

E/L 0971

NIMS ICS All-Hazards Facilities Unit Leader Course



FEMA

Student Manual

July 2019
Version 1.0



The FEMA Logistics team work closely with a local cross dock facility to move loads of water and meals ready to eat to FEMA trailers bound for the FEMA staging area at Simmons Army Field. FEMA is assisting the State of North Carolina to prepare for the arrival of Hurricane Earl on the coast.

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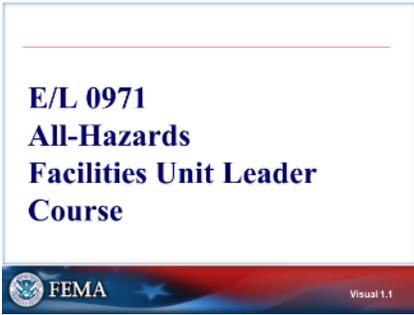
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Unit 1: Course Introduction

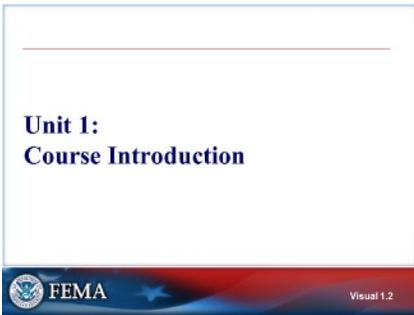
STUDENT MANUAL

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Visual 1.1

E/L 0971: ALL-HAZARDS FACILITIES UNIT LEADER COURSE



Visual 1.2

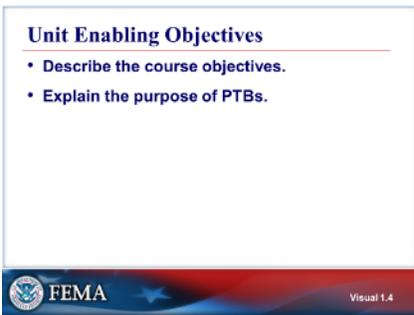
UNIT 1: COURSE INTRODUCTION



Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objectives and position-specific resource materials for the position of Facilities Unit Leader.

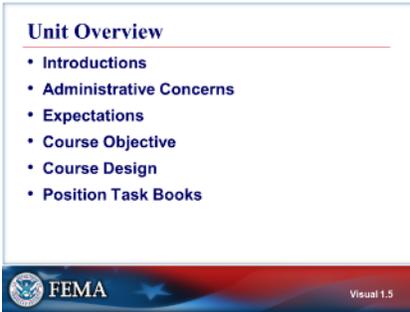


Visual 1.4

UNIT ENABLING OBJECTIVES

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

The Pretest and Final Exam are based on the Enabling Objectives from Unit 2 – 10.

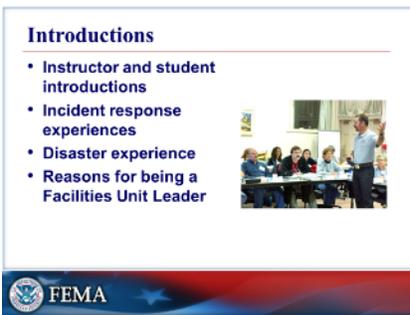


Visual 1.5

UNIT OVERVIEW

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

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



Visual 1.6

INTRODUCTIONS

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

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

After the introductions, the instructor will administer the Pretest.



Visual 1.7

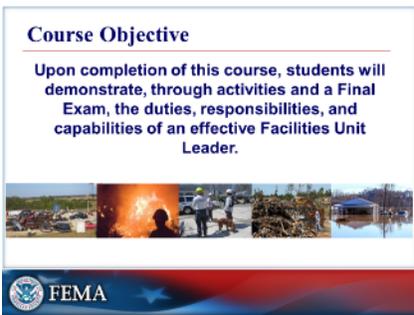
ADMINISTRATIVE CONCERNS



Visual 1.8

EXPECTATIONS

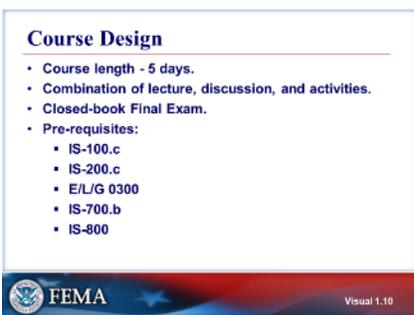
Share your expectations for the course.



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 FACL.



Visual 1.10

COURSE DESIGN

The course is scheduled to be 5 days in length. Direct students to the Course Schedule and point out the units to be covered through the course period.

Through a combination of lecture, discussion, and activities, 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, Facilities Unit Leader) in an all-hazards context.

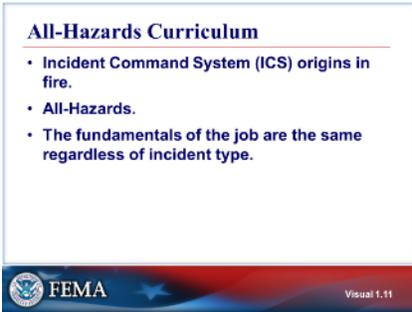
Prerequisites -

- IS-100 An Introduction to the Incident Command System, ICS 100
- IS-200 Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- IS-700 An Introduction to the National Incident Management System
- IS-800 National Response Framework (NRF)

Recommended Courses –

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400

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



Visual 1.11

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training 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 Facilities Unit Leader backgrounds.

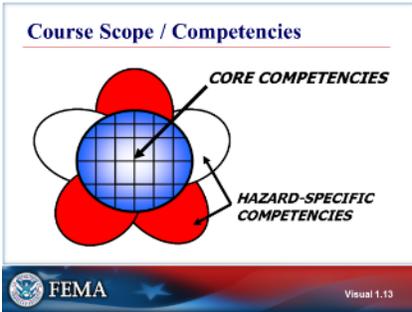
Given our personal incident experiences, each of us - instructors included - have a limited perspective (by no means All-Hazards).

A Facilities Unit Leader needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Facilities Unit Leader is the same.



Visual 1.12

DISCUSSION ACTIVITY



Visual 1.13

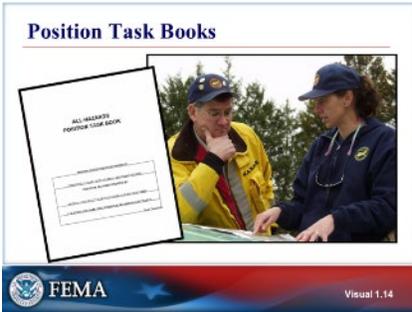
COURSE SCOPE/COMPETENCIES

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 Facilities Unit Leader 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 Facilities Unit Leader with only the center of the flower or only the petals—"The flower needs to be complete" to ensure qualification.

