anyone in a Unit Leader position or above comes to you with an ICS Form 213, you fill it, especially if the team members are regular, rostered members. Keep in mind, the IC or LSC may have items that he or she prefers 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 LSC.

Refer to Handout 5-2: ICS Form 213 General Message-Instructions.

Responsibilities of the Supply Unit (Cont.)
- Service reusable equipment.
- Determine the type and amount of supplies en-route.
- Develop and implement safety and security requirements.

FEMA   Visual 5.7

Visual 5.7

RESPONSIBILITIES OF THE SUPPLY UNIT (CONT.)

Additional responsibilities of the Supply Unit:

- Services reusable equipment.

- Maintains communications with the Agency Ordering Point to determine the type and amount of supplies en route.

- Develops and implements safety and security requirements for the area that they are working in.

Responsibilities of the Supply Unit Leader
- The first priority of the Supply Unit is getting supplies moving to the incident.
- The second priority is documentation.
- If there is a conflict first keep supplies moving, but also resolve the conflict to ensure documentation.

FEMA   Visual 5.8

Visual 5.8

RESPONSIBILITIES OF THE SUPPLY UNIT LEADER

There are many things that the Supply Unit Leader will need to sort out upon arrival at the incident site. Of utmost importance are establishing a work space and getting organized in that space.

You need to be ready to immediately begin handling ordering duties. 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.

Visual 5.9

RESPONSIBILITIES OF THE ORDM

There are two ICS specific subordinate positions to the SPUL. They are the Ordering Manager (ORDM) and the Receiving and Distribution Manager (RCDM).

The Ordering Manager is the primary ordering contact and, if staffed, he/she establishes the ordering procedures, sets up all systems for ordering (including filing), places orders, 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 complete information. An incomplete request may result in a delay in the ordering process.

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

Refer to Handout 5-3: Ordering Manager (ORDM) Cheat Sheet.

Visual 5.10

RESPONSIBILITIES OF THE RCDM

Responsibilities of the Receiving and Distribution Manager:

- Organizing the physical layout of the supply area.

- Setting up a filing system so that there is no duplication of orders.

- Maintaining the inventory so that there are no shortages.

- Developing the security requirements for the supply area. If there is no security staff, personnel may have to be hired to maintain security.

- Establishing the procedures for receiving and distribution. For example, say that there is only one crew member who can work a maximum of 16 hours per day. If the truck comes in when they've worked 15½ hours, how will you get that truck unloaded? Also, consider that most trucks come in late at night, so the Receiving and Distribution Manager may not want the facilities next to the sleeping area.

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

Refer to Handout 5-4: Receiving/Distribution Supply Manager (RCDM) Cheat Sheet.

Visual 5.11

RESPONSIBILITIES OF THE SUPPLY UNIT LEADER (CONT.)

Normal procedures for ordering and follow them:

- Does the entity you are working for have purchasing agreements?

- Who has the authority to purchase the material?

- What if you have to go outside of the established processes for the material?

Determine the method by which the Supply Unit Leader will communicate with the Agency Ordering Point (AOP). An agreed-upon method is needed to expedite orders and streamline the ordering process. The AOP may dictate the communication method and you, as the individual who is placing the orders, need to abide by their decision. Establish the best time to communicate with the AOP.

Information to discuss when meeting with the AOP:

- Discuss the general situation regarding the incident.

- Discuss resource orders that have been placed for the incident.

- Read through orders that already have been placed to avoid duplication of the initial order.

- Obtain copies of Resource Order Forms for his/her records.

- Obtain phone numbers for placing resource orders (this may include a phone number for supplies, equipment, overhead, crews, and aircraft).

- Obtain the names of the AOP personnel who will be receiving the orders.

- Discuss ordering timeframes.
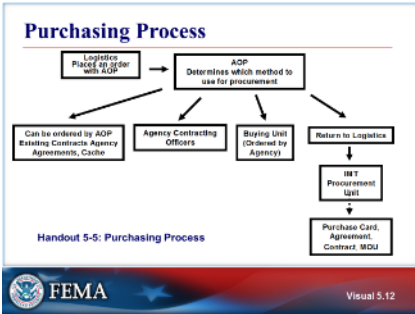
Visual 5.12

PURCHASING PROCESS

Refer to Handout 5-5: Purchasing Process.
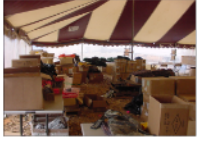
Once you submit your order on an ICS Form 213 General Message to the Supply Unit, the following process will occur if the item is not immediately available from the incident agency:

1. The Logistics Section places an order with the Agency Ordering Point (AOP).

2. The AOP determines which method to use for procurement. For standard orders, the AOP can use preexisting agreements as they are usually attached to the incident. Typically, each of the agencies will have a Contracting Officer who can enter into agreements. When those pre-signed pieces of equipment are depleted, then each of these entities might have an Agency Contracting Officer working at the incident agency level.

3. The Buying Unit typically consists of teams of preferred Contracting Officers with purchasing authority. They supplement incident agency purchasing supplies.

4. Depending on the capabilities of the Procurement Unit Leader and local sources of supply near the Incident Command Post, the order may be returned to be filled by the Procurement Unit

Visual 5.13

RESOURCE REQUEST NUMBERS

Resource order numbers are assigned by Ordering. Ordering and dispatch need these numbers for accounting purposes. Ensure that Ordering and dispatch have the same resource numbers.

Everything that is ordered with regard to the incident must have a unique number.

There are five alphabetical prefixes for these numbers (A, C, E, O, and S).

As the Supply Unit Leader, you should assign these numbers if at all possible because you are tracking them. If the local AOP is issuing these numbers, problems could arise.

Your tracking system needs to account for a given item from the point of ordering to the point of demobilization. This could mean reconciling different systems.

Ordering managers may want to work with EOC or Agency Ordering Point to establish a system of number blocks for resource ordering, (in the following example the S# in the block could be any category O#, E#, A#, C#):

- S-1 through S-999 - used to reconcile all items ordered before the IMT arrived

- S-1000 through S-6999 - IMT orders to the local EOC

- S-7000 through S-9499 - IMT orders to the State EOC

- S-11000 - Incident Replacement Requisitions

Visual 5.14
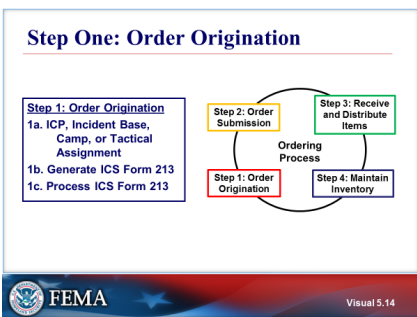
Visual 5.15

Visual 5.16

STEP ONE: ORDER ORIGINATION

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 the required data.

It is extremely important that you establish the policy that an ICS Form 213 is required for any orders. Maintain this policy for the duration of the incident.
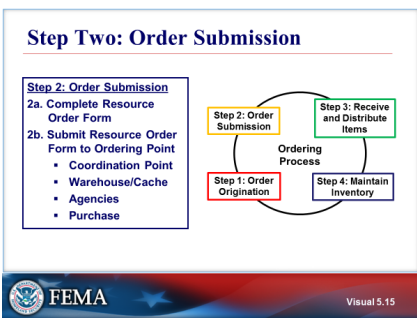
STEP TWO: ORDER SUBMISSION

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

Every resource request on an ICS Form 213 General Message should be transferred to the ICS Form 260.

ICS FORM 260 RESOURCE ORDER

Refer to Handout 5-6: 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.
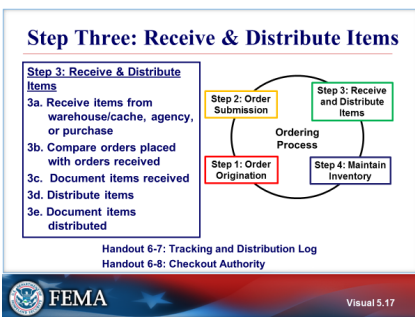
Visual 5.17
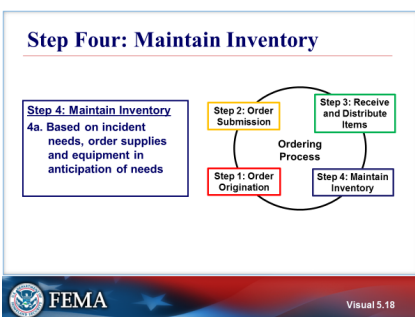
STEP THREE: RECEIVE & DISTRIBUTE ITEMS

Once the Resource Order Form has been completed and submitted to the AOP, the AOP will fill the orders. The items that the AOP fills the orders with must be received, reconciled, documented, and distributed by the Supply Unit.

Document the distributed items so that you know their location.

Refer to Handout 5-6: ICS Form 260 Resource Order Form and Handout 5-8: Checkout Authority Example.

Visual 5.18

STEP FOUR: MAINTAIN INVENTORY

Maintain sufficient quantities of forms, supplies, and equipment to avoid a shortage. Ensure that basic items are sufficient for daily operations, including tools, meals ready to eat (MREs), PPE, etc.

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. If you do not have emergency procedures in place, you will need to follow normal procedures, which could impact tactics, depending on the timeline.

Establish procedures for Line Orders, for example:

- Orders from the Operations Section that are received during the operational period directly from the area of Operation should be received by a communications center.
- The orders are then relayed to the RCDM on the ICS Form 213 General Message for filling and delivery.
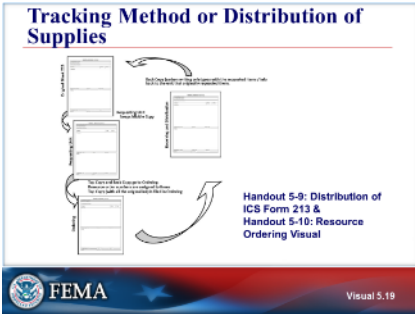
Visual 5.19

TRACKING METHOD OR DISTRIBUTION OF SUPPLIES

Refer to Handout 5-9: Distribution of ICS Form 213 and Handout 5-10: Resource Ordering Visual.

There are software packages that you can use to assist you in ordering. However, you must have a paper backup system that everyone understands, there will be times that technology fails
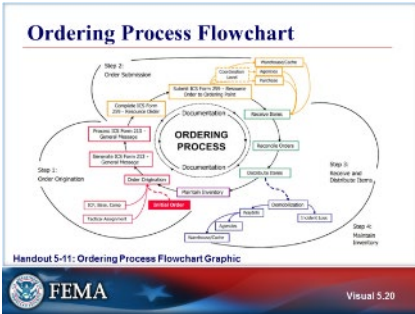
Visual 5.20

ORDERING PROCESS FLOWCHART

Refer to Handout 5-11: Ordering Process Flowchart Graphic.

The cyclical ordering process:
Step 1: Order Origination

    a. Receive initial order from base, camp, Division, Group, Supervisor, etc.

    b. Order origination: verbal, over the radio or phone.

    c. Transfer to ICS Form 213.

    d. Process ICS Form 213 (if there are any mistakes, this may make it hard to get the order right).

Step 2: Order Submission

    a. Transfer to ICS Form 260 and submit Resource Order to the AOP.

    b. 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

    a. Order goes to Receiving and Distribution at the base.

    b. Order is reconciled: Did you get confirmation from the Resource Unit Leader so that you can close out ICS Form 260?

    c. Order is distributed (follows appropriate chain of custody).

Step 4: Maintain Inventory

    a. When you demobilize, you will need to determine whether anything was lost or broken.

    b. Go back to the agencies and fill out a waybill.

    c. Start reordering general supplies.
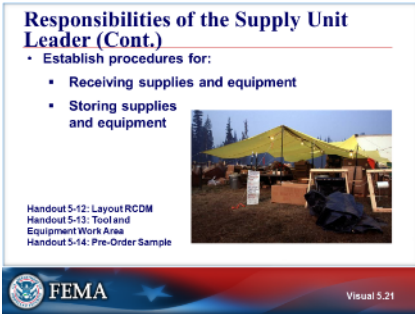
Visual 5.21

RESPONSIBILITIES OF THE SUPPLY UNIT LEADER (CONT.)

Establish procedures for receiving supplies and equipment:

- Once supplies begin to come in, designate an area to receive orders

- As the incident progresses, obtain a Bill of Lading from the delivery driver of the inventory of supplies that they are delivering. You'll need a tracking mechanism, formal or not.

- If there are any questions, work with the ORDM to match all of the incoming orders with the original 213 that they were ordered on and who they get distributed to.

You may need to refurbish some equipment. On HazMat incidents and structural fires, you may need to refurbish gloves, air bottles, and other equipment. Part of the Supply Unit's responsibility is to refill or replace these items.

The pre-order form is for equipment (Operational and non-Operational) and supplies you know you will need on an incident. This order should be placed with the AOP when they decide to activate the IMT. The idea is that when the IMT arrives all of the items on the Pre-Order have been ordered and are en-route or have arrived at the incident.

Refer to Handout 5-12: Layout RCDM, Handout 5-13: Tool and Equipment Work Area, and Handout 5-14: Pre-Order Sample.

Visual 5.22

RESOURCE NEEDS

Make sure that you are prepared to meet the immediate and common needs of each Unit. Anticipate needs whenever possible. For example:

- Meals Ready To Eat (MREs) or equivalent shelf-stable meals —Be prepared to feed at least four meals per person for everyone on the incident

- PPE:

    - Helmets—Be prepared to replace 25% for active operational personnel

    - Gloves—2 pair per person

    - Goggles—1 pair per two people

    - Ear plugs—4 pairs per person

    - Individual first aid kit—1 per person

Make sure that you always have enough ICS Form 213s

Visual 5.23

TRACK FACILITIES RESOURCES

T-cards (ICS Form 219-1 to 219-10 Resource Status Card) 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, radio, or a laptop computer.

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.

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.

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.

Refer to Handout 5-15: ICS T-Card System.

Visual 5.24

EQUIPMENT T-CARD

Visual 5.25
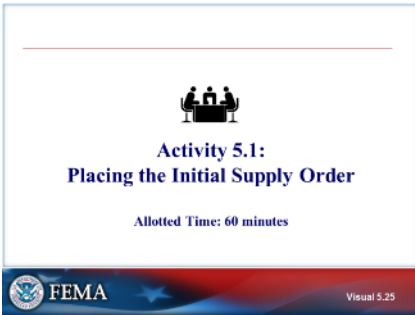
ACTIVITY 5.1: PLACING THE INITIAL SUPPLY ORDER

The instructor will explain Activity 5.1.

You will have 1 hour to complete the activity.

Visual 5.26
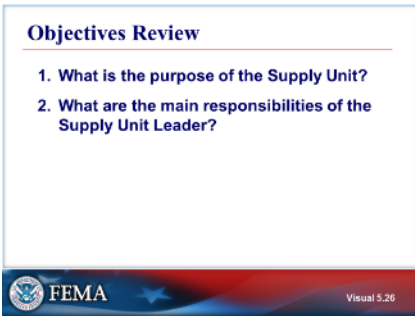
OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Supply Unit.
- Describe the main responsibilities of the Supply Unit Leader.

Supplemental Materials

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Handout 5-1: Supply Unit Leader Position Checklist

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, and 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. Document on ICS Form 208 Resource Order For:
	▪ Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
	▪ Indicate 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.

✓	**Task**
	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.
	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 ICS Form 214 Activity Log.

Handout 5-2: ICS Form 213 General Message- 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. <u>Do not leave this blank!</u>

From: Your name

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

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional)
2. To (Name and Position)
3. From (Name and Position):
4. Subject:
5. Date:
6. Time:
7. Message:
8. Approved by: Name: _____ Signature: _____ Position/Title: _____
9. Reply:
10. Replied by: Name: _____ Position/Title: _____ Signature: _____
ICS 213   Date/Time: _____

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, com-bi 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 5-3: Ordering Manager (ORDM) Cheat Sheet

Roles & Responsibilities:
- Works for SUPL
- Establishes ordering process with the EOC (especially Type III incidents) or other entity vie phone fax, email, Web-EOC, etc.
- Receives written requests for personnel, equipment & supplies-usually on an ICS Form 213 (General Message) & places thru established system.
- ESTABLISHES & MAINTAINS a file system for tracking resource orders
    o Types of orders- supplies, crew, overhead, equipment, meals
- Reconciles resource orders (filled completely, need more, etc.)
- Keeps RCDM, SUPL, and/or LSC informed
- Communicates, cooperates, and coordinates between units, personnel, sections, and the EOC
- Plans for demobilization
- Maintains log ICS Form 214 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 Form 213-General Message, ICS Form 214-Activity Log, their Red Card and Resource Order, Waybills
- Type III-plan for 3 days-MRE's etc.

Arrival & Briefing from SUPL or LSC:
- Check-in and report to SUPL or LSC.
- Check eating and sleeping arrangements.
- Discuss work schedule.
- Identify suitable work space (desk or office needs to be semi-isolated but within reach of customers).
- Obtain resource orders for supplies, equipment, and personnel that are ordered, received, and en route.
- Clarify policies and procedures-who orders what, $ limits, procurement restrictions etc.
- Obtain projection for additional people and equipment.
- Identify responsible agency's ordering policies and procedures.
- Identify sources of supplies, including cache.
- Gather 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.
- Identify types of communication available.
- Ensure sufficient lavatory space- 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, and completion of orders.

- Ensure personnel creating order requests have checked w/ RCDM for items.
- Create written requests- usually ICS Form 213 (General Message).
  - Must be LEGIBLE and include
    - Request date and time
    - Needed by date and time
    - Catalog # if available
    - Detailed description
    - number and UNIT of issue
    - Special billing and delivery instructions,
    - Name and number or requesting party and agency
    - Source, if known
    - Authorized approval
  - Crew orders must state type, configuration, tools, meals, timeframes, and transportation requirements
- Think about supplemental resources that may be needed (fuel, cords, etc.)
- Touch base with the LSC daily on orders in, filled, and outstanding.
- Clarify acronyms and abbreviations, as needed.
- Complete ICS Form 259 Resource Order Form as needed (easier if like items are bunched together- one for crews, one for equipment, etc.)
- Set up and maintain filing to track resources; organize by requested and filled dates and resource type.
- Reconcile orders- confirm orders are filled & accounted for, canceled or confirmed (RCDM provides receipts to ORDM for reconciliation).
- Anticipate needs based on 213's, briefings, conversations, IAP, LSC or SUPL, etc.
- Complete a daily review of filled, ordered, en route, and cancelled orders; safety; changes, etc.
- Consider incident-specific resources that may be required (e.g. sandbags due to flooding).
- 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.)
- Place orders 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.

Demobilization:
- Define record-keeping procedures.
- Discuss demobilization and transition to replacement organization- brief on orders, inventory, accountable property, and complete Demobilization Check-out ICS Form 221.
- Refile orders as placed, confirmed, or still needed.
- Close out orders with all units and communicate with the RCDM
- Receive loss/damage reports and complete Replacement Requisition. (Keep damaged property or keep photographs detailing damage, as needed).
- Provide info on un-reconciled orders or resources remaining on incident and provide information to LSC and incoming ORDM
- Complete all required reports and turn into LSC and Documentation Unit, as is appropriate.

Handout 5-4: Receiving/Distribution Supply Manager (RCDM) Cheat Sheet

Roles & Responsibilities:
- Work with the SUPL & LSC
- Order personnel to support functions
- Organize the physical layout for secure & safe RCDM area (think BIG)
- Establish procedures for receiving supplies & equipment (pre-orders, issue reports, inventories, General Messages-by date and/or S#)
- Establish procedures for issuing & tracking supplies & equipment (incident loan cards-by alpha, equipment check-out, T-cards, inventories, waybills; who can order-crew boss & above, engine boss etc.; Private contractors?)
- Work closely with ORDM- notifies of resources received, BT, etc.
- Maintain inventory daily
- Coordinate with other sections, units, individuals to gather information related to weather, plans- bigger/smaller-projections, etc.
- Maintain unit log (ICS Form 214).
- Demobilize RCDM personnel, supplies, and equipment as necessary.

Kit:
- Red card, task book, Fireline Handbook NFES 0065, Cache Catalog NFES 0362, and resource order form.
- ICS Form 213 General Message, ICS Form 214 Activity Log, ICS Form 219 Resource status Card (T-cards), ICS Form 225 Individual Personnel 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

- o Projections for additional people, equip, duration of incident
- o Personnel authorized to order- crew boss, DIVS, contractors for hose and other consumables?
- o List of contractors- contract specs on supply requests
- o Location of Communications van/truck area-type of communication to Plans, GS etc.
- o Location of office space and needs
- o Establish Security procedures
- o Recycling requirements and capability (check w FACL folks)
- o Ground support resources available (delivery folks)
- o Local cache available?
- o Procedures for returning surplus
- o 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, 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,

    - o 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 demobilization-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
DEMOBILIZATION:
- 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 & equipment to be left
- Ensure all items are back hauled before closeout
- Empty & purge all cans, containers, fuel tanks, etc.
- Cache return & closeout
- Cache demobilization specialist good-expert, expedites, 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 evaluations
- If possible leave RCDM there to transition to new team
- If passing off to a higher level team, keep your notes because responsibility may eventually be returned to the lower level
- Leave the work space clean and undamaged