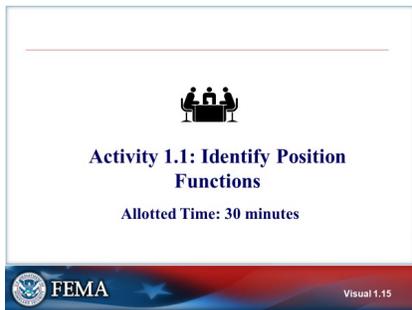
This course will help to establish core competencies (center of the flower) for the Facilities Unit Leader position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Facilities Unit Leader Position Task 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.

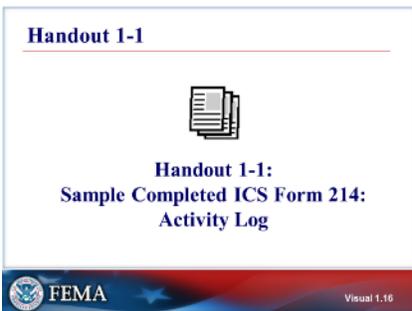


Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

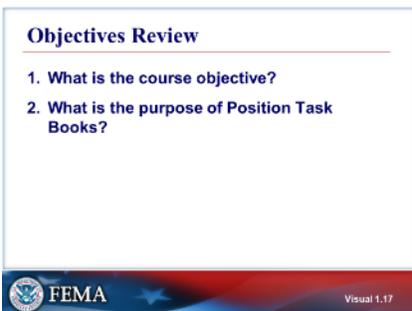
The instructor will explain Activity 1.1.

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



Visual 1.16

HANDOUT 1-1



Visual 1.17

OBJECTIVES REVIEW

- 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 included 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.

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_971_HO_1-1_ICs_Form_214.pdf

Key points about information logged on the ICS 214.

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

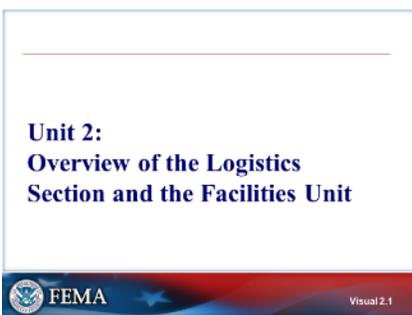
There is therefore a dual use for this documentation. First as your personal reminder list/ memory jog; and second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.
2. 0800 Assigned Ed Gross to track down AREP from Tri-County Ambulance Service....
 - a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or Tri-County Ambulance.
 - b. Also, a documentation that we have tried to establish contact and have not yet done so.
3. 0930 Baker County Commissioner called...
 - a. Noted who I informed and the assignment of responsibilities
4. 0945 Ed contacted ambulance AREP
 - a. a. Noted completion of task assignment #2 above.
 - b. b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.
5. 1200 SO told me...
 - a. a. Any safety issue is potentially critical. Noted my involvement in this issue.
 - b. b. Potential follow-up with both SO and AREP later on
6. 1300 Parker County AREP wants fire engines back
 - a. a. Very significant issue
 - b. b. Documented that I informed the two critical C&G staff about this development.
 - c. c. May need to follow-up later.

Unit 2: Overview of the Logistics Section and the Facilities Unit

STUDENT MANUAL

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Visual 2.1

UNIT 2: OVERVIEW OF THE LOGISTICS SECTION AND THE FACILITIES UNIT

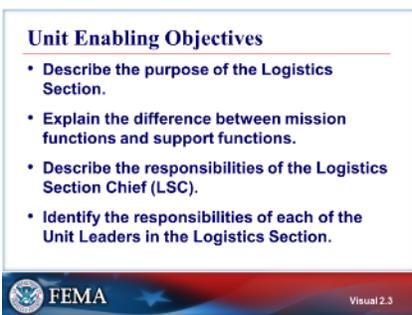
This unit will impart a general understanding of the roles and responsibilities of the Facilities Unit Leader, the functions of the Logistics Section and the Facilities Unit, and the subordinate positions within the Facilities Unit.



Visual 2.2

UNIT TERMINAL OBJECTIVE

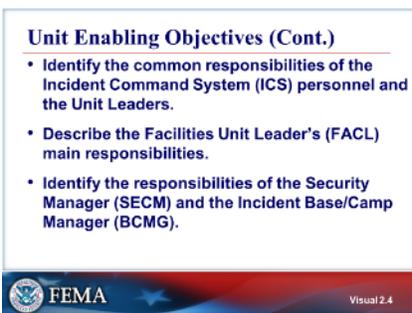
Describe the functions and components of the Logistics Section and the Facilities Unit.



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



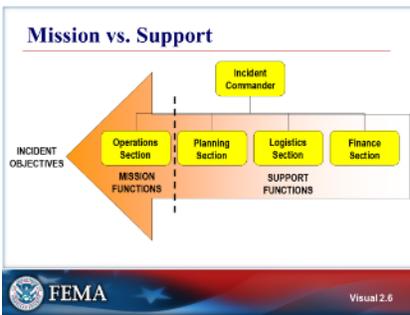
Visual 2.4

UNIT ENABLING OBJECTIVES (CONT.)

- Identify the common responsibilities of Incident Command System (ICS) personnel and the Unit Leaders.
- Describe the Facilities Unit Leader's (FACL) main responsibilities.
- Identify the responsibilities of the Security Manager (SECM) and the Incident Base/Camp Manager (BCMG).



Visual 2.5



Visual 2.6

OVERVIEW OF THE LOGISTICS SECTION

MISSION VS. SUPPORT

The Operations Section is on the front line to accomplish mission objectives. 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. The Facilities Unit provides facilities-related infrastructure and services that support the mission.

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

If the facility is part of the mission, it is the responsibility of the Operations Section. For example, if the Incident Management Team (IMT) is mobilized to provide support for hurricane evacuees, the shelter that is established would be an operational responsibility. In many cases, the Facilities Unit will provide technical support.



Visual 2.7

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 that they need to meet incident objectives. In other words, the mission of the Logistics Section is to keep the Operations Section functional.

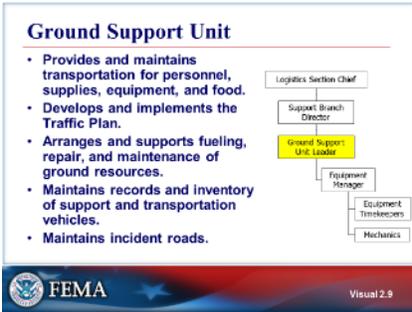
The Logistics Section serves a support function during the incident. With regard to the Logistics Section, the mindset of the Facilities Unit Leader should be focused on anticipation. Successful preparation should be your standard.

To provide facilities, services, and supplies in support of the incident, the Logistics Section is composed of six units that provide support and perform specific functions.