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Handout 5-5: 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   │
                                          └─────────────────┘
```
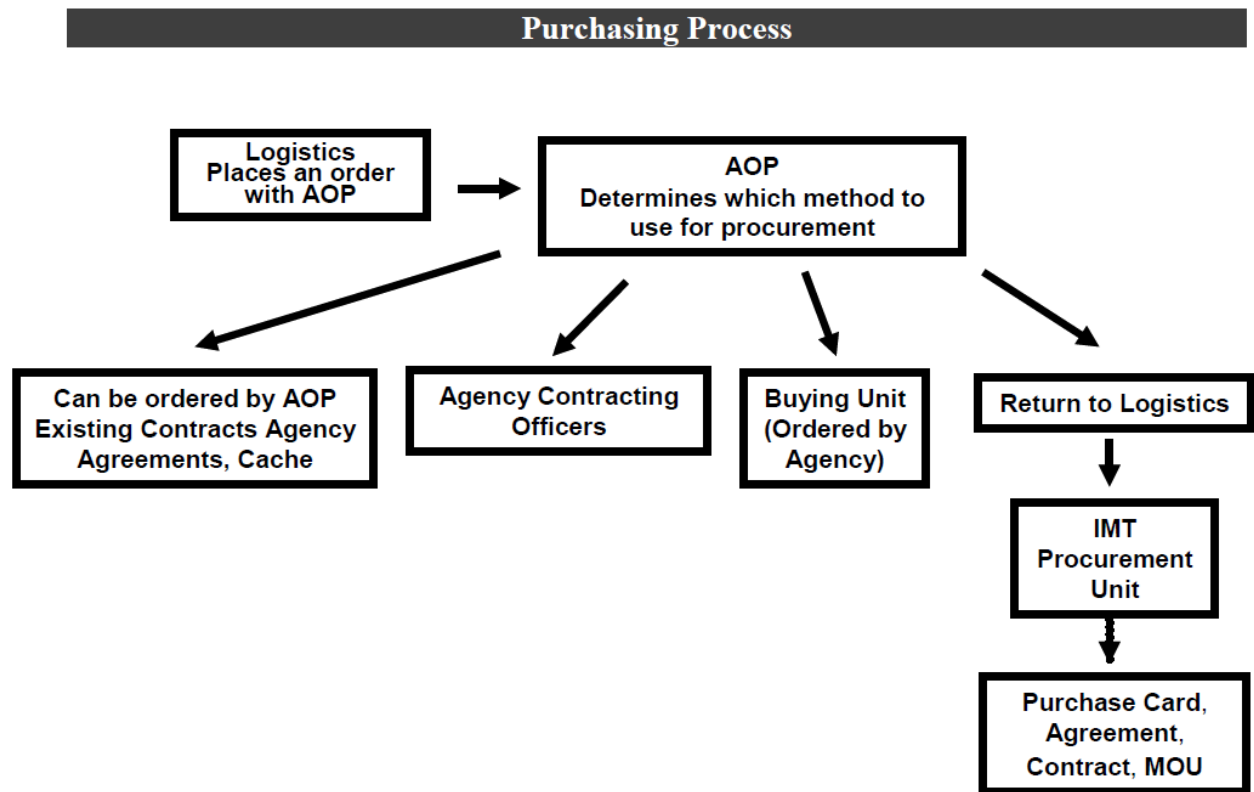
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Handout 5-6: ICS Form 260 Resource Order

Refer to EL_967_HO_5-6_ICS_Form_260.pdf

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Handout 5-7: Tracking and Distribution Log

Tracking and Distribution Log	Incident Name	Incident Number	Supplies S-1 thru S-20

S#	Description	# Ordered	# Received	Distribution Point	Property #/Serial #	Owner	Release Data
S-1							
S-2							
S-3							
S-4							
S-5							
S-6							
S-7							
S-8							
S-9							
S-10							
S-11							
S-12							
S-13							
S-14							
S-15							
S-16							
S-17							
S-18							
S-19							
S-20							

Page __ of __	Prepared By

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Handout 5-8: Checkout Authority – Example

Item:	Check-out Authority							
	Crew Boss	Individual	Saw Team or Sawyers	EMT/Medical	Safety Officer	Division Group 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, Fusees, Fuel, Light Sticks, MREs, etc.	~	~	~	~	~	X	~	~
Air Support Items	~	~	~	~	~	~	X	~
Support Items	~	~	~	~	~	~	~	X

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Handout 5-9: 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.

Requesting Unit keeps Middle Copy

Receiving and Distribution

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

Requesting Unit

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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Handout 5-10: Resource Ordering Visual

Resource Ordering Process for Overhead and Operational Equipment

PSC fills out a 213 requesting a RESL be ordered → PSC brings completed 213 to the LSC or the SPUL or the ORDM → ORDM checks 213 for required info → PSC keeps the middle copy of the complete 213 → ORDM assigns an order # to the request O# _____ → ORDM adds the order to the ICS 260 and sends it to the AOP → AOP fills the request with a RESL and sends the RESL a resource order → AOP enters resource info into the ICS 260 and forwards info to the ORDM → ORDM writes the resource fill info on the top sheet of the 213 → ORDM sends back sheet of 213 back to the PSC → ORDM files top copy of the 213 (with all the original ink) → Ordered RESL arrives at incident and checks in

Resource Ordering Process for Supplies

PSC fills out a 213 requesting a box of paper → PSC brings completed 213 to the LSC or the SPUL or the ORDM → ORDM checks 213 for required info → PSC keeps the middle copy of the complete 213 → ORDM sends the 213 to the RCDM to see if item is in stock → RCDM checks the inventory for a box of paper → If in stock RCDM writes filled info on the 213 → Box of paper given to PSC or item is delivered with back copy of the 213 → If NOT IN STOCK the 213 is sent back to ORDM → ORDM assigns an order # to the request S# _____ → ORDM adds the order to the ICS 260 and sends it to the AOP → 213 sent back to RCDM with S# assigned to await delivery from AOP

AOP fills the request buying a box of paper and fills in 260 with fill info → AOP delivers the box of paper to RCDM → RCDM receives the order → RCDM checks the S# of the paper against original 213 orders → RCDM notifies original requestor that order is filled and available → RCDM writes fill info on the top sheet of the 213 → Back sheet of 213 is sent with order when picked up or delivered → RCDM files top sheet of 213 (with all the original ink) → RCDM and ORDM reconcile orders and deliveries

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Handout 5-11: Ordering Process Flowchart Graphic
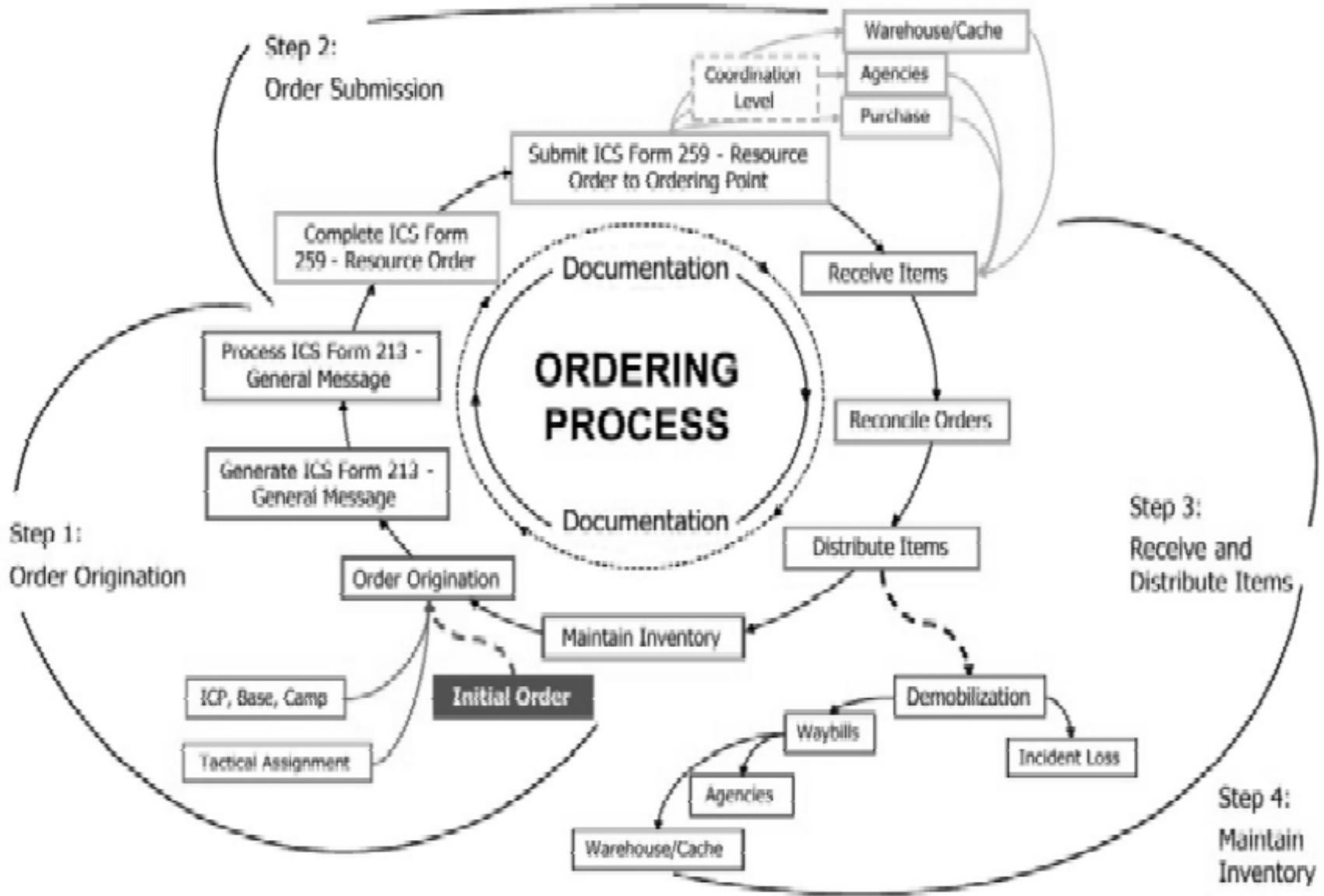
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Handout 5-12: RCDM Area Layout

Sample Receiving and Distribution Area Layout
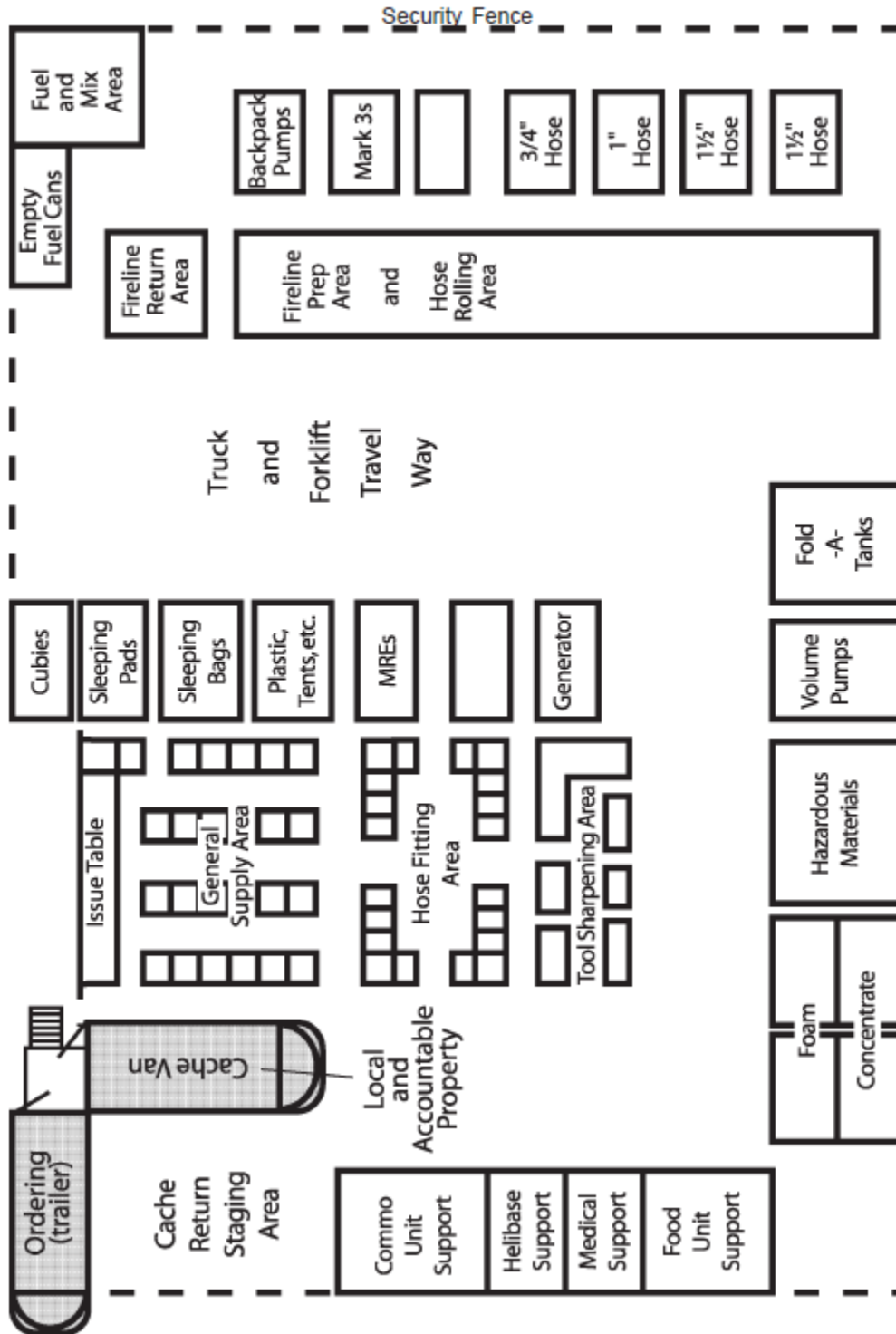
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Handout 5-13: RCDM Area Layout

LAYOUT

Tool and Equipment Work Area
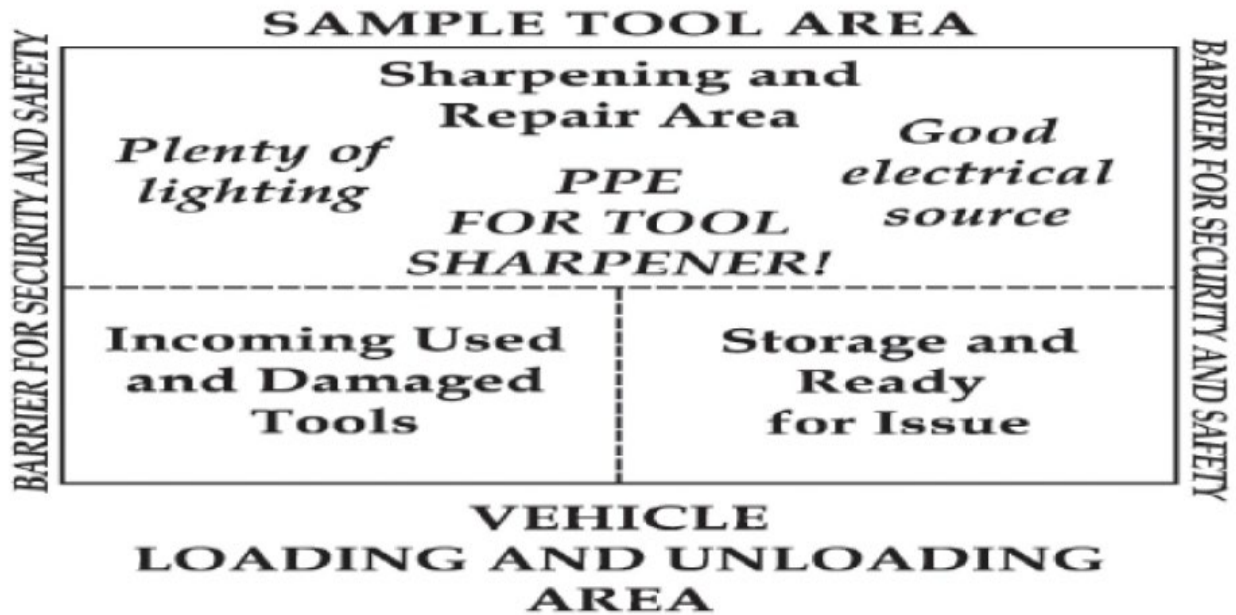
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Handout 5-14: Pre-Order Sample

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/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	
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
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.

Handout 5-15: ICS Form T-Card System

THE ICS T-CARD SYSTEM (ICS Form 219-1 to 219-10)

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.

In order 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 other business while the Planning Section uses the T-cards and ICS Form 215 to assign specific staffing to on the ICS Form 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 on 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.

Activity 5.1: Placing the Initial Supply Order

Train Derailment—Supply Unit
Activity 5.1

Purpose

The purpose of this activity is to identify and meet the supply needs of a large-scale incident. When completing this activity, students should address considerations introduced in the *Overview of the Supply Unit*.

Incident

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to this incident
- Your job is to plan for and provide supplies to support the event
- Other government departments are directed to cooperate

Directions for this Activity

- Determine preliminary supply needs for the event, considering protective equipment, tools, etc.
- Do not determine or order food needs (MREs, water, etc.)
- Place initial supply order on an ICS Form 213 General Message then exchange your groups ICS Form 213 requests with another group. Once the ICS Form 213's have been checked for complete information, the requested items will be input onto and ICS Form 260 and submitted to the AOP for filling.

Refer to EL_967_ACT_5.1_ICS_Form_213.pdf

Refer to EL_967_ACT_5.1_ICS_Form_260.pdf

Unit 6: Overview of the Food Unit
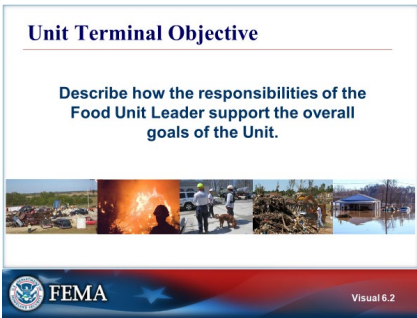
STUDENT MANUAL

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Visual 6.1

UNIT 6: OVERVIEW OF THE FOOD UNIT

This unit focuses on duties and responsibilities specific to the Food Unit and omits common responsibilities across units (e.g., maintaining an Activity Log or assembling a kit).

Visual 6.2

UNIT TERMINAL OBJECTIVE

Describe how the responsibilities of the Food Unit Leader support the overall goals of the Unit.
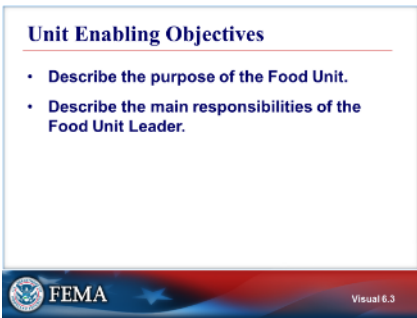
Visual 6.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Food Unit.
- Describe the main responsibilities of the Food Unit Leader.

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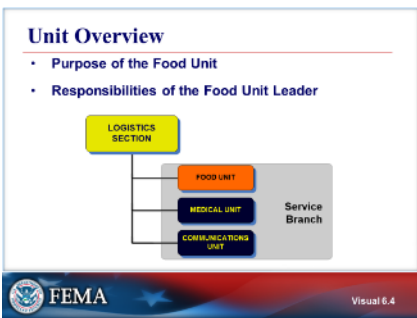
Visual 6.4

UNIT OVERVIEW

Unit 6 is divided into two sections:

- Purpose of the Food Unit
- Responsibilities of the Food Unit Leader (FDUL)
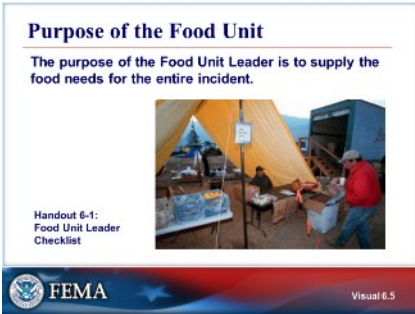
Visual 6.5
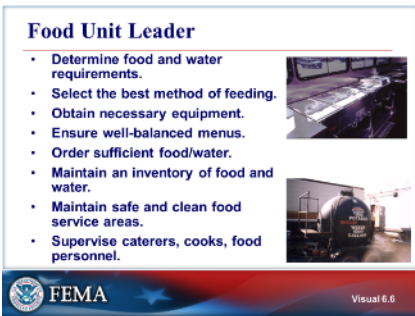
PURPOSE OF THE FOOD UNIT

The purpose of the FDUL is to supply the food needs for the responders on the entire incident, including all remote locations where personnel may be unable to leave tactical field assignments.

Refer to Handout 6-1: Food Unit Leader Checklist.

Visual 6.6

FOOD UNIT LEADER

The Food Unit determines and fulfills meal requirements for the incident. This means the FDUL is responsible for ordering, relocating, reducing, releasing, reassigning, or canceling all food-related supplies and equipment.

Visual 6.7

FOOD UNIT LEADER: UNDERSTANDING REQUIREMENTS

Briefing information to obtain:

- Local administrative guidelines

- Expectations and unit operating procedures

- Workspace (kitchen, eating area, handwashing area)

- Work schedules (serving times, operational periods)

- Logistical information (eating, sleeping, shower hours)

- Ordering process

- Support services

- Equipment, supplies, transportation

- Safety hazards

- Planning meeting information

  - Will you attend the planning meetings or will the information be brought back by the LSC?

- Resources assigned and ordered for the incident and the food unit

- Any other information (meal counts)?

Refer to Handout 6-2: Planning the Food Unit.

Visual 6.8

FOOD UNIT LEADER: MEALS

You may need a 24-hour service bar if you are working 24-hour operational periods; at least have a place where responders can get fruit, nutritional bars, tea, water, and coffee.

You are responsible for ensuring cooking and quality standards, as well as coordinating the acquisition of potable water.

Follow general rules for calorie consumption. Normal adult daily calorie requirements are 2,000-2,500 calories. However, due to the high level of exertion during an incident, responders performing tactical operations should be provided between 3,500 to 4,500 calories per day, plus 1,500 calories as a supplement in case they do not like their meals or need more food. If the incident will be a short duration (only several operational periods), it is less important to count calories, but the nutritional need of the operations personnel must be met. In long incidents, calorie counting becomes important to make sure responders can replace the energy they are expending.

Follow general rules for potable water. Provide 4 gallons of water per responder at the beginning of the incident. As the incident progresses, you may see that this is too much or too little. An additional guideline during hot weather is to plan on 2 pounds of ice per person per day.

Refer to Handout 6-3: Menu Planning Sheets.
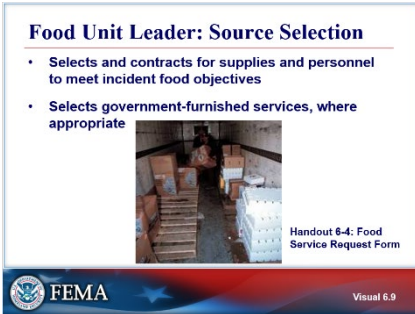
Visual 6.9

FOOD UNIT LEADER: SOURCE SELECTION

The Food Unit may be responsible for working with the Procurement Unit Leader (PROC) or Host Agency Contracting Officer in selecting and contracting supplies and personnel to meet incident food objectives, as well as for selecting government-furnished services, where appropriate. The FDUL must understand the appropriate procurement procedures.

Refer to Handout 6-4: Food Service Request Form.

FDUL duties:

- Work with the Procurement Unit Leader (PROC) or the Host Agency Contracting Officer to contract with local restaurants or caterers.

- Coordinate with the local agency to ensure equitable distribution of business if local restaurants are being used.

- Identify the need for and provide supplemental food items, such as fruit, dairy products, and vegetables, when nutritional requirements are not being met.

Food Unit Leader: Meal Guidelines

- Provide hot cans, as appropriate:
  - Coordinate with contractors to ensure proper number of containers for hot food and drink.
  - Coordinate with Supply Unit Leader to determine adequate lead times.
- Provide refrigeration units, where appropriate.
- Establish distribution procedures.
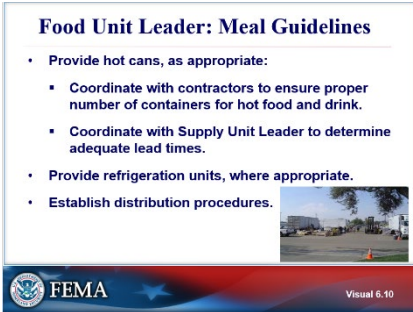
Visual 6.10

FOOD UNIT LEADER: MEAL GUIDELINES

Often the incident is responsible for providing refrigeration units, and the FDUL will oversee these units where appropriate. The FDUL will also establish distribution procedures, for example, where and when will sack lunches and water be picked up by the operational resources for the shift or if hot meals or MRE's will be provided to the resources unable to leave tactical assignments in the field.

If hot meals are to be provided in the field, food safety becomes paramount. Sanitary conditions must be maintained and there are a number of considerations that should be taken into account when the decision is made to feed hot meals to responders in the field.

Guidelines when transporting food to the field:

- Hot Cans are an option (available through the wildland fire cache system) as are coolers filled with individually packaged food containers.

- The containers that the food is packaged in for transportation should be one-time use only and cannot be reused for delivering food.

- Regardless of the container that you will be using to transport the food to the field you will need to coordinate with the supply unit to ensure proper amount of containers are available or ordered. Rule of thumb for Hot Cans: 20 containers per meal per 100 persons.

- Coordinate with the supply unit to determine turnaround times (total time of order to the time of delivery of the food transportation containers).

- Order ice chest(s) for cold beverage transport.

The FDUL will be responsible for organizing the distribution procedures at the remote site, some considerations include:

- Signs for the serving area

- Hot can manager (large hot can operations)

- One driver per drop point if multiple remote sites are being supported with hot meals

- Label each box

- Several pallets per drop point

- Check lists per drop point, also consider the additional items required for the food distribution:

  ▪ Serving utensils

  ▪ Food handling gloves

  ▪ Garbage bags

  ▪ Condiments

  ▪ Paper plates

  ▪ Flatware

  ▪ Coffee (number of gallons needed)

  ▪ Cups

- Scales, to be sure that each meal contains the correct number of nutritional requirements

Coordinate with Ground Support:

- Who (assign food delivery)

- What (appropriate vehicle such as box van, 4x4, etc.)

- When (pick up and delivery timeframes)

- Where

  ▪ Drop point

  ▪ Staging area

  ▪ Helibase

  ▪ Remote camp

If the Ground Support Unit is unable to deliver the food due to terrain accessibility or an extended drive time that will not allow for the food to arrive hot, consider the need for airlifting the food to the resources in the field.

Timeframes for caterer:

- Multiple meals per drop point (Hot Can dinners and cold can breakfast or Hot Can breakfast and sack lunches delivered at the same time)

- Date and time needed for pick up

Food Unit Leader: Sack Lunches
- Provide sack lunches:
  - Guarantee food has not been tampered with.
  - Date lunches for freshness.
  - Refrigerate sack lunches before serving.
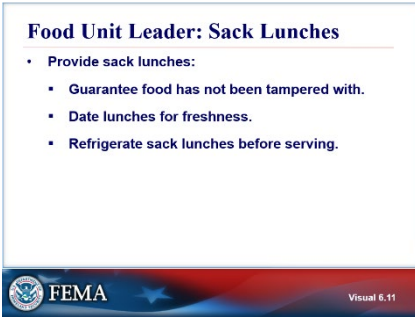
FEMA   Visual 6.11

Visual 6.11

FOOD UNIT LEADER: SACK LUNCHES

Especially on Type 3 incidents, schools or universities, can be a useful resource for preparing and distributing food, such as sack lunches, (especially if school is out), as they are already health department certified and accustomed to making large quantities of food.

Frequently, locals will offer to bake or provide responders with food and drinks. As a FDUL, you should not accept donated homemade food. Ask the local EOC or your Public Information Officer (PIO) to help redirect the food to the shelter where displaced victims may eat it.

When you receive sack lunches from a vendor, the lunches are your responsibility. As the Logistics Section Chief or FDUL, you have to guarantee that food has not been tampered with.

Store sack lunches in a refrigerated container. The advantage of sack lunches is their portability. A disadvantage is also their portability—they can be carried around past when they're safe to eat. Date them so that responders can see when they are safe, generally lunches that are refrigerated have a life of 48 hours once they are prepared.
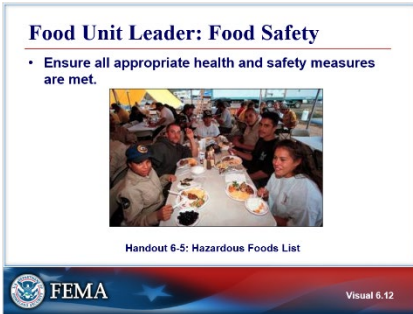
Visual 6.12

FOOD UNIT LEADER: FOOD SAFETY

Because many food borne illnesses often manifest as flu-like symptoms, (nausea, vomiting, diarrhea, or fever) many people may not recognize that their illness may have been caused by bacteria or other pathogens on food.

Refer to Handout 6-5: Hazardous Foods List.

Potentailly hazardous foods include:

- Milk and milk products

- Shellfish and crustacean

- Fish

- Eggs and egg products

- Beef, pork, lamb, and poultry

- Salad dressings

- Garlic-in-oil mixtures

- Sprouts and raw seeds

- Sliced melons

- Baked or boiled potatoes

- Butter and margarine

- Tofu

- Soy-protein products

- Cooked rice

- Cooked beans or other heat-treated plant food

You can write food handling procedures into your food contract.

You may want the health inspector to inspect food sanitation to document the conditions. This will protect you from any claims that arise. If you have any questions about the safety of the food, you can call the local or state health department with questions.
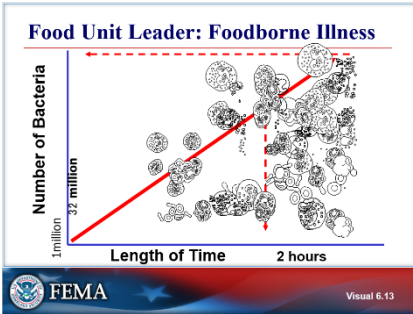
Visual 6.13

FOOD UNIT LEADER: FOODBOURNE ILLNESS

Temperature guidelines help prevent the reproduction of bacteria on food.

Receiving and Storage:

- 40°F (Fahrenheit): Refrigeration
- 140°F: Hot holding
- 0°F: Recommended freezer storage

Cooking:

- 140°F: All potentially hazardous foods
- 165°F: Poultry
- 155°F: Pork
- 130°F: Rare roast beef
- 212°F: Liquid protein reheat

Time-temperature abuse:

- Bacteria multiplies rapidly over time doubling in number in as little as 20 minutes, and most rapidly between the temperatures of 41°F and 140°F. This range of temperatures is often called the "Danger Zone."

- The USDA Meat and Poultry Hotline advise consumers to never leave food out of refrigeration over two hours. If the temperature is above 90°F, food should not be left out more than one hour.

Refer to Handout 6-6: Foodborne Illnesses.
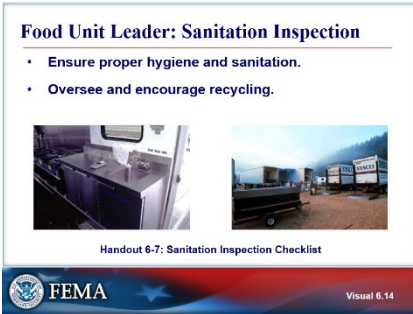
Visual 6.14

FOOD UNIT LEADER: SANITATION INSPECTION

Refer to Handout 6-7: Sanitation Inspection Checklist and review.

Hygiene:

- Hair adequately restrained

- Clean uniform and appearance

- Personnel with infections restricted to non-food preparation/ handling roles

- Hands washed properly and clean

- Proper handling of utensils and food by personnel

Sanitation:

- Rodent and insect control adequate

- Shatter-proof light fixtures over food preparation area

- Safe storage of pesticides, cleansers, and medications

- Silverware stored in clean compartment—handles pointing outward

- Types of hand washing facilities

- Coordinate location of camp portable toilets away from the eating area

- Coordinate servicing time to be different than feeding times

- Pest control

- HazMat control

- Coordinate location with the Facilities Unit Leader to determine the need and type of sanitation facilities to order

Recycling:

- All recyclable materials on an incident are property of the host agency.

- Coordinate recycling effort with Facilities Unit and host agency.

Visual 6.15

FOOD UNIT LEADER: CONTRACTOR RESPONSIBILITES

Contractors should be responsible for operational equipment, refrigeration temperatures, employee appearance, as well as anything else specified in the contracts.

Visual 6.16

ACTIVITY 6.1: DETERMINING FOOD NEEDS

The instructor will explain Activity 6.1.

You will have 1 hour to complete the activity.

Visual 6.17

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Food Unit.
- Describe the main responsibilities of the Food Unit Leader.

Supplemental Materials

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Handout 6-1: Food Unit Leader Position Checklist

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 Service Branch Director:
	▪ Determine potential duration of incident.
	▪ Determine number and location of personnel to be fed.
	▪ Determine last meal provided.
	▪ Determine proposed time of next meal.
	2. Determine food service requirements for planned and expected operations.
	3. Determine best method of feeding to fit situation and obtain bids if not done before incident (coordinate with Procurement Unit).
	4. Determine location of working assignment.
	5. Ensure sufficient potable water and beverages for all incident personnel.
	6. Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.
	7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.
	8. Supervise administration of food service agreement, if applicable.
	9. Provide copies of receipts, bills to Finance/Administration Section.
	10. Let Supply Unit know when food orders are complete.
	11. Provide briefing to relief on current activities and unusual situations.
	12. Document all activity on ICS Form 214 Activity Log.

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Handout 6-2: Planning the Food Unit

Points to Consider When Planning Food Unit

- Probable duration of incident.

- Agency policy on feeding or procurement.

- Which meals will you prepare?

- Space available at each incident base or camp for cooking, preparation, serving.

- Complexity of incident over a period of time (fluctuations in numbers to feed).

- Location of facility to tactical personnel or incident.

- Turnaround time for ordering and delivery of supplies.

- Are adequate food supplies available locally?

- How remote are the facilities from procurement areas?

- Number to feed at each facility.

- Availability of food preparation people to work at facilities.

- Will personnel be shifted from one facility to another?

- Are there specific adverse sanitation conditions at any of the camps or feeding locations?

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Handout 6-3: Menu Planning Sheets

J.5 SAMPLE CONTRACTOR MENUS
(For Advance Approval by FDUL)

SERVING DATES_____ CONTRACTOR/UNIT _____ FIRE INCIDENT_____

APPROVED   *SERVED*

HOT AND HOT CAN BREAKFASTS	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:		YES	NO	YES	NO
EGGS, fresh or liquid												
MEAT, Four (4) oz. Raw Weight Type: Fresh **OR** Frozen **OR** Precooked												
BREAD, Three (3) **OR** Equivalent **AND** Potatoes, 6 oz. **OR** Hot Cakes **AND** Potatoes, 6 oz. **OR** French Toast **AND** Potatoes, 6 oz. **OR** Waffles **AND** Potatoes, 6 oz. All "Equivalents" Shall Be Equal to Three (3) Breads												
MILK, ½ Pint Whole, 2%, Skim, White and/or Chocolate												
FRUIT, Fresh **OR** Canned **AND** 100% Juice, 5 ½ oz.												
CEREAL, Cooked, 6 oz.												

PROPOSED BY _____ DATE _____ APPROVED BY _____ DATE_____
           Kitchen Manager   *Food Unit Leader*

--All changes to a previously approved menu **MUST** be reviewed and approved in advance by the Food Unit Leader.

--This form does not constitute an order for meals. It verifies **ONLY advance agreement on,** and **approval of** the Contractor's menu items.

Handout 6-3: Menu Planning Sheets (Continued)

J.5 SAMPLE CONTRACTOR MENUS
(For Advance Approval by FDUL)

SERVING DATES_____ CONTRACTOR/UNIT _____ FIRE INCIDENT_____
APPROVED   SERVED

COLD CAN BREAKFASTS	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	YES	NO	YES	NO
CEREAL, Dry-Cold, Two (2), ¾ oz.											
100% JUICE, One (1), 5 ½ oz.											
MUFFINS **OR** Equivalent Equal to Three (3), 1 to 1 ½ oz. Slices of Bread											
MILK, ½ Pint Whole, 2%, Skim, White and/or Chocolate											
FRUIT, Fresh **OR** Canned 5 ½ oz. **OR** Dried, 2 oz.											
Breakfast Protein Item, Minimum 4 oz.											

PROPOSED BY _____ DATE _____ APPROVED BY _____ DATE_____
              Kitchen Manager   *Food Unit Leader*

--All changes to a previously approved menu **MUST** be reviewed and approved in advance by the Food Unit Leader.

--This form does not constitute an order for meals. It verifies **ONLY advance agreement on,** and **approval of** the Contractor's menu items.

Handout 6-3: Menu Planning Sheets (Continued)

J.5 SAMPLE CONTRACTOR MENUS
(For Advance Approval by FDUL)

SERVING DATES_____ CONTRACTOR/UNIT _____ FIRE INCIDENT_____

APPROVED   *SERVED*

HOT AND HOT CAN DINNERS	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	YES	NO	YES	NO
ENTREE 1-Meat Type:											
ENTRÉE 2-Non Meat, 4 oz.											
VEGETABLES, 4 oz.											
POTATOES **OR** Substitute, 6 oz.											
BREAD, Two (2) slices, 1 to 1 ½ oz.											
MILK, ½ Pint Whole, 2%, Skim White and/or Chocolate											
DESSERT, 4 oz.											
SALAD FOR HOT CAN, Two (2) types One (1) tossed green **AND** One (1) prepared.											
SALAD BAR, five (5) Toppings **AND** One (1) Tossed Green Salad **AND** Two (2) Prepared Salads **AND** One (1) Fruit Salad											

PROPOSED BY _____ DATE _____ APPROVED BY _____ DATE_____
                Kitchen Manager   *Food Unit Leader*

--All changes to a previously approved menu **MUST** be reviewed and approved in advance by the Food Unit Leader.
--This form does not constitute an order for meals. It verifies **ONLY advance agreement on,** and **approval of** the Contractor's menu items.

Handout 6-3: Menu Planning Sheets (Continued)

J.5 SAMPLE CONTRACTOR MENUS
(For Advance Approval by FDUL)

SERVING DATES_____ CONTRACTOR/UNIT _____ FIRE INCIDENT_____

SNACK LUNCHES – REGULAR	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	APPROVED YES	APPROVED NO	SERVED YES	SERVED NO
Entree 1-Meat Sandwich Type of Meat/Bread:											
Entree 2-Variety Item, 400 cal and 5 ½ oz Energy Bars **OR** Second Regular Sandwich **OR** Super Sized Hoagie Type of Meat/Bread:											
CONDIMENTS, Four (4) for Entrees **OR** Sandwiches											
FRUIT, Fresh											
FRUIT, Dried, 200 calories and total combined weight 3 oz.											
Factory Wrapped Snacks - Two (2), 600 calories and total combined weight 6 oz.											
Disposable Eating Utensils, as appropriate											
Paper Napkin, two (2) **AND** Pre-Moistened Towelettes, Two (2)											

PROPOSED BY _____ DATE _____ APPROVED BY _____ DATE_____
Kitchen Manager   *Food Unit Leader*

--All changes to a previously approved menu **MUST** be reviewed and approved in advance by the Food Unit Leader.
--This form does not constitute an order for meals. It verifies **ONLY advance agreement on,** and **approval of** the Contractor's menu items.

Handout 6-3: Menu Planning Sheets (Continued)

J.5 SAMPLE CONTRACTOR MENUS
(For Advance Approval by FDUL)

SERVING DATES_____ CONTRACTOR/UNIT _____ FIRE INCIDENT_____

SNACK LUNCHES – VEGETARIAN	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	DATE:	APPROVED YES	NO	SERVED YES	NO
Entree 1-Vegetarian Sandwich Type of Protein/Bread:											
Entree 2-Variety Item, 400 cal and 5 ½ oz Energy Bars **OR** Second Regular Sandwich **OR** Super Sized Hoagie Type of Protein/Bread:											
CONDIMENTS, Four (4) for Entrees **OR** Sandwiches											
FRUIT, Fresh											
FRUIT, Dried - 200 calories and total combined weight 3 oz.											
Factory Wrapped Snacks - Two (2), 600 calories and total combined weight 6 oz.											
Disposable Eating Utensils, as appropriate											
Paper Napkin, two (2) **AND** Pre-Moistened Towelettes, Two (2)											

PROPOSED BY _____ DATE _____ APPROVED BY _____ DATE_____
　　　　　　　Kitchen Manager　　　　　　　　　　　　　　　　　　　　*Food Unit Leader*

--All changes to a previously approved menu **MUST** be reviewed and approved in advance by the Food Unit Leader.
--This form does not constitute an order for meals. It verifies **ONLY advance agreement on,** and **approval of** the Contractor's menu items.

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Handout 6-4: Food Service Request Form

FOOD SERVICE REQUEST

Incident Name_____ Management/Fiscal
Code_____

Resource Order No._____ Request No._____
Date_____

I.   NUMBER OF MEALS

1. Date of first meal_____Time of first meal_____

2. Estimated number for the first three meals (minimum guarantee is based on these estimates):

1st Meal _____ [ ] Breakfast   [ ] Sack Lunch   [ ] Dinner

2nd Meal _____ [ ] Breakfast   [ ] Sack Lunch   [ ] Dinner

3rd Meal _____ [ ] Breakfast   [ ] Sack Lunch   [ ] Dinner

II.   LOCATION

Reporting location_____

Contact person_____

Contracting Officer's Technical Representative_____

III.   SUPPORT INFORMATION FOR CONTRACTORS

Nearest potable water_____

The benefiting unit is responsible for providing the following services:

1. Potable water   2. Gray water pumper   3. Department of Health notified
                           (optional)

Incidents requesting potable water tenders, gray water tenders, or refrigerated storage vans must assign new request numbers for each resource ordered.

IV.   ESTIMATED DURATION AND NEEDS

1. Anticipated duration of incident_____

2. Number of personnel at peak of incident_____

3. Spike Camps? [ ] No [ ] Yes Number_____ No. of meals per camp per day_____

V.   ADDITIONAL INFORMATION

Contact_____

Telephone_____

Handout 6-5: Hazardous Food List

Potentially Hazardous Foods

Pathogens of concern and control methods for various product categories (Including examples of foods that may need to be evaluated for time/temperature control needs for safety).

Product Category (examples of possible foods for evaluation)	Pathogens of Concern	Types of Process Control (Alone and in combination)
Meats and poultry (fermented sausage)	Clostridium botulinum and Clostridium perfringens, Salmonella spp., enterohemorrhagic Escherichia coli, Camplylobacter jejuni, Yersinia enterocolitica, Staphylococcus aureus, Listeria monocytogenes	Time/temperature, pH, a_w, preservatives, w moisture protein ratio, fermentation, heat processing
Fish and seafood (smoked fish)	Vibrio vulnificus, Vibrio parahaemolyticus, Vibrio cholerae, C. botulinum, L. monocytogenes, Salmonella spp., Shigella spp., S. aureus	Time/temperature, harvest site control, fermentation, pH, a_w, water-phase salt, preservatives, drying, salting
Fruits and vegetables (peeled carrots)	Salmonella spp., Shigella spp., enterohemorrhagic E. coli, L. monocytogenes, Bacillus cereus, C. botulinum, Y. enterocolitica	Production control (Good Agriculture Practices), time/temperature, cooking, preservation techniques
Cereal grains and related products (fresh pasta, focaccia bread)	Salmonella spp., S. aureus, B. cereus, C. botulinum[5]	Cooking, a_w, pH, preservatives, time/temperature
Fats, oils & salad dressings (garlic-in-oil)	S. aureus, Salmonella spp., B. cereus, C. botulinum	pH, a_w, salt
Butter and margarine (light salted butter)	S. aureus, L. monocytogenes, Y. enterocolitica	Production/raw ingredient quality control, moisture droplet size in the water-in-oil emulsion, water phase salt, a_w
Sugars and syrups (light maple syrup)	C. botulinum	a_w, acidification (light syrups)
Eggs and egg products (merengue)	Salmonella spp., L. monocytogenes[4]	Production control, cooking/pasteurization, time/temperature

Product Category (examples of possible foods for evaluation)	Pathogens of Concern	Types of Process Control (Alone and in combination)
Milk and milk products (yoghurt)	Salmonella spp., L. monocytogenes, enterohemorrhagic E. coli, S. aureus, B. cereus (cells and spores), C. botulinum (cells and spores), Campylobacter jejuni	Production control, time/temperature, cooking/pasteurization, a_w, preservatives
Cheese and cheese products (Natural Swiss cheese)	Salmonella spp., L. monocytogenes, enterohemorrhagic E. coli, S. aureus, Shigella spp., C. botulinum (cells and spores)	Production control, moisture content, a_w, pasteurization, preservatives, pH
Combination products (cheese with veg. pieces, pumpkin pie, stuffed pastry)	Variable based on raw materials and processing	Variable based on raw materials and product

Handout 6-6: Foodborne Diseases

Foodborne Diseases

Foodborne Disease	Signs and Symptoms	Duration of Illness	Associated Foods and Causes
Staphylococcal Intoxication	Rapid onset nausea, vomiting, retching, abdominal cramping, and prostration.	2 - 3 days	Meat and meat products; poultry and egg products; salads such as egg, tuna, chicken, potato, and macaroni; bakery products such as cream-filled pastries, cream pies, and chocolate eclairs; sandwich fillings; and milk and dairy products.
Salmonella infection	Sudden onset of nausea, abdominal cramping, and bloody diarrhea with mucous.	5-7 days	Raw meat and eggs
Shigella	Abdominal pain; cramps; diarrhea; fever; vomiting; blood, pus, or mucus in stools; tenesmus.	12 to 50 hours	Salads (potato, tuna, shrimp, macaroni, and chicken), raw vegetables, milk and dairy products, and poultry. Fecal contaminated water and unsanitary handling by food handlers are the most common causes of contamination.
Botulism	Difficulty speaking, swallowing, or with blurred or double vision. The incidence of the disease is low, but the mortality rate is high if not treated immediately.	The incubation period between ingestion of the toxin and first signs of intoxication is usually 12 to 36 hours	Sausages, meat products, canned vegetables and seafood products, canned com, peppers, green beans, soups, beets, asparagus, mushrooms, ripe olives, spinach, tuna fish, chicken and chicken livers and liver pate, and luncheon meats, ham, sausage, stuffed eggplant, lobster, and smoked and salted fish, chopped garlic-in-oil.