Visual 2.8

LOGISTICS SECTION CHIEF



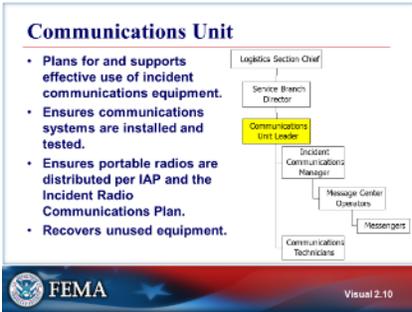
Visual 2.9

GROUND SUPPORT UNIT

The responsibilities 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 the support and transportation vehicles.
- Maintains roads at the incident site.
- Develops and implements the Traffic Plan with the exception of the Incident Command Post (ICP), which is the responsibility of the Facilities Unit.

The GSUL will coordinate extensively with the Safety Officer (SOFR).



Visual 2.10

COMMUNICATIONS UNIT

The responsibilities of the COML:

- Prepares and implements ICS Form 205, Incident Radio Communications Plan.
- Establishes appropriate communications with distribution and maintenance locations within the incident base/camp(s).
- Ensures that communications systems are installed and tested.
- Ensures that an equipment accountability system is established.
- Ensures that personal portable radio equipment is distributed per the Incident Radio Communications Plan (ICS Form 205).
- Provides technical information as required regarding:
 - Adequacy of communications systems currently in operation.
 - Geographic limitations with regard to the communications systems.
 - Equipment capabilities and limitations.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- Recovers equipment from Units that are demobilizing.

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

Medical Unit

- Prepares the Medical Plan and other medical documentation.
- Responds to requests for medical aid and transportation.
- Ensures rehabilitation of incident personnel.



FEMA Visual 2.11

Visual 2.11

MEDICAL UNIT

The responsibilities of the MEDL:

- Participates in Logistics Section and Service or Branch planning activities as appropriate.
- Prepares ICS Form 206, Medical Plan.
- Declares major medical emergencies as appropriate.
- Responds to requests for medical aid, medical transportation, and medical supplies.
- Prepares and submits the necessary documentation.

The MEDL works very closely with the Safety Officer (SOFR) as the SOFR is required to sign the ICS 206 Medical Plan. On some IMT's the Medical Unit is moved directly under the responsibility of the SOFR and out of the Logistics Section.

Food Unit

- Ensures all incident personnel are adequately fed and hydrated
- Supervises assigned personnel and contracts.
- Determines food and water requirements.
- Determines best method of feeding.
- Orders food and water
- Ensures health and safety measures are followed.



FEMA Visual 2.12

Visual 2.12

FOOD UNIT

The responsibilities of the FDUL:

- Determines food and water requirements.
- Determines the best method for feeding assigned personnel at each facility or situation.
- Supervises personnel and administers food contracts as needed.
- Orders food and water.
- Ensures that all appropriate health and safety measures are followed.

Supply Unit

- Supports responders with supplies, equipment, and personnel necessary to accomplish the incident objectives.
- Orders, receives, distributes, and stores supplies and equipment.
- Maintains inventory.
- Orders or returns supplies.
- Services reusable equipment.

Logistics Section Chief
Support Branch Director
Supply Unit Leader
Ordering Manager
Receiving/Distribution Manager

FEMA Visual 2.13

Visual 2.13

SUPPLY UNIT

The responsibilities of the SPUL:

- Participates in Logistics Section and Support or Branch Planning Meetings to inform other Logistics Section personnel what supplies are and are not available.
- Manages assigned personnel, such as the Ordering Manager (ORDM) and the Receiving and Distribution Manager (RCDM).
- Orders, receives, distributes, and stores supplies and equipment.
- Maintains an inventory of supplies and equipment.
 - Orders or returns supplies and equipment per incident needs.
- Services reusable equipment.

Facilities Unit

FEMA Visual 2.14

Visual 2.14

FACILITIES UNIT

Common Responsibilities

- All ICS personnel share certain common responsibilities.
- Unit Leaders have some specific common responsibilities as well.

Handout 2-1: Unit Leader Common Responsibilities
Handout 2-2: Acronyms and Position Codes
Handout 2-3: Mnemonics List

FEMA Visual 2.15

Visual 2.15

COMMON RESPONSIBILITIES

It is important to be aware of common responsibilities, as well as the specific responsibilities of the Facilities Unit Leader.

Refer to:

- Handout 2-1: Unit Leader Common Responsibilities
- Handout 2-2: Acronyms and Position Codes
- Handout 2-3: Mnemonics List.



Visual 2.16

FACILITIES UNIT LEADER'S RESPONSIBILITIES

A key function of the Facilities Unit is to plot incident facilities and determine the requirements for each facility in coordination with Command and General Staff. The Facilities Unit provides incident personnel with incident facilities such as a incident base, camp, and the Incident Command Post, as well as sleeping and sanitation facilities.

The Facilities Unit Leader (FACL) oversees the facilities and security, which may be a huge task, depending on the incident. During some incidents, additional security personnel or contractors will work for the FACL or the Security Manager (SECM). Often on All-Hazard incidents if there are complex security issues, the SECM may be elevated to its own unit within the Logistics Section. The FACL also provides Land Use Agreement information to the Procurement Unit Leader.

The layout of incident facilities will depend on a number of factors (for example, traffic, incident size and complexity, and the topography of the area). The actual space needed to set up the facilities for an incident will differ, but the ratios and working relationships will be the same.

Refer to Handout 2-4: Facilities Unit Leader Position Checklist and Handout 2-5: LSC Expectations for Logistics Staff.

The FACL must determine the requirements for the ICP, incident base, camp, helibase, helispot, and staging area. These requirements are determined by talking with the Operations Sections that you are building the facility to support. You must know what you are supporting before you determine what is needed to accomplish that support.



Visual 2.17



FACILITIES UNIT LEADER SUPPORT ROLES

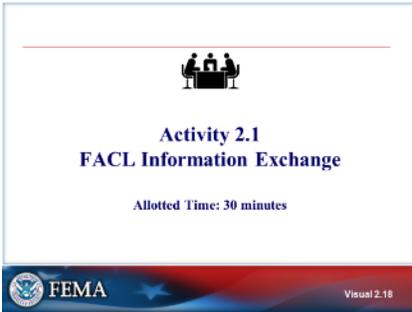
The responsibilities of the BCMG:

- Ensures that all facilities and equipment are set up and are properly functioning.
- Provides day to day supervision of sanitation, showers, and sleeping facilities.
- Makes sleeping area assignments.
- Ensures that facilities and equipment are in compliance with all applicable agency safety regulations.
- Ensures that all facility maintenance services are provided.
- Provides overall coordination of all camp activities to ensure that all assigned units operate effectively and cooperatively in order to meet incident objectives.

The responsibilities of the SECM:

- Establishes contacts with local law enforcement agencies as required.
- Ensures that support personnel are qualified to manage security problems.
- Develops a Security Plan for incident facilities.
- Coordinates security activities with the appropriate incident personnel.
- Prevents the theft of governmental and personal property.
- Documents all complaints and suspicious occurrences.

Refer to Handout 2-6: Incident Management Teams.