Streptococcus	Sore and red throat, pain on swallowing, tonsillitis, high fever, headache, nausea, vomiting, malaise, rhinorrhea; occasionally a rash.	Onset 1-3 days	Milk, ice cream, eggs, steamed lobster, ground ham, potato salad, egg salad, custard, rice pudding, and shrimp salad. Most current outbreaks have involved complex foods (salads) which were infected by a food handler with septic sore throat.

Foodborne Disease	Signs and Symptoms	Duration of Illness	Associated Foods and Causes
Hepatitis A	Sudden onset of fever, malaise, nausea, anorexia, and abdominal discomfort, followed in several days by jaundice.	Onset 10 to 50 days	The virus has not been isolated from any food associated with an outbreak. HAV is primarily transmitted by person-to-person contact through fecal contamination, but common- source epidemics from contaminated food and water also occur. Poor sanitation and crowding facilitate transmission.
Giardia	Diarrhea, abdominal cramps, nausea	1 to 2 weeks, but there are cases of chronic infections lasting months to years.	Most frequently associated with the consumption of contaminated water. Five outbreaks have been traced to food contamination by infected or infested food handlers, and the possibility of infections from contaminated vegetables that are eaten raw cannot be excluded.
Trichinosis	1-2 days abdominal pain, vomiting, diarrhea, fever, sweating, muscular pain, chills, skin lesions, prostration.	Symptoms could show up 2-8 weeks after exposure	Parasites from pork or wild game. Can be prevented with proper cooking temperatures.
E.coli Currently, there are four recognized classes of enterovirulent *E. coli* (collectively referred to as the EEC group) that cause gastroenteritis in humans.	Watery or bloody diarrhea, abdominal cramps, low-grade fever, nausea and malaise. Some strains can lead to permanent loss of kidney function.		Raw beef and chicken, contamination of water with human sewage may lead to contamination of foods. Infected food handlers may also contaminate foods. Dairy products such as semi-soft cheeses Undercooked or raw hamburger (ground beef) has been implicated in many of the documented outbreaks, however, *E. coli* O157:H7 outbreaks have implicated alfalfa sprouts, unpasteurized fruit juices, dry-cured salami, lettuce, game meat, cheese curds, and raw milk.

Handout 6-7: Sanitation Inspection Checklist

Sanitation Inspection
Checklist

Items to be inspected	OK	Not OK	Date Corrected
Hygiene			
Personnel with infections restricted			
Clean uniform and appearance			
Hair adequately restricted			
Hands washed properly and clean			
Proper handling of utensils and food by personnel			
Separate hand wash facilities with hot and cold water, single-serve towels and soap, and separate hand wash sink			
Designated separate personal effects storage area			
Adequate sanitary restrooms available			
Sanitation			
Rodent and insect control adequate			
Shatter-proof light fixtures over food preparation area			
Safe storage of pesticides, cleansers, and medications			
Silverware stored in clean compartment - handles pointing outward			
Dishes and cooking utensils stored on sanitary surfaces and not chipped or cracked			
General housekeeping: Clean and sanitary floors, walls, counters, knife racks, cutting boards, vents, hoods, display cases, ovens, grills, toasters, can opener, meat slicer and tenderizer, all sinks, dispensing machines, refrigerator shelves and doors, steam table, self-service counters, ice storage bins, etc.			
Dishwashing: Adequate pre-rinse, proper dishwashing by hand, sufficient detergent and sanitizer used.			
Correct water temperatures: Hand wash - 101 degrees F Rinse - Hot Sanitize - 170 degrees F, or sanitize w/agent solution - 75 degrees F			
Air dry			
Storage of foods at least 6" off floor in labeled, covered containers			
Adequate rotation of foods			
Storage of prepared foods above or separate from raw foods			
In-use serving utensils stored in the food being served			

Sanitation Inspection Checklist, continued

Items to be inspected	OK	Not OK	Date Corrected
Temperature Control			
Hot foods cooled to 41 degrees within 4 hours for storage			
Meats heated to required internal temperatures: Poultry (whole and ground) - 165 degrees F for 15 seconds Ground beef - 155 degrees F for 15 seconds Pork - 145 degrees F for 15 seconds Fish - 145 degrees F for 15 seconds			
Hot food temperature held at or above 140 degrees F			
Cold food temperature held at or below 41 degrees F			
Foods reheated quickly to 165 degrees F internal temperature before serving or holding			
Proper thawing methods followed			
Special care given when handling potentially hazardous food			
Thermometers provided and visible			

Activity 6.1: Determining Food Needs

Train Derailment—Food Unit
Activity 6.1

Purpose

The purpose of this activity is to identify and meet the food needs of a large-scale incident. When completing this activity, students should address considerations introduced in the *Overview of the Food Unit*.

Event

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to this incident.
- Your job is to plan for and provide food to support the event.
- Other government departments are directed to cooperate.

Directions for this Activity

- Determine food needs for the event, considering standard menu requirements; potable water; hot cans; sanitation and hygiene considerations; cooking and serving container requirements; and sack lunches.

Activity 6.1: ICS Form 204

Refer to EL_967_ACT_6.1_ICS_Form _204_1_of_5.pdf

Refer to EL_967_ACT_6.1_ICS_Form _204_2_of_5.pdf

Refer to EL_967_ACT_6.1_ICS_Form _204_3_of_5.pdf

Refer to EL_967_ACT_6.1_ICS_Form _204_4_of_5.pdf

Refer to EL_967_ACT_6.1_ICS_Form _204_5_of_5.pdf

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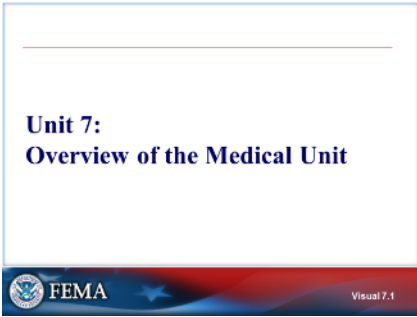
Unit 7: Overview of the Medical Unit
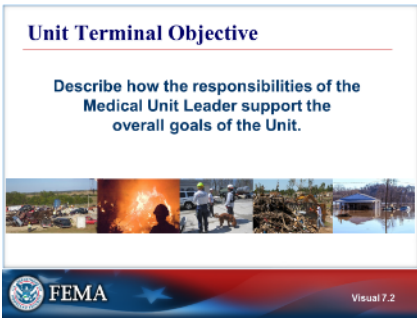
STUDENT MANUAL

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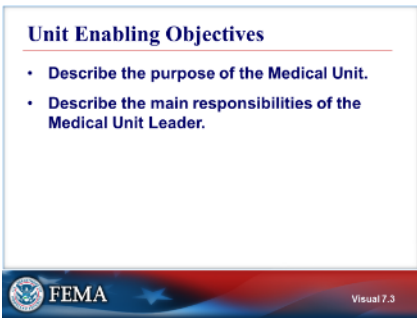
Visual 7.1

UNIT 7: OVERVIEW OF THE MEDICAL UNIT

This unit focuses on duties and responsibilities specific to the Medical Unit, and omits common responsibilities across units (e.g., maintaining an Activity Log or assembling a Go kit).

Visual 7.2

UNIT TERMINAL OBJECTIVE

Describe how the responsibilities of the Medical Unit Leader support the overall goals of Unit.

Visual 7.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Medical Unit.

- Describe the main responsibilities of the Medical Unit Leader.

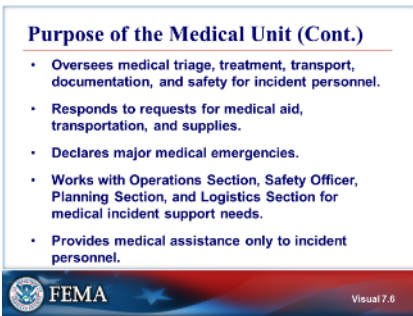The Final Exam questions are based on the Unit Enabling Objectives.
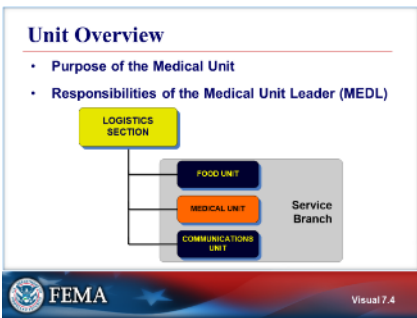
Visual 7.4

OVERVIEW OF THE UNIT

Unit 7 is divided into two sections:

- Purpose of the Medical Unit

- Responsibilities of the Medical Unit Leader (MEDL)

Visual 7.5

PURPOSE OF THE MEDICAL UNIT

Refer to Handout 7-1: Medical Unit Leader (MEDL) Checklist.

The purpose of the Medical Unit is to develop the ICS Form 206 Medical Plan, obtain medical aid and transportation for injured and/or ill incident personnel, and prepare medical reports and records.
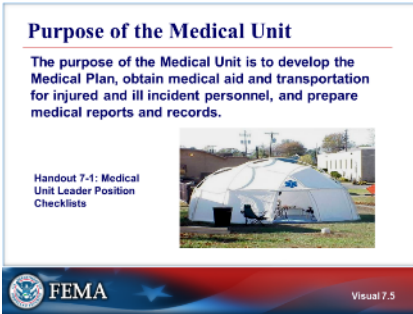
Visual 7.6

PURPOSE OF THE MEDICAL UNIT (CONT.)

The Medical Unit responds to requests for medical aid, medical transportation, and medical supplies for all responders assigned to the incident.
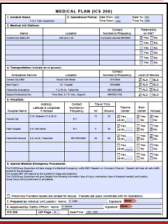
The Medical Unit works with the Operations Section, Safety Officer, Planning Section Chief, and Logistics Section Chief for medical incident support needs.

Responsibilities of the Medical Unit Leader
- Prepares the ICS Form 206 Medical Plan

Handouts:
- 7-2: FEMA ICS Form 206 Medical Plan with Instructions.
- 7-3: Sample Complete FEMA ICS Form 206 Medical Plan
- 7-4: ICS Form 206 Wildfire

FEMA   Visual 7.7

Visual 7.7

RESPONSIBILITIES OF THE MEDICAL UNIT LEADER

Refer to the following handouts:

- Handout 7-2: ICS Form 206 Medical Plan with Instructions. Review the directions to the form on the second page of the blank form.
- Handout 7-3: Sample Complete FEMA ICS Form 206 Medical Plan
- Handout 7-4: ICS Form 206 Wildfire

The Medical Unit prepares ICS Form 206 Medical Plan, which identifies:

- Medical information for incident personnel for medical emergencies
- Incident aid stations
- Hospitals (locations and contact information)
- Transportation (ground and air)
- Steps to follow for a medical emergency
- Communication procedures

Gather the following information about the incident to inform your filling out of the ICS Form 206, this can be determined from:

- Incident area
  - Incident Base and remote camp locations can be determined from:
    - Situation Unit
    - Facilities Unit
  - Distance from medical facilities and resources, e.g., ground and air ambulance, can be determined from:
    - Local Emergency Action Plan
    - Local fire protection district
  - Access to remote camps and work sites can be determined from:
    - Air Operations Branch
    - Ground support Unit
    - Operations Section
- Safety concerns, hazards, and injury/illness trends can be determined from:
  - Safety Officer
  - Operations Section

- Local agencies and authorities
- Previous incident-assigned medical personnel
- Logistics Section Chief

- Gather information about services and capabilities in the local area.
- Local agency dispatch may have phone numbers for medical and emergency facilities. The MEDL should contact these facilities and providers.

    - Fire departments/ground ambulance agencies

        - Name, address, emergency contact number (don't assume 911 is always the correct number)
        - Local EMTs available?
        - EMTs available for assignment?
        - Does the department transport patients?
        - Does the department have a unit available to be assigned to the incident? Or will they only be able to respond to requests for assistance to the incident through their normal emergency dispatch?
        - Are they an Advanced Life Support or Basic Life Support Unit?

- Hospitals

    - Emergency room? Staffed 24 hours/7 days per week?
    - Level of trauma care? Burn unit? Cardiac unit?
    - Number of patients they will accept?
    - Helipad? (Latitude and Longitude)
    - Biohazard disposal?

- Clinics

    - Walk in or by appointment only?
    - Hours?

- Air ambulance

    - Is it available through hospital?
    - Will it meet incident needs? Or does the Medical Unit need to use and provide medical staff for incident helicopter?

There is additional information that you may want to consider providing on the ICS Form 206 depending on the nature of the incident.

If your response includes animals, horses for large area searches or dogs for search and rescue, you may want to add a veteranarian to your medical plan.

You may also want to consider locating and identifying a hyperbaric chamber if you are working with divers.

Lastly, the ICS Form 206 is focused exclusively on the physical health of the responder. DO NOT forget to address the Mental Health of the responders. Consider the need for a Critical Incident Stress Management (CISM) team, or individual counceling to be provided to help responders deal with the emotional toll that can accompany emergency response.

MEDL RESPONSIBILITIES: OPS COORDINATION

If the Operations Section has a Medical Branch or medical response responsibility, the MEDL can help with any needed coordination.

Refer to Handout 7-5: Non-Emergency Patient Flowcart and Handout 7-6: MedEvac Operational Flowchart.

Visual 7.8

Visual 7.9

MEDL RESPONSIBILITIES: ORDERING

The Medical Unit is responsible for providing medical supplies and equipment, as well as medical transportation.

EMT's must work under the medical direction of a medical doctor who has a license to practice medicine in a particular state. EMT's are only able to practice in the same state that their medical director is licensed in. Doctors may be licensed in several states, but it is not common. Crossing state lines can create jurisdictional and legal issues. However, there are times when you have to bring in EMT's from another state and there are mechanisms available to allow them to practice in another state. Refer to Handout 7-7: Limited Request for Recognition.

The Medical Unit is responsible for providing medical supplies and equipment, which include:

- First aid kits

- Other common supplies and equipment

- Special supplies, such as defibrillators, intravenous supplies, epinephrine, advanced life support drugs, and environmental treatments

The Medical Unit should consider medical transportation:

- Vehicles for medical staff

- Vehicles and drivers for patient transport

- Ambulance or rescue vehicle

Visual 7.10

MEDL RESPONSIBILITIES: UNIT COORDINATION

Refer to Handout 7-8: Medical Facility Transport.

Visual 7.11

MEDL RESPONSIBILITIES: SAFETY, PIO, AND FINANCE/ADMIN

The Medical Unit Leader (MEDL) primarily interacts with the Safety Officer (SOFR). Both the MEDL and the SOFR must approve the Medical Plan. They also coordinate on injury and illness trends, status of patients, and safety hazards. The MEDL is often the first to see trends in poison oak, dehydration, and other common medical issues. He/she should communicate these trends to the Safety Officer so that they can be mitigated when possible.

Refer to the following handouts:

- 7-9: Daily Aid Summary

- 7-10: Patient Evaluation Log

- 7-11: Patient Evaluation Log Instructions

- 7-12: Medical Unit Record of Issue

- 7-13: Medical Unit Record of Issue Instructions

Visual 7.12

MEDL RESPONSIBILITIES: COMMUNICATIONS

The Medical Unit Leader should determine communication procedures for a patient evacuation in concert with the Safety Officer, Communications Unit Leader, and Operations Section Chief. This is part of the ICS Form 206 Medical Plan.

Refer back to Handout 7-2: ICS Form 206 Medical Plan and review.

In conjunction with the Communication Unit, the Medical Unit designates frequencies to be used in the event of a major emergency:

- Command net

- EMS channel

- Law enforcement

- Search and rescue

Refer to Handout 7-14: Patient Return to Duty Flowchart.

Visual 7.13

MEDL RESPONSIBILITIES: DOCUMENTATION

Refer to Handout 7-15: Medical Unit Summary and review.

Visual 7.14

ACTIVITY 7.1: DEVELOPING A MEDICAL PLAN

The instructor will explain Activity 7.1.

You will have 30 minutes to complete the activity, and then your group will explain their decisions.

Objectives Review

1. What is the purpose of the Medical Unit?
2. What are the main responsibilities of the Medical Unit Leader?
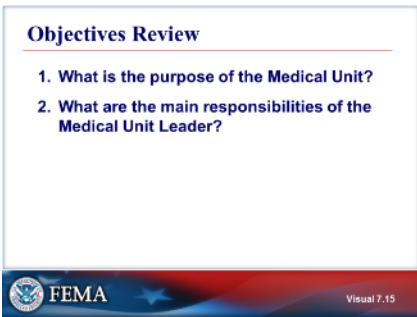
FEMA   Visual 7.15

Visual 7.15

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Medical Unit.

- Describe the main responsibilities of the Medical Unit Leader.

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Supplemental Materials

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Handout 7-1: Medical Unit Leader (MEDL) Position Checklist

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 Service Branch Director or Logistics Section Chief:
	▪ Obtain information on any injuries that occurred during initial response operations.
	▪ Determine name and location of Safety Officer.
	2. Determine level of emergency medical activities performed prior to activation of Medical Unit:
	▪ Number and location of aid stations
	▪ Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident
	▪ Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials
	▪ Medical supplies needed
	3. Respond to requests for medical treatment and transportation.
	4. Request and supervise ambulance support. Order through established incident chain of command.
	5. Prepare the ICS Form 206 Medical Plan, including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section**. The plan should include:
	▪ Medical Assembly Area
	▪ Triage Area
	▪ Ambulance Traffic Route
	▪ Landing Zone for Life flight (incident and hospital)
	▪ Aid Station Location(s)
	▪ Hazard specific information (HAZMAT treatment, etc.)
	▪ Closest hospitals
	▪ Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital
	6. Obtain Safety Officer approval for Medical Plan.
	7. Coordinate Medical Plan with local hospitals.
	8. Respond to requests for medical aid.
	9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.

✓	**Task**
	10. Respond to requests for medical supplies.
	11. Prepare medical reports; provide copies to Documentation Unit.
	12. Submit reports as directed; provide copies to Documentation Unit Leader.
	13. Provide briefing to relief on current activities and unusual circumstances.
	14. Document all activity on ICS Form 214 Activity Lo.

Handout 7-2: ICS Form 206 Medical Plan with Instructions

Refer to EL_967_HO_7-2_ICS_Form_206.pdf

Handout 7-3: Sample Complete FEMA ICS Form 206 Medical Plan

Refer to EL_967_HO_7-3_ICS_Form_206.pdf

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Handout 7-4: ICS Form 206 Medical Plan

MEDICAL PLAN (ICS 206 WF)

1. Incident/Project Name	2. Operational Period
	Date/Time

3. Ambulance Services

Name	Complete Address	Phone & EMS Frequency	Advanced Life Support (ALS) Yes	No

4. Air Ambulance Services

Name	Phone	Type of Aircraft & Capability

5. Hospitals

Name Complete Address	GPS Datum – WGS 84 Coordinate Standard Degrees Decimal Minutes DD° MM.MMM' N - Lat DD° MM.MMM' W - Long	Travel Time Air	Gnd	Phone	Helipad Yes	No	Level of Care Facility
	Lat: / Long: / VHF:				☐	☐	
	Lat: / Long: / VHF:				☐	☐	
	Lat: / Long: / VHF:				☐	☐	
	Lat: / Long: / VHF:				☐	☐	

6. Division | Branch | Group — Area Location Capability

EMS Responders & Capability:	
Equipment Available on Scene:	
Medical Emergency Channel:	
ETA for Ambulance to Scene:	
Air:	
Ground:	
Approved Helispot:	
Lat:	
Long:	
EMS Responders & Capability:	
Equipment Available on Scene:	
Medical Emergency Channel:	
ETA for Ambulance to Scene:	
Air:	
Ground:	
Approved Helispot:	
Lat:	
Long:	

7. Name & Location — Remote Camp Location(s)

Click here to enter text.	Point of Contact:	
	EMS Responders & Capability:	
	Equipment Available on Scene:	

MEDICAL PLAN (ICS 206 WF)

7. Name & Location	Remote Camp Location(s)	
	Medical Emergency Channel:	
	ETA for Ambulance to Scene:	
	Air:	
	Ground:	
	Approved Helispot:	
	Lat:	
	Long:	
	Point of Contact:	
	EMS Responders & Capability:	
	Equipment Available on Scene:	
	Medical Emergency Channel:	
	ETA for Ambulance to Scene:	
	Air:	
	Ground:	
	Approved Helispot:	
	Lat:	
	Long:	

8. Prepared By (Medical Unit Leader)	9. Date/Time	10. Reviewed By (Safety Officer)	11. Date/Time

Handout 7-5: Non-Emergency Patient Flowchart

OPERATIONAL *FLOW CHART*
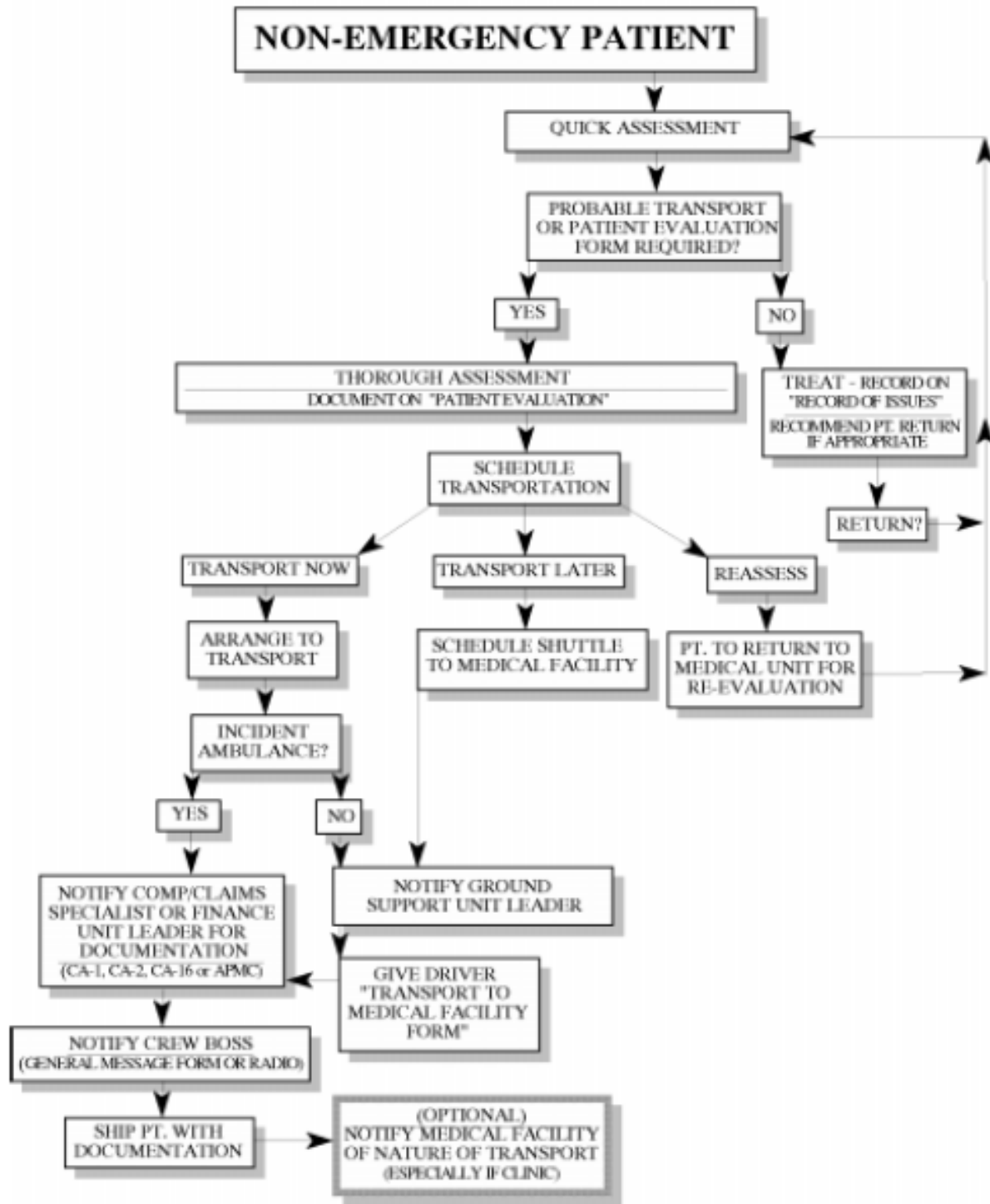
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Handout 7-6: MedEvac Operational Flowchart

OPERATIONAL *FLOW CHART*

MEDEVAC FROM THE LINE

(UPON NOTIFICATION OF MEDICAL EMERGENCY
PREPARE TO GATHER INFORMATION)
*Move to Communications Unit
if appropriate*

↓

ASSURE FREQ IS CLEAR
(Usually Command)

↓

DETERMINE **NAME/POSITION**
OF CONTACT PERSON

IF POSSIBLE, ATTEMPT TO CONTACT FIRST AID PERSON
ON SCENE FOR NEXT QUESTIONS
(Establish if one is present and their qualifications)

↓

* DETERMINE **NUMBER**
OF INJURED/ILL

↓

* DETERMINE **NATURE**
OF INJURY/ILLNESS

↓

* DETERMINE **SEVERITY**
OF INJURY/ILLNESS

LOC
ABC'S
VITALS
> CRITICAL- *Consider Air and/or ALS*
SERIOUS
MINOR　- *Consider Ground*

↓

* OBTAIN EXACT **LOCATION**

REMOTE ACCESS - *Consider Air*
EASY ACCESS　　- *Consider Ground*

↓

* IDENTIFY **RESOURCE NEEDS**
MOBILIZE THEM.

DISPATCH MEDICAL PERSONNEL
 - *Medical Unit*
 - *On line*
ARRANGE FOR EQUIPMENT DELIVERY
 - *Sling by helicopter*
 - *Vehicle*

↓

DETERMINE APPROPRIATE
RESPONSE

* CONSIDERATIONS
 - *Number of injured/ill*
 - *Nature/severity of injury/illness*
 - *Mobility of injured/ill*
 - *Access to injured/ill*
 - *Type of care needed en route (BLS/ALS)*
 - *Definitive care requirements*
 - *Nearest (distance/time) facility which can provide
 definitive care*
 - *Risk/benefit analysis*

↓

OR

GROUND　　　　AIR

Page 1 of 2

DECISIONAL CONSIDERATIONS

MEDEVAC FROM THE LINE

AIR RESOURCE SELECTION

The following are some considerations when deciding from what SOURCE
to request air support for an ill or injured patient,
AFTER THE DECISION TO TRANSPORT BY AIR HAS BEEN MADE.

AIR TRANSPORT SOURCES		
INCIDENT	Incident Aircraft	IAC
NON-INCIDENT	Other Agency Aircraft	OAA
	EMS	EMS
	Military	MIL

✱ MOBILITY OF PATIENT

Patient can move/be moved to helispot - *Consider IAC, EMS, OAA*

Patient cannot move/be moved helispot - *Consider MIL, some EMS*

✱ ACCESS TO PATIENT

Good access - *Consider IAC, EMS, OAA*

Poor access - *Consider MIL, some EMS, some OAA and/or IAC*

✱ NEED FOR ALS IN FLIGHT

Need ALS - *Consider EMS, MIL*

Do not need ALS - *Consider IAC, OAA*

✱ TRANSPORT TIME — Response time / Flight time to scene / Time to definitive care

Require shorter transport time　- *Consider IAC*

Longer transport time necessary because of one of the considerations　- *Consider as indicated above*

Page 2 of 2

Handout 7-7: Limited Request for Recognition

LIMITED REQUEST FOR RECOGNITION
(Print or type all information. Use additional forms as necessary.
MEDL/IMSMs are responsible for reporting all arriving out of state resources within 24 hours to the designated state EMS office.
See http://nasemsd.org/member list.html for contact information)

Authorization for recognition is requested for the following emergency medical personnel assigned to the_____incident. The identified personnel will provide emergency medical and health care services for incident personnel. It is anticipated that they may be providing these services for up to 21 days from the date of this notification.

1._____   _____   _____   _____
      Full name   Cert/Lic. Level   name of State   NREMT# (or/NA)
2._____
      Full name
3._____   _____   _____   _____
      Full name   Cert/Lic. Level   name of State   NREMT# (or/NA)
4._____
      Full name   _____   _____   _____
5._____   Cert/Lic. Level   name of State   NREMT# (or/NA)
      Full name
                                         _____   _____   _____

The above individual(s) will be assigned starting on _____

The location of the incident is: _____

The primary agency/unit jurisdictional authority is: _____

I attest that I have physically examined the certifications/licenses of the above individuals.

_____   (_____)_____
Medical Unit Leader-Print Name   Telephone Number

                                   (_____)_____ Fax
                                   Number

_____ _____
Medical Unit Leader-Signature   **Date**

State EMS approval _____

Completing the Limited Request for Recognition Form

The purpose of the *"Limited Request for Recognition"* form is to advise the state EMS office (state of incident location) that you have established a medical unit within their jurisdiction, and you are identifying out-of-jurisdiction (the state's) EMS personnel who are going to be rendering care for a limited period of time.

This form does not provide certification/licensure reciprocity. It only notifies authorities of the presence of out-of-state EMS resources.

A new form must be completed for each resource as they move from incident to incident within that state or if the y travel to another state.

Remember too, that advanced life support (ALS) care rendered require s in-jurisdiction medical direction. The state EMS office may be able to help you with this.

To locate the state EMS office, simply click on the NWCG Emergency Medical Support Group (EMSG) web site (www.nwcg.gov/teams/shwt/emsg/index.htm) and go to the National Association of State EMS Directors (NASEMSD) web site link. The NASEMSD web address is: www.nasemsd.com
Click on the state where your incident is located. You will go immediately to the appropriate state contact number.

The National Registry of Emergency Medical Technicians also has a web site that will provide you with the correct state EMS contact information. The NREMT web address is: www.nremt.com

Both websites may offer additional important and helpful information to you about the area EMS facilities and services in completing the *Medical Plan* (ICS Form 206). Additional links are expected to be added. **REMEMBER TO VERIFIY ALL INFORMATION TAKEN FROM WEB SITES** e.g. telephone numbers, services, etc.

It cannot be overly stressed that **it is the responsibility of the Medical Unit Leader** (or the Incident Medical Specialist Manager or Alaska Firemedic manager, if so designated) to complete the Limited Request for Recognition form.

Remember, there are a multitude of statutory and administrative regulations from state to state. You may be required to provide additional information and proof of certification/licensure to the State EMS Office. **Contact them for specific information and assistance.**

Handout 7-8: Medical Facility Transport

MEDICAL FACILITY TRANSPORT

FOR DRIVERS TRANSPORTING PATIENTS TO A MEDICAL FACILITY

BEFORE LEAVING CAMP

INCIDENT NAME:		PHONE/FREQ:	
MEDICAL UNIT:		PHONE/FREQ:	
LOCAL DISPATCH:		PHONE/FREQ:	

❖ To contact fire - call the incident directly by phone or radio; or, call the local dispatch office, which will contact the incident.

MEDICAL FACILITY:	PHONE: I
LOCATION:	

PHARMACY: .   PHONE: I

LOCATION:

TRANSPORT

❖ Be available to transport patient until admitted into a medical facility or returned to medical unit. If any questions arise, call the incident or incident medical unit for instructions.

❖ Transport patient to pharmacy to obtain medications if necessary.

RETURN

❖ **Always check in at the medical unit first upon returning to incident.**

❖ If patient is admitted to a medical facility, driver should return documentation from the medical facility to the incident medical unit.

❖ If patient is released from the medical facility to return to work or to be demobilized, bring patient to the incident medical unit.

SPECIAL INSTRUCTIONS:

This page intentionally left blank.

Handout 7-9: Daily Aid Station Summary

**FIELD FIRST AID
STATION DAILY
SUMMARY**

Incident Name_____

Date_____

Geographic Area and Unit (Park, Forest, District, etc.)

_____

Medical Unit Leader

_____

Other staff

_____

Total # of aid station visits this day

_____

Total # of patient evaluations completed this day

_____

Total # of patients transported to a medical facility this day

_____

BLISTERS (not from burns)

Toe	Heel	Top of Foot	Sole of Foot	Side of Foot	Finger	Palm	Ankle

LACERATIONS (cuts)

Hand	Finger	Arm	Abdomen	Chest	Back	Leg	Foot	Head	Face

ABRASIONS (scrapes)

Hand	Finger	Arm	Abdomen	Chest	Back	Leg	Foot	Head	Face

CONTUSIONS (bruises)

Hand	Finger	Arm	Abdomen	Chest	Back	Leg	Foot	Head	Face

RESPIRATORY SYSTEM

Congested Nose	Runny Nose	Congested Lungs	Sinus	Sore Throat	Cough	Cold	Smoke Inhalation	( )

BURNS (blistering MAY result)

Thermal	Chemical	Electrical	Airway	( )

T E E T H

Chipped Tooth	Broken Fillings	Abscess Tooth	Tooth Ache	( )	( )	( )

SPRAINS

Ankle	Finger	Wrist	Elbow	Knee	Toe	Shoulder	( )	( )

E Y E

Dryness	Smoke Irritation	Foreign Objects	Blunt Trauma	Scratch	Burn	Contact Lens Problem	( )

STOMACH

Stomach Cramps	Indigestion	Nausea	Blunt Trauma	( )	( )

POISONS

Ingested	Inhaled	Injected	Absorbed	Animal	Plant	( )

FRACTURES

Arm	Shoulder	Ankle	Hip	Leg	Hand	Finger	Wrist	Skull	Spine

BITES & STINGS

Mosquito	Spider	Bee	Fly	Snake	Animal	( )

MISCELLANEOUS

Dry Lips	Dry Skin	Athletes Foot	Sore Feet	Back Strain	Sore Arms	Splinter/Where? ( )

MISCELLANEOUS

Ear Ache	Head Ache	Dislocated Shoulder	Fever	Ingrown Toenail	Hangnail	Sore Callous

MISCELLANEOUS

Rash	Muscle Ache	Allergic Reaction	Constipation	Diarrhea	Pneumonia	Yeast Inf.

OTHER

SUMMARY OF ISSUES

Certain products can have a "like-product" substituted. A "like-product" has a different common or brand name, but has the same ingredients or use.

Number of doses, individual items issued, or treatments, as is applicable. (Return visits for the same treatment are recorded EACH time).

_____Acetaminophen (Tylenol)
_____Anbesol (tooth)
_____Antiseptic Soap
_____Aspirin
_____Bag Balm
_____Band Aid (rectangular)
_____Ben Gay (ointment or ICY/HOT etc.)
_____Betadine (ointment)
_____Blanket (space)
_____Calamine Lotion
_____Chlo-Amine Tablets
_____Coriciden "D"
_____Debrox Drops (ear)
_____Epinephrine (injectable)
_____Eye Wash (non-medicated solution)
_____Foot Powder (medicated)
_____Gauze (4x4, 4x3, 2X2, etc.) (non-adherent)
_____Gauze (roll, any size)
_____Hydrocortisone Cream
_____Ibuprofen, 200 mg. pills (like Advil)
_____Lotion, Hand (without sunscreen)
_____Medi-Haler, Epinephrine
_____Moleskin
_____Nasal Canula
_____Nasal Spray (medicated, like neo-synephrine)
_____Neosporin (ointment)
_____Pepto Bismol
_____Provodine Iodine (liquid)
_____Provodine Iodine (pads)
_____Safety Pins
_____Second Skin
_____Splint (finger)
_____Sudafed or Pseudoephedrine
_____Suppositories (hemorrhoidal)
_____Tape (medical, all kinds)
_____Tetracaine
_____Throat Lozenges (medicated, cepastat, cepacol, etc.)
_____Tolnaftate (liquid)
_____Alka-Seltzer
_____Antacid (any brand)

_____Aspercream
_____Bacitracin
_____Band Aid (knuckle)
_____Benadryl (diphenhydramine)
_____Betadine (liquid)
_____Betadine (pads)
_____Bonine (meclizine)
_____Chap Stick (or any lip balm)
_____Cold Pack (chemical)
_____Cotton Tipped Swab
_____Elastic Bandage (like ACE)
_____Eye Dressing (gauze)
_____Flourescein Strip
_____Foot Powder (non-medicated)
_____Gauze (large "field-dressing")
_____Hot Pack (chemical)
_____Hydrogen Peroxide
_____Kaopectate (kaolin/pectin)
_____Midol
_____Metamucil
_____Mylanta
_____Nasal Spray (non-medicated)
_____Oxygen
_____Polysporin (ointment)
_____Povidine Iodine (ointment)
_____Robitussin DM
_____Sanitary Pad
_____Skin Closure Strips
_____Splint (rigid, 24" long)
_____Sunscreen
_____Tampons
_____Tape (athletic)
_____Throat Lozenges (non-medicated)
_____Tolnaftate (ointment)
_____Towelettes
_____Under Wrap
_____Tolnaftate (powder - may be spray)
_____Vitamin C (pills)
_____Triangular Bandage
_____Zinc Oxide
_____Visine
_____Vitamins (multiple)

Handout 7-10: Patient Evaluation Log

MEDICAL UNIT PATIENT EVALUATION LOG

Patient Name: _____ Patient Home Unit: _____ Case No. _____

Fire Name: _____ Incident # _____

Name of Camp: _____ Crew Name: _____ Crew Boss: _____
Assigned Camp Location: _____ CA-1 Completed: Yes 0 No 0
Date: _____ Time: _____ Division Assignment or Work Area: _____
Age: _____ Sex: OM OF Symptom or Complaint: _____

Remarks: _____

PATIENT'S CONDITION   LOCATION: 0 Aid Station   0 L; _____ 0 Other _____

Level of Consciousness   CHECK IF PRESENT:

E Alert/Oriented	0 Breathing Difficulties	0 Cyanosis	0 Convulsions
0 Confused/Disoriented	0 Total Obstructed Airway	0 Allergies	0 Shock
U Unresponsive	0 Respiratory Arrest	0 Nausea/Vomiting	0 Other: _____
☐ D.O.A. at Scene	Remarks		

MEDICAL HISTORY _____

Vital Signs: SIGNS AND SYMPTOMS SUGGEST:

_____ Time _____	0 Major Trauma	O Swelling
_____ B P _____	0 Spinal Injury	O Deformity
_____ P. _____	0 Head Injury	El Poisoning
_____ R. _____	0 Minor Trauma	0 Burn: _____ % of Body
_____ T.	0 Cardiac Condition	El Other --- Details Below

Pupils   S _____

☐ Equal ☐ 0 Equal 0
O Unequal ☐ 0 Unequal 0   0 USPECTED INJURY/ILLNESS _____

CARE RENDERED: **PROBABLE INJURY (Please "X"):**

At Scene En Route

O	0	Airway Cleared/Maintained
O	0	Airway Used
		Oxygen - Rate _____
		Artificial Respiration
☐	0 __	CPR Initiated - Time: _____
	•	Burn Treated 0 Wet 0 Dry
☐	0	Bleeding Controlled
O	D	Neck/Spine Immobilization
O	0	Extremity Splints/Traction
O	0 Other: _____	

TREATMENT _____

M E D I C A T I O N

Rule of 9's

Front   Back

4½   18   4½   1   9   L R
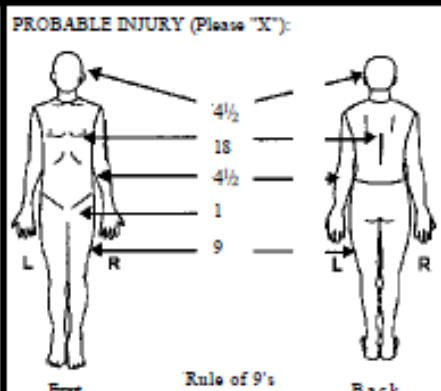
REMARKS _____

CHANGES IN CONDITION		NATURE OF SERVICE
At Scene En Route		O Treated and Transported 0 CA' Recommended
0 Improved ☐		☐ Treated, not Transported E Treatment Refused
0 Unchanged 0		☐ Other: _____
0 Worsened ☐		
0 Cardiac Arrest 0		

REMARKS: _____

TYPE OF TRANSPORTATION:
0 Air 0 Ground 0 EMT SIGNATURE _____

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Handout 7-11: Patient Evaluation Log Evaluations

<u>PATIENT EVALUATION LOG</u>

<u>OVERVIEW</u>

There are usually four basic reasons a patient evaluation is filled out:

1) Patient is transferred for further medical care; e.g., clinic, hospital, dentist; the form acts as documentation and as a "trip report".
2) Patient is given medications usually prescribed by a physician; e.g., Epinephrine from Ana-kit.
3) Any injury, illness, or medical condition that requires a CA-1, CA-2, or Agency Provided Medical Care (APMC) form to be filled out.
4) Any injury, illness, or medical condition that results in restricted duty or lost time.

* The form is similar to most trip reports.

* Try to remember to put patient's SSN and DOB on the top of the Patient Evaluation (not asked for on the form, but helpful to note on top of the form). It often is needed and cuts down on hunting around for that information later.

* If a patient comes in feeling bad, but not bad enough to be pulled off the line, you may want to start a Patient Evaluation just to document the patient's progress; getting better or getting worse.

* If you have started one form and need more space, use another. Use the same case number.

* A copy of the form is sent with a transport patient to the receiving medical facility.

IF IT ISN'T WRITTEN DOWN, IT DIDN'T HAPPEN!!!!!

MEDICAL UNIT PATIENT EVALUATION LOG

Patient Name: _____ Patient Home Unit: _____ Case No. **1** _____

Fire Name: _____ Incident # **2** _____

Name of Camp: **3** _____ Crew Name: _____ Crew Boss: _____

Assigned Camp Location: **4** _____ CA-1 Completed: Yes ☐ No ☐

Date: _____ Time: **5** _____ Division Assignment or Work Area: **6** _____

Age: _____ Sex: ☐ M ☐ F Symptom or Complaint: _____

Remarks: _____

PATIENT'S CONDITION   **7** LOCATION: ☐ Aid Station   ☐ Line   ☐ Other _____

Level of Consciousness   CHECK IF PRESENT:

☐ Alert/Oriented   ☐ Breathing Difficulties   ☐ Cyanosis   ☐ Convulsions

☐ Confused/Disoriented   ☐ Total Obstructed Airway   ☐ Allergies   ☐ Shock

☐ Unresponsive   ☐ Respiratory Arrest   ☐ Nausea/Vomiting   ☐ Other: _____

☐ D.O.A. at Scene   Remarks _____

MEDICAL HISTORY: **8** _____

Vital Signs: SIGNS AND SYMPTOMS SUGGEST:

____ : ____ Time ____ : ____   ☐ Major Trauma   ☐ Swelling

9 ____ : ____ B.P. ____ : ____   ☐ Spinal Injury   ☐ Deformity

____ : ____ P. ____ : ____   ☐ Head Injury   ☐ Poisoning

____ : ____ R. ____ : ____   ☐ Minor Trauma   ☐ Burn: ____ : ____ % of Body

____ : ____ T. ____ : ____   ☐ Cardiac Condition   ☐ Other --- Details Below

Ⓡ   Pupils   Ⓛ   SUSPECTED INJURY/ILLNESS: _____

☐ Equal   ☐ ☐ Equal   ☐   _____ **10** _____

☐ Unequal ☐ ☐ Unequal ☐   _____

Remarks: _____

CARE RENDERED: **PROBABLE INJURY (Please "X"):**

At Scene   En Route

☐   ☐   Airway Cleared/Maintained

☐   ☐   Airway Used   **12**

☐ **11** ☐   Oxygen - Rate _____

☐   ☐   Artificial Respiration

☐   ☐   CPR Initiated - Time: _____

☐   ☐   Burn Treated ☐ Wet ☐ Dry

☐   ☐   Bleeding Controlled

☐   ☐   Neck/Spine Immobilization

☐   ☐   Extremity Splints/Traction

☐   ☐   Other _____

TREATMENT: **13** _____

MEDICATION: **14** _____

REMARKS: **15** _____

Rule of 9's

4½, 18, 4½, 1, 9

Front   Back
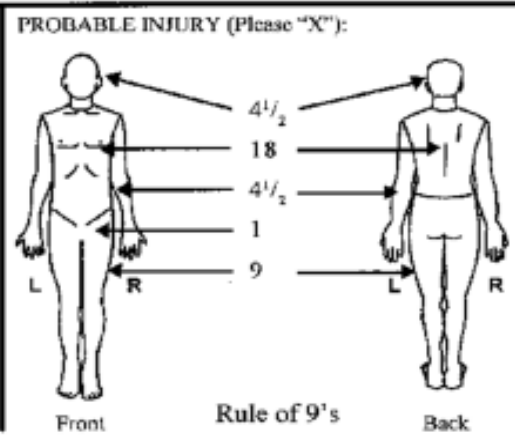
CHANGES IN CONDITION   **NATURE OF SERVICE**

At Scene   En Route

☐ Improved ☐   ☐ Treated and Transported   ☐ CA¹ Recommended

☐ Unchanged ☐   ☐ Treated, not Transported   ☐ Treatment Refused

☐ Worsened ☐   ☐ Other: _____

☐ Cardiac Arrest ☐   _____

REMARKS: _____ _____

TYPE OF TRANSPORTATION: **16**

☐ Air   ☐ Ground   ☐ EMT SIGNATURE: _____ DATE: _____

<u>SPECIFIC NOTES ON FORM</u>

#1 "Case No." -- Medical unit assigns case numbers sequentially; e.g., "C-3"; Finance assigns "M" numbers sequentially; e.g., "M-2." Both numbers should be indicated here. Medical unit may fill out a precautionary Patient Evaluation and not transport a person. Finance only assigns M numbers to persons who require further care or medications/supplies to be purchased; i.e., where charges will be accrued.

#2 "Incident #" -- Number assigned to this particular incident; e.g., NM-SNF-123.

#3 "Name of Camp" -- Location of this form's information; e.g., name of incident base, camps, if patient is encountered in a camp situation.

#4 "Assigned Camp Location" - location of camp where patient sleeps.

#5 "Time" -- Time the form is being initiated. If time accident happened or illness is perceived is substantially different than when form is initiated, the former information should go under "Remarks" in this section.

#6 "Division Assignment..." -- Indicate division, sector or unit patient works. If location of accident or illness is different than where patient works, the former information should go under "Remarks" in this section.

#7 "Location" -- Location where form is initiated.

#8 "Medical History" -- Allergies, chronic or current illness or injury, and medications (Rx or OTC) currently taking should be indicated in this section.

#9 "Vital Signs" -- Four columns given for vital signs. Top column indicates time each set of vital signs was taken. If more columns are needed indicate in "Remarks" or on additional Patient Evaluation.

#10 "Suspected Injury/Illness" -- Your best guess at diagnosis (this is NOT an EMT skill!). If unsure, indicate that.

#11 Columns given for indicating BLS care given "At Scene" and "En Route."

#12 Time care is rendered would be helpful and could be indicated to the right of the explanatory text.

#13 "Treatment" -- Care given not listed in the columns can be indicated here.

#14 "Medication" -- Were any medications given? Indicate time.

#15 "Remarks" -- Under remarks in the last section is where the final outcome of the patient can be indicated; e.g., demobilization, restricted or light duty, return to duty. If other documentation gets lost this helps to document why folks get sent home or reasons for changing their job assignments.

#16 EMT signature (care provider) and date are too often left blank, please fill them in every time.

This page intentionally left blank.

Handout 7-12: Medical Unit Record of Issues

INCIDENT NAME: _____　　　INCIDENT NUMBER: _____

CAMP NAME: _____

PATIENT EVALUATION FORM REQUIRED IF 1) Dosages are prescribed 2) For diagnostic and minor treatment.

DATE	TIME	NAME	UNIT/CREW	COMPLAINT	INT.	ISSUE/MEDICATION

NAMES OF MEDICAL TEAM: _____

This page intentionally left blank.

Handout 7-13: Medical Unit Record of Issue with Instructions

<u>MEDICAL UNIT RECORD OF ISSUES</u>

<u>OVERVIEW</u>

You are required, as a minimum, to document the use of medications (give the quantity used) on the "Medical Unit Record of Issues." Any medication, including aspirin, that is given in response to a complaint, must be documented for your own protection. A true "issue", when someone requests a medication without specifying a complaint, such as to resupply a first aid kit, is less critical, since your action cannot be construed as prescribing a treatment.

*   Record of Issues documents all visits to the medical unit, chief complaint, and treatment provided (items issued).

*   Some groups do a dot tally for some less critical items such as foot powder and lip balm. Others record everything that goes through the medical unit.

*   Be somewhat specific when filling out the complaint, coincide with daily summary categories if possible; this gives more accurate records at the end of the incident and fire season.

*   This form is a good place to watch to see if a single crew is showing up more than others. The safety officer looks for this also.

*   Submitted to the documentation unit (plans) as part of the incident package; usually at the end of the incident.

MEDICAL UNIT RECORD OF ISSUES

INCIDENT NAME: _____   INCIDENT NUMBER: _____

CAMP NAME: _____1_____

PATIENT EVALUATION FORM REQUIRED IF 1) Dosages are prescribed 2) For diagnostic and minor treatment.

DATE	TIME	NAME	UNIT/CREW	COMPLAINT	INT.	ISSUE/MEDICATION
2		3	4	5	6	7

NAMES OF MEDICAL TEAM: _____8_____

SPECIFIC NOTES ON THE FORM

#1 "Camp Name" -- Location of this form's information; e.g., name of incident base, camps.

#2 "Date" and "Time" -- Date and time of encounter.

#3 "Name" -- Name of patient.

#4 "Unit/Crew" -- Patient's unit or crew.

#5 "Complaint" -- List all complaints, use more than one line if necessary.

#6 "Int." -- Initials of medical unit person providing care. Not always the person marking the entry on the form. (Sometimes it is most efficient to have one person keeping up on the paperwork as others deal with patients.)

#7 "Issue/Medication" -- Medication or supplies issued; e.g., band-aid, moleskin. Also care rendered if not explained by medication or supplies issued.

#8 "Names of Medical Team" -- Full names for initials reference.

Handout 7-14: Patient Return to Duty Flowchart

OPERATIONAL *FLOW CHART*

PATIENT RETURN FROM MEDICAL FACILITY

OR | OR | OR

RETURN TO WORK

LIGHT DUTY or **REST IN CAMP**

DEMOB (As recommended by doctor, and/or Medical Unit, and/or supervisor)

CONSULT WITH PATIENT:
1) WORK RESTRICTIONS
2) CARE INSTRUCTIONS
2) MED. UNIT RE-EVALUATION SCHEDULE

CONSULT WITH PATIENT:
1) WORK RESTRICTIONS
2) CARE INSTRUCTIONS
2) MED. UNIT RE-EVALUATION SCHEDULE

WRITE GENERAL MESSAGE FORM TO DEMOB U. L. OR PLANS S.C., INCLUDE:
1) PATIENT'S NAME
2) CREW NAME
3) MEDICAL DEMOB
4) PLACE PERSON TO BE DEMOBED TO

ENQUIRE WHERE PATIENT WILL BE, SO MED. UNIT CAN CHECK ON PATIENT IF NECESSARY

CONTACT PATIENT'S SUPERVISOR BY GENERAL MESSAGE OR RADIO

ASSURE FINANCE UNIT - COMPS/CLAIMS RECEIVES RETURNED PAPERWORK

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Handout 7-15: Medical Unit Summary Instructions

DAILY AND INCIDENT SUMMARIES

Daily Summaries allow for documentation of medical unit activity on a daily basis. This is useful for tracking and trend recognition.

Incident Summaries document activity for the entire incident and allow for an end-of-incident report.

DAILY SUMMARY OVERVIEW

*   Summary of what types of injuries/illnesses were seen in the medical unit.

*   Summary of medications and supplies used in the medical unit.

*   List of all people transported to a medical facility.

*   Important information for the safety officer. Was a certain area of the incident responsible for more injuries/illnesses? Is any one crew more susceptible to injury/illness?

*   Blisters and sore muscles are common at the start of an incident. As an incident and the season wears on, respiratory problems become a bigger problem.

*   Usually completed during mid-day the day following. As medical unit personnel arrive on the incident, it may be found that there may be sketchy documentation of early events.

INCIDENT SUMMARY OVERVIEW

*   Total of all the Daily Summaries.

*   Safety officers usually want a copy of this for the close out meeting.

*   Medical Unit Leader (MEDL) may write up an additional report on how the medical unit worked and general impressions of how crews held up. Usually will make special note of any true emergency evacuations.

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Activity 7.1: Developing a Medical Plan

Train Derailment—Medical Unit
Activity 7.1

Purpose

The purpose of this activity is to identify and meet the medical needs of a large-scale incident. When completing this activity, students should address considerations introduced in the *Overview of the Medical Unit*.

Event

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to this incident.
- Your job is to plan for and provide medical support for the event.
- Other government departments are directed to cooperate.

Directions for this Activity

- Determine medical needs in support of the incident, considering treatment, transportation, supplies, equipment, documentation, and safety for incident personnel, as well as coordination with other sections and units.
- Complete a Medical Plan (ICS Form 206) for the incident.

Activity 7.1: ICS Form 206 Medical Plan

Refer to EL_967_ACT_7.1_ICS_Form _206.pdf

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Activity 7.1: EMS System Overview

Central City Unit Status	Vehicle Identifier	License Care Level	FEMA Resource Type	Deployment Location	Address	Hours of Operation
Staffed Everyday	M1	ALS	II	EMS Station 1	X & 19th Streets	24/7
Staffed Everyday	M2	ALS	II	EMS Station 2	W & 12th Streets	24/7
Staffed Everyday	A3	BLS	IV	EMS Station 3	EE & 4th Streets	24/7
Staffed Everyday	M4	ALS	II	EMS Station 4	F & 3rd Streets	24/7
Staffed Everyday	A5	BLS	IV	EMS Station 5	F & 15th Streets	24/7
Staffed Everyday	A6	BLS	IV	EMS Station 6	L & 21st Streets	24/7
Staffed Everyday	M7	ALS	II	EMS Station 7	F & 30th Streets	24/7
Staffed Everyday	A8	BLS	IV	EMS Station 8	W & 30th Streets	24/7
Staffed Everyday	M9	ALS	II	EMS Station 9	CC & 37th Streets	24/7
Staffed Everyday	A10	BLS	IV	EMS Station 10	HH & 23rd Streets	24/7
Staffed Everyday	M11	ALS	II	EMS Station 11	KK & 11th Streets	24/7
Staffed Everyday	M12	ALS	II	EMS Station 12	1200 Aviation Dr, Kingston	24/7
Staffed Everyday	M501	ALS	II	Post NW1		12 hrs
Staffed Everyday	M502	ALS	II	Post NE2		12 hrs
Staffed Everyday	M503	ALS	II	Post SW3		12 hrs
Staffed as Needed	M504	ALS	II	Post SE4		12 hrs
Staffed as Needed	M601	ALS	II	Post NW5		8 hrs
Staffed as Needed	M602	ALS	II	Post NE6		8 hrs
Staffed as Needed	M603	ALS	II	Post SW7		8 hrs
Staffed as Needed	M604	ALS	II	Post SE8		8 hrs
Staffed as Needed	Reserve A101	BLS	IV	EMS Station 1	X & 19th Streets	OOS Reserve
Staffed as Needed	Reserve A104	BLS	IV	EMS Station 4	F & 3rd Streets	OOS Reserve
Staffed Everyday	EMS100			EMS Station 1	X & 19th Streets	Supervisor Unit

Staffed as Needed	MCSV1	Mass Casualty Support supplies for 100 patients	I	EMS Station 1	X & 19th Streets	Duration of need for mass casualty support
Staffed as Needed	MCSV2	Mas s	II	EMS	W & 12th	Duration of

Table G.7. EMS Vehicle Information for Central City

Apple Valley Unit Status	Vehicle Identifier	Licensed Care Level	FEMA Resource Type	Deployment Location	Address	Hours of Operatio n
Staffed Everyday	A61	BLS	IV	EMS Station 61	98 Pine Street	24/7

Table G.8. EMS Vehicles/Personnel Information for Apple Valley

Bayport Unit Status	Vehicle Identifier		Type Resource FEMA	Deployment Location	Address	Hours of Operatio n
Staffed Everyday	M91	ALS	II	EMS Station 1	Ferry Blvd & 7th Ave	24/7
Staffed Everyday	A92	BLS	IV	EMS Station 2	W & 12th Streets	24/7
Staffed as Needed	M591	ALS	II	Post	Post	12 hrs
Staffed as Needed	M593	ALS	II	Post	Post	12 hrs
Staffed as Needed	MCSV3	Mass Casualty Support Vehicle supplies for 25 patients	III	EMS Station 1	Ferry Blvd & 7th Ave	Duration of need for mass casualty support

Table G.9. EMS Vehicles/Personnel Listings for Bayport

Blue Water Unit Status	Vehicle Identifier	Licensed Care Level	FEMA Resource Type	Deploymen t Location	Address	Hours of Operatio n
Staffed Everyday	A71	BLS	IV	EMS Station 71	River Rd and Center Stree t	24/7

Table G.10. EMS Vehicles/Personnel Information for Blue Water

Fisherville Unit Status	Ambulance Identifier		Type Resource FEMA	Deployment Location	Address	Hours of Operation
Staffed Everyday	M22	ALS	I	Noble General Hospital	S & 1st Streets	24/7
Staffed Everyday	A23	BLS	IV	Fisherville Health	S & 3rd Streets	Department
Staffed Everyday	A122	BLS	III	Noble General Hospital	S & 1st Streets	24/7
Staffed as Needed	M522	ALS	II	Post Assignment		12 hrs
Staffed as needed	MCSV4	Casualty Support Vehicle Supplies for 25 Patients	III	Noble General Hospital	S & 1st Streets	Duration of need for mass casualty support

Table G.11. EMS Vehicles/Personnel Information for Fisherville

Gish Island Unit Status	Ambulance Identifier	License Care Level	FEMA Resource	Type Location Deployment	Address	Hours of Operation
Staffed as Needed	M95	ALS	IV	Buffets Landing Fire and EMS Station	SR 1A	24 hrs

Table G.12. EMS Vehicles/Personnel Information for Gish Island

Harvest Junction Unit Status	Unit Identifier	License Care Level	FEMA Resource Type	Deployment Location	Address	Hours of Operation
Staffed Everyday	M31	ALS	II	Fire and EMS Station 31	L & 10th Streets	24/7
Staffed Everyday	A32	BLS	IV	Fire and EMS Station 32	C & 16th Streets	24/7
Staffed Everyday	A533	BLS	IV	Post Assignment		12 hrs

Table G.13. EMS Vehicles/Personnel Information for Harvest Junction

Kingston Unit Status	Ambulance Identifier	Licensed Care Level	FEMA Resource Type	Deployment Location	Address	Hours of Operation
Staffed Everyday	M41	ALS	II	Fire and EMS Station 41	B & 2nd Streets	24/7
Staffed Everyday	A42	BLS	IV	Fire and EMS Station 41	B & 2nd Streets	24/7
Staffed Everyday	A543	BLS	IV	Post Assignment		12 hrs

Table G.14. EMS Vehicles/Personnel Information for Kingston

Liberty International Airport Unit Status	Ambulance Identifier	Licensed Care Level	FEMA Resource Type	Deployment Location	Address	Hours of Operation
Staffed Everyday	M12	ALS	I	Fire and EMS Station 12	Liberty International Airport	24/7

Table G.15. Central City and Liberty County Ground Ambulance Response Units and Units Staffed Daily Summary

City	Number of Ground Ambulances	Number of Ambulances Staffed Daily
Central City	23	16
Apple Valley	1	1
Bayport	4	2
Blue Water	1	1
Fisherville	4	3
Gish Island	1	0
Harvest Junction	3	3
Kingston	3	3
Liberty International Airport	1	1
RRTC	5	3
County Total	46	33

Table G-16 Emergency Medical Service Systems from Other Counties and EMS Regions

County											
Stramford		Apple		Green		Kane		Mineral		Granite	
S1	ALS	A1	ALS	G1	ALS	K1	ALS	M1	ALS	GR1	ALS
S2	ALS	A2	ALS	G2	ALS	K2	ALS	M2	ALS	GR2	ALS
S3	BLS	A3	BLS	G3	ALS	K3	BLS	M3	BLS	GR3	BLS
S4	BLS	A4	BLS	G4	BLS	K4	BLS	M5	BLS	GR4	BLS
S5	BLS	A5	BLS	G5	BLS	K4	BLS	M5	BLS	GR5	BLS
				G6	BLS						
				G7	BLS						

Table G.18. EMS Systems from Other Counties and Regions

EMS Regional Ambulance Groups

The EMS resources in the EMS Regional Ambulance Groups may, at times, include some of the assets listed in the preceding chart. A Strike Team is composed of 5 staffed and equipped ground ambulances and a Strike Team Leader with vehicle. An Emergency Medical Task Force includes one BLS ground ambulance, one ALS ground ambulance, two air ambulances, and a Strike Team Leader with a vehicle.

EMS Region 1 Ambulance Group	ALS Strike Team, Type I	ALS Strike Team, Type II	BLS Strike Team, Type III	BLS Strike Team, Type IV	Emergency Medical Task Force, Type I
EMS Region 2 Ambulance Group	ALS Strike Team, Type I	ALS Strike Team, Type II	ALS Strike Team, Type III	BLS Strike Team, Type IV	Emergency Medical Task Force, Type I
EMS Region 3 Ambulance Group	ALS Strike Team, Type I	ALS Strike Team, Type II	ALS Strike Team, Type III	BLS Strike Team, Type IV	Emergency Medical Task Force, Type I

Table G.19. EMS Regional Ambulance Groups

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Activity 7.1: Hospital Map
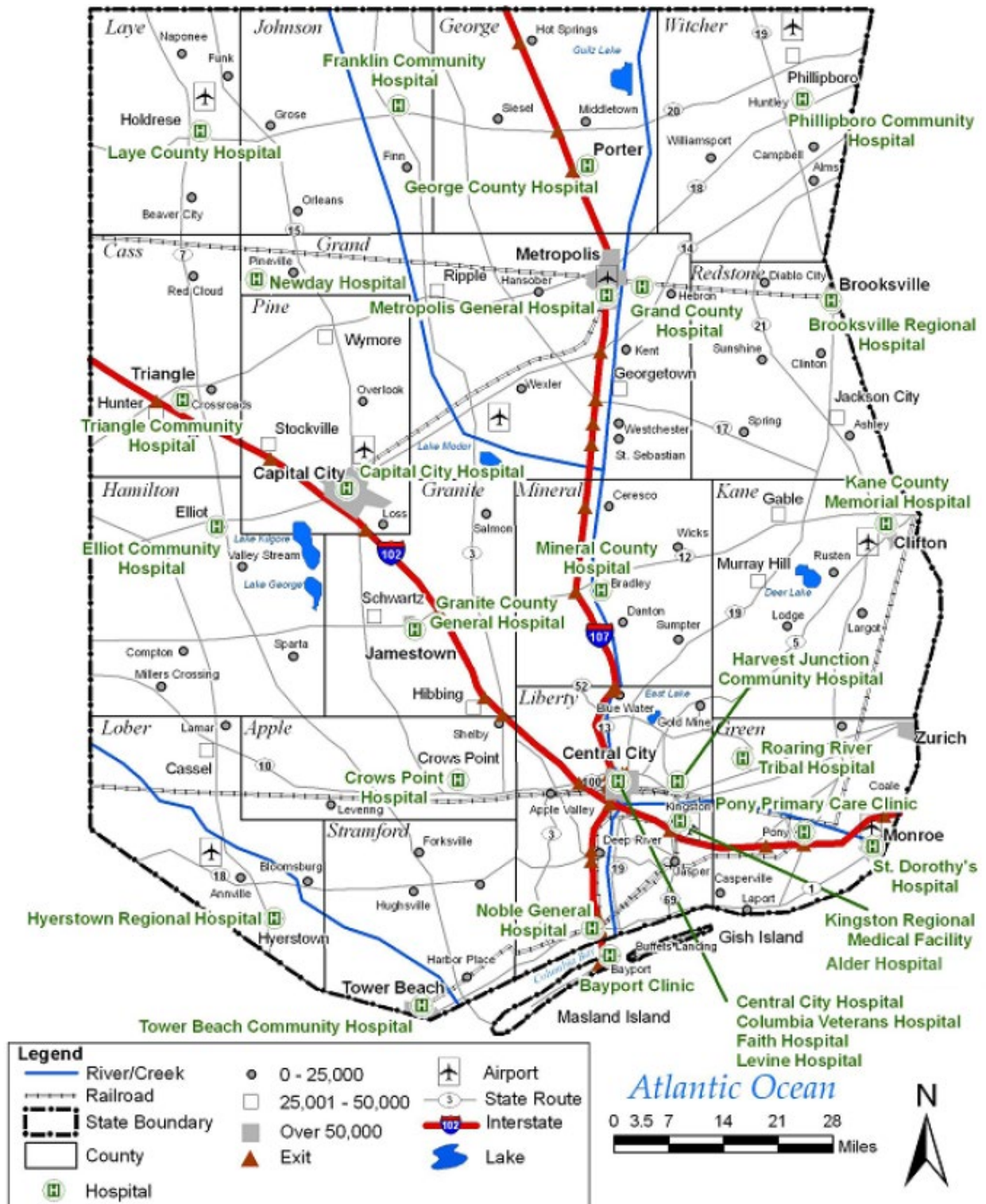
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Activity 7.1: Hospital Overview

Central City Hospital

Central City Hospital is a three-story reinforced concrete structure built in 1972 and has 96 hours of emergency power service available. Of the 360 total hospital beds, less than 5% are usually available for new patients. The hospital has trained all of its leadership in Hospital Incident Command System (HICS) and exercises quarterly. An HICS Training Plan is in place.

Ownership	Wellman Corporation
Trauma Level Designation	Level I
Address	D & 31st Streets
Location	Central City

Table H.4. Central City Hospital General Information

Bayport Clinic

Bayport Clinic is a Primary Care and Occupational Health Clinic that operates two shifts per day. It has been designation a Level III trauma center because it is the only emergency medical care facility with stabilization capability on the barrier island location. The building is a one-story reinforced concrete structure built in 1980; it has 14 hours of emergency power service available. The 10 un- licensed beds represent surge capability.

Ownership	CRHN
Trauma Level Designation	Level III
Address	5th Ave & Bay Blvd
Location	Bayport

Table H.5. Bayport Clinic General Information

Faith Hospital

Faith Hospital is a two-story un-reinforced concrete structure built in 1955 and has 72 hours of emergency power service available. Of the 110 total beds licensed, less than 5% of the beds are usually available for new patients.

Ownership	CRHN - Nonprofit, operated by Sisters of Mercy
Trauma Level Designation	Level III
Address	S &14th Streets
Location	Central City

Table H.7. Faith Hospital General Information

Harvest Junction Community Hospital

Harvest Junction Community Hospital is a one-story reinforced concrete structure built in 1975 and has 72 hours of emergency power service available. Of the 100 total beds licensed, less than 5% of the beds are usually available for new patients.

Ownership	Wellman Corporation
Trauma Level Designation	Level III
Address	C & 3rd Streets
Location	Harvest Junction

Table H.8. Harvest Junction Community Hospital General Information

Kingston Regional Medical Facility
Kingston Regional Medical Facility is a two-story un-reinforced concrete structure built in 1985 and has 72 hours of emergency power service available. Of the 100 total beds, less than 5% are usually available for new patients.

Ownership	CRHN - Nonprofit, operated by Sisters of Mercy
Trauma Level Designation	Level III
Address	P & 18th Streets
Location	Kingston

Table H.9. Kingston Regional Medical Facility General Information

Noble General Hospital
Noble General Hospital is a two-story reinforced concrete structure built in 1975 and has 96 hours of emergency power service available. Of the 100 total beds listed, less than 5% are usually available for new patients. All key personnel have been trained in Hospital Incident Command System. AHICS Training Plan is in place.

Ownership	Noble General Hospital System
Trauma Level Designation	Level III
Address	S & 1st Streets
Location	Fisherville

Table H.10. Noble General Hospital General Information

OTHER MEDICAL FACILITIES IN COLUMBIA

The following major medical facilities are located in the State of Columbia. The hospitals listed here will act as coordinators for other hospitals within their county when accepting patients from other locations outside their county.

Brooksville Regional Hospital
Brooksville Regional Hospital is a two-story steel-reinforced concrete structure built in 1992 and has 36 hours of emergency power service available. The 20 licensed beds are almost always 90– 100% occupied.

Ownership	Livelong Partnership
Trauma Level Designation	Level III
Address	Jackson City Highway
Location	Brooksville, Redstone County

Table H.11. Brooksville Regional Hospital General Information

Capital City Hospital
Capital City Hospital is a four-story reinforced concrete structure built in 1978 and has 122 hours of emergency power service available. Of the 400 total beds listed, usually less than 5% are available for new patients.

Ownership	Health and Hospital Systems, Inc.
Trauma Level Designation	Level II
Address	SR 14
Location	Capital City, Pine County

Table H.12. Capital City Hospital General Information

Crows Point Hospital
Crows Point Hospital is a one-story un-reinforced masonry structure built in 1988 and has 36 hours of emergency power service available. The 10 licensed beds are almost always 90 –100% occupied.

Ownership	Health and Hospital Corporation, Inc.
Trauma Level Designation	Level III
Address	St. Peter Street
Location	Crows Point, Apple County

Table H.13. Crows Point Hospital General Information

Elliot Community Hospital
Elliot Community Hospital is a two-story steel-reinforced concrete structure built in 2001 and has 48 hours of emergency power service available. Of the 24 total beds, usually less than 5% are available for new patients.

Ownership	Wellness Corporation
Trauma Level Designation	Level III
Address	Main Street
Location	Elliot, Hamilton County

Table H.14. Elliot Community Hospital General Information
Exercise Simulation System Document

Grand County Hospital
Grand County Hospital is a five-story steel-reinforced concrete structure built in 1996 and has 122 hours of emergency power service available. Of the 400 licensed beds, less than 5% are usually available for new patients.

Ownership	Countrywide Medical Corp
Trauma Level Designation	Level I
Address	North Castle Avenue
Location	Metropolis, Grand County

Table H.15. Grand County Hospital General Information

Granite County General Hospital
Granite County General Hospital is a two-story un-reinforced masonry structure built in 1975 and has 96 hours of emergency power service available. Of the 180 licensed beds, less than 5% are usually available for new patients.

Ownership	Countrywide Medical Corp
Trauma Level Designation	Level III
Address	3rd Street
Location	Jamestown, Granite County

Table H.16. Granite County General Hospital General Information

Hyerstown Regional Hospital
Hyerstown Regional Hospital is a three-story steel-reinforced concrete structure built in 1990 and has 72 hours of emergency power service available. Of the 30 licensed beds, less than 5% are usually available for new patients.

Ownership	Countywide Medical Corporation
Trauma Level Designation	Level III
Address	Princess Street
Location	Hyerstown, Lober County

Table H.17. Hyerstown Regional Hospital General Information

Kane County Memorial Hospital
Kane County Memorial Hospital is a three-story un-reinforced masonry structure built in 1950 and has 96 hours of emergency power service available. Of the 180 licensed beds, less than 5% are usually available for new patients.

Ownership	Columbia Medical System
Trauma Level Designation	Level III
Address	Market Street
Location	Clifton, Kane County

Table H.18. Kane County Memorial Hospital General Information

Laye County Hospital
Laye County Hospital is a two-story steel-reinforced concrete structure built in 1994 and has 48 hours of emergency power service available. The 12 licensed beds are almost always 90–100% occupied.

Ownership	Columbia Medical System
Trauma Level Designation	Level III
Address	Vernon Street
Location	Holdrese, Laye County

Table H.19. Laye County Hospital General Information

Metropolis General Hospital
Metropolis General Hospital is a five-story steel-reinforced concrete structure built in 2000 and has 72 hours of emergency power service available. Of the 450 total beds, less than 5% are usually available for new patients.

Ownership	Countrywide Medical Corp
Trauma Level Designation	Level II
Address	Market Street
Location	Metropolis, Grand County

Table H.20. Metropolis General Hospital General Information

Mineral County Hospital
Mineral County Hospital is a two-story steel-reinforced concrete structure built in 1998 and has 36 hours of emergency power service available. The 22 licensed beds are almost always 90–100% occupied.

Ownership	Columbia Medical System
Trauma Level Designation	Level III
Address	Clifton Highway
Location	Bradley, Mineral County

Table H.21. Mineral County Hospital General InformationTable

Phillipboro Community Hospital
Phillipboro Community Hospital is a two-story steel-reinforced concrete structure built in 1974 and has 36 hours of emergency power service available. The 14 licensed beds are almost always 90–100% occupied.

Ownership	Columbia Medical System
Trauma Level Designation	Level III
Address	SR 20
Location	Phillipboro, Witcher County

Table H.23. Phillipboro Community Hospital General Information

Pony Primary Care Clinic
Pony Primary Care Clinic is an outpatient clinic with day surgical capabilities (9 suites) on Roaring River Tribal Community lands that serves enrolled members of the Tribe. It is a two-story reinforced concrete structure built in 1980 and has 24 hours of emergency power service available.

Ownership	Indian Health Service (IHS)
Trauma Level Designation	Level IV
Address	SR 21
Location	Pony, Green County

Table H.24. Pony Primary Care Clinic General Information

Roaring River Tribal Hospital
Roaring River Tribal Hospital is a two-story reinforced concrete structure built in 1980 and has 24 hours of emergency power service available. The 10 licensed beds are almost always 90–100% occupied.

Ownership	Indian Health Services
Trauma Level Designation	Level III
Address	18 South Clarke Blvd
Location	Big Rock, Green County

Table H.25. Roaring River Tribal Hospital General Information

St. Dorothy's Hospital
St. Dorothy's Hospital is a three-story reinforced concrete structure built in 1976 and has 96 hours of emergency power service available. Of the 320 licensed beds, less than 5% are usually available for new patients.

Ownership	Columbia Medical System
Trauma Level Designation	Level II
Address	King Street
Location	Monroe, Green County

Table H.26. St. Dorothy's Hospital General Information

Tower Beach Community Hospital
Tower Beach Community Hospital is a three-story reinforced concrete structure built in 1985 and has 48 hours of emergency power service available. Of the 239 licensed beds, less than 5% are usually available for new patients.

Ownership	Wellman Corporation
Trauma Level Designation	Level II
Address	Bayview Blvd.
Location	Tower Beach, Stramford County

Table H.27. Tower Beach Community Hospital General Information

Triangle Community Hospital

Triangle Community Hospital is a two-story steel-reinforced concrete structure built in 1994 and has 36 hours of emergency power service available. The 12 licensed beds are almost always 90–100% occupied.

Ownership	Countrywide Medical Corp
Trauma Level Designation	Level III
Address	Hospital Street
Location	Triangle, Cass County

Table H.28. Triangle Community Hospital General Information

SUMMARY OF COLUMBIA HEALTH SERVICES

Summary of Liberty County and Neighboring Counties

	Central City	Bayport Clinic	Columbia Veterans	Faith	Harvest Junction	Kingston Regional	Levine	Noble General	Crows Point Hospital	Granite County	Kane County	Mineral County Hospital	Pony	Roaring River	St. Dorothy's	Tower Beach
Trauma Designation Level	I	III	N/A	III	III	III	III	III	III	III	III	III	IV	III	II	II
Day Surgical Suites																
Non-Licensed Beds		10											9			
Licensed Beds	360		100	110	100	100	43	100	10	180	180	22		10	320	239
SICU Beds	12			*MSU	*MSU	*MSU		6		*MSU	4				16	8
SICU Isolation	1										1				2	1
MICU Beds	12		6	8	7	8				12	6				10	10
MICU Isolation	1			1	1	1		6		2	1				1	1
CCU Beds	10		6	4							6				12	8
CCU Isolation	1														1	
PICU Beds	6									4	3				6	7
PICU Isolation	1									1	1				2	2
Neonatal ICU Beds	12															
Burn Unit Beds	5														5	5
Burn Unit Beds Reserved	3														3	3
OR Suites	12	4	3	2		1	4	1	10	6	2		1	16	12	
ED Total Beds	24	8	10	7	9	3	8	6	14	11	4		4	31	16	
ED Monitored	12	2	6	3	3	2	4	3	8	5	3		2	31	12	
Trauma Beds	3		1	1	1		1		2	2				6	3	
ED Isolation	2	2		1	1				2	2				4	1	
Psychiatric Holding Beds	2			1	1		2		3	3				5	4	

	Central City	Bayport Clinic	Columbia Veterans	Faith	Harvest Junction	Kingston Regional	Levine	Noble General	Crows Point Hospital	Granite County	Kane County	Mineral County Hospital	Pony	Roaring River	St. Dorothy's	Tower Beach
Cots available	100		150	100												100
Decontamination Type	**A		***OS	***OS	**AW	***OS	*** *	***OS	****IS	**AW	**AW	*** *		*** *	**AW	**AW
Patient Decon Area at ER entry	4		4	4				4								
Hospital Total Negative Isolation	12		10	5	6	5		10		10	12				21	10
Hyperbaric Unit	1															1
Ventilators Adult	28		12	6	5	5		4	4	8	12	2		1	22	18
Ventilators Peds	8		2		1			1	2	3	3	1			7	6
Blood Supply on Hand	40		20	32	20	32	20			36	18				68	40
CT Scanners	2		1	1	1	1				1	1				2	1
MRI Scanners	1		1							1	1				2	1
Field Trauma and Surgical Team	1									1					2	1
ED Physicians on duty during each shift	3	1	1	1	1	1	1	1	2	2	1	1		1	5	2
Emergency Electrical Capacity (Hrs)	96	14	96	72	72	72	24	96	36	96	96	36	24	24	96	48

*MSU = Medical/Surgical Unit

**AW = All-Weather decontamination capabilities with warm water and a shelter

 ***OS = Area outside the hospital with capability to decontaminate

****IS = Area inside the hospital with capability to decontaminate

Table H.29. Liberty County and Neighboring Counties – Acute Care Medical Hospital Capabilities

	Adler	Central City	Bayport Clinic	Columbia Veterans	Faith	Harvest Junction	Kingston Regional	Levine	Noble General	Crows Point	Granite County	Kane County	Mineral County	Newday	Pony	Roaring River	St. Dorothy's	Tower Beach
General Surgeons		20			2	3		1	5	3	6	5	6			1	10	6
Cardiac Surgeons		6															2	4
Pediatric Surgeons		3															4	3