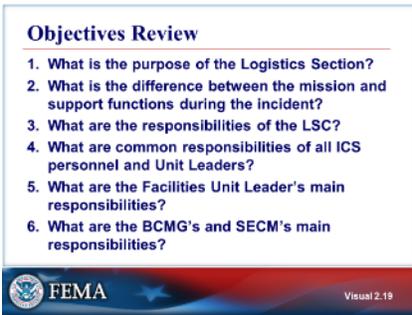


Visual 2.18

ACTIVITY 2.1: FACL INFORMATION EXCHANGE

The instructor will explain Activity 2.1.

You will have 30 minutes to complete this activity.



Visual 2.19

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 (LSC).
- Identify the responsibilities of each of the Unit Leaders in the Logistics Section
- Identify the common responsibilities of Incident Command System (ICS) personnel and the Unit Leaders.
- Describe the Facilities Unit Leader's (FACL) main responsibilities.
- Identify the responsibilities of the Security Manager (SECM) and the Base/Camp Manager (BCMG).

Supplemental Materials

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Handout 2-1: Unit Leader Common Responsibilities

COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

- a. Receive assignment from your agency, including:
 1. Job assignment, e.g., Strike Team (or Resource 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 NIMS 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 Unit/Activity Log (ICS Form 214).

Handout 2-2: Acronym List

Interagency Incident Business Management Handbook

Acronyms and Position Codes

AD	Administratively Determined (rates in the Pay Plan for Emergency Workers)
APMC	Agency Provided Medical Care
APT	Administrative Payment Team
BAER	Burned Area Emergency Response (Team)
BAR	Burned Area Rehabilitation
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
CA forms	Compensation Act forms (CA-1, CA-2, CA-16, etc.)
CAT	Cost Apportionment Team
CFR	Code of Federal Regulations
CLMS	Claims Specialist
CMSY	Commissary Manager
CO	Contracting Officer
COMP	Compensation/Claims Unit Leader
COP	Continuation of Pay
COR	Contracting Officer's Representative
COST	Cost Unit Leader
COTR	Contracting Officer's Technical Representative
C #	Crew Resource Request Number
CTR	Crew Time Report
DOD	Department of Defense
DOI	The Department of the Interior
E #	Equipment Resource Request Number
EERA	Emergency Equipment Rental Agreement
EQTR	Equipment Time Recorder

ES	Emergency Stabilization
ESF	Emergency Support Function
FECA	Federal Employees Compensation Act
FEMA	Federal Emergency Management Agency
FLSA	Federal Labor Standards Act
FAR	Federal Acquisition Regulation
FS	Forest Service
FSC	Finance/Administration Section Chief
FWS	Fish and Wildlife Service
GS	General Schedule (Pay Plan)
IFP	Incident Finance Package
IMT	Incident Management Team
GSA	General Services Administration
IAP	Incident Action Plan
IBA	Incident Business Advisor
IC	Incident Commander
ICO	Incident Contracting Officer
ICS	Incident Command System
INCINET	Incident Network
INJR	Injury Compensation Specialist
JCC	Job Corp Center
LWOP	Leave Without Pay
M #	Medical Resource Order Number
MAFFS	Modular Airborne Fire Fighting System(s)
MRE	Meals Ready to Eat
NRF	National Response Framework
NIFC	National Interagency Fire Center
NPS	National Park Service
NWCG	National Wildfire Coordinating Group

O #	Overhead Resource Request Number
OF	Optional Form
OGC	Office of General Council (USDA)
OPF	Official Personnel Folder
OSHA	Occupational Safety and Health Agency
OWCP	Office of Workers' Compensation Programs
P.L.	Public Law
PROC	Procurement Unit Leader
PTRC	Personnel Time Recorder
ROSS	Resource Ordering and Status System
S #	Supply Resource Request Number
SCSEP	Senior Community Service Employment Program
SF	Standard Form
TIME	Time Unit Leader
UOP	Unified Ordering Point
USC	United States Code
USDA	United States Department of Agriculture
YCC	Youth Conservation Corp
YOYP	You Order You Pay
WG	Wage Grade (Pay Plan)
WL	Wage Leader
WS	Wage Supervisor

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Handout 2-3: 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 Debriefing	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

Code	Position Title	Category	Code	Position Title	Category
ASGS	Air Support Group Supervisor	Air Ops	CREP	Crew Representative	Operations
ATBM	Air Tanker Base Manager	Tech Spec	CRNW	Contract Representative Northwest	Tech Spec
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

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 Rappeller	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
FLEC	Fireline Explosives Crewmember	Operations	ICT4	Incident Commander, Type 4	Command
FLEI	Fireline Explosives, Initial Attack	Operations	ICT5	Incident Commander, Type 5	Command

Code	Position Title	Category	Code	Position Title	Category
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
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

Code	Position Title	Category	Code	Position Title	Category
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
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

Code	Position Title	Category	Code	Position Title	Category
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 2-4: FACL 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.

✓	<u>Task</u>
	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:
	▪ Needed space.
	▪ Specific location.
	▪ 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 prior to taking occupancy.
	8. Document all activity on Unit Log (ICS Form 214).

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Handout 2-5: LSC Expectations for Logistics Staff

Logistic Section Chief expectations of all Section members

Be Professional at all times.

Lead by Example

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

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

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

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

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

Take every opportunity to promote the ICS process and teach others 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 2-6: Incident Management Team

INCIDENT MANAGEMENT TEAMS

Thomas E. Tarp

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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 slide carousel in our brains with all past experiences cataloged

as individual slides. When confronted with a new challenge, we mentally hurry through the carousel looking for a situation that comes close to what is in front of us and pull successful actions from the slide to rectify whatever we are facing. As you face new challenges while on your Incident Management Team assignments, you will be tapping into your private slide collection continually. Is it current and full?

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

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

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

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

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

Team Make-up and Procedures

Some basic procedures are needed to streamline and codify team operations during times of emergency stress. By identifying certain performance standards prior to the crunching of time during an actual incident, all members will be able to react with less confusion and in a more professional manner. Some of the areas to consider are:

Written operating procedures. Different Incident Commanders (ICs) may expect different operations to be performed within a team setting. This is acceptable.

However, team members scurrying around trying to figure out what and how to perform is not. IC's should take time to write out basic operating guidelines so members know what is expected.