Thoracic Surgeons		2															2	
Trauma Surgeons		3							1								3	
Hospitalists		11			4	2	4	1	2	5	5	6	5				9	9
ED - on contract		15			12	7	12	4	9	8	14	16	12				33	20
Specialty Medical		25		18	2	5	5	2	2		8	12					18	10
Pediatricians		12			3	2	3	1	1	2	6	5	5		2	1	10	6
Family Practice		46	4	20	13	9	14		11	8	16	8	16		6	8	22	9
Cardiologists		7			2		2		1	1	3	3	2				5	4
Anesthesiologists		12			4	2		1	2	3	4	5	3			1	14	8
Psychiatrists	12													18				
Other		13			4	2			2	2	6	5	2			2	7	14
Total	12	175	4	38	42	34	42	10	36	32	68	65	51	18	8	13	139	93

Table H.30. Liberty County and Neighboring Counties (Medical and Psychiatric) – Medical Staff

	Adler	Central City	Bayport Clinic	Columbia Veterans	Faith	Harvest Junction	Kingston Regional	Levine	Noble General	Crows Point Hospital	Granite County	Kane County	Mineral County Hospital	Pony	Roaring River	St. Dorothy's	Tower Beach
Licensed Registered Nurses	50	220	6	59	73	50	65	53	60	40	125	124	100	5	40	140	86
Nursing Support Staff	18	60	4	24	16	18	20	10	20	20	30	28	45	5	20	35	80
Total FT Clinical Staff	69	280	10	83	89	68	85	63	80	60	155	152	145	10	60	175	166
Day shift	26	180	5	24	34	26	32	28	36	30	67	64	85	5	30	78	65
Evening shift	25	65	5	24	31	25	27	19	27	16	51	53	30	5	16	66	56
Night shift	17	35		15	24	17	26	16	17	14	37	35	30		14	31	45
PT Clinical Staff	15	43	1	10	17	15	14	4	9	10	20	18	14		14	27	44
Security Staff	7	18	2	8	9	7	8	5	8	3	19	16	12		3	30	26
Facilities Management	5	15	2	10	5	5	4	4	6	4	14	14	10	1	2	18	15
Ancillary Staff	22	42	2	28	22	22	20	18	29	12	60	55	48	3	12	98	88

Table H.31. Liberty County and Neighboring Counties – Clinical, Facility, and Support Staff

Summary of Other Medical Facilities in Columbia

	Brooksville Regional Hospital	Capital City	Elliot Community Hospital	Franklin Community Hospital	George County Hospital	Grand County Hospital	Hyerstown Regional Hospital	Laye County Hospital	Metropolis General Hospital	Newday Psychiatric	Phillipboro Community Hospital	Triangle Community Hospital
General Surgeons	6	24	6	3	3	25	8	3	26		2	1
Cardiac Surgeons		6				6			7			
Pediatric Surgeons		2				3			3			
OB/GYN						3			3			
Hospitalists	5	10	5			8	7		8			
ED - on contract	12	36	12			30	12		30			
Specialty Medical		18				20			20			
Pediatricians	5	6	5	2	2	6	6	2	6		1	2
Family Practice	16	24	16	10	10	24	16	10	24		10	8
Cardiologists	2	6	2	2	2	4	2	2	4		1	1
Anesthesiologists	3	18	3	3	3	18	3	3	18		3	3
Psychiatrists										18		
Other	2	20	2	3	3	12	2	3	12		2	3
Total	51	170	51	23	23	159	56	23	161	18	19	18

Table H.32. Other Medical Facilities in Columbia – Medical Staff

	Brooksville Regional Hospital	Capital City	Elliot Community	Franklin Community Hospital	George County Hospital	Grand County Hospital	Hyerstown Regional Hospital	Laye County Hospital	Metropolis General Hospital	Phillipboro Community Hospital	Triangle Community Hospital
Licensed Registered Nurses	100	250	65	40	40	230	70	40	250	35	30
Nursing Support Staff	45	50	35	30	30	50	40	30	50	30	20
Total FT Clinical Staff	145	300	100	70	70	280	110	70	300	65	50
Day shift	85	136	45	30	30	126	61	30	136	23	20
Evening shift	30	104	32	20	20	98	33	20	104	21	17
Night shift	30	60	23	20	20	56	16	20	60	21	13
PT Clinical Staff	14	44	10	14	14	44	10	14	44	14	14
Security Staff	12	26	12	5	5	26	12	5	26	5	5
Facilities Management	10	16	10	2	2	16	10	2	16	2	2
Ancillary Staff	48	108	48	12	12	100	48	12	100	12	10

Table H.33. Other Medical Facilities in Columbia – Clinical, Facility, and Support Staff

Other Medical Services

Other State of Columbia Medical Resources

Other Medical Professionals and Resources in Liberty County

Medical Professional	Central City	Remainder of Liberty County
Dentists	99	25
Veterinarians	24	18
Pharmacists	56	28

Table H.35. Other Medical Professionals in Liberty County

Morgue Facilities

Liberty County
Through cooperative agreements with area hospitals, the Liberty County Board of Supervisors has contracted Central City Hospital as the county morgue. Under normal conditions, hospital morgue facilities throughout the county can handle approximately 43 bodies.

Name	Address	Location	Capacity
Central City Hospital	D & 31st Streets	Central City	12
Columbia Veterans Hospital	J & 7th Streets	Central City	10
Faith Hospital	S & 14th Streets	Central City	9
Noble General Hospital	S & 1st Streets	Fisherville	6
Harvest Junction Community Hospital	C & 3rd Streets	Harvest Junction	6
		Total	43

Table H.37. Liberty County Hospitals Morgue Capacity

Neighboring Counties

Through cooperative agreements with area hospitals, the County Board of Supervisors in each of the following neighboring counties has contracted with hospitals in its jurisdiction to operate as county morgues. The following table summarizes the morgue capabilities within each county.

County	Name	Address	Location	Capacity
Granite	Granite County General Hospital	3rd Street	Jamestown	15
Kane	Kane County Memorial Hospital	Market Street	Clifton	8
Stramford	Tower Beach Community Hospital	Bayview Blvd	Tower Beach	6
Total				29

Table H.38. Liberty County Neighboring Counties Hospitals Morgue Capacity

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Unit 8: Overview of the Communications Unit

STUDENT MANUAL

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Visual 8.1

UNIT 8: OVERVIEW OF THE COMMUNICATIONS UNIT

This unit focuses on duties and responsibilities specific to the Communications Unit and omits common responsibilities across Units.
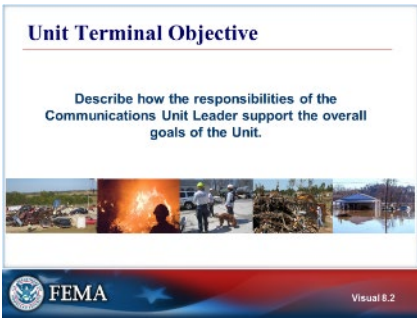
Visual 8.2

UNIT TERMINAL OBJECTIVE

Describe how the responsibilities of the Communications Unit Leader support the overall goals of the Unit.
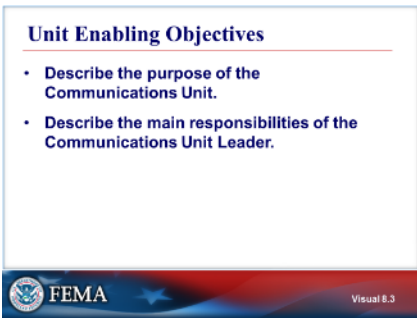
Visual 8.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Communications Unit.

- Describe the main responsibilities of the Communications Unit Leader.

The Final Exam questions are based on the Unit Enabling Objectives.
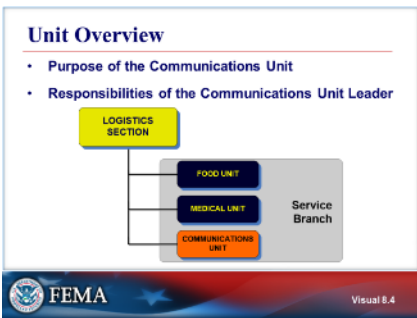
Visual 8.4

UNIT OVERVIEW

Unit 8 is divided into two sections:

- Purpose of the Communications Uni

- Responsibilities of the Communications Unit Leader

Visual 8.5

PURPOSE OF THE COMMUNICATIONS UNIT

The Communications Unit is responsible for tasks that include creating a communications plan, identifying and ordering the resources needed to implement the plan, setting-up and maintaining a center for communications, properly documenting all unit activities, and collaborating with the IMT for incident planning.

As a Communications Unit Leader (COML), it is your job to make order out of chaos. Distinguish between hardware problems (equipment) and software issues (management). Some of these issues can be overcome, but not all of them.

In addition to providing and servicing equipment, the Communications Unit is often involved with tactics and may be involve in the Planning Meeting. The Communications Unit Leader is often at the Tactics Meeting to say whether it can support the proposed operational tactics. The Communications Unit Leader is also sometimes involved in the Planning Meeting to present the ICS Form 205 Incident Radio Communications Plan for the Incident Action Plan.

Refer to Handout 8-1: Communications Unit Leader (COML) Position Checklist.

Visual 8.6

FUNCTIONS OF THE COMMUNICATIONS UNIT

The Communications Unit Leader should have technical expertise, but will have too much to do to focus solely on technical support; the Communications Unit Leader will also need support staff. These can include Communications Technicians (COMT), Incident Communication Center Managers, (INCM), Radio Operators (RADO), and Technical Specialists (THSP).

It is important to know that in the Incident Command structure there is a separate position for Information Technician Support Specialist (ITSS), however, ofter on Type 3 incidents the COML becomes the defacto ITSS.

The Communications Unit:
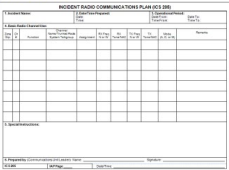
- Develops plans for the effective use of incident communications equipment and facilities. To accomplish this, the Communications Unit Leader should obtain and disseminate the following information:

    - Equipment assignments

    - Frequency assignments

    - Status of orders

    - Adjacent incident information

    - Equipment availability

- Installs, distributes, tests, and repairs communications equipment

Visual 8.7

RESPONSIBILITIES OF THE COMMUNICATIONS UNIT LEADER COML

The primary function of a Communications Unit Leader is to effectively use the radio spectrum available to manage the incident. To do this, you have to know what you've got, and you have to know how to apportion it out.

The Communications Unit prepares and implements the ICS Form 205 Incident Radio Communications Plan:

- The Incident Radio Communications Plan is part of the Incident Action Plan (IAP).
- The Incident Radio Communications Plan lists operational frequencies assigned to the incident.
- The Communications Unit Leader coordinates with the Operations Section Chief and Safety Officer for the number of frequencies and frequency assignments (generally this is completed in conjunction with the tactics meeting).
- Frequency assignments are transferred to the ICS Form 204 Assignment List.

Be sure to match the communications system tactics to the operational needs including the size and duration of the incident. Often agencies will have already prepared a standard, versatile communications plan before any incidents occur. You can often use the standard plan with slight modifications (e.g., to reflect the use of out-of-area responders) for most incidents.

Be sure to check with the host agency and get a copy of any communications plans that they already have in place, there is no need to reinvent the system.

Refer to Handouts:

- 8-2: ICS Form 205 Incident Radio Communications Plan
- Handout 8-3: ICS Form 205 – Completed Sample
- Handout 8-4: Communications Resource Availability Worksheet
- Handout 8-5: Radio Frequency Assignment Worksheet

- Handout 8-6: ICS Form 205A Communications List

Visual 8.8

COML RESPONSIBILITIES: INCIDENT COMMUNICATIONS CENTER

The Communications Unit establishes and may supervise the Incident Communications Center (ICC). The ICC can also be managed by an Incident Communications Center Manager (INCM).

The INCM is essential to the smooth and efficient operation of an Incident Communications Center. The INCM is responsible for receiving and transmitting radio and telephone messages among and between personnel and to provide dispatch services at the incident. The INCM is critical to managing the Radio Operator (RADO) staff, who are often from disparate agencies and areas.

Not every incident will have an Incident Communication Center—sometimes you can use the communications center of one of the agencies that is responding to the incident; however, this is not optimal as the agency communications center will still have all of their normal day-to-day radio traffic occuring.

The Communications Unit distributes communications equipment to incident personnel.

The Communications Unit ensures that personal portable radio equipment from the cache is distributed according to the Incident Radio Communications Plan.

COML RESPONSIBILITIES: MAINTAIN/REPAIR

The Communications Unit maintains and repairs communications equipment.

Visual 8.9

Visual 8.10

COML RESPONSIBILITIES:TECHNICAL INFO

The Communications Unit Leader provides technical information as required on:

- Adequacy of communications systems currently in operation

- Geographic limitation on communications systems:

    - The topography (hills and mountains) of the region may not support the frequency you want. Even flat ground often interrupts radio coverage. The Communications Unit Leader should know the capabilities of his / her region. If out of your region, find someone local to help out with this.

- Equipment capabilities and limitations:

    - Amount and types of equipment available

    - Anticipated problems in the use of communications equipment

Visual 8.11

COML RESPONSIBILITIES: STAFFING/DOCUMENTATION/EQUIPMENT RECOVERY

Not all positions must be used on every incident, but the COML may choose from:

- Incident Communications Technician (COMT) - Installs and troubleshoots communications equipment

- Incident Communications Center Manager (INCM) - Manages an Incident Communications Center, when having the COML do so would present span-of-control issues

- Radio Operator (RADO) - Staffs the ICC, using radios to receive information and relay messages

- Technical Specialist - Catch-all term for outside specialists providing expertise to the COML

    - Example of THSP services can be Amateur Radio organizations such as:

        - ARES: Amateur Radio Emergency Services

        - RACES: Radio Amateur Civil Emergency Services

        - MARS: Military Affiliate Radio Service

    - Message Runner - Physically relays messages to areas not yet served with any communications system

The Communications Unit Leader:

- Determines required staffing/positions

- Supervises Communications Unit activities

- Maintains records on all communications equipment as appropriate

- Recovers equipment from units being demobilized

Visual 8.12

COMMUNICATIONS NETWORK

Visual 8.13

ACTIVITY 8.1: CREATING AN INCIDENT RADIO COMMUNICATIONS PLAN

The instructor will explain Activity 8.1.

You will have 30 minutes to complete the activity. And then after 30 minutes, each group will explain their decisions.

Visual 8.14

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Communications Unit.

- Describe the main responsibilities of the Communications Unit Leader.

Supplemental Materials

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Handout 8-1: Communications Unit Leader (COML) Position Checklist

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 the Logistics Section Chief or Service Branch Director.
	2. Organize and staff Unit as appropriate:
	▪ Assign Communications Center Manager and Lead Incident Dispatcher.
	▪ Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
	3. Assess communications systems and frequencies in use; advise on communications capabilities and limitations.
	4. Develop and implement effective communications procedures (flow) internal and external to the incident and Incident Command Post.
	5. Assess Incident Command Post phone load and request additional lines as needed.
	6. Prepare and implement ICS Form 205 Incident Radio Communications Plan:
	▪ Obtain current organizational chart.
	▪ Determine most hazardous tactical activity; ensure adequate communications.
	▪ Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
	▪ Determine Command communications needs.
	▪ Determine support communications needs.
	▪ Establish and post any specific procedures for use of Incident Command Post communications equipment.
	7. Include cellular phones and pagers in ICS Form 205 Incident Radio Communications Plan, if appropriate:
	▪ Determine specific organizational elements to be assigned telephones.
	▪ Identify all facilities and locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.); identify and document phone numbers.
	▪ Determine which phones and telephone numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls and report these numbers to staff and off-site parties such as other local jurisdictions, state, and Federal agencies.
	▪ **Do not publicize OUTGOING call lines**.

✓	Task
	8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.
	9. Ensure that radio and telephone logs are available and being used.
	10. Determine need and research availability of additional nets and systems:
	▪ Order through Supply Unit after approval by Section Chief.
	▪ Federal systems:
	• Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.
	11. Document malfunctioning communications equipment and facilitate repair.
	12. Establish and maintain communications equipment accountability system.
	13. Provide technical information, as required, on:
	▪ Adequacy of communications system currently in use.
	▪ Geographic limitation on communications equipment.
	▪ Equipment capabilities.
	▪ Amount and types of equipment available.
	▪ Anticipated problems in the use of communications equipment.
	14. Estimate Unit needs for expected operations; order relief personnel.
	15. Provide briefing to relief on current activities and unusual situations.
	16. Document all activity on ICS Form 214 Activity Log.

Handout 8-2: Blank ICS Form 205 Incident Radio Communications Plan, with Instructions

Refer to EL_967_HO_8-2_ICS_Form_205.pdf

Handout 8-3: Complete Sample ICS Form 205

Refer to EL_967_HO_8-3_ICS_Form_205.pdf

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Handout 8-4: Communications Resource Availability Worksheet

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET				Frequency Band		Description		
Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode	Remarks

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25). All channels are shown as if programmed in a control station, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET		Frequency Band **VHF HIGHBAND**	Description				

Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode	Remarks

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25). All channels are shown as if programmed in a control station, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET		Frequency Band VHF HIGHBAND D		Description				
Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode	Remarks

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25). All channels are shown as if programmed in a control station, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET				Frequency Band **UHF**			Description		
	Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode	Remarks

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25). All channels are shown as if programmed in a control station, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET				Frequency Band **800 MHz. (prior to re-banding)**		Description		
Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode	Remarks

NOTE: After being re-banded, the NPSPAC national interoperability channels will be 15 MHz. lower. The California Statewide Interoperability Executive

Committee (CALSIEC) is considering the adoption of a national Interoperability channel naming standard.

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25). All channels are shown as if programmed in a control station, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

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Handout 8-5: Radio Frequency Assignment Worksheet

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Handout 8-6: ICS Form 205A Communications List

Refer to EL_967_HO_8-6_ICS_Form_205a.pdf

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Activity 8.1: Creating an Incident Communications Plan

Train Derailment—Communications Unit
Activity 8.1

Purpose

The purpose of this activity is to identify and meet the medical needs of a large-scale incident. When completing this activity, students should address considerations introduced in the *Overview of the Medical Unit*.

Incident

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 cares (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 scanner 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.

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 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. 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 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 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.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

Additional Background

- Your IMT has been assigned to this incident.
- Your job is to plan for and provide communications support for the event.
- Other government departments are directed to cooperate.

Directions for this Activity

- Determine communications needs in support of the incident, considering network, equipment, facilities, and personnel, as well as coordination with other sections and units.
- Complete an ICS Form 205 Incident Radio Communications Plan for the incident.

Refer to EL_967_ACT_8.1_ICS_Form_205.pdf

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET					Frequency Band VHF FREQ RESOURCES		Description CENTRAL CITY INCIDENT	
Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode A, D or M	Remarks
Repeater	CFD DISP	FIRE	151.4450 N	110.9	159.3950 N	110.9	A	
Repeater	CFD TAC 1	FIRE	151.3550 N	136.5	159.5950 N	136.5	A	
Repeater	CFD TAC 2	FIRE	151.2650 N	156.7	159.1525 N	156.7	A	
Simplex	VFIRE 21	FIRE	154.2800 N	NONE	154.2800 N	NONE	A	
Simplex	VFIRE 22	FIRE	154.2650 N	NONE	154.2650 N	NONE	A	
Simplex	VFIRE 23	FIRE	154.2950 N	NONE	154.2950 N	NONE	A	
Simplex	VCALL 10	FIRE	155.7525 N	NONE	155.7525 N	156.7	A	
Simplex	VTAC 11	FIRE	151.1375 N	NONE	151.1375 N	156.7	A	
Simplex	VTAC 12	FIRE	154.4525 N	NONE	154.4525 N	156.7	A	
Simplex	VTAC 13	FIRE	158.7375 N	NONE	158.7375 N	156.7	A	
Simplex	VTAC 14	FIRE	154.4725 N	NONE	154.4725 N	156.7	A	
Repeater	NPD DISP	LAW ENF	152.1450 N	107.2	157.3650 N	107.2	A	
Repeater	NPD TAC	LAW ENF	150.3200 N	136.5	158.6850 N	136.5	A	
Repeater	NFD DISP	FIRE	154.9950 N	167.9	155.1525 N	167.9	A	
Repeater	CPW 1	PUB WKS	153.2275 N	136.5	155.2500 N	136.5	A	
Repeater	CPW 2	PUB WKS	155.6525 N	136.5	154.9950 N	136.5	A	
Simplex	MARINE 16	MARINE	156.8000 W	NONE	156.8000 W	NONE	A	
Simplex	MARINE 21A	MARINE	157.0500 W	NONE	157.0500 W	NONE	A	
Simplex	MARINE 61	MARINE	156.0750 W	NONE	156.0750 W	NONE	A	
Simplex	MARINE 81A	MARINE	157.0750 W	NONE	157.0750 W	NONE	A	
Repeater	WEST FD DISP	FIRE	155.5250 N	110.9	158.5255 N	110.9	A	
Simplex	WEST FD TAC	FIRE	158.5255 N	110.9	158.5255 N	110.9	A	

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET					Frequency Band ALL NATIONAL INTEROP CH		Description CENTRAL CITY INCIDENT	
Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	Receive (RX) Freq N or W	RX Tone/NAC	Transmit (TX) Freq N or W	Tx Tone/NAC	Mode A, D or M	Remarks
Simplex	VFIRE 21	FIRE	154.2800 N	NONE	154.2800 N	NONE	A	
Simplex	VFIRE 22	FIRE	154.2650 N	NONE	154.2650 N	NONE	A	
Simplex	VFIRE 23	FIRE	154.2950 N	NONE	154.2950 N	NONE	A	
Simplex	VCALL 10	FIRE	155.7525 N	NONE	155.7525 N	156.7	A	
Simplex	VTAC 11	FIRE	151.1375 N	NONE	151.1375 N	156.7	A	
Simplex	VTAC 12	FIRE	154.4525 N	NONE	154.4525 N	156.7	A	
Simplex	VTAC 13	FIRE	158.7375 N	NONE	158.7375 N	156.7	A	
Simplex	VTAC 14	FIRE	159.4725 N	NONE	159.4725 N	156.7	A	
Repeater	UCALL40	All Eligible	453.2125 N	156.7	453.2125 N	156.7	A	
Simplex	UCALL40D	All Eligible	453.2125 N	156.7	453.2125 N	156.7	A	
Repeater	UTAC41	All Eligible	453.4625 N	156.7	453.4625 N	156.7	A	
Simplex	UTAC41D	All Eligible	453.4625 N	156.7	453.4625 N	156.7	A	
Repeater	UTAC42	All Eligible	453.7125 N	156.7	453.7125 N	156.7	A	
Simplex	UTAC42D	All Eligible	453.7125 N	156.7	453.7125 N	156.7	A	
Repeater	UTAC43	All Eligible	453.8625 N	156.7	453.8625 N	156.7	A	
Simplex	UTAC43D	All Eligible	453.8625 N	156.7	453.8625 N	156.7	A	
Repeater	8CALL90	All Eligible	851.0125 N	156.7	806.0125 N	156.7	A	
Simplex	8CALL90D	All Eligible	851.0125 N	156.7	806.5125 N	156.7	A	
Repeater	8TAC 91	All Eligible	851.9125 N	156.7	806.5125 N	156.7	A	
Simplex	8TAC 91D	All Eligible	851.9125 N	156.7	851.9125 N	156.7	A	
Repeater	8TAC 92	All Eligible	852.0125 N	156.7	807.0125 N	156.7	A	
Simplex	8TAC 92D	All Eligible	852.0125 N	156.7	852.0125 N	156.7	A	
Repeater	8TAC 93	All Eligible	852.5125 N	156.7	807.5125 N	156.7	A	
Simplex	8TAC 93D	All Eligible	852.5125 N	156.7	852.5125 N	156.7	A	
Repeater	8TAC 94	All Eligible	853.0125 N	156.7	808.0125 N	156.7	A	

Simplex	8TAC 94D	All Eligible	853.0125 N	156.7	853.0125 N	156.7	A	

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25). All channels are shown as if programmed in a control station, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

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Unit 9: Assume Logistics Section Chief Responsibilities

STUDENT MANUAL

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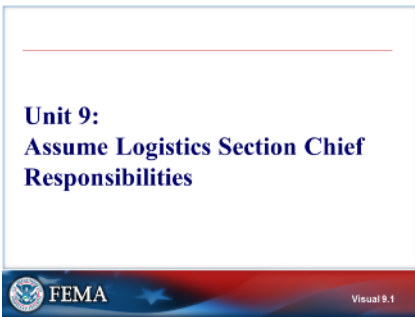
Visual 9.1

UNIT 9: ASSUME LOGISTICS SECTION CHIEF RESPONSIBILITIES

This unit outlines the initial actions the Logistics Section Chief must complete to smoothly transition into the Logistics Section Chief position.

Visual 9.2

UNIT TERMINAL OBJECTIVE

List the priorities of the Logistics Section Chief upon initial activation, describing how the Logistics Section Chief translates these priorities into action.
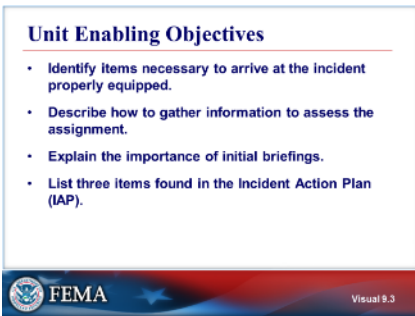
Visual 9.3

UNIT ENABLING OBJECTIVES

- Identify items necessary to arrive at the incident properly equipped.

- Describe how to gather information to assess the assignment.

- Explain the importance of initial briefings.

- List three items found in the Incident Action Plan (IAP).

The Final Exam questions are based on the Unit Enabling Objectives.
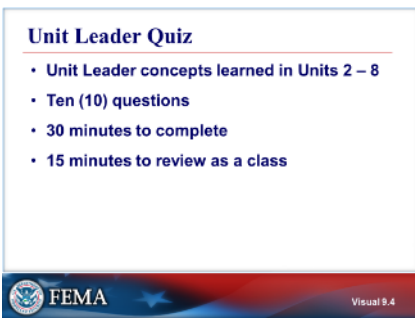
Visual 9.4

UNIT LEADER QUIZ

The instructor will dIstribute and administer the Unit Leader Quiz.
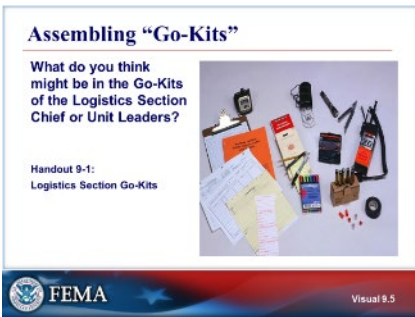
Visual 9.5

ASSEMBLING "GO-KITS"

Go-Kits are meant to let you hit the ground running, you need to consider all of the basic items that you will need to establish the Logistics Section and units. As the incident progresses you should able to order (through the SPUL) any additional items that you need and restock any items that you used out of your personal Go-Kit.

Refer to Handout 9-1: Logistics Section Go-Kits. Handout 9-1 lists contents of the LSC and Unit Leader kits. It lists common items, as well as items unique to individual positions.

Assembling "Go-Kits" (Cont.)
- ICS Form 213 General Message
- ICS Form 214 Activity Log
- Other (Unit-specific)

Handouts:
9-2: ICS Form 213 General Message
9-3: ICS Form 214 Activity Log
9-4: ICS Form 214 Content Considerations

FEMA   Visual 9.6
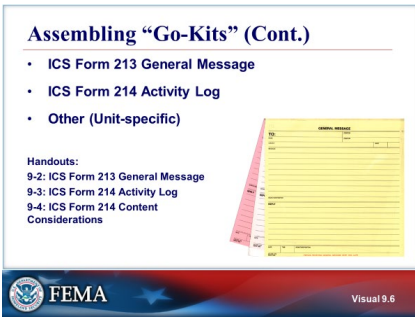
Visual 9.6

ASSEMBLING "GO-KITS" (CONT.)

Refer to Handouts:

- 9-2: ICS Form 213 General Message

- 9-3: ICS Form 214 Activity Log

- 9-4: ICS Form 214 Activity Log- Content Considerations

General: The FOG, ICS Form 213, ICS Form 214, flashlight, alarm clock, position-specific job aid, crew time report, pads of paper, pens, pencils, tape.

Ground Support Unit Leader: ICS Form 218—Support Vehicle Inventory, Emergency Equipment Use Invoice, Vehicle/Heavy Equipment Safety Inspection Checklist.

Facilities Unit Leader: Duct tape, 100-ft. measuring tape.

Supply Unit Leader: Resource order forms and supply catalogs (Agency-specific), black marking pens, T-cards with sorter (optional), thumb tacks, string tags, clipboard.

Medical Unit Leader: Medical Unit Leader Field Reference Guide, ICS Form 206 Medical Plan, Daily Summary, Field First Aid Station, Medical Unit Record of Issues, Patient Evaluation Log, Authorization for Examination or Treatment.

Food Unit Leader: Calculator, thermometer, antacid, counter, clipboard, flagging, no smoking signs, self-sticking labels, envelopes, daily meal order invoices, Mobile Food Service Unit Evaluation, utility knife.

Communications Unit Leader: ICS Form 205 Incident Radio Communications Plan, ICS Form 219-8 Resource Status Card, Radio Station Log, National Incident Radio Support Cache (NIRSC) User's Guide, National Interagency Mobilization Guide, programmable VHF radio, radio programming equipment (cloning cable or computer), compass, screwdrivers, multipurpose tool, electrical tape, telephone wire connectors, Agency Administrator batteries, clipboard, multimeter.

Visual 9.7

ADDITIONAL MATERIALS

Refer to Handout 9-5: Personal Gear Checklist.

Visual 9.8

NORTH AMERICAN EMERGENCY RESPONSE GUIDEBOOK

The North American Emergency Response Guide (ERG) was developed by the U.S., Canadian, and Mexican Departments of Transportation. It is intended for use by firefighters, law enforcement, and other emergency services personnel who are the first to arrive at the scene of a transportation incident involving a hazardous material.

It is primarily a guide to aid first responders in identifying the classification of the material involved in the incident and protecting themselves and the public during this initial response.
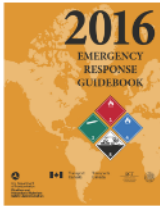
Visual 9.9

CREW TIME REPORT & EMERGENCY EQUIPMENT SHIFT TICKET

Refer to Handout 9-6: Crew Time Report and Handout 9-7: Emergency Equipment Shift Ticket.

You may choose to use this exact form or not, the form itself does not matter, what does matter is that you are accurately tracking each persons individual time. As a supervisor, you are accountable for the time that your staff is spending on the incident and you will need to sign their time sheets.

When you do, you are verifying that the individual worked the time recorded. A copy of the time sheet is then submitted to the Personnel Time Recorder (PTRC) in the Time Unit in the Finance/Administration Section.

Initial Activation

- Obtain complete information.
- Gather information to assess the incident assignment.
- Arrive at the incident and check in.
- Establish positive relationships.

Handout 9-8: Sample Delegation of Authority &
Handout 9-9: Questions for Agency Administrator Briefing
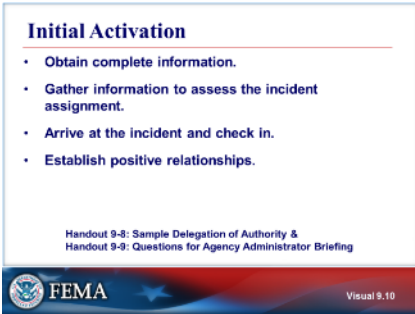
FEMA   Visual 9.10

Visual 9.10

INITIAL ACTIVATION

Refer to Handout 9-8: Sample Delegation of Authority and Handout 9-9: Questions for Agency Administrator Briefing.

Obtain complete information upon activation. While it may be unrealistic to obtain complete information, make sure to get at least the following information: what job you are expected to do, where do you report, and at what time.

The IMT and specifically the Incident Commander (IC) might assist the AA to write up a Delegation of Authority. The IMT may also assist the AA with their briefing, by asking prompting questions.

When you arrive at the incident, technically you are required to check in with the Status Check-In Recorder (SCKN) or the Resource Unit Leader (RESL). However, you should also check in with the IC. It is also vital that you make contact with the Agency Ordering Point (AOP) and/ or Emergency Operations Center (EOC). It is essential to establish and maintain positive interpersonal and interagency working relationships. As LSC, your relationships will help smooth any resource acquisition/ utilization problems that may arise.

The Agency Briefing

- ICS Form 202 Incident Objectives
- Current organizational structure
- Single organization
- Area Command
- Unified Command
- Social, political, and economic issues

Handout 9-10: Agency Administrator Checklist &
Handout 9-11: Essential Elements from an AA Briefing

FEMA   Visual 9.11

Visual 9.11

THE AGENCY BRIEFING

Refer to Handout 9-10: Agency Administrator Checklist and Handout 9-11: Essential Elements from an Agency Administrator's Briefing.

The host agency should conduct an incident briefing for the incoming IMT. The AA or Executive may be a police chief, fire chief, Emergency Operations Center (EOC) director, or Mayor. This person may appoint a designee in his/ her absence. If the incident straddles jurisdictional boundries, you may have multiple AA's (this is very common) that the IMT is ultimately responsible to. If these AA's have conflicting priorities, the incident objectives can be challenging.

"Single Incident" means that there is just one IMT working on one incident for the Agency Adminsitrators.

An "Incident Complex" refers to two or more individual incidents located in the same general area and assigned to a single Incident Commander or a Unified Command. This means that there is just one IMT working multiple incidents for the Agency Administrators.

"Area Command" is established to oversee multiple concurrent incidents or a very complex incident that requires the establishment of multiple ICS organizations. In this situation there are multiple IMTs working multiple large incidents for the Agency Administrators. An Area Command Team could be brought in to oversee all of the IMT's thus giving the Agency Administrators only one team to work with (the Area Command Team) instead of several IMT's**.**

Incident Commander's Expectations

- Act professional.
- Be service oriented.
- Be tactful and truthful.
- Be a team player.
- Ensure proper work-rest ratio.
- Do your job and be able to ask for assistance if needed.

FEMA   Visual 9.12

Visual 9.12

INCIDENT COMMANDER'S EXPECTATIONS

At this point, as a Logistics Section Chief, you have built your kit, been dispatched, and gone through the AA Briefing. The entire Command and General (C&G) Staff will now typically meet with the IC. The IC may have separately held a private session with the AA. During the C&G Staff meeting, you will receive the IC's expectations and performance standards.

IC's Priorities, Goals, and Objectives

- Log Section Specific Concerns ($, Risk, Other)
- Provide for safety and well-being of all personnel.
- Support incident in cost-efficient manner.
- Meet Agency guidelines of property accountability.
- Receive expected time frames.
- Be mindful of accountability for property.

Handout 9-12: ICS 230-CG Daily Meeting Schedule & Handout 9-13: Daily Meeting Schedule 24-hour Cycle

FEMA   Visual 9.13

Visual 9.13

IC'S PRIORITIES, GOALS, AND OBJECTIVES

The IC is ultimately responsible for determining when meetings occur. He / she will schedule them depending on the input of Command and General Staff. It is important to understand the IC's initial concerns and instructions relative to the operations of the Logistics Section:

- Fiscal restraints

- All risk situations

- Social, political, and economic concerns (to the agency or community)

Refer to Handout 9-12: ICS Form 230-CG Daily Meeting Schedule and Handout 9-13: Daily Meeting Schedule 24-hour Cycle. ICS Form 230-CG is not a form included in the FEMA ICS Forms book. A copy has been provided with the materials for this course.
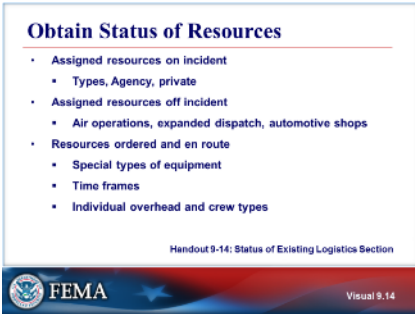
Visual 9.14

OBTAIN STATUS OF RESOURCES

Refer to Handout 9-14: Status of the Existing Logistics Section which lists the questions the incoming LSC should ask of the outgoing LSC or IC.

Obtain the status of:

- Assigned resources on the incident—get a handle on what resources are out there to help you support the incident:

  - Types, Agency, private

  - Be wary of unassigned, volunteer, or self-dispatched resources

- Assigned resources off incident:

  - Air Operations, EOC staff or Agency Ordering Point staff, contracted automotive shops. Some of these probably are not your responsibility, but they may be, depending on the Delegation of Authority

- Resources ordered and en route:

  - Special types of equipment

  - Time frames—identify if someone needs a resource by a particular time

  - Individual overhead and crew types—consider housing, food, showers, equipment, and transportation services for personnel on order
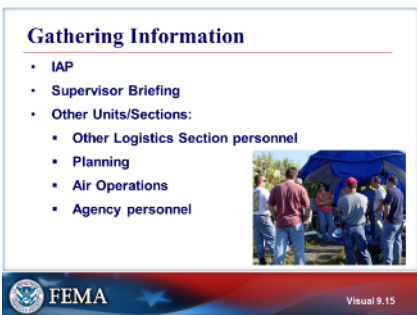
Visual 9.15

GATHERING INFORMATION

You can gather information from the IAP if one exists. Alternatively, an ICS Form 201 Incident Briefing may serve as an IAP, if it includes assignments. If no written IAP or ICS Form 201 exists, ask the IC for information. Information should also be gathered from supervisor briefings.

Gather information from other Units and Sections:

- Other Logistics Section personnel

- The Planning Section can tell you what the meeting schedule is for the incident

- Air Operations will tell you if there are resources coming into the airport or helibase that you need support

- Operations Section can tell you what is planning to happen in the upcoming Operational Periods
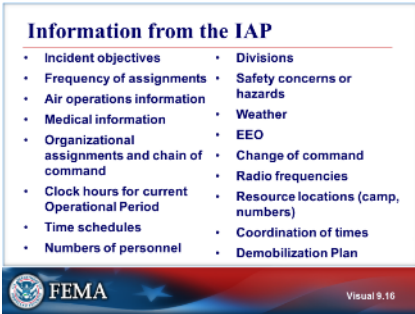
Visual 9.16

INFORMATION FROM THE IAP

If an IAP exists, obtain a copy as soon as possible. The IAP will include information on the following:

- Incident objectives from ICS Form 202 Incident Objectives

- Frequency assignments from ICS Form 205 Incident Radio Communication Plan

- Air Operations information from ICS Form 220 Air Operations Summary Worksheet

- Medical information from ICS Form 206 Medical Plan

- Organizational assignments and chain of command from ICS Form 203 Organization Assignment List

- Clock hours for current Operational Period

- Number of operational personnel and assignments for current Operational Period from ICS Form 204 Assignment List

- Time schedules

- Numbers of personnel and divisions

- Safety concerns from safety message and hazards

- Current and predicted weather (plan for rain, snow, and other adverse weather conditions)

- Resource locations (e.g., helibase, incident base and camp from Incident Map)

- Travel routes from Transportation Plan or Incident Map

- Demobilization Plan

- Change of command

Visual 9.17

COORDINATE TO DETERMINE IMMEDIATE NEEDS

Visual 9.18

EVALUATE NEEDS AND ORDER SUPPLIES
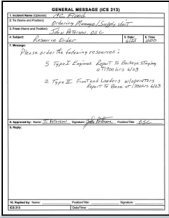
Evaluate needs of the Logistics Section and order the required supplies, materials, and personnel. It is very easy to get caught up meeting the needs of the other IMT members, do not forget to consider the needs of the Logistics Section. Until you order yourself some help, you are possibly the only one that is trying to meet everyone else's needs.

Ensure adequate personnel to support the units within Logistics. If you have a 100 people assigned to the Operations, you will probably have 10 people assigned to the Logistics Section—this ratio (1:10) is an approximate guideline.

Visual 9.19

DOCUMENTING ITEMS NEEDED

Refer to Handout 9-15: ICS Form 213- Instructions.

Items needed by each section will be documented using an ICS Form 213 General Message (or equivalent). It should include:

- Description of item:
    - Special billing requirements
    - Number desire
- Delivery points including facility name and address
- Whom to notify when delivered and how to notify them (phone, radio, etc.)
- Date and time needed
- Name and position of requesting party
- Phone number to call if questions arise
- Authorized approval
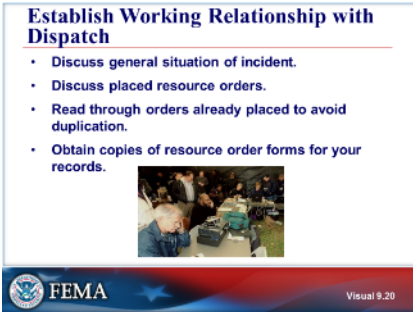
Visual 9.20

ESTABLISH WORKING RELATIONSHIP WITH DISPATCH

With the Emergency Operation Center (EOC) and/ or the Agency Ordering Point (AOP), discuss the general situation of the incident and resource orders that have been placed for the incident, read through orders already placed to avoid duplication on initial order, and obtain copies of previous Resource Order forms for your records.

It is a good idea to go and meet the EOC Director or AOP in person, so that he or she knows who they are communicating with. It streamlines communication and helps put a face to a name which tends to make the inevitable difficulties or miscommunications easier to deal with.

If you are responding to assist a jurisdiction that has not had a major incident they may not have an efficient ordering system in place, and you may have to work with them to establish one. Establishing ordering procedures is very important for accountability, consistency, and efficiency.

Do not wait until you have complete information to make the order; you may never get it. Order resources as you go, and play catch-up as necessary.

Determine your best method of communication to your local ordering point. Be sure that, if at all possible, this method is in writing (via email, fax, scanned documents or an automated or web based ordering system). If initial orders are done verbally, be sure to follow up with written confirmation for documentation purposes.
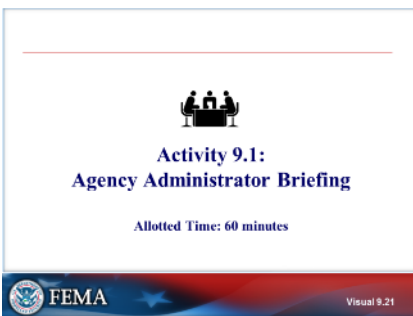
ACTIVITY 9.1: AGENCY ADMINISTRATOR BRIEFING

The instructor will explain Activity 9.1.

This activity will take 1 hour to complete.
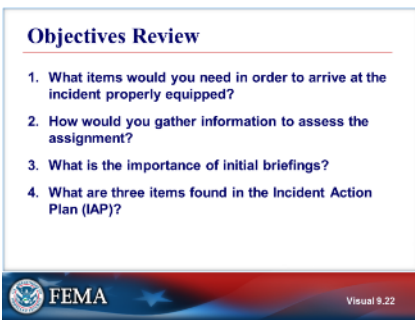
Visual 9.21

Visual 9.22

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify items necessary to arrive at the incident properly equipped.

- Describe how to gather information to assess the assignment.

- Explain the importance of initial briefings.

- List three items found in the Incident Action Plan (IAP).

Supplemental Materials

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Handout 9-1: Logistics Section 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 (phone 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 216 Incident Accountable Resource Tracking Sheet
- ICS Form 213 General Message
- ICS Form 214 Activity Log
- 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)
- 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 9-2: ICS Form 213 General Message

Refer to EL_967_HO_9-2_ICS_Form_213.pdf

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Handout 9-3: ICS Form 214 Activity Log

Refer to EL_967_HO_9-3_ICS_Form_214.pdf

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Handout 9-4: ICS Form 214 Activity Log Content Considerations

Contact Information – List for each person you are assigned to Lead

- Cell phone #
- E-mail (optional)

Emergency Contact Information Key - List for each person you are assigned to Lead!

- Emergency Contact Person's Name
- Emergency Contact Person's Relationship
- Emergency Contact Person's Telephone #'s (e.g. Cell, Work, Home)

3 "A's"

- Actions - (e.g. Responding, Checked In, Attended meeting, performed or completed an operation/assignment, requested resources, provided update, Demobilize, etc.)
- Agreements - (e.g. Commitment of personnel, equipment, supplies, apparatus or funding to support an incident, etc.)
- Accidents - (e.g. Statement regarding personal involvement in or witness of accident and associated happenings, etc.)

3 "I's"

- Data/Info/Intel - (e.g. data that has not yet been confirmed or validated that requires further research to transfer as Information). In NIMS, "Intelligence" refers exclusively to threat.
- Issues - (e.g. Reoccurring challenges requiring follow up discussion in a variety of potential settings [meetings, briefings, etc.]: C&GS, AA briefings, Team meetings, Section or Unit meetings, "Hot Washes", After-Action Reports, etc.)
- Inspirational Ideas - (e.g. Personal observations and capturing of ideas to improve self or team performance if responding to similar or like incidents in the future……such as noting a piece of equipment or some supplies another responder or Incident Management Team brings with them as part of their "Go Bag" or IMT Trailer, etc. – write down the Manufacturer, Make, Model of the item, etc.)

3 "D's"

- Disagreements - (e.g. Record information requiring the initiation of assignment "Right of Refusal")

- Disputes - (e.g. Matters that may require on scene clarification from Leadership at the incident or matters requiring follow up post incident such as challenges with established policy, procedures, etc. that require further research andresolution post-incident)

- Disruptions - (e.g. Mission or work flow interruption – vehicle or equipment break downs, etc.)

Handout 9-5: 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	Bandanna
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	
Wildland 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 9-6: Crew Time Report

CREW TIME REPORT						
Crew Name					Crew No.	
Office Responsible for Incident		Incident Name			Incident No.	
Remarks No.	Name of Employee	Classification	Date		Date	
			Military Time		Military Time	
			On	Off	On	Off
Remarks						
Officer-in-Charge (Signature)			Officer-in-Charge (Title)			
Name					Date	

INSTRUCTIONS FOR COMPLETION OF CREW TIME REPORT

Time shall initially be recorded on a Crew Time Report. A Crew Time Report is prepared for each Operational Period as outlined below. Time must be reported in an accurate, legible fashion. At the end of the Operational Period, the original is given to the Time Unit. A copy is retained by the supervisor.

1. Crew Name. Use crew name or name of single resource.

2. Crew No. Enter assigned crew number.

3. Office Responsible for Incident. Enter Incident Agency (appropriate Federal, state, or local office).

4. Incident Name. Enter assigned incident name.

5. Incident No. Enter incident order number, not "P" number.

6. Remarks No. Enter number that corresponds to Remarks.

7. Name of Employee. Self-explanatory.

8. Classification. Enter appropriate pay classification.

9. Date. Enter month and day (8/3) in Date Block. Under Military Time Heading, enter military clock time for each period of on-shift time during the operational period.

10. Date. If the Operational Period involves two days, use column 10 as instructed in Number 9 above.

11. Remarks. Enter any pertinent information such as injury, discharge, transfer, position change, hazard or environmental differential, etc. Include Remarks No. from Item 6.

12. Officer-in-Charge (Signature). Signature of incident supervisor.

13. Officer-In-Charge (Title). Self-explanatory (ICS position).

14. Name. Signature of person recording time.

15. Date. Date time recorded.

Handout 9-7: Emergency Equipment Shift Ticket

EMERGENCY EQUIPMENT SHIFT TICKET   INVOICE POSTED BY (EQTR's initials)

NOTE: The responsible Government Officer will complete and submit this form each day or shift.

1. AGREEMENT NUMBER	2. RESOURCE ORDER NUMBER	3. CONTRACTOR (name)
4. INCIDENT NAME/#	5. NO. OF OPERATORS	6. OPERATOR (name(s))

7. ITEM DESCRIPTION & VIN/SERIAL #

9. DATE	10. EQUIPMENT USE [ACTUAL TIME WORKED]				11. REMARKS (down time and cause, problems, etc.)
MO/DA/YR	START	STOP	WORK	SPECIAL	
			HRS/DAYS/MILES (circle one)		

12. EQUIPMENT STATUS

 a. Inspected and under agreement   b. Released by Government   c. Withdrawn by Contractor

13. CONTRACTOR'S OR AUTHORIZED AGENT'S SIGNATURE	15. AUTHORIZED GOVERNMENT AGENT SIGNATURE	
14. PRINTED NAME AND TITLE	16. PRINTED NAME AND TITLE	17. DATE SIGNED

Line
NSN 7540-01-119-5628   OPTIONAL FORM 297 (Rev. 7-90)
50297-102   USDA/USDI

If printed at 85%, the border area is within 1/8" of the border area on a standard OF-297.

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Handout 9-8: Sample Delegation of Authority

Delegation of Authority For
_____ Incident

_____ is assigned as Incident Commander. You have full authority and responsibility for managing the incident mitigation activities within the framework of laws, Agency policy, and direction provided in the Situation Analysis and the Agency Administrator Briefing. Your primary responsibility is to organize and direct your assigned resources for efficient and effective mitigation of the incident. You are accountable to the Agency Administrator or the representatives designated below.

Specific directions for this incident covering management and environmental concerns are the following:

1. Protection of life and private property is your highest priority task.
2. Give special consideration to responder safety, especially with respect to aviation operations, working around dozers, snags, and entrapments.
3. When in doubt, sacrifice acres, not people, in your strategic and tactical decisions.
4. You are authorized to utilize helicopters, chainsaws, and portable pumps in the_____incident location.
5. You are not authorized to use dozers within this area.
6. Manage the human resources assigned to the incident in a manner that promotes mutual respect and is consistent with the enclosed "Harassment-Free Workplace" Policy.
7. Be cost effective; final costs should be no more than 120% of the preferred Agency alternative.
8. Manage equipment and supplies to ensure losses are within the bounds determined by [Agency].
9. You should take over management of the incident on or before_____.

_____ will represent me on any occasion I am not immediately available.

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Handout 9-9: Questions for Agency Administrator's Briefing

1. What is the expected duration, size, and type of the incident?

2. Is the expanded dispatch organization in place?

    • If not, has one been ordered?

3. Has a procurement process been implemented?

4. What is the communication situation?

5. What is the correct ordering procedure?

    • Are there any resource concerns?

6. What is the recycling policy?

    • Are there any environmental concerns?

7. What support can other agencies provide—i.e., procurement section, resource advisor?

8. What is the condition and type of the roads?

9. What is the hospital location?

10. Is there a local ambulance service?

11. What is the status of the Incident Command Post, and base and camps location?

12. What is the closest location to potable water?

    • What are the agency and government regulations concerning gray water?

13. What are local weather trends?

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Handout 9-10: Agency Administrator's Briefing

Incident Name_____Agency_____

Date_____Team Assigned_____

1. General

    a. Name of incident:

    b. Nature of incident:

    c. Fuel types: (if applicable)

    d. Initial attack taken:

    e. Approximate size of incident_____ (acres, blocks, etc.).

    f. Name of present Incident Commander:

    g. General weather conditions (present and predicted):

    h. Is it an air tanker operation?

    i. Is it a helicopter operation?

    j. ICP and incident base:

    k. Other agencies:

2. Delegation of authority and assignment of responsibility Agency advisor

3. Cause of incident

    a. Investigation required:

    b. Name of investigator:

4. Ownership involved and coordination

    a.

    b.

5. Name of resource advisor assigned to incident

6. Local policies

7. Resource values, wilderness, roadless areas, rare and endangered species

8. Priorities

9. Local history of similar incidents and incident behavior

10. Money limitations and constraints

11. Legal considerations (current investigation in action)

12. Pre-attack plans _____ yes _____ no.

13. Media relations Information

    organization:

    Report to incident commander: _____

    Report to agency supervisor: _____

14. Known local safety hazards

15. Local political considerations, attitudes of local residents

16. Procurement Unit Leader assigned Pay rules peculiar to agency:

17. Other agencies on incident

    Agency representative:

18. Transportation routes

19. Air operations

    a. Air tankers assigned:

    b. Effectiveness of air tankers to date:

    c. Helicopters assigned:

20. Personnel on incident (general)

21. Equipment on incident (general)

22. Supply system to be used (local supply, cache, procedures)

23. Land status

24. Physical condition of present suppression resources

25. Agency personnel available (condition)

26. Rehabilitation policies (anything the team may need to know about)

27. Estimated time when team will assume command

28. Medical emergencies

    a. Nearest hospital:

    b. Life Flight available:

    c. Procedures:

29. Law enforcement coordination

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Handout 9-11: Essential Elements from an Agency Administrator's Briefing

The Incident Command System (ICS) uses the term "Agency Administrator" (AA) as a generic title for the Agency Executive or Official (or designee) who is responsible for administering policy for an agency or jurisdiction. This title is used temporarily, regardless of that person's normal position title. Other terms that may be used for this position are Executive or Senior Official.

An AA's Briefing is used when an incident exceeds the capability of the Agency's normal response organization and an IMT is being assigned. Along with a Delegation of Authority, the AA Briefing is used to convey critical information that the IMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the AA.

A large amount of information is provided during the Briefing that must be sorted, analyzed, prioritized, and shared among IMT members. Successful IMTs have developed effective methods of accomplishing this process. Of course, good listening skills are required, but the IMT must also be able to work together to ensure that critical information is shared.

Sometimes the AA allows time for questions but not always.

The IMT should conduct a quick, internal Strategy Meeting immediately following the AA Briefing. During this meeting the IMT shares the important issues that each member gathered during the AA Briefing or may have obtained from other sources up to that point in time. The IC may issue interim direction to the IMT while he or she is establishing the Incident Objectives.

Each IMT member must effectively glean the information required for that person's functional area as well as issues that span more than one function. Not everyone will "hear the same thing" even though they are listening to the same briefing. The following are some examples of such information:

- Issues, concerns, and tasks that affect your functional area.

- Issues, concerns, and tasks that are discussed about your functional area but are important to another function. You must make sure the leader of that other function is aware of the issue.

- Issues, concerns, and/or tasks that are discussed about another functional area and have a significant impact on your area. You must insure that the other team member is aware of the impact on your function.

- Issues, concerns, and tasks that may be important when developing Incident Objectives, Strategy, or Tactics.

- Constraints, legal issues, opportunities, or problem areas that affect your function as well as other functions.

- Issues, concerns, and tasks that are unclear and will need follow-up or clarification in order to effectively accomplish the task or deal with the issue.

Handout 9-12: ICS Form 230-CG Daily Meeting Schedule

Refer to EL_967_HO_9-12_ICS_Form_230CG.pdf

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Handout 9-13: Daily Meeting Schedule 24-hour Cycle

Incident Meeting Schedule

0600	Operational Briefing (Day)
0700-0900	DIVS/SITL Debrief the Night Shift
0900	Tactics Meeting (Night)
0930	Deliberate Risk Assessment
1000	Evening Planning Meeting
1000	Map Updates to SITL
1030	Agency Administrator's Meeting
1100	Cooperator's Meeting
1200	C & G Meeting
1400	IAP Elements to Plans (Night IAP)
1500	RESL Provides Corrected 204s to Planning OPS
1700	Tactics Meeting (Next Day)
1800	Operational Briefing (Night)
1900	Map Updates to SITL (NextDay)
1900	Planning Meeting (Next Day)
1930-2200	DIVS/SITL Debrief the day shift
2030	IAP Elements to Plans (Next Day)
2200	IAP Copying Begins

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Handout 9-14: Status of Existing Logistics Section

Key Questions to Ask

- What's the current and anticipated situation?

- What's the expected duration of the assignment or incident?

- What policies and operating procedures do we need to abide by?

- Who are our external contacts?
    - Local law enforcement
    - Public works or transportation department
    - Resource advisor
    - Vendors

- Is there an assigned Contracting Officer Technical Representative (COTR)?
    - Are there assigned contractors (mobile food service, ambulances, buses, dozers, etc.)?

- What resources are ordered or en route (unit personnel, equipment and supplies, fuel supply, incident equipment and personnel projections)?

- What are the ordering procedures?
    - Information on who has authority to order; consolidating identical requests; communication with supply sources (dispatch, buying unit); and who assigns request numbers (ordering manager, expanded dispatch)
    - Turn around time
        - Personnel, supply
    - Any problems

- What are the conditions of the resources?
    - Human
        - How long have they been working? What is their condition?
    - Equipment
        - How long have they been working? What is their condition?

- What facilities are being used or proposed?
    - Camps, fairgrounds, schools, hotels, etc.; contracts, land use agreements

- What are timekeeping procedures?

- What is the situation for the incident communications?

    - Frequency assignments, cellular or satellite telephones, problems

- Are there any safety problems?

- Narrow roads, narrow bridges and weight limitations, Incident Command Post (ICP) and incident base or camps, heavy public recreation use, environmental problems, hazardous materials. Are there any security problems?

    - Internal or external

        - Theft, drugs, vehicle accidents, access to incident area

- Are there any sanitation concerns?

- Do we have a designated work space?

Handout 9-15: 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.

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional)
2. To (Name and Position)
3. From (Name and Position)
4. Subject   5. Date: 6. Time
7. Message:

8. Approved by: Name: _____ Signature: _____ Position/Title: _____
9. Reply:

10. Replied by: Name: _____ Position/Title: _____ Signature: _____
ICS 213   Date/Time:

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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Activity 9.1: Agency Administrator Briefing

Agency Administrator Briefing
Activity 9.1 Overview

Purpose

The purpose of this activity is to provide students with an opportunity to identify key information needed from an Agency Administrator (AA) Briefing to perform their roles as Logistics Section Chiefs.

Objectives

Students will:

- Identify key information presented in an AA Briefing to help them perform as Logistics Section Chiefs.
- Identify key information not presented, but needed, in an AA Briefing.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussions and presentations of group findings. Students will watch the instructor role-play as an Agency Administrator giving the AA Briefing. In small groups, students will discuss the briefing to answer the two questions listed below. Each group will present their findings to the rest of the groups.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4-6. Following are the specific activities and instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Watch and listen to the AA Briefing.
3. Discuss and answer the questions on p. 3 of the activity.
4. Write your answers to the questions on easel pad paper.
5. Present your list to the rest of the class.

Facilitators perform the role play, moderate discussions, answer questions, and provide additional information as required.

Use this space to take notes on the AA Briefing

Activity Questions

1.   Based on the AA Briefing you saw, what information was presented that will help you perform as a Logistics Section Chief?

2.   Based on the AA Briefing you saw, what information was NOT presented during the briefing that you would like to know so that you can establish and manage the Logistics Section?

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Agency Administrator Briefing Checklist

Incident Name: _____ Incident No.: _____ Date _____

Agency Administrator/Official: _____ Incident Commander: _____

Earlier today at 2:00PM was the Championship Basketball game between the Columbia State University Warhawks and the Western State Bulldogs. Approximately 20,000 fans were expected to attend the championship game. The traditional rivalry between the CSU Warhawks and the WSU Bulldogs has resulted in physical conflicts between the opposing fans in past games. The game was a close contest with the Warhawks winning in overtime. It was their first championship in more than a decade.

The fans poured out of the stadium and headed directly into the downtown business district. Approximately 5,000 to 10,000 students and non-students began celebrating throughout the downtown. Over the course of an hour or so, the celebration began to turn into a violent riot. As the sun went down (approx. 5:00 PM), the crowd began to break windows of several businesses and there were some reports of looting. There was a tremendous volume of social media traffic including pictures and videos of the crowds. The crowd in the streets quickly grew to 10,000 to 15,000 people. By this point vandalization of property was rampant and the police began to engage the protesters but were unsuccessful in their attempts to gain control of the situation. The police have established that much of those who are committing the worst crimes are no longer the basketball fans who were celebrating their victory.

Numerous businesses, including two hotels and several retail stores, have sustained moderate to major damage. Several government buildings, including City Hall, have only sustained minor damage. There are reports of an explosion being heard that appears to have come from an above ground tank at the Central City bus depot, which is located near the courthouse and jail. The fire caused by the explosion appears to be under control but still has not been extinguished completely and there are reports of numerous casualties.

City and county responders, including fire, EMS, law enforcement and public works, are on scene. Due to the multiple response efforts and entities involved, there is uncertainty about whom or which agency is currently in charge of the incident. Security concerns have grown as the media and business owners have begun to converge on the downtown area. The crowds of rioters have greatly hampered fire and EMS from doing their jobs.

The Liberty County and Central City EOC's are activated as they work to try and coordinate response efforts and secure badly needed resources to support the response efforts. They are finding that many neighboring jurisdictions have already sent most of the resources that they are able, further restricting the availability of regional resources. State assistance has been requested by the Liberty Count EOC.

- Location/Population Affected

Liberty County is in the state of Columbia. Liberty County 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 400,000, and the metropolitan area population is approximately 800,000. 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.

- Organization Charts (ICS Form 201)

_____
_____
_____
_____

- Threats (current and immediate)

_____
_____
_____
_____

- Political and Community Concerns

_____
_____
_____
_____

- Financial Considerations

_____
_____
_____
_____

- Jurisdiction Participants

_____
_____
_____
_____

- Response Options and Proposed Actions

_____

_____

_____

- Resource Needs (e.g., Contractors)

_____

_____

_____

- Policy Issues

_____

_____

_____

- Stakeholders (Who are they and have they been notified?)

_____

_____

_____

_____

- Priorities

_____

_____

_____

_____

- Health and Safety

_____

_____

_____

- Schedule (Assume Command? IC Briefing? Planned Public Meeting?)

_____

_____

_____

- Management Objectives

_____

_____

_____

_____

▪ Visuals (maps, photos, etc.)

_____
_____
_____
_____

▪ Need for Inter- and Intra-Agency Support

_____
_____
_____
_____

▪ Media Interest? How to handle release of information (Agency or IMT?)

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.

▪ Other Available Resources (water plans, city equipment, etc., and location or method of obtaining)

_____
_____
_____
_____

▪ Deficiencies in Information – Data Gaps

_____
_____
_____
_____

▪ Other Command Post Locations or Facility Recommendations?

_____
_____
_____
_____

▪ Special Information on Finance/Administration (burn rates, source of money, in-kind services ceilings)

_____
_____
_____
_____

- Scope of Work, as defined (Action Memos, Delegation of Authority, Mission Assignments)

_____

_____

_____

_____

- Logistics Concerns and Needs

_____

_____

_____

_____

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Activity 9.1: Incident Action Plan

Refer to EL_967_ACT_9.1_ICS_Form _202.pdf

Refer to EL_967_ACT_9.1_ICS_Form _203.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_1_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_2_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_3_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_4_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_5_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_6_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form 204_7_of_7.pdf

Refer to EL_967_ACT_9.1_ICS_Form _205.pdf

Refer to EL_967_ACT_9.1_ICS_Form _206.pdf

Refer to EL_967_ACT_9.1_ICS_Form _208.pdf

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Use of Force

Officers shall use or allow to be used, only that amount of force reasonable and necessary to accomplish the mission. Authorization for use of force for "target specific" purposes will be dictated by Central City Police Department Use of Force Policy & Procedure. Squad, Team, and Platoon Leaders shall closely monitor the use of force by their members.