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

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

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

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

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

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

- Other qualifications; e.g., situation unit leader also qualified as a food unit leader or finance section chief as a safety officer with accident investigation experience.
- Keep all allocated trainee positions full for each deployment. Each team member should strive to make a trainee assignment as meaningful as possible for participants. Once a trainee has demonstrated knowledge and abilities to perform that person should become eligible for placement onto an Incident Management Team and another person afforded the trainee slot to develop their skills
- Assure that currently assigned personnel have all necessary position training for their position. Require new assignees to meet these standards.
- Become proactive in recommending advanced position training for those team personnel who successfully perform their positions and demonstrate abilities for future roles.
- Members become much more valuable when cross-trained in multiple functions. Knowledge of the other jobs is required.
- Have a “Team Building” atmosphere. Encourage the command and general staff to delegate responsibilities and authorities where appropriate. This will require the IC to do the same.
- Encourage/require functional leaders to “step-back” as incidents allow so that subordinates may perform as a well supervised “lead person” (i.e., the situation unit leader becomes the acting planning section chief during stabilization/mop-up of an incident, etc.). Team members must consider “mentoring” as key important roles.
- Encourage team personnel involvement as instructors of training for those positions that they are qualified. A person naturally becomes more proficient when giving instructions than receiving them.
- Require performance ratings for all team members during activations. One theory of such ratings is to identify a person’s preparedness for advancement as well as identification of areas requiring improvement.

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

Professionalism. One goal all team members should strive to attain is bringing the highest level of professional management possible to an incident. This concept is difficult to define in that there are as many thoughts on what a “professional” management group is as there are people to ask. Clearly, your agency expects and has the right to accept nothing less than a group performing management tasks during an incident in a manner that will bring only highest respects from all observing persons. Some items to consider for developing a professional atmosphere:

- Team members know their jobs, roles and required interactions. Obviously, this will entail all members to be position literate and also to understand what is needed to communicate and perform well within a team setting. Being literate of other functions will reinforce the timely and essential transfer of proper information. Written team guidelines further describe specific tasks, communications and relationships that are expected of them.
- Identification of team members. Any person around an incident, including those not attached but interested, should be able to easily identify the incident’s management group by name and position. Rapid procurement of standard identification items; e.g., hats, name tags, vests, etc., must be done as new members come onto a team.
- Punctuality in all actions. If a planning meeting is set and advertised for a specific place and time, the meeting must begin at that time and place, regardless of who is missing. This will aid in setting the “tone” for all observed actions conducted by a team. It clearly tells all: “this group means to approach the profession of complex incident management in a businesslike manner”. All other actions must also be punctual and purposeful. Routinely, a person will only be late for one such meeting if there is a standard method of recognizing tardiness.
- Team members are approachable and open to input. This sounds fairly simple but it is not an action always seen. The troops out on the lines have been there. Team members need to listen to what they have to say. One approach could be a directive announced during Operational Briefings that all persons assigned above a certain position (division/group supervisor, as an example) must report to a designated location upon relief for debriefing. However, if this is announced, someone from the management group must be at the location until all debriefings are received.

- Incident Action Plans (IAPs) are available to all that need them. Is it correct for a management group to determine personnel below a certain level of the organization (division/group supervisor, as an example) doesn't need one? Watch what happens when there is a serious accident and investigators ask survivors if they knew the overall plan of action or communications for the incident. If time or machines don't allow timely reproduction to meet this demand, posting copies of it allows anyone interested enough to review it.
- Timely and meaningful interaction with the responsible jurisdiction or agency: When invited, an Incident Management Team is a guest expected to perform a mission. By transferring information to the responsible jurisdiction throughout the incident, questions that always seem to arise after the fact should have been covered during the incident for those persons left with its aftermath. This communication will not be limited to the IC's position. Team members must consider themselves an "extension" of someone from the responsible jurisdiction; find out who this is and develop a rapport. This is the person(s) you want pleased at the end.
- Orderly and complete paperwork. Time records, documentation package, fiscal records, a team's Narrative Report are just a few written documents which will be available forever to tell history a team came, they conquered and they left. Make sure you go down in history correctly! Addition of internal audits and/or settlement of a cost apportionment only adds to the possibility your historical documentation will be received by a vast number of people. Don't let an excellent job performed under adverse conditions be judged later by substandard documentation.
- Visual presentations are used. Posting the current Incident Action Plan as well as the next operational period (when available), news from the world outside the incident, meeting schedules and required attendees are but a few to consider. How about posting directions to drop points, Medical Plan, and updated Safety Message, vehicle-parking directions, menu of the day, etc.? Think of visuals as a tool: a team does not have time to tell everyone on an incident everything but everyone is expected and wants to know everything. Assume they can read!

Transitioning

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

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

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

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

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

An Agency Administrator Briefing to Incident Management Team or a similar transition form provides a good basis to transfer items proven necessary on past deployments. The form's questions also require a responsible agency to contemplate items that might otherwise go by the wayside. Yearly review of this form's make-up should be undertaken by team ICs to incorporate new information items that have surfaced as needed on recent incidents.

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

where the form will not work at all. However, it can serve as a guide to develop some other mechanism of pertinent information transfer and documentation.

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

- The team should set a professional tone for the briefing by being punctual, identifiable, prepared and attentive
- All team members should be in well-marked Personnel Protective Equipment (PPE) or their agency's work uniform with issued team identification clearly displayed
- Team members should form a group close to the agency speaker, command and general staffs to the front, with notepaper and, hopefully, a copy of the completed transition form available. If a completed form is not available, a blank form can serve as a guide for team members to generate questions pertaining to their specific roles. It is not unusual to have many people other than the Incident Management Team and key agency personnel present. Determine who everyone is and their role.
- An agency administrator briefing should start with introductions of the key agency personnel by name, title and incident function. Teams should introduce themselves by name and position.
- Routinely, the agency administrator conducts the briefing with an overview of the incident's history, projections, resources status and conditions. However, a team should be prepared to assist this effort.
- After the agency administrator briefing, the IC should negotiate a question period for team members to retrieve necessary information that might have not been dispensed. It may be best for the IC or planning section chief to facilitate this portion, going through team functions ("resource unit leader, any further questions?", etc.). Team members need to be prepared with questions restricted to pertinent issues only.
- Prior to the briefing, the agency administrator and IC should have set an actual time for team actions to begin on the incident. This should be a portion of the briefing. If not mentioned, this will be one of the questions to bring out.
- Collect any written materials or displays presented to the team by the agency administrator, regardless of their value.

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

The Initial Attack Incident Commander (IAIC) will need to brief the team. The most current incident situation status should be available from this person and his/ her staff. Many times, this briefing is conducted concurrently with the agency administrator briefing. This has pluses and minuses but is normally something a team cannot control. Expected outcomes should be:

- The team will need the best incident information available, e.g., what has happened, what has been attempted, and any projections of incident size, resource status, locations and serviceability. Situation maps, weather forecasts, traffic maps, and Incident Briefing Form, ICS-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, etc. Overestimation can fell any team member in their quest to accomplish their function

Teams should consider the possibility of overestimating their own production, especially during that first operational period. Is it really possible to draw together a current IAP, be

working on the next and correctly look at contingency planning? Can necessary facilities be developed, communications organized and drop points marked with available staff? Can each member realistically accomplish all required actions within that “first operational period”?