Prior to the deployment of any specialty weapons, the Incident Commander shall be contacted and provided with an update and assessment of the situation. The Incident Commander's authorization shall be required prior to deployment of specialty munitions. Once authorized by the Incident Commander, particular deployment of target specific specialty and chemical munitions (i.e. pepperball) by any Team shall require prior authorization by the Operations Section Chief. The deployment of non-target specific specialty munitions (i.e. stinger balls) shall require authorization by the Operations Section Chief. The deployment of chemical munitions for other than target specific purposes will require prior authorization from the Operations Section Chief who, if practicable, will first consult with the Incident Commander. A Technical Specialist shall be available to commanders for consultation with regard to the use of chemical or specialty munitions

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CENTRAL CITY
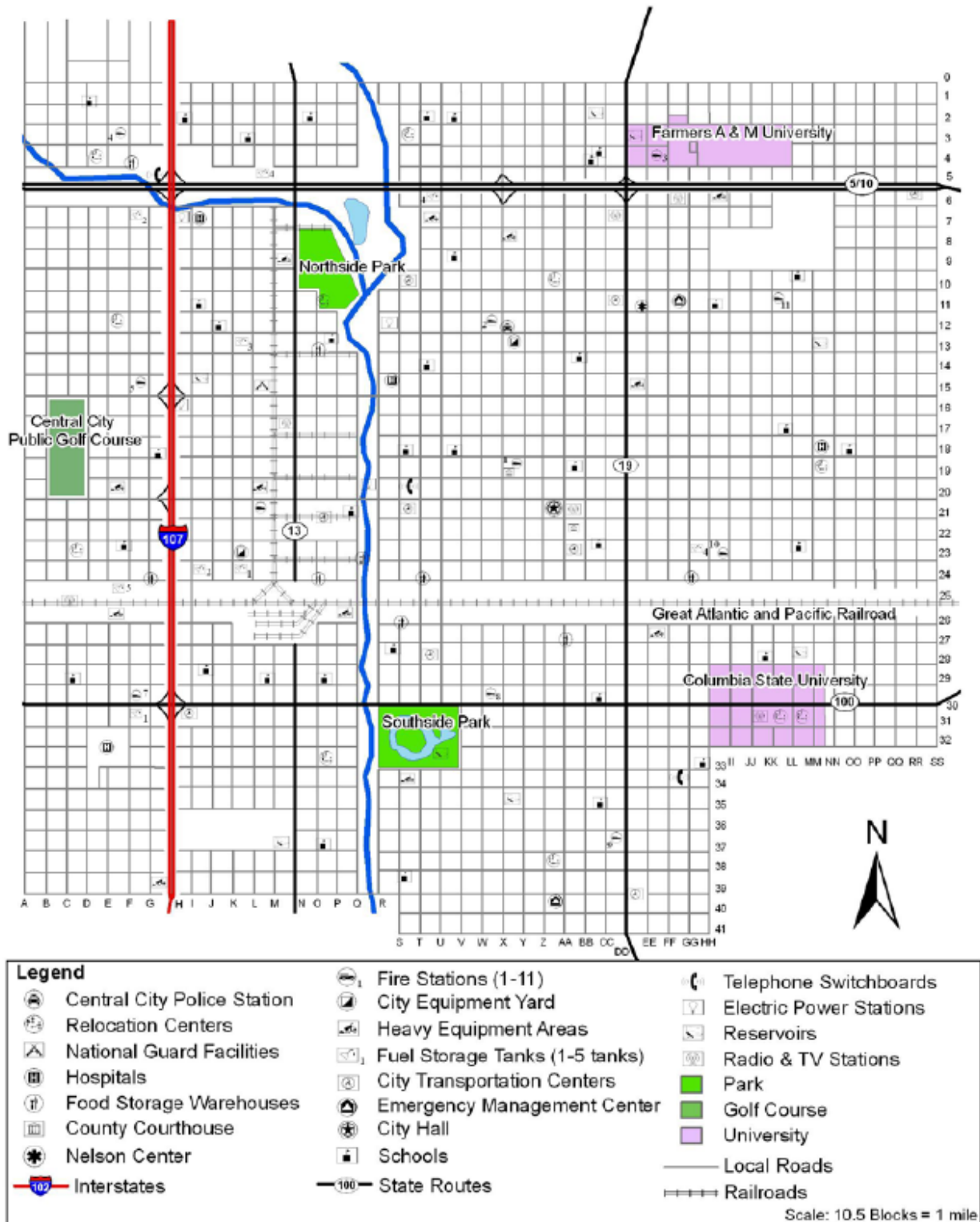
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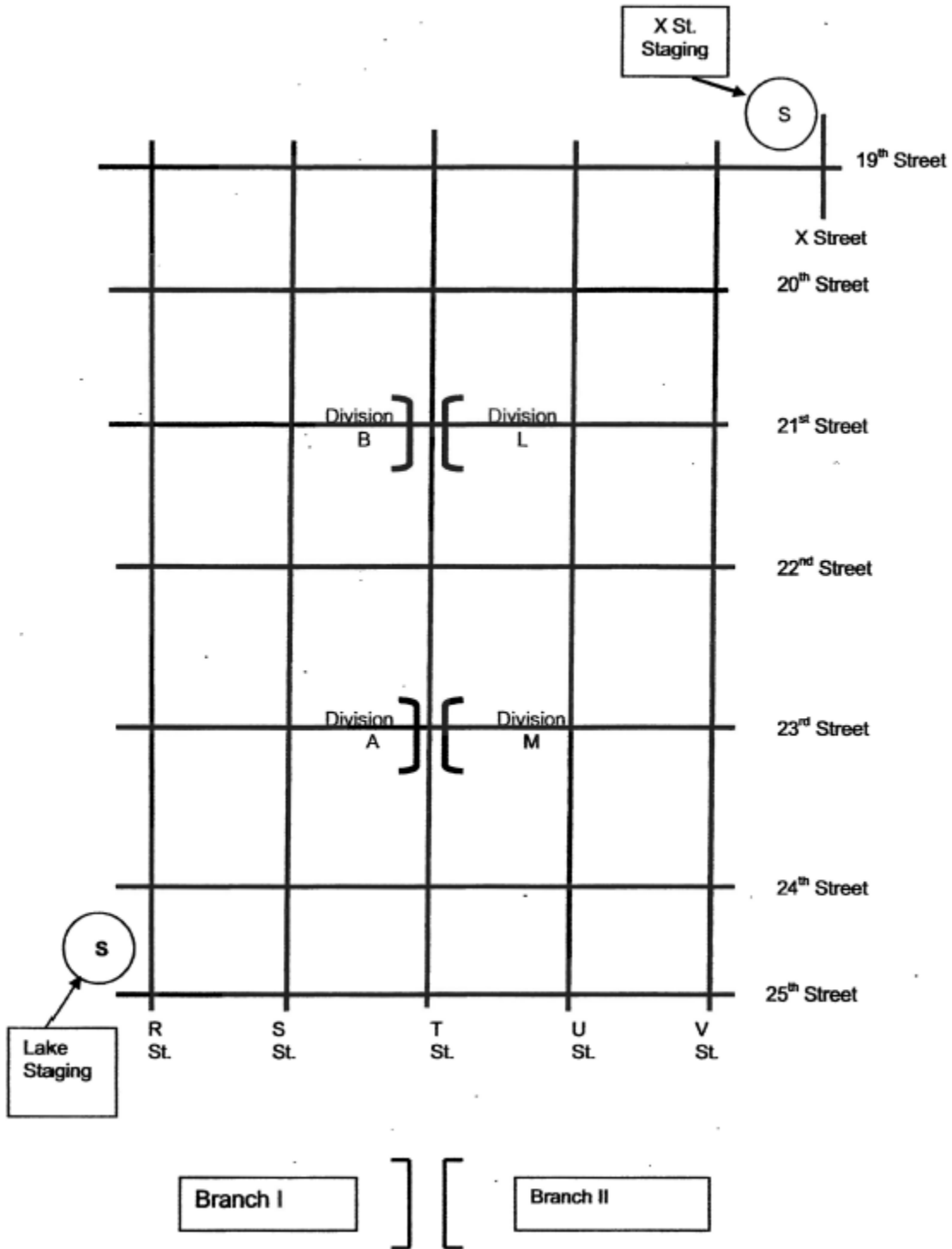
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Unit 10: Planning and Activating the Section

STUDENT MANUAL

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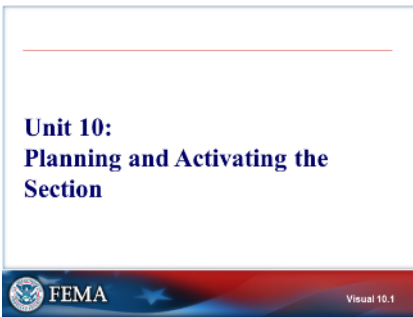
Visual 10.1

UNIT 10: PLANNING AND ACTIVATING THE SECTION

Visual 10.2

UNIT TERMINAL OBJECTIVE

Describe considerations in activating, briefing, and assessing the capabilities of each Unit.
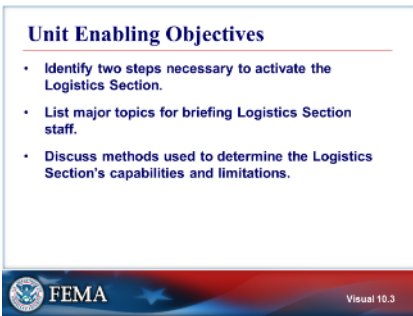
Visual 10.3

UNIT ENABLING OBJECTIVES

- Identify two steps necessary to activate the Logistics Section.

- List major topics for briefing Logistics Section staff.

- Discuss methods used to determine the Logistics Section's capabilities and limitations.
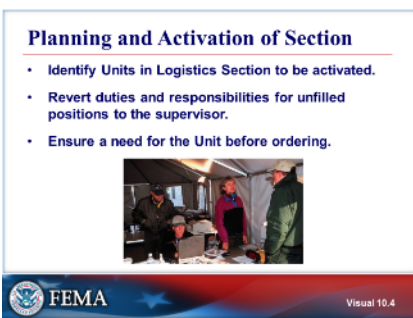
Visual 10.4

PLANNING AND ACTIVATION OF SECTION

The LSC should initially identify Units within the Section to be activated and ensure there is a need for the Unit to be staffed before ordering. Duties and responsibilities for unfilled positions revert to the supervisor.

Medical and Communications tend to be very technical positions, so it is advisable to identify candidates for these positions before the incident.

Identify Work Space Requirements
- Land Use Agreements
- Communications requirements
- Access (foot, vehicle, traffic flow)
- Ensure safety requirements are met

Visual 10.5

IDENTIFY WORK SPACE REQUIREMENTS

The LSC can share a workspace with the Facilities Unit; however, there are times that the LSC will need a quiet place to work without the distractions of a busy office.

Brief Unit Leaders
- Plan for logistics meetings.
- List current and anticipated activities.
- Anticipate Section activity for individual Units.
- Outline Agency's expectations.
- Outline Incident Commander's expectations.

Handout 10-1: LSC Expectations of All Sections

Visual 10.6

BRIEF UNIT LEADERS

The Logistics Section Chief should brief Unit Leaders on:

- Current and anticipated activities:
  - The Agency's expectations
  - What was discussed in the AA Briefing
  - What are the AA's or Executive's objectives
  - What should your staff do to accomplish these objectives
- The Incident Commander's expectations— what he or she expects you and your section to accomplish.

Brief your Unit Leaders early and regularly. Their decisions will be only as good as the information they are based on.

Refer to Handout 10-1: LSC Expectations of Command and General Staff.

Visual 10.7

INSTRUCT SECTION PERSONNEL

Set expectations for Logistics Section personnel. These should include:

- Meeting timelines:

    - Publicize transportation schedules, food times, ordering times, fueling times, maintenance schedule for equipment, and the laundry schedule.

    - Clarify the Operational Period. The Logistics Section will need to start its shift 30 minutes to 90 minutes before this to supply Operations with what they need.

    - Clarify the planning and ordering cycle. Make sure that everyone in the IMT knows your cycle so they know the process for submitting a resource request.

- Adhering to safety requirements, such as work to rest ratios (typically 2:1, work 16 hours, rest 8 hours)

- Completing all necessary documentation in a timely manner such as shift tickets, Crew Time Reports, and Unit Activity Logs, or appropriate Agency required paperwork

- Completing and updating all written plans to meet deadlines in a timely manner, such as Medical, Communications, and Transportation

Refer to Handout 10-2: Sample Daily Schedule.

Visual 10.8

INTERACTION BETWEEN SECTION CHIEF AND UNIT LEADERS

In many situations, information is power or capital. This makes people hoard information and carefully share it. On an IMT, the opposite should be true. Information is only powerful if it is shared.
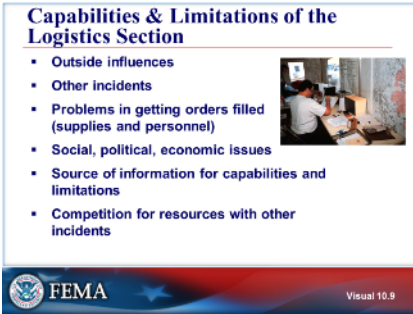
Visual 10.9

CAPABILITIES & LIMITATIONS OF THE LOGISTICS SECTION

If there are multiple or simultaneous incidents (e.g., terrorist events, hurricanes or tornadoes), these incidents will be competing for resources. As the LSC, you may have the responsibility for identifying to decision makers how critical the needs are. This situation will limit your resource availability.

The Situation Unit Leader (SITL) in the Planning Section completes an ICS Form 209 Incident Status Summary daily. There is a section on this form that lists Critical Needs for the incident. Make sure that you work with the SITL to accurately describe your any critical resource shortages that you have so that you can get the resources you need. This document is typically sent to the various Policy groups that are affected by your incident, in some cases, the ICS Form 209 from an incident can make the desk of the President.

Other outside influences that affect the capabilities of your Section include:

- Problems in getting orders filled due to an inefficient ordering system (supplies and personnel)

- Social

- Political

- Economic issues

Visual 10.10

LIMITATIONS AND CAPABILITIES, INTERNAL AND EXTERNAL

You may not be able to move resources through areas that have been destroyed. Consider workarounds.

Refer to Handout 10-3: ICS Planning Wheel – Logistics.
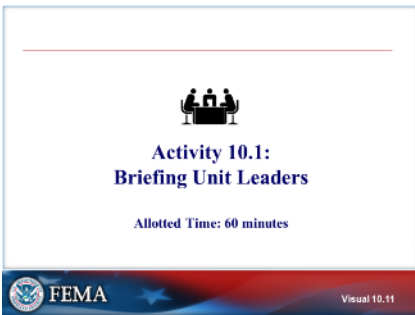
Visual 10.11
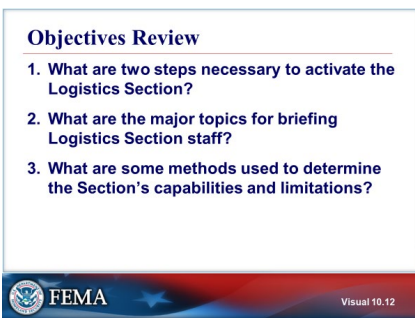
ACTIVITY 10.1: BRIEFING UNIT LEADERS

The instructor will explain Activity 10.1.

You will have 1 hour to complete the activity.

Visual 10.12

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify two steps necessary to activate the Logistics Section.

- List major topics for briefing Logistics Section staff.

- Discuss methods used to determine the Logistics Section's capabilities and limitations

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Supplemental Materials

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Handout 10-1: LSC Expectations of Command and General Staff

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 NIMS Principles, Management Characteristics, and ICS processes and teach others how 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 10-2: 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

Showers

    0400 – 1100
    1300 – 2300

Commissary

    0500 – 1000
    0700 – 2200

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Handout 10-3: ICS Planning Wheel Logistics
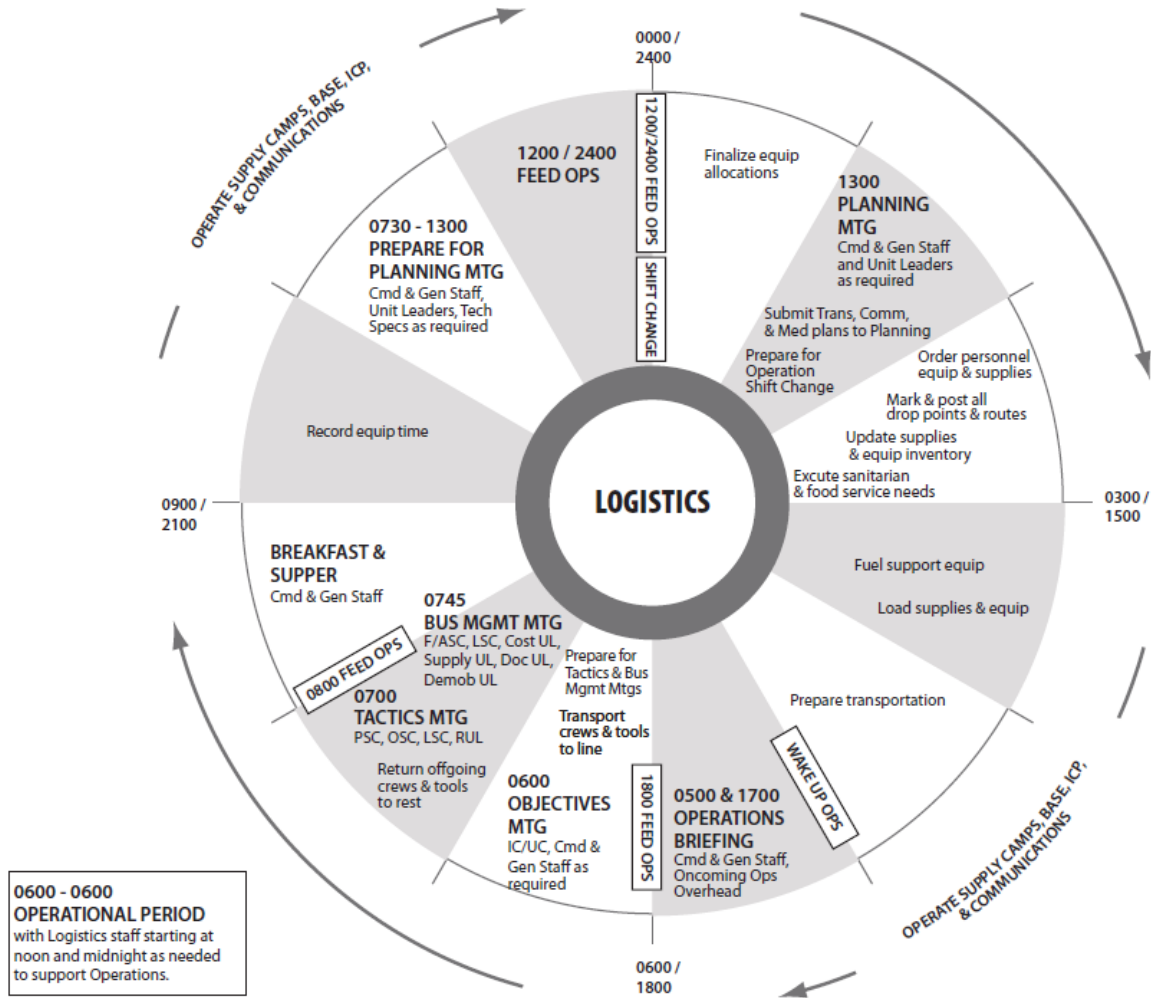
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Activity 10.1: Briefing Unit Leaders

Logistics Section Chief Briefing
Activity 10.1 Overview

Purpose

The purpose of this activity is to provide students with an opportunity to role play as Logistics Section Chiefs (LCS) during a Briefing of Unit Leaders.

Objectives

Students will:

- Review the incident scenario for the Civil Unrest scenario, as well as the ICS Form 202 Incident Objectives, ICS Form 203 Assignment List, and the rest of the IAP.
- Identify information that must be communicated to Logistics Section Unit Leaders during their initial Briefing.
- Conduct an initial Briefing for Unit personnel.

Activity Structure

This activity is scheduled to last approximately 1 hour, including the role plays and class discussion. Students should spend approximately 10 minutes reviewing the scenario information. Working individually, students should record key information that needs to be communicated to Logistics Section personnel in an initial Briefing.

One by one, students in the small groups should assume the role of LSC and conduct a briefing to the group each time a new person briefs they should brief the group as though they were a different Unit Leader in the Logistics Section. For example, the first student will assume the role of the LSC and brief the rest of their group as though the group were the Facilities Unit Leader, the next student will then assume the role of the LSC and brief the rest of their group as though the group were the Ground Support Unit Leader, this will continue with each member of the group has assumed the role of the LSC and conducted a briefing; each time to their group as though the group was a different Unit Leader. When complete, the small groups should discuss similarities and discrepancies across the individual Briefings. Each group should arrive at a consensus on what information to include and what not to include. The group should appoint a spokesperson to present this information to the entire class for discussion.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4-6. Following are the specific activities and instructions for your participation in the activity:

1. Spend approximately 10 minutes individually reviewing the scenario information.
2. Working alone, record key information that needs to be communicated to Logistics Section personnel in an initial Briefing.
3. One by one, assume the role of LSC and conduct a briefing to your small group.
4. As a small group, discuss similarities and discrepancies across the individual Briefings.
5. Arrive at a consensus on what information to include and what not to include.
6. Appoint a group spokesperson.
7. Recap your Briefing topics to the entire class during the review.

Facilitators perform the role play, moderate discussions, answer questions, and provide additional information as required.

Activity 10.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Review scenario materials	10 minutes	Individual
Record info for briefing	5 minutes	Individual
Role play LSC in briefing	30 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 10.1 Scenario

Earlier today at 2:00PM was the Championship Basketball game between the Columbia State University Warhawks and the Western State Bulldogs. Approximately 20,000 fans were expected to attend the championship game. The traditional rivalry between the CSU Warhawks and the WSU Bulldogs has resulted in physical conflicts between the opposing fans in past games. The game was a close contest with the Warhawks winning in overtime. It was their first championship in more than a decade.

The fans poured out of the stadium and headed directly into the downtown business district. Approximately 5,000 to 10,000 students and non-students began celebrating throughout the downtown. Over the course of an hour or so, the celebration began to turn into a violent riot. As the sun went down (approx. 5:00 PM), the crowd began to break windows of several businesses and there were some reports of looting. There was a tremendous volume of social media traffic including pictures and videos of the crowds. The crowd in the streets quickly grew to 10,000 to 15,000 people. By this point vandalization of property was rampant and the police began to engage the protesters but were unsuccessful in their attempts to gain control of the situation. The police have established that the majority of those who are committing the worst crimes are no longer the basketball fans who were celebrating their victory.

Numerous businesses, including two hotels and several retail stores, have sustained moderate to major damage. Several government buildings, including City Hall, have only sustained minor damage. There are reports of an explosion being heard that appears to have come from an above ground tank at the Central City bus depot, which is located near the courthouse and jail. The fire caused by the explosion appears to be under control but still has not been extinguished completely and there are reports of numerous casualties.

City and county responders, including fire, EMS, law enforcement and public works, are on scene. Due to the multiple response efforts and entities involved, there is uncertainty about whom or which agency is currently in charge of the incident. Security concerns have grown as the media and business owners have begun to converge on the downtown area. The crowds of rioters have greatly hampered fire and EMS from doing their jobs.

The Liberty County and Central City EOC's are activated as they work to try and coordinate response efforts and secure badly needed resources to support the response efforts. They are finding that many neighboring jurisdictions have already sent most of the resources that they are able, further restricting the availability of regional resources. State assistance has been requested by the Liberty Count EOC.

Use this space to take notes on the scenario.

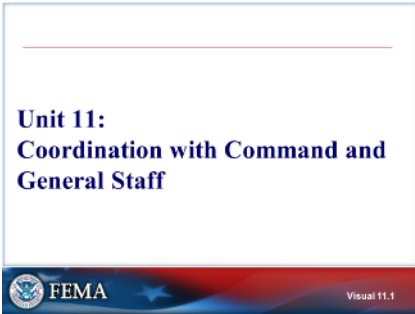# Unit 11: Coordination with Command and General Staff

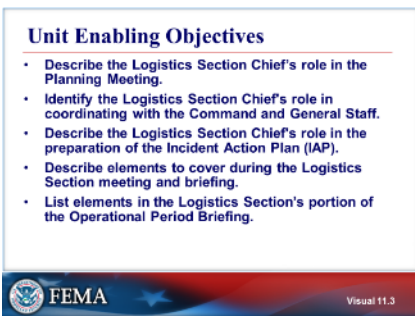STUDENT MANUAL

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Visual 11.1

Visual 11.2

Visual 11.3

UNIT 11: COORDINATION WITH COMMAND AND GENERAL STAFF

This unit outlines the LSC's role in coordinating with the Command and General Staff, supporting the preparation of the IAP, and participating in the Planning Meeting and Operational Period Briefing.

UNIT TERMINAL OBJECTIVE

Identify the Logistics Section Chief's coordination and communication with the Command and General Staff.

UNIT ENABLING OBJECTIVES

- Describe the Logistics Section Chief's role in the Planning Meeting.

- Identify the Logistics Section Chief's role in coordinating with the Command and General Staff.

- Describe the Logistics Section Chief's role in the preparation of the Incident Action Plan (IAP).

- Describe elements to cover during the Logistics Section meeting and briefing.

- List elements in the Logistics Section's portion of the Operational Period Briefing.

The Final Exam questions are based on the Unit Enabling Objectives.

Visual 11.4

PLANNING MEETING

Refer to Handouts:

- 11-1: Operational Period Planning Cycle (Planning P)

- 11-2: Sample Planning Meeting Agenda

- 11-3: Planning Meeting Layout

The Operational Period Planning Cycle (the Planning P) provides a formalized mechanism for maintaining a big-picture approach to incident management and supports incident safety, effective resource management, and the achievement of manageable objectives. It is a collaborative process that includes all members of the Command and General Staffs to ensure all key issues are addressed.

ICS is NOT form driven. It is objective driven. The purpose of the ICS forms is to provide a template for Command and General Staff members as they develop the plan in a high-stress environment, so they do not leave anything important out. The forms serve to guide the development of the IAP by providing a mechanism where the responsible staff member completes the portion of the plan that they have responsibility for.

Planning should not be overlooked when dealing with more routine incidents. Often, smaller incidents that are routine and less complex do not need the creation of a written Incident Action Plan, or IAP. However, the absence of a written plan does not decrease the need for a planning process.

The role of the LSC in the Planning Meeting:

- Give final approval for the Logistics Section's ability to support or not support the proposed Operational plan (which eventually will become the IAP).

- Come prepared and participate..

- Identify any narrow or potentially faulty timelines that exist for supporting the proposed Operations plan.
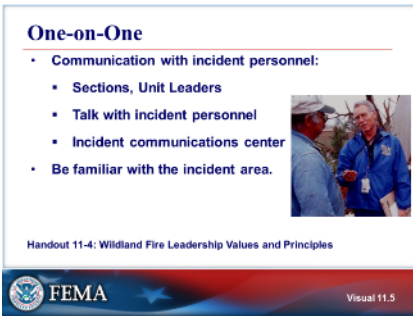
- Remember that ultimately you are there to say that your Logistics Section can or cannot fully support the plan.

- You may need to include a Unit Leader for functional expertise (COML?).

Visual 11.5

ONE-ON-ONE

In the Incident Command system, direction should flow down the organizational chart. Communications, in contrast, should flow up, down, and across.

During an incident, every staff member should receive a Briefing. Briefings cascade downward as follows: the Agency Administrator briefs the Incident Commander, who briefs the Command and General Staff (C&G), who briefs Unit Leaders, who briefs managers in the Units.

Tips and guidelines for communication with incident personnel:

- Talk with Operational personnel, e.g., drivers, fire crew personnel, they are your customers, customer satisfaction is imperative.

- Coordinate with the incident communications center.

- Be familiar with the incident area.

- Communicate with Unit Leaders daily and regularly.

Refer to Handout 11-4: Leadership Values and Principles and review.

Visual 11.6

Visual 11.7

Visual 11.8

Visual 11.9

PARTICIPATION IN STRATEGY AND TACTICS

Refer to Handout 11-5: Tactics Meeting Layout and Handout 11-6: Logistics Coast Guard Planning P.

The Tactics Meeting focuses on strategy. It is held before the Planning Meeting; required attendance includes the Operations Section Chief, the Logistics Section Chief, the Safety Officer (SOFR), and typically the Resources Unit Leader. The meeting consists of the Operations Section Chief presenting tactics for the upcoming Operational Period.

ABILITY TO SUPPORT INCIDENT ACTION PLAN

Determine additional resource needs:

- Identify shortages

- Order to fill needs

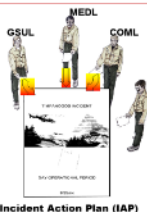- Determine support needs for ordered resources

- Order additional resources for support

DISCUSS LONG RANGE PLANS

The Logistics Section needs to project supply, equipment, and personnel needs throughout the life cycle of the incident, including clean up.

SUPPLY APPLICABLE PORTIONS OF THE IAP

- Ensure the Security Plan is updated by the Security Manager (with appropriate reviews).

- Ensure applicable portions of the IAP are prepared, reviewed, and submitted to the Planning Section Chief in a timely manner.

- If you are creating the plans, be sure to have at least one other person check them.
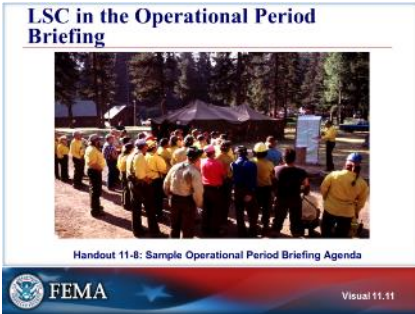
Visual 11.10

LOG SECTION INCIDENT UPDATE

Refer to Handout 11-7: ICS Form 233-CG Open Action Tracking.

After the daily Command and General Staff Meeting, the Logistics Section Chief will often have an incident update for Logistics Section personnel. Meeting information should include:

- Current and planned situation (future requirements)

- Review resource status, predicted incident behavior, and weather forecasts

- Roundtable by Unit on capabilities and limitations

- Set priorities

- Fill needs or requests—If the request is unclear, ask for additional information

- Reassigned personnel

If possible, have quick Logistics Section meetings periodically. The purpose of these meetings is to close the loop. Make sure what you asked for gets done.

Visual 11.11

## LSC IN THE OPERATIONAL PERIOD BRIEFING

Refer to Handout 11-8: Sample Operational Period Briefing Agenda.

The Operational Period Briefing includes the Incident Commander, Division/Group Supervisors; Branch Directors, Command and General Staff, Strike Team/Resource Team/Task Force Leaders, and perhaps others.

The Logistics Section Chief will brief changes on:

- Communications Plan

- Medical Plan

- Transportation

- Facilities

- Security

Typically each Division and Group will have its own detailed tactical briefing after the Operational Period Briefing.
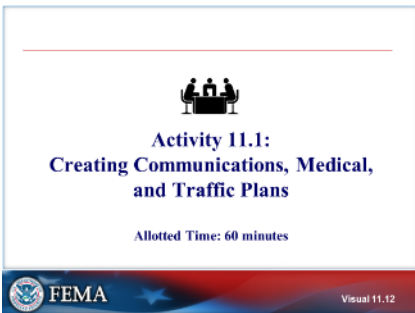
Visual 11.12

ACTIVITY 11.1: CREATING COMMUNICATIONS, MEDICAL, AND TRAFFIC PLANS

The instructor will explain Activity 11.1.

You will have 1 hour to complete this activity.

Visual 11.13

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the Logistics Section Chief's role in the Planning Meeting.

- Identify the Logistics Section Chief's role in coordinating with the Command and General Staff.

- Describe the Logistics Section Chief's role in the preparation of the Incident Action Plan (IAP).

- Describe elements to cover during the Logistics Section meeting and briefing.

- List elements in the Logistics Section's portion of the Operational Period Briefing.

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Supplemental Materials

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Handout 11-1: Operational Period Planning Cycle (Planning P)

Phase 1 – Understand the situation. (Initial response)
Phase 2 – Establish incident objectives.
Phase 3 – Develop the Incident Action Plan (IAP)
Phase 4 – Prepare and disseminate the IAP.
Phase 5 – Execute, evaluate, and revise the IAP
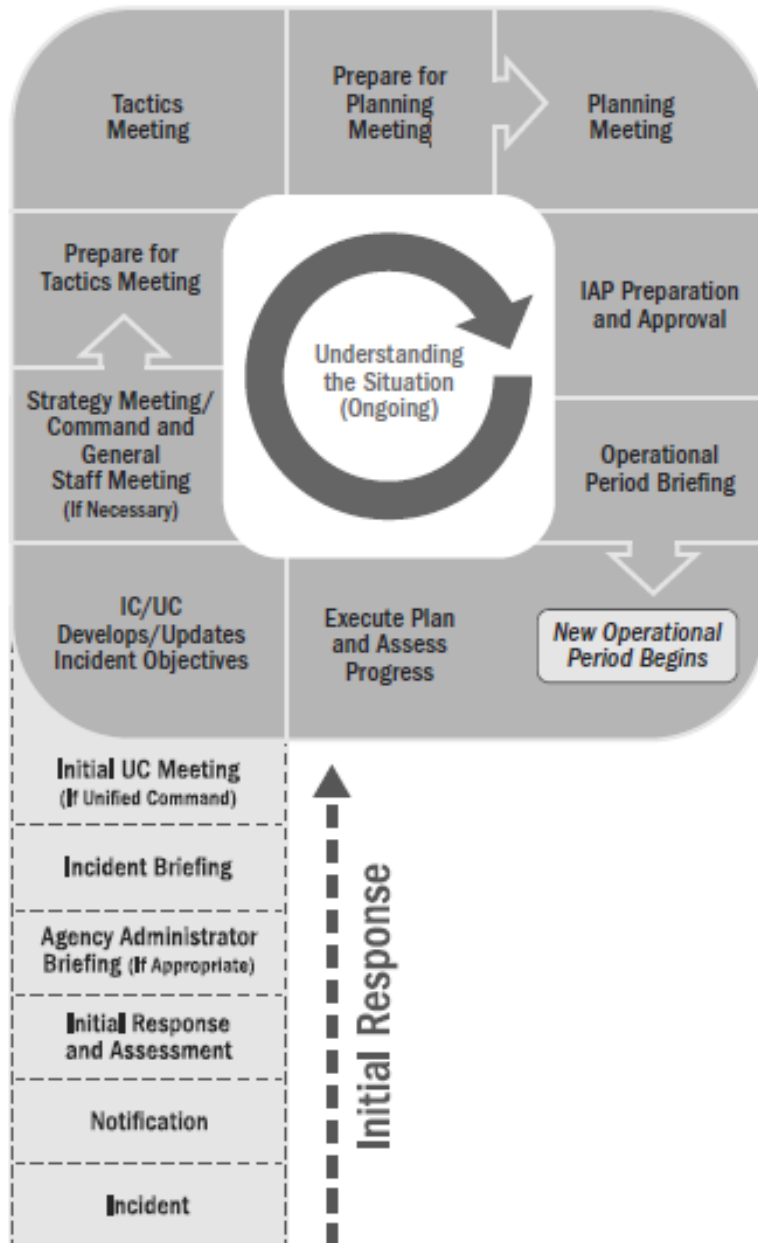
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Handout 11-2: Sample Planning Meeting Agenda

Cell Phones & Radios OFF

State the Purpose of the meeting

_____Current Situation	Operations Section Chief
_____Incident Objectives	Planning Section Chief
_____Weather Forecast	Incident Meteorologist
_____Ground Operations	Operations Section Chief
_____Safety Plan	Safety Officer
_____Air Ops Plan Air	Operations Branch Director
_____Information Plan Public	Information Officer

TEAM CONSENSUS:

_____Plans

_____Logistics

_____Communications

_____Medical

_____Finance

_____Human Resource Specialist

_ _ _ _ Training Specialist

_____Cooperating Agencies (L.E./S.O./Red Cross, etc.)

CONCERNS:

_____IAP Components Due: _____

_____Next Briefing and Planning Meeting _____

_____ Closing comments

Turn Cell Phones & Radios on.

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Handout 11-3: Planning Meeting Layout

UNITED STATES COAST GUARD
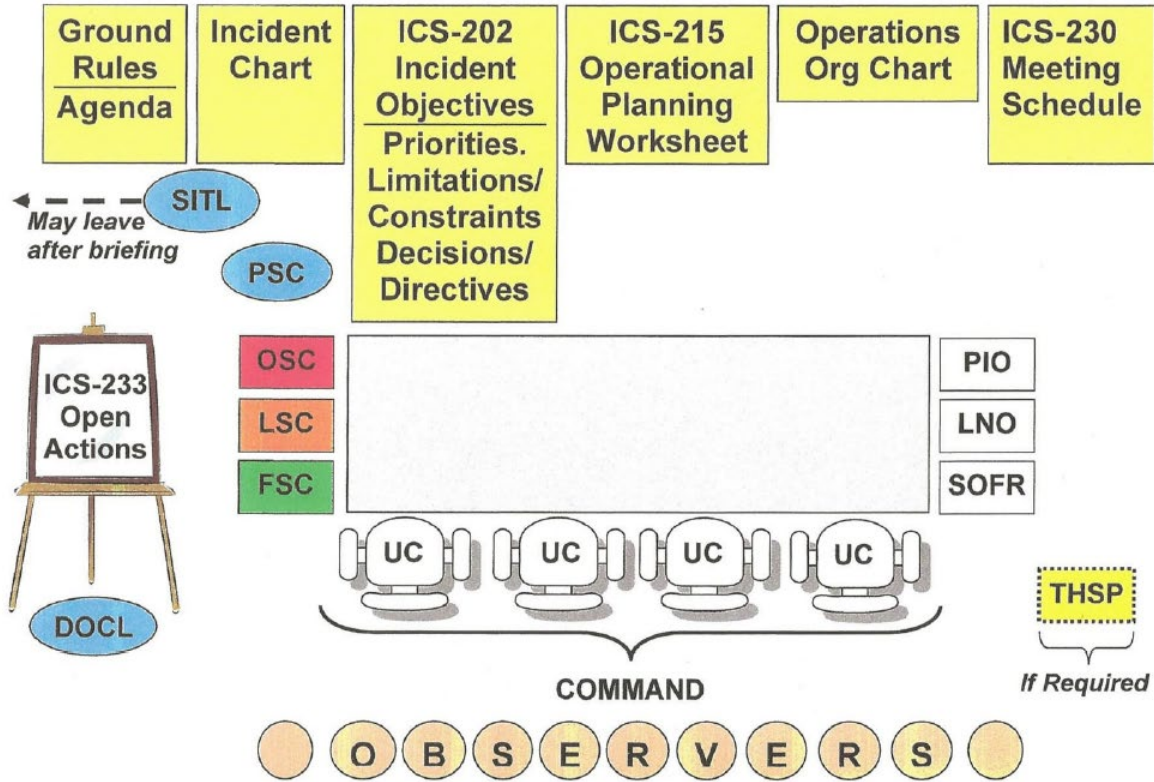
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Handout 11-4: Leadership Values and Principles

DUTY

- Be proficient in your job, both technically & as a leader.

- Make sound & timely decisions.

- Ensure that tasks are understood, supervised, and accomplished.

- Develop your subordinates for the future.

RESPECT

- Know your subordinates & look out for their well-being.

- Keep your subordinates informed.

- Build the team.

- Employ your subordinates in accordance with their capabilities.

INTEGRITY

- Know yourself & seek improvement.

- Seek responsibility & accept responsibility for your actions.

- Set the example.

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Handout 11-5: Tactics Meeting Layout

UNITED STATES COAST GUARD

Tactics Meeting Layout

| Ground Rules Agenda | Incident Chart | ICS-202 Incident Objectives Priorities. Limitations/ Constraints Decisions/ Directives | ICS-234 Work Analysis | ICS-215 Operational Planning Worksheet | ICS-215A Safety/ Hazard Analysis | ICS-230 Meeting Sched. |

May leave after briefing ← – – – SITL

Resource Status T-Card Rack | Operations Org Chart

ICS-233 Open Actions

PSC   OSC

RESL   SOFR

DOCL

FSC   LSC   COML   THSP

(Optional)

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Handout 11-6: Logistics Coast Guard Planning P

UNITED STATES COAST GUARD   **Logistics Section Activities**

Logistics "P"

Review proposed tactics
Identify resource needs & reporting locations from ICS 215 and 215a
Discuss availability of needed resources
Identify resource shortfalls
Identify resource support requirements

Meet with Log Units to confirm status & availability of required resources
Determine additional resources necessary to support objectives
Order necessary resources
Update Ops on resource non-availability to meet reporting requirements & suggest alternatives if necessary
Order support for resources
Identify contingencies as needed

Confirm availability of required resources and timelines
Determine additional resources necessary to support objectives
Identify any contingencies as needed
Verify support for upcoming plan
Provide estimates of future service and support requirements

Survey availability of tactical resources
Obtain status of ordered resources
Summarize support capabilities, facilities, comms, etc.
If needed clarify resource requesting, approval & ordering process

Provide info for IAP [ICS-205, 206 & Transport Plan

Receive IC/UC direction
 - Priorities, limitations & constraints
 - Objectives
 - Key decisions
Provide feedback to IC/UC on focus/direction
Discuss interagency issues
Discuss resource requesting, approval, and ordering process
Discuss Log Section needs
Discuss support facilities

Provide logistics information briefing to Operations Section personnel
Review Medical & Comms Plan, Transportation Plan, & Other logistical information to support field operations

Attend ICS-201 brief
 -Current overview
 -Anticipated Log Section activities
 -Indication of required support

Arrive & Check-in
Assess situation
Receive IC/UC briefing
Activate Log Section
Organize & brief subordinates
Acquire work materials
Forecast Requirements
 -transportation
 -medical
 -resources
 -communications
 -facilities
 -resource requesting
 -safety issues
 -environmental issues
 -food/shelter

Manage Logistical Resources & monitor section performance
Monitor on-going logistical support & processes & make adjustments as necessary
Maintain interaction with Command & General Staff & external logistical contacts

Diagram — Planning "P":
- Tactics Meeting
- Preparing for the Planning Meeting
- Planning Meeting
- Preparing for the Tactics Meeting
- IAP Prep & Approval
- Command & General Staff Meeting / Briefing
- Operations Briefing
- IC / UC Develop/ Update Objectives Meeting
- Execute Plan & Assess Progress
- New Ops Period
- Initial UC Meeting
- Incident Brief ICS-201
- Initial Response
- Notification
- Incident/Event

Initial Response

Note that this diagram differs from the Planning P in NIMS. There are versions of the Planning P created by organizations as training and operational aids. This Coast Guard version of the Planning P provides additional details on key logistics activities occurring during the operational period.

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Handout 11-7: ICS Form 233-CG Open Action Tracking

Refer to EL_967_HO_11-7_ICS_Form_233CG.pdf

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Handout 11-8: Sample Operational Period Briefing Agenda

Cell Phones & Radios OFF!

____	Current Sit Update	Operations Section Chief
____	Incident Objectives	Planning Section Chief
____	Weather Forecast	Incident Meteorologist
____	Ground Ops Assignments	Operations Section Chief
____	Air Ops Assignments Air	Operations Branch Director
____	Safety Briefing	Safety Officer
____	Communications Plan Information	Communications Unit Leader
____	Medical Plan Briefing	Medical Unit Leader
____	Logistical Concerns	Logistics Section Chief
____	Financial Concerns	Finance Section Chief
____	Information Plan and Updates	Public Information Officer
____	Human Resources Information	Human Resource Specialist
____	Training Specialist Information	Training Specialist
____	Cooperating Agencies	Agency Representative(s)
____	Next Briefing and Planning Meeting:_____	Planning Section Chief
	Closing Comments	Incident Commander

Team members with responsibilities to address the personnel at briefing need to make contact with the Planning Section Chief prior to the briefing to discuss whether or not they have any comments for that day. Speakers need to be lined up directly on the side of the stage and in speaking order. Hand the microphone off to next speaker.

This is a BRIEFING. DON'T ASK IF THERE ARE ANY QUESTIONS. Questions can be answered at Division Breakouts- after Briefing is over

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Activity 11.1: Creating Communications, Medical, and Traffic Plans

Logistics Section Chief Briefing
Activity 11.1

Purpose

This activity reinforces what students learned both in the Unit Leader and the Logistics Section Chief (LSC) sections of this course. Students will be asked to review a sample scenario and develop a Communications, Medical, and Traffic Plan for the incident presented.

Objectives

Students will:

- Review incident information and gather necessary information.
- Working in small groups, students should review the incident scenario, and the IAP for the incident presented. Thinking of the entire Logistics Section, (LSC and all Unit Leaders) consider the support that the incident will need to continue operating.

Activity Structure

This activity is scheduled to last approximately 2 hours, including small group sessions and reports. Students should review the incident scenario, and the IAP for the incident presented. Working in small groups, they should create a future needs list for this incident according to the questions.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4-6. Following are the specific activities and instructions for your participation in the activity:

1. Review the incident scenario, and the IAP provided.
2. Record at a minimum between 3 and 5 critical support questions or problems that you see need to be imediately adressed to continue supporting the plan for the next operational period
3. Next, record at a minimum between 3 and 5 support needs that will need to be met if the incident continues to evolve and grow for 48 hours.
4. Lastly, recort at a minimum between 3 and 5 needs that the Logistics section will need to provide the incident as the incident reached 4-5 days from the current time.
5. Appoint a group spokesperson.
6. Present each plan to the full class during the review.

Facilitators perform the role play, moderate discussions, answer questions, and provide additional information as required.

Activity Assumptions and Artificialities

None.

Activity 11.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Review scenario materials	5 minutes	Individual
Create incident plans	30 minutes	Small Groups
Small group report outs	10 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Use this space to take notes on the scenario

Unit 12: Managing Personnel and Demobilizing

STUDENT MANUAL

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Visual 12.1
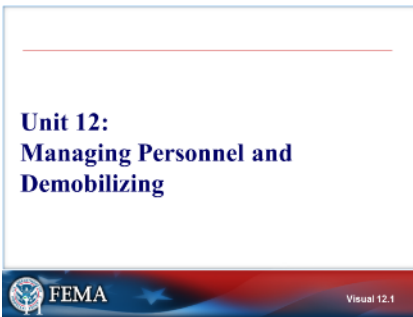
Visual 12.2

Visual 12.3

UNIT 12: MANAGING PERSONNEL AND DEMOBILIZING

Through this unit, students will gain a general understanding of the Logistics Section Chief's role in managing and directing contractors and section personnel. The unit also imparts a high-level understanding of the activities (identifying and releasing excess resources, developing and implementing the Demobilization Plan) necessary to demobilize the Logistics Section.

UNIT TERMINAL OBJECTIVE

Describe techniques for successfully managing personnel and demobilizing the Logistics Section.
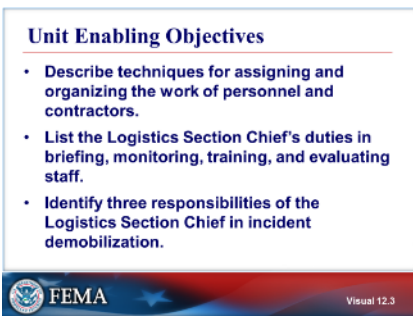
UNIT ENABLING OBJECTIVES

- Describe techniques for assigning and organizing the work of personnel and contractors.

- List the Logistics Section Chief's duties in briefing, monitoring, training, and evaluating staff.

- Identify three responsibilities of the Logistics Section Chief in incident demobilization.

The Final Exam will be administered at the end of this Unit and reflect the Unit Enabling Objectives for Units 2 - 12.
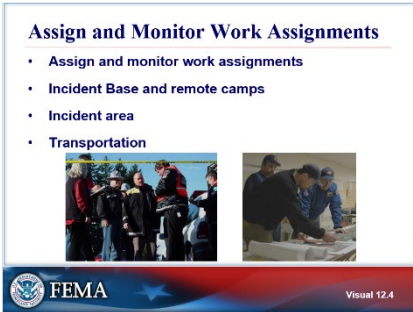
Visual 12.4
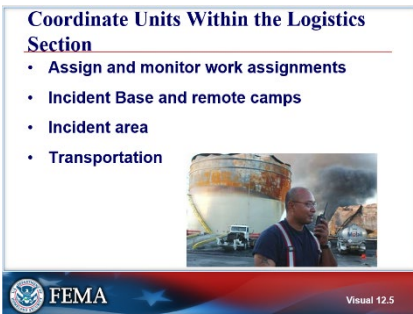
ASSIGN AND MONITOR WORK ASSIGNMENTS

If you are managing the Logistics Section or individual Units, you need to assign and monitor work assignments. When you assign work to someone, you need to tell them:

- What you want them to do

- Goals and objectives for the task

- Benchmarks for success

In other words, provide them with a Task, Purpose, and End State with your instructions.

The people you assign to work should have the skills necessary to do it. In some cases, you may not need someone with demonstrated expertise, just aptitude. Often on a local Type 3 incident there is a fair amount of "on-the-job training" for Unit Leader and Manager level positions.

Visual 12.5

COORDINATE UNITS WITHIN THE LOGISTICS SECTION

Knowing what goes on in each Unit—and facilitating communication across and between each Unit—is the best way you can support other sections.

Establish priorities and coordinate Units within the Section:

- Support the operational needs of the incident.

- Encourage communication and coordination between Units.

- Gather information and disseminate.

Establish a standing meeting time (or times) so that you are sure that your staff remains informed. If something drastically changes on the incident, inform your staff promptly.
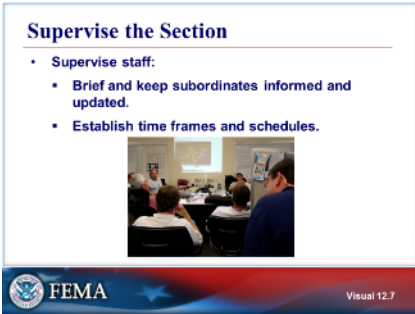
Visual 12.6

MAINTAIN AN ACTIVITY LOG

Use the ICS Form 214 Activity Log for documenting:

- Briefings

- Unit activities

- Personnel assigned to Unit

- Unusual events

In other words, the Activity Log should include the three A's: Actions, Agreements, and Accidents.

Once you have had a chance to review all of the Unit Leaders ICS Form 214 Activity Logs, they are handed into the Documentation Unit Leader (DOCL).

ICS Form 214 Activity Logs become a part of the permanent record of the incident - often referred to when validating or justifying decisions, especially if something went wrong or there was a problem. It is a good idea to collect ICS Forms 214 from your Unit Leaders daily, so that you know they are being completed.

Visual 12.7

SUPERVISE THE SECTION

Keep personnel informed. Situations requiring briefing include the following:

- Operational Period change

- Replacement personnel

- Team transition

- Incident situation changes

Logistics Section briefing topics may include a review of the IAP, Operational Period accomplishments, procedural changes, reminders about schedules, review of proper Personal Protective Equipment, supply schedules, feeding schedules, and fueling schedules.

Within the Logistics Section, figure out what schedules work best for your staff.

It is a good idea to require the Medical Unit Leader to sleep in the Medical Unit so he or she is easy to find in an emergency.

Find out if there is a limit to the number of hours that your staff can work in a day. If a limit exists, the jurisdiction may prefer to have two staff members share a position rather than have one staff person working overtime.

Visual 12.8

SUPERVISE THE SECTION (CONT.)

As the LSC, you need to approve the time because only you know how long your staff worked. This creates an audit trail.

Encourage teamwork. In the Logistics Section, you succeed as a team or fail as a team.

You do not have time to counsel staff about how to be a team player during an incident. In your pre-incident activities, you need to consider what you will do if you need to reassign someone or even send them home.

Although most contracts are executed by the Logistics Section, their accounting is managed by the Finance/Administrative Section.

Refer to Handout 12-1: Contractor Performance Rating and Handout 12-2: Contractor Rating Guidelines.

Visual 12.9

GIVE CLEAR INSTRUCTIONS

Give directions for each function to meet the incident objectives.

Remember that your job as the LSC is to manage the Unit Leaders, not to manage their units. You will need to constantly evaluate and, if necessary, take corrective action. Corrective action is not always discipline. It might be getting the right information to the right people.

Communicate changes in a timely manner. If for some reason the incident needs to change course or you need to change course, communicate this information promptly, whether it is a change in command, a change in mission assignment, or a change in how money is spent.

Visual 12.10

ESTABLISH PERFORMANCE EXPECTATIONS

Establish performance expectations and your personal management style. There should be a continuous two-way dialog.

- Two-way dialog:
  - Non-threatening
  - Problem solving
- Verbal or written:
  - Pre-season meeting
  - Initial briefing
  - Ongoing process throughout the incident

Consider working out expectations in a meeting (perhaps annually) with your Incident Management Team. The best time to establish policies, processes, and protocols is before the incident.

To clearly communicate the common job requirements to all personnel, establish performance expectations in writing.

Visual 12.11

BRIEF RELIEF PERSONNEL

You should brief relief personnel upon arrival about schedule changes and safety concerns. Other key topics to brief on include types of resources, new personnel, weather, policy changes, problems, or shortages.

Visual 12.12

PROMOTE TEAMWORK

One way to promote team work is to praise good work. This tends not to happen often enough. If someone is meeting your expectations, tell them that you appreciate it. If they are exceeding your expectations, let them know.
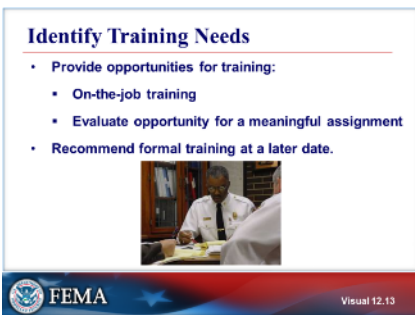
Visual 12.13

IDENTIFY TRAINING NEEDS

PTBs were designed to be part of a performance based qualification system. Qualification is based on completion of Required Training and demonstrated successful position performance by completing the applicable position task book on, events, incidents, job activities, and in simulated exercises or classroom activities.

The primary criterion for qualification is individual performance as observed by an Evaluator. Evaluators must be either qualified in the position being evaluated or supervise the Trainee; Final Evaluators must be qualified in the Trainee position they are evaluating. The successful performance must then be properly documented in a PTB.

PTBs contain all critical tasks that are required to perform the job. The process of demonstrating the abilities to perform the position is the completion of a PTB. The tasks in each PTB have been established by subject matter experts from a variety of agencies.

PTBs are in a format which allows for documentation of a Trainee's ability to perform each task.

The basis for recommending Agency Certification is successful completion of all required tasks of the position, as determined by the Evaluator(s) and Final Evaluator. Certification and documentation of completed PTBs is the responsibility of the Certifying Official from the Home Unit/Agency (this includes the employing agency when applicable).
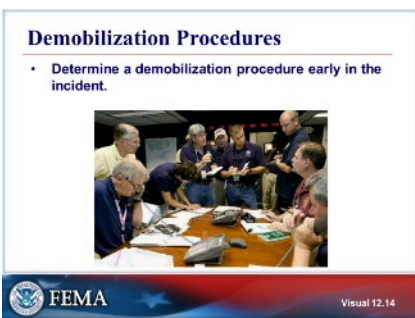
DEMOBILIZATION PROCEDURES

The Planning Section creates the Demobilization Plan. The Logistics Section Chief should help to determine a demobilization procedure early in the incident and begin demobilization planning as soon as resources arrive.

Visual 12.14

Visual 12.15

Visual 12.16

Visual 12.17

DEMOBILIZATION PLAN

Get your staff to help you determine what you need to do to demobilize. What resources should go first? What support resources will you need to close out the incident?

You may not have enough personnel to pick up resources, but you can coordinate with Operations to gather help from the released Operations personnel.

CONTINUOUS COMMUNICATION

Stay in contact with Operations to make sure you are supporting and demobilizing the incident properly.

Operations will be developing a glide path for the reduction and release of resources. Make sure everyone in the Logistics Section understands the glide path, so that they can plan accordingly.

When considering release times, determine how your Agencies pay overtime. Is it by shift? A flat rate? Are there union issues? Does your local Agency bill a Federal Agency?

IDENTIFY THE RELEASE OF EXCESS RESOURCES

Refer to Handout 12-4: Blank Demobilization Schedule and Handout 12-5: Sample Demobilization Schedule.

Visual 12.18

PARTICIPATION IN DEMOBILIZATION PLAN

Participate in the development of the Demobilization Plan. It must be approved by Command and General Staff. Review the Demobilization Plan and sign it. Brief staff on demobilization procedures and responsibilities.

Visual 12.19

COORDINATING WITH LOCAL AGENCIES

Visual 12.20

DOCUMENTATION

If required, ensure the ICS Form 221 Demobilization Check-out is accurately completed and turned in to the appropriate person.

Refer to Handout 12-6: Logistics Section Documentation Files and Handout 12-7: ICS Form 221 Demobilization Check-out.

Visual 12.21

EVALUATE PERFORMANCE

Subordinate incident personnel performance evaluations should be completed, as required by the IMT or Agency policy. If individuals are trainees with Position Task Books, it is especially important to evaluate them.

Performance evaluations should follow the following guidelines:

- Be candid and objective.

- Emphasize results rather than processes.

- Concentrate on situations, not people.

- Emphasize the important issues.

- Be based on objectives and direction provided.

Communicating expectations is critical to success.

- Model the expected behavior as a function of leadership.

- The things you pay attention to will become the individual and team priorities.

- Performance appraisals should focus on the Position Task Book requirements; using the checklist as the basis of appraisal makes it very objective.

Refer to Handout 12-8: ICS Form 225 Incident Personnel Performance Rating.

Visual 12.22

Visual 12.23

Visual 12.24

AGENCY DEBRIEFING

Participate as part of the IMT during the Agency Administrator (AA) debriefing. Discuss with the AA or Executive what went right, what went wrong, and how the IMT can improve on it.

Replenish your kit by keeping a list of initial amounts so you know how much to replenish. Provide a list of resources and organizations still assigned to the incident.

Prepare a synopsis of the logistics operation during the incident that is factual and brief.

Refer to Handout 12-9: Transition Plan Template.

ACTIVITY 12.1: DEMOBILIZATION AND EVALUATION

The instructor will explain Activity 12.1.

You will have 1 hour and 15 minutes to complete this activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe techniques for assigning and organizing the work of personnel and contractors.

- List the Logistics Section Chief's duties in briefing, monitoring, training, and evaluating staff.

- Identify three responsibilities of the Logistics Section Chief in incident demobilization.

Visual 12.25

REVIEW COURSE EXPECTATIONS
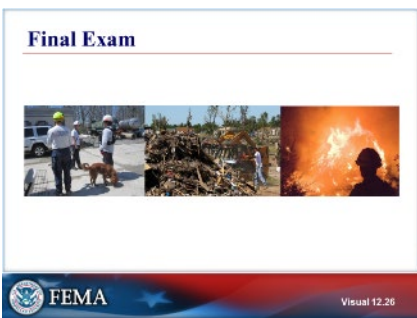
Visual 12.26

FINAL EXAM

Supplemental Materials

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Handout 12-1: Contractor Performance Rating

CONTRACTOR PERFORMANCE RATING (Test Form – February 2015)		
Contractor/Company Name:	**Fire Name and Number:**	**Resource Type and Equipment ID (Engine/Dozer/Water Tender/etc.)**
Agreement Number:	**Dates covered by this evaluation:**	

RATING FACTORS: If the Vendor performed other than Satisfactory (Unsatisfactory, Marginal, Very Good, or Exceptional) the Evaluator shall document the rating in accordance with the Rating Guidelines in Exhibit E of the I-BPA.

In Summary:
☐ **To justify an Unsatisfactory rating, identify multiple significant events in each category that the contractor had trouble overcoming and state how it impacted the Government.**
☐ **To justify Marginal performance, identify a significant event in each category that the contractor had trouble overcoming and state how it impacted the Government.**
☐ **To justify a Very Good rating, identify a significant event and state how it was a benefit to the Government. There should have been no significant weaknesses identified.**
☐ **To justify an Exceptional rating, identify multiple significant events and state how they were of benefit to the Government. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating.**

Quality of Service *(How did the Contractor perform, document any noncompliance or performance issues)* The Vendor's Quality of Service (knowledge of the job, physical condition of personnel, attitude, decisions under stress, initiative, use of safe practices, crew organization, performance of resource, equipment organization/reliability, and supervisory performance) on this incident was Satisfactory unless otherwise noted.

Timeliness *(Did the Contractor meet Date and Time on Resource Order, perform work in a timely manner, demobilize timely)*
The Vendor's Timeliness on this incident was Satisfactory unless otherwise noted.

Business Relations *(Did the Contractor perform in a business-like manner, complete administrative requirements timely)*
The Vendor's Business Relations (working with government personnel, working with other contractors/vendors, and offline conduct) was Satisfactory unless otherwise noted.

Resource Leadership: (Contractor Signature)	Date:
Printed Name:	Phone Number:
Rated By: (Evaluator Signature)	Date:
Printed Name:	Phone Number:
Position on Incident:	Home Unit (address):

** EVALUATOR to RETURN A COMPLETED EVALUTION FORM TO FINANCE
SECTION **

Handout 12-2: Contractor Rating Guidelines

Rating Guidelines

Quality of Product or Service; Timeliness of Performance; and Business Relations

0 = Unsatisfactory 1 = Marginal 2 = Satisfactory 3 = Very Good 4 = Exceptional

Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains a serious problem(s) for which the contractor's corrective actions appear or were ineffective. NOTE: To justify an Unsatisfactory rating, identify multiple significant events in each category that the contractor had trouble overcoming and state how it impacted the Government. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating. An Unsatisfactory rating should be supported by referencing the management tools used to notify the contractor of the contractual deficiencies (e.g., management, quality, safety, or environmental deficiency reports, or letters).
Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented. NOTE: To justify Marginal performance, identify a significant event in each category that the contractor had trouble overcoming and state how it impacted the Government. A Marginal rating should be supported by referencing the management tool that notified the contractor of the contractual deficiency (e.g., management, quality, safety, or environmental deficiency reports, or letters).
Satisfactory	Performance meets contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory. NOTE: To justify a Satisfactory rating, there should have been only minor problems, or major problems the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. A fundamental principle of assigning ratings is that contractors will not be assessed rating lower than Satisfactory solely for not performing beyond the requirements of the contract.

Very Good	Performance meets contractual requirements and exceeds some to the Government's benefit. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor was effective. NOTE: To justify a Very Good rating, identify a significant event and state how it was a benefit to the Government. There should have been no significant weaknesses identified.

Exceptional	Performance meets contractual requirements and exceeds many to the Government's benefit. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor was highly effective. NOTE: To justify an Exceptional rating, identify multiple significant events and state how they were of benefit to the Government. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.

Source: Rating guidelines are from the CPAR Quality Checklist
(http://www.cpars.csd.disa.mil/cparsfiles/pdfs/qualcheck08.pdf)

Handout 12-3: 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 12-4: Blank Demobilization Schedule

RESOURCE NAME	POS	ORDER NO.	HOME UNIT	TRANS NEEDED	CAN'T LV BEFORE	CAN'T LV AFTER	REASSIGN Y/N OTHER QUALS

_____DEMOBILIZATION SCHEDULE

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Handout 12-5: Sample Demobilization Schedule

CLARK PEAK DEMOBILIZATION SCHEDULED							
RESOURCE NAME	*POS*	*ORDER NO.*	*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 12-6: Logistics Section Documentation Files

Version 03-10-09

Wildland Fire Incident Records
Organizing Section Documentation

Incident Replacement Req/AD 112

Daily Inventory

Cache Issue Report

Accountable Prop Summary

SUPPLY UNIT

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

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)

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. DO NOT leave in incident files.

Logistics Section

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Handout 12-7: ICS Form 221 Demobilization Check Out

Refer to EL_967_HO_12-7_ICS_Form_221.pdf

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Handout 12-8: ICS Form 225 Incident Personnel Performance Rating

Refer to EL_967_HO_12-8_ICS_Form_225.pdf

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Demobilization Unit Leader Position Checklist

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 Planning Section Chief:
		▪ Determine objectives, priorities, and constraints on demobilization.
		2. Review incident resource records to determine scope of demobilization effort:
		▪ Resource tracking system
		▪ Check-in forms
		▪ Master resource list
		3. Meet with Agency representatives to determine:
		▪ Agencies not requiring formal demobilization
		▪ Personnel rest and safety needs
		▪ Coordination procedures with cooperating-assisting Agencies
		4. Assess the current and projected resource needs of the Operations Section.
		5. Obtain identification of surplus resources and probable release times.
		6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).
		7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.
		8. Determine debriefing requirements.
		9. Establish communications links with off-incident organizations and facilities.

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Handout 12-9: Transition Plan Template

INCIDENT NAME:
IINCIDENT 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 Form 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 Form 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 regard 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 Berndts 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

5a. 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 Form 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

6a. Situation Unit
- Brief description of fuels and fire behavior
- Status of mapping capabilities including GIS
- Status of Fire Weather Meteorologists

6b. Resources Unit
- Brief description of data base including currency

6c. Demobilization Unit
- Current status of Demobilization Plan
- Demobilization issues, concerns and opportunities

6d. 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

7a. Facilities
- Issues with current facilities
- Status of camp help arrangements
- Existing land use agreements and needs
- Status of shower, laundry services
- Camp safety issues

7b. Food Unit
- On-scene caterers and capabilities by location
- Food quality, supply
- Local purchasing and supply opportunities

7c. Ground Support
- Safety considerations
- Travel times for operations personnel
- Equipment considerations (graders, rentals, buses, carts, etc.)
- Environmental considerations (wash stations etc.)
- Spike camp considerations

7d. 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.)

7e. 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

7f. Security
- Major security issues (non-confidential)
- Cooperator responsibilities (highways, road blocks, evacuations etc.)
- Relations with cooperating law enforcement agencies

7g. 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

8a. Cost Unit
  ▪ Status of cost collection mechanisms and daily reports

8b. Time Unit
  ▪ Summary of equipment and personnel time issues, barriers
  ▪ Equipment and personnel time reconciled with resources unit and Incident Action Plan

8c. Compensation for Claims
  ▪ Outstanding claims and/or Compensation for Injury cases
  ▪ Potential claims and mitigation measures to avoid

G. OVERHEAD RESOURCES REMAINING

1. 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

3. Operations (Ground):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

4. Operations (Aviation):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

6. Plans:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

7. Finance:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

8. Logistics Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

9. Logistics Equipment:

Equipment Type	Vendor/Name/NFES #	Resource Order #	Location	Planned Demob

10. CONTACT INFORMATION

ICS Unit	Contact Type (i.e. Co. Sheriff)	Name	Phone	Cell	email

11.COMPLEXITY ANALYSIS:

(Attach an appropriate complexity analysis sufficient to meet the agency administrator(s) / area commander's objectives.)

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Activity 12.1: Demobilization and Evaluation

Activity 12.1

Purpose

The purpose of this activity is to anticipate and plan for the demobilization needs of an incident.

Objectives

Students will:

- Identify the Logistics Section Chief's (LCS) responsibilities in developing and executing the demobilization Plan (DMOB).
- Complete an ICS Form 225 Incident Personnel Performance Rating to evaluate course instructors.

Activity Structure

This activity is scheduled to last approximately 1 hour, including individual and small-group work. Students should spend approximately 10 minutes reviewing the sample DMOB. Working in groups of 4-6, students should take approximately 20 minutes to review the DMOB from the perspective of the LSC and answer the questions below.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4-6. Following are the specific activities and instructions for your participation in the activity:

1. Review the sample DMOB.
2. Referring to the questions below, identify the roles and responsibilities of the LSC in the development and execution of the DMOB.
3. Review the ICS Form 225 Incident Personnel Performance Rating.
4. Use the ICS Form 225 Incident Personnel Performance Rating to evaluate one of the course instructors. Refer to EL_967_ACT_12.1_ICS_Form_225.pdf.
5. Appoint a group spokesperson.
6. Present your DMOB conclusions to the entire class during the review.

Facilitators perform the role play, moderate discussions, answer questions, and provide additional information as required.

Activity 12.1 Questions

1. What information does the LSC need to determine whether he or she can support the DMOB?

2. Where can the LSC gather this information?

3. What people, documents, or factors impact the content of the DMOB?

4. When should the LSC communicate limitations and challenges in supporting the DMOB?

5. With whom should the LSC coordinate to execute the DMOB?

DEMOBILIZATION PLAN

Civil Unrest INCIDENT

 Central City, Liberty County LAND UNIT

J. Olney INCIDENT COMMANDER

Prepared by:

_____

Demobilization Unit Leader   *Date*

Recommended:

_____

Planning Section Chief   *Date*

Recommended:

_____

Logistics Section Chief   *Date*

Recommended:

_____

Operations Section Chief   *Date*

Recommended:

_____

Finance Section Chief   *Date*

Approved by:

_____

Incident Commander   *Date*

Reviewed by:

_____

Central City Expanded Dispatch   *Date*

This DMOB Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

1. GENERAL INFORMATION

Initiate all resource releases in the DMOB Unit after Section Chief approval, and coordinate releases with Dispatch. The incident base size and location allow holding surplus equipment and personnel for safe and efficient demobilization. NO resources are to leave the incident until authorized to do so. At this time, no off-incident DMOB center will be activated. Logistics will provide ground transportation if needed by released resources.

The following are general guidelines to be followed for resources that are leaving the Incident:

A. No person except local resources (within 50 miles) will be released after working a full operational period without having a minimum of eight (8) hours off-shift unless specifically approved by the IC.

B. All resources must be able to arrive at their home base prior to 2200 (10PM), unless specifically approved by the IC. Approval criteria are:

> The mental and physical condition of the driver(s) are such that the driving and travel can be performed in a safe manner; AND one of the following can be met:

> 1) The destination can be reached within two hours; or

> 2) Drivers can be changed every two hours.

C. Crews being released will be on staggered schedule (i.e., 0830, 0900, 0930, etc.) unless grouped for cost effective transportation.

D. All Party Chiefs, Crew Supervisors and Strike Team Leaders will be briefed prior to leaving the Incident. Briefing to include (in writing): 1. Methods of travel; 2. Passengers (if any); 3. Destination; 4. ETD Camp/ETA home base; and 5. Transportation arrangements.

E. At least 24 hours lead time is normally needed to arrange large aircraft transport. Make tentative releases 36 hours in advance. Twelve hours lead time is needed for small aircraft. DMOB and Dispatch will coordinate releases.

F. Crews and/or miscellaneous overhead to be air transported will be grouped by areas or common destination, and will be released together, whenever practical.

G. Approximately one hour is needed at incident base/camp to go through the DMOB process.

H. Release local, private resources (e.g., fuelers and equipment) directly from incident base/camp. Notify Dispatch of the time the resources depart Incident Base/Camp.

I. To prevent delays and work overloads, notify Logistics and Finance as soon as possible

when surplus resources are to be demobilized. (DMOB will advise these units 24 hours in advance.) Also, notify Dispatch in advance.

J. Notify incident personnel by posting "Tentative Releases" 24 hours in advance.

K. Performance ratings are required for:

    a. Trainees

    b. Outstanding or deficient performance

    c. Personnel requesting evaluation

L. Emergency DMOB's will be handled on a priority basis.

2. RESPONSIBILITIES

A. <u>Incident Commander</u>

    Establish release priorities
    Review and approve the Demobilization Plan

B. <u>Section Chiefs</u>
    a. Identify surplus resources (indicate availability for reassignment), prioritize, and submit list to DMOB. Use the Tentative Release List form or General Message Form. Note:
        i. Names or description of resources to be released
        ii. Desired date and time of release
        iii. Home base or airport to be transported to
    b. Assign personnel in unit to sign checkout sheets for resources going through the DMOB process
C. <u>Logistics</u>
    a. **Facilities** - ensure that all sleeping and work areas are cleaned up before personnel are released.
    b. **Supply** - ensure that all nonexpendable property items are returned or accounted for before release.
    c. **Ground Support** -
    d. -ensure that there will be adequate ground transportation during the release process.
    e. -ensure that drivers transporting released crews know exactly where to deliver them.
    f. -If applicable, all oversize vehicles (e.g., transports) must have appropriate permits to comply
    g. with State Vehicle Codes and State Road Department and Highway Patrol specs.
    h. **Communications** - ensure that all radios and equipment have been returned or accounted for.
    i. **Food** - ensure that there will be adequate meals for those being released and for those remaining in camp. Double lunch crews when appropriate.
D. <u>Finance</u>
    a. Complete time and equipment reports for released personnel.
    b. Ensure that ADO payoff arrangements are made and affected personnel notified.
E. <u>DMOB</u>
    a. Compile tentative and final release lists.

b. Notify incident and off-incident personnel (Dispatch) regarding tentative and final releases, and set priorities for release. Include departure time, destination, and ETA home.
c. Inform Ground Support of needed transportation.
d. Prepare ICS Form 221 Demobilization Check-Out forms and transportation manifests.
e. Arrange with Dispatch for all transportation and final releases.
f. Notify Dispatch immediately upon departure of resources.
g. Monitor the DMOB process and make needed adjustments.

F. <u>Dispatch</u>
a. Arrange transportation (air, bus, etc.) for those resources needing such.
b. Notify DMOB of travel plans at least six hours in advance of such travel.
c. Notify SWCC of ETA's for released resources.

3. RELEASE PRIORITIES:

  <u>1</u> Local Initial Attack Resources
  <u>2</u> Type I Local SW Area Crews
  <u>3</u> Type I Out-of-Area Crews
  <u>4</u> Type II Regular Crews
  <u>5</u> County and Local Cooperators
  <u>5</u> Contract Equip - Rentals
  <u>5</u> Engines

4. RELEASE PROCEDURES

Functional heads will identify surpluses within their units and submit a list (or lists) to DMOB at least 24 hours in advance of planned release.

DMOB will combine lists and form a "Tentative Release" list. DMOB will work with Resources Unit so that the resource status board(s) can be kept current.

DMOB will notify dispatch center of the tentative releases and obtain approval. DMOB will attempt to give a minimum of 24 hours notice for all resources needing flight arrangements. DMOB will also give Ground Support lead time to arrange for ground transportation for crews and individuals and inspection of vehicles and equipment.

When final approval for releases is obtained from the servicing dispatch office, DMOB will:
    Prepare transportation manifests.
    Notify or page personnel to be released.
    Give crew leader or individual the final release form and briefing with itinerary.

Crew leader or individual will take the ICS Form 221 DMOB Check-out to:

    Supply U.L. (to return all non-expendable property).
    Communications U.L. (to return radio equipment).

Facilities U.L. (to be sure all sleeping areas are clean).
Ground Support U.L. (for vehicle safety and equipment inspection, if necessary).
Finance Unit (to close out time and obtain Fire Time Report with any medical forms attached).
DMOB U.L. with all signatures (for final checkout and travel info).
Security - turn in DMOB sheet (Security will post departure time and return to DMOB)

DMOB - enter actual release date and time and ETA at home base on the ICS Form 221 Check-out.
-notify Dispatch of ATD, destination, and ETA to destination.

Documentation - Collect and file performance evaluations. Ensure that released personnel receive a copy of their evaluation.

A. RELEASE OF RESOURCES NEEDING AIR TRANSPORTATION

1. 1.Incident Base/Camp originates release orders and submits them to Dispatch to coordinate arrangements.

2. 2.Release orders contain the following information:

    a. Original request number (same as ordering number).

    b. Name(s) and number of personnel.

    c. Home base or airport to be transported to.

    d. Time available for release.

    e. Whether transportation is available from incident base/camp.

3. Utilize commercial air service where practical to transport miscellaneous overhead.

B. RELEASE OF RESOURCES WITH THEIR OWN TRANSPORTATION

1. Incident base/camp originates tentative release orders at least 24 hours ahead of planned departure from Incident Base/Camp and submits them to Dispatch.

2. Incident Base/Camp notifies Dispatch of ATD from Incident Base/Camp and ETA at home unit. Dispatch notifies home unit of ATD and ETA.

3. Ground-transported crews are released from Incident Base/Camp at local EOC priority.

4. Released resources must depart Incident Base/Camp within ½-hour of ATD shown on release order, or a re-notification must be made.

5. TRAVEL INFORMATION

All nonlocal resources will have at least 8 hours of rest prior to being released from the Incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes.

All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel.

Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways.

Incident DMOB will notify dispatch when a resource is released so that the home unit can be advised with an ETA. It will then be up to the home unit to track released resources and report back if there are problems or more information is needed.

Incident Directory:

DMOB/Plans-	(xxx) xxx-xxxx voice
	(xxx) xxx-xxxx fax
Supply-	(xxx) xxx-xxxx
Finance-	(xxx) xxx-xxxx
Ground Support -	(xxx) xxx-xxxx
Communications-	(xxx) xxx-xxxx
Expanded Dispatch-	(xxx) xxx-xxxx
EOC	