Some items to consider:

- While developing Incident Objectives, ICS-202 for that first operational period, an IC could list specific objectives/goals for non- operations functions, e.g., logistics develop a 2,000 person camp; finance/administration assure all contracted equipment time is started, etc. This prioritizes actions and accomplishments. It also implies recognition of limited resources. A posted visual display of this could be helpful.
- Individual function heads must prioritize specific work to be accomplished. Functional staffing is routinely still short and only so many “things” can be accomplished; what is most “important”? List them and get them done in that order. Should an individual’s priorities impact other team functions (and, THEY ALL WILL!) this must be shared with the other team members. A full team meeting four to five hours into that first operational period works excellent for this intra- team sharing of information about projected shortfalls and accomplishments.
- Recognize when the impossible just takes a little longer to accomplish. Most challenges faced by a team when organizing an incident can be successfully met in numerous ways. Be adaptive and creative while guarding against expending precious time on a scheme with marginal chances of success. A standard “book” answer is not always needed or required.
- Rely on past experiences (mental slides) to meet significant challenges. There is a depth of collective knowledge when an Incident Management Team is assembled. That first operational period team meeting could produce problem solving suggestions from a most unlikely source if members are made aware of a mate’s difficulty and feel free to offer assistance. Use someone else’s slide when necessary.

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

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

Communicating

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

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

- Intra-team
- Intra-incident
- External

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

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

- Sincerely welcome new members to the team.
- Efforts must be expended to maintain an intra-team atmosphere that advocates smooth and healthy communications. This is easier said than done. Many obstacles can lead a member to be reluctant to participate.
 - Agency affiliation: Some team members may be hesitant to actively participate in open team communications until it becomes obvious their input is welcome and, yes, needed. Personal discussions with the IC or other team members could help; it may take repeated team interfacing for a person to loosen up enough to participate. All team members need to be aware of this situation and ready to rectify it
 - Rank: Unfortunately, some folks will hesitate to participate because they are outranked. An IC should make it crystal clear that, in a team setting, all collar brass was checked at the door; every member is just that a member! Your only "rank" is that afforded to your team position. Again, this may take repeated demonstration by all team members to loosen up the rank consciousness.

- Abilities: A person might be self-conscious of what they perceive as a lack of experience or knowledge compared to other team members, subscribing to the theory of not demonstrating this lack by opening their mouths. Again, the team atmosphere will need to recognize that there are as many different levels of experience as there are members and that's OK. Besides, those with loads of experience had to start somewhere too.
- Team guidelines can describe and structure team operations in a manner that clearly requires and promotes communication's importance to team intra-actions.
 - Team structure requires numerous meetings Transition Briefing

Strategy Meeting

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

Meeting Transition Out Briefing

Post Incident Team Meeting (critique)

- It would be advantageous to discuss meeting processes in team guidelines. Expectations on length, contents, participants, and required interactions as well as need for documentation should be explained.
- Continually drive home the idea that gathering, exchanging and disseminating information is a shared responsibility of all team members. Assure a clear process to accomplish this is understood and expected of and by all.
- Position specific expectations within team guidelines could list those types of information required by team members. This alerts members to the nature and detail each other member expects from them.
- Team ICs and functional section chiefs should monitor conduct of meetings and member's participation to assure an open working atmosphere is cultivated and maintained.

TIP! Meetings by team members coordinate a vast majority of team management efforts. They are required BUT, the abundance of them can become overwhelming for personnel attempting to accomplish something (such as managing an emergency). A watchful eye should track all meetings to eliminate unproductive or counterproductive time. Having a clear posted agenda with outcome expectation, along with member's knowledge of the expectation of their punctuality and preparedness, should maintain the businesslike team attitude. A team member assigned as the team's meeting facilitator (team guidelines) or "Sergeant-at-Arms" could also help. Leave the rabbits for after the incident. Every team meeting should start with, "the purpose of this meeting is _____".

The following people must be present

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 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 Assignment List, ICS-204 of the IAP as well as the Communication Plan, ICS-217. Complex incidents require complex communication plans. The Assignment List, ICS-204 reflects the Communications Plan specific only to the assignment of resources to that division/group. However, reassignment of personnel about the incident during an operational period affords everyone information needed to

properly communicate. Likewise, LCES information developed should also be on each specific Assignment List, ICS-204 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 Incident Status Summary, ICS-209. Accept this fact. Completeness, accuracy and timeliness are paramount. There are deadlines for

the ICS-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-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 Incident Objectives, ICS-202 form 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 ICs come out of their meeting and announce the outcome of their agreements. Now what? All team members need to consider some thoughts:

- Regardless if the Incident Management Team is to be the "lead" group or if the team is the only command structure present save the other agency(s) ICs; team attitude will set an everlasting tone for the incident. There is a new player in the position of leader; could there be several? Now what? Team intra-actions must continue as normal. React equally to all ICs. This is easier said than done with some. There will be some agency specific needs which might have to be met by staff. While just what they need is more to do, these are the "little" things which could derail a Unified Command with the best intentions. Any questions concerning conflicts of direction should be immediately referred to the team IC for rectification. All team members must want the other agency IC(s) to say after the incident that "the team took me in and accepted me as a full member."
- Be open and honest with your counterparts. Whatever command structure agreed to will have to work and work well. The attitude and cooperation by the Incident Management Team cannot become a basis for problems.
- Realize that you may be training your counterpart in his/her functional role. Incident Management Teams have qualified and experienced personnel assigned; other agencies may find it hard to match up person-for-person. All team members should expect being relied on to pass along some of this hard

earned experience. It can become a full time task. Remember, you may well be developing a future member of your team.

- Remain approachable and open to input. For many of the same reasons as providing on-scene training to counterparts, team members must demonstrate untiring desire for input and interaction. By setting an example of cooperation, a team will stimulate and maintain a desire in all to work together in a common cause.
- With minor exceptions, all management functions must be collocated. This includes the Incident Command Post (ICP). We have all been on incidents that clearly had multiple ICPs, yet were called “Unified Command.” Not True. Get it together and assist keeping it together.

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

- Establish agency specific finance/administration personnel within this section. This may only need to be a deputy to the section chief, but assures proper procedures and documentation are followed for each agency.
- Establish agency specific time recorders within the incident’s finance/administration section. These people work and report to the finance/administration section chief. However, specific time recording requirements of each agency will be met.
- Establish agency specific compensation/claims personnel within the finance/administration section. Depending on which agency’s jurisdiction a claim might generate from, the process for submitting claims could be different. By having a person from that agency handle the claim from the start, settlement delays will be avoided. Again, these people would work for and report to the finance/administration section chief.
- Should you be involved in a cost share agreement, consider:
 - A division-by-division percentage split is required for each operational period of the incident. This assigning of percentages is done by the ICs. Whenever ICs do this, it should be done in private with the cost share technicians, only. Too much pressure is implied to an IC if someone from his/her agency is present/observing; especially a superior.
 - Operations section chiefs have an important and pivotal role in cost share agreements. They will be required to verify, at the end of each operational period, where each resource was actually used during that operational period. This should be made known early so they may employ whatever means necessary to track resource use. Should there be air resources involved, air operation branch directors will be required to do the same. Tell them.

Some Other Things to Consider

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

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

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

Your position on a statewide priority list during a time of multiple incidents is very low. Resources (especially those of a normally limited nature) are going to be very few and far between. Expect over-using the resources you do have and long delays on orders. Even items like the Incident Base will be limited at times. Plan accordingly. Your creativeness and flexibility will be tested. DO NOT resort to hedging reports of your situation should nothing current or predicted exist which could change your priority. These embellishments seldom work as you hope. Live through it and see how the team’s collective imagination produces results. After all, some incident has to be on the bottom of the list; it’s just your turn. Consider using 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 DONOT lose structures; we save them!
- You will need to organize a triage group to rapidly count foundations. Media want a number and will harass the information section until given one or will develop their own from any talking source around the incident.
- Determine as soon as practical the identification of those structures destroyed. Addresses, assessors plot maps or anything else, which will positively locate the structures, will aid in this. Assuming the area has been evacuated and residents have not been allowed back due to on- going control activities, you can set in place some processes to ease this situation for the citizens involved.
- As soon as operations can work around limited traffic, announce availability for firefighter-escorted trips during specified times for owners of known destroyed structures. Proof of residency should be required.
- Have agency vans or other suitably marked agency transportation available. Assign compassionate agency fire personnel in uniform with PPE to function as escorts. Outfit the affected citizens in well-marked PPE. Take them to their structure. Reason; too many experiences with this situation have shown that people, even though it is confirmed for them that their structure is destroyed, HAVE to visit the site for personal closure. When performed correctly, this service will generate rave reviews and leave a lasting impression.
- Discuss this sort of action with a local mental health department or other appropriate agency prior to implementation. They routinely have excellent suggestions and counselors available for this type of traumatic undertaking.

- Consider having Advanced Life Support available during such an operation. This has proven worth the effort as reaction to individual trauma can be overwhelming for some; plan for it.
- The media will want to record these returns for human interest. You cannot stop them unless they are considered a hazard to on-going operations (difficult to do if you are taking citizens in). Information could have them elect a representative to travel with the escorts/ victims in your vans to get a story that they will share. Or, selected victims amenable to media attention could provide this coverage. Check on it. Also, check those that aren't and protect them.
- You have a need for damage assessment for structures destroyed. Place an order for this specialized resource when you have some idea of numbers. It could take time 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 planning process and IAP implementation. Make sure this person understands you consider him/her as the law enforcement head for the incident that is working within your structure.
- Bring in the county emergency services coordinator (or someone with these responsibilities; different titles exist). This person has (or should have) pre-planned evacuation centers located, contacts with appropriate social response organizations (Red Cross, etc.) and mass transportation contacts. Develop an appropriate level within your organization for this person and delegate necessary responsibilities. This will be fairly easy in those locations with an active disaster planning effort. It is likely an Emergency Operations Center (EOC) will be established.

- If evacuees are placed into incident generated shelters, have your information section place a team information officer into each shelter. Evacuees will need periodical updates of the current and projected situation. A uniformed person from your staff is best.
- Negotiate early with your law enforcement branch director procedures to be followed once your situation allows reoccupation of the area. Make sure all staff know how this will be announced and what preparatory steps are needed. Law enforcement makes the actual evacuation; they should announce and coordinate reentry.
- There can be pressure (even unvoiced pressure developed within the team) to get people back into their residences as soon as possible. Guard against inhibiting operation's efforts and/or possibly needing to evacuate again (very bad)! Human nature will want to get folks back in quickly; just don't make it too fast. By the same token don't delay unnecessarily. The occupant can help the operation by being present.

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

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

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

- Depending on the incident's magnitude or "feel" for community concern, the first such briefing within specific areas might need to be done by the IC(s) with assistance from your information section. Repeat briefings at a location can be delegated to information if this is felt to be appropriate.
- Daily updated single page informational handouts developed by Information and dispersed from places of community gathering and with IAPs are generally well received. Announce in the last one to be published that future issues will not be done.
- Long-term or damaging incidents will generate a lot of interest by elected officials. You have a responsibility to brief them also. Consider the following:

- Make sure firefighters themselves know the big picture and can provide accurate information to the public, the media, and officials.
- Check with an appropriate source to determine if the entire group of community elected officials (city council/board of supervisors) would entertain a briefing during a public comment section of their organized agenda. This assumes their regular meeting day would be of benefit (incident is still active). Recommend the IC(s) make these presentations.
- Visual displays will greatly assist in such presentations.
- Don't get too technical. These are laypersons, not firefighters. They will be most interested in damages done, projections for control and problems encountered.
- If you are unfortunate enough to have an incident that remains active through another scheduled meeting, see if they would like an update briefing.
- Invite the elected official(s) to attend your Planning Meetings and Operational Briefings. We do not operate in secrecy; invite them and assign a knowledgeable staff to escort them through the processes. If they do attend, announce their presence to the group so your folks know who is in the room.
- If you have a final package of incident maps, damage assessments, rehab plans, team narrative report and the like, have enough packages developed for presentation to the elected officials who have interfaced with you during the incident.

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

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

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

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

- Tour incident developed facilities with VIPs. Without disturbing work being conducted, orientations to the planning section's efforts will usually amaze folks seeing this activity for the first time. The same is true with the finance section. Of course, a tour of facilities isn't complete without trying the kitchen.
- Requests for tours to the front lines can be expected. If practical, go with appropriately marked PPE and in agency marked vehicles. Expect and plan for over-flight requests; these are appropriate when correctly licensed aircraft are available and such movement does not interfere with operations.
- Upon their departure, ask if a follow-up personal briefing is of value for them. A simple phone number exchange will allow rapid transfer of information to them and could limit return visits
- Accountability is an often discussed and noble issue, but one which is difficult to see results with. In a team setting, accountability has to start with the team. Team guidelines have laid out specific expectations; did they get met? Your agency administrator laid out expectations (strategic goals/objectives) for the team; did they get met? Section chiefs laid out expectations for their subordinates; did they get met? How do you know? We historically have done poorly when recording job performance with proper documentation. Be a part of a force to change this trend!
- Team members with written guidelines know what is expected of them. Performance ratings should have these expectations incorporated as rating factors. If met, say so. If not, explain why performance was less than adequate. Improvement for a next deployment is the goal.
- Routinely, agency administrators will be very satisfied with a team's performance when the incident is successfully controlled. Sometimes, to the point of embarrassment. However, do they really review your documentation, ask for final cost figures, demand reviews of accidents/injuries or feel free to discuss on-going political problems in an incident's aftermath? No, but these are the issues that administrators deal with. As a last professional gesture, what would an administrator do with a performance rating sheet listing these types of issues handed to him/her by an IC? It might be worth doing just that to watch their expression. If you get one honestly filled out, it will make a great learning tool for the entire team.
- Section heads must feel it's an obligation of their position to honestly rate subordinates. The team should decide early (in their guidelines) to what level of the organization performance ratings would be required. Once done, make the forms available and have a central location staffed for their collection. Distribute off the incident under direction of agency policy or the agency administrator.

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

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

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

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

- Require a conscious and periodical review by operations on the effectiveness and value of these resources. On many occasions, we can look back and confidently say these resources were held too long. These have, at times, become a security blanket in case "something goes wrong". In many cases, their true value ended 24 hours previously. Monitor.
- Why do we continue to associate "structure protection" needs with Type I engines? In many locations, these monsters have limited applications. Nearly as many Type II and III engines are available through the system and these lend themselves better for many more applications. Think about it when ordering
- When you have enough advance knowledge of need, request those state-owned engines available through the system. They are cheaper and have adequate capabilities for most applications. Response times can normally be the limiting factor.
- Demobilizing a large collection of mutual aid resources can become a nightmare. Plan early and staff up. The vehicle safety inspection portion takes a while.

You have stabilized the incident and begin planning for demobilization. As the primary thrust to accumulate resources was driven by operation's needs, this section has primary responsibility to generate information on their future needs and scale-back of

the incident. One tool to assist in this “crystal ball” projecting is a matrix developed by operations. The matrix lists different types of resources to be used, each operational period out for a minimum of three days and projected needs of each type of resource for each subsequent operational period. Operations should review this matrix often. With exception of the following operational period, numbers can be modified as each operational period completes their assignment and the needs change up or down. Armed with this type of information, the team can begin demobilization planning and proceed. Plan early, review often and demobilize resources that are not needed

What’s Coming Your Way Next?

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

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

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

What can a team expect? Consider:

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

- Get the most knowledgeable technical specialist for areas where the corporate knowledge of the team is lacking; just like on a wildland fire incident. Then listen to them!
- Develop interpersonal skills that will be necessary to coordinate and interact with personnel from many diverse agencies and jurisdictions. This is not as easily accomplished as you might think. You will have inherent problems with some because of the “what do a bunch of wildland firefighters know” syndrome. Show em!
- You will not have that warm fuzzy feeling that you have done this particular type of incident a hundred times to fall back on. However, you will have tested emergency management skills exceeding those around you. Use em!
- Expenditure of dollars will be a nagging hindrance to feeling free to accomplish what is needed. “Where is all of this money coming from” will become a steady nightmare.
- Pressure to perform without a hitch will be ever present. This could be voiced or personally felt by individual team members. Effects might become overwhelming. Teams should discuss this and recognize its symptoms.
- Possible concerns for team member’s personal property and family could surface. Were member’s residences within an affected area? Deal with this straight away
- Teams need awareness of, but avoid, intra and interagency political wars. Our presence at non-wildland fire incidents will incite some while soothing others. Regardless, you have a job to do; just do it and leave the infighting to the real wheels.
- With new types of incidents will come new types of assignments.
- You might not be in charge of the big picture; a portion or role could have been delegated, e.g., managing the receipt and distribution of relief supplies, restoration of water supplies, etc.
- You could be working for another management organization (team) on a portion of the overall incident that may or may not be experienced/ knowledgeable. Expect it.

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

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

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

- A clear delegation of roles and authorities will be required. This should be a must even if the team has to assist in developing them (and you should/will). You could be operating in an arena without benefit of legal backing; may not be legislated to do some of the roles as expected on wildland fires. Get your delegation right and in enough detail to cover you and the agencies you represent.
- A team could be delegated to act as the sole management representative of the responsible jurisdiction. Delegation would need to be very specific and complete. Ramifications from an indiscriminate delegation could become monumental. This could equate to being delegated responsibility for a fire emergency.
- A team could be requested to perform as “shadows” or deputies within an EOC with responsible jurisdiction personnel filling all “lead” roles. The easiest way to visualize this scenario is a team would be performing a “training” mission of walking the other personnel through the para-military organization of ICS and developing team building skills of the personnel. True delegation of authority would never leave the jurisdiction, but a team will need clear definition of their expected role.
- A team could be delegated portion(s) of large incidents to manage. Again, very specific delegations would need to be documented.

Activity 2.1: FACL Information Exchange

FACL Information Exchange

Activity 2.1 – Overview – Unit 2

Purpose

Students, from the perspective of the Facilities Unit Leader, will describe key information that is needed from the assigned Logistics Section Units and the Logistics Section Chief to perform as the Facilities Unit Leader. Students will also identify the specific information that they, as the Facilities Unit Leader, must provide to other Logistics Section Units and the Logistics Section Chief.

Objectives

Students will:

- Review the incident scenario.
- Identify and present information that the Facilities Unit Leader must receive from the Logistics Section Unit assigned to the group.
- Identify and present information that the Facilities Unit Leader must provide to the Logistics Section Unit assigned to the group.

Activity Structure

This activity will last approximately 30 minutes, including review of the incident, identification of information to be shared, and the presentation of each group's findings. Working as a class, participants will identify, based on the overview of the Units in the Logistics Section, the information that must be obtained from that Logistics Section Unit by the Facilities Unit Leader to meet incident objectives and the information the Facilities Unit will need to provide that Unit to meet incident objectives.

Rules, Roles, and Responsibilities

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

1. Spend approximately 5 minutes reviewing the scenario individually.
2. Working with the class, generate ideas for the information that the Facilities Unit Leader must acquire from your different Logistics Section Units and what information you will need from the different units. Answer the following questions:
 - a. What does each Logistics Section Unit need from the Facilities Unit Leader?
 - b. What does the Facilities Unit Leader need from each Logistics Section Unit?

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

Activity 2.1 Schedule

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

Activity 2.1 Scenario

Consistent with the extreme weather cycles across most of the country, heavy rainfall in and around Charleston, West Virginia, over the past week has saturated the ground and produced full banks and minor flooding conditions in parts of the region. Although the past 2 days have been dry, there is still high runoff potential for any additional precipitation.

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

Day 0: West Virginia

2030 hours

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

2230 hours

Local waterways, including the Kanawha and Elk Rivers, have begun to overflow their banks and several impassable bridges and roadways, including Lee Street East and Washington Street East, have been closed by Charleston police. Emergency plans have been activated by authorities in the field and an EOC is being staffed.

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

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

CFD, E-1, E-2, T-1, T-3, USAR Type 2, RB-1, RB-2, CPW, and the LifeCare ambulance are all on scene.

2240 hours

Unified Command is requested with CPD and CFD. Incident objectives are established as:

Protect responders and public safety.

Close off dangerous areas.

Rescue trapped public citizens:

Motorists

Building occupants

Restore and secure utilities.

Survey for hazardous conditions:

HAZMAT

Biohazard

2245 hours

Utility companies arrive on scene.

Day 1: West Virginia**0030 hours**

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

Local and regional media outlets KBVN-LP in North Charleston and WJFW-TV in Mt. Pleasant are the first to contact Charleston officials about the emergency situation and they are awaiting updates on response operations.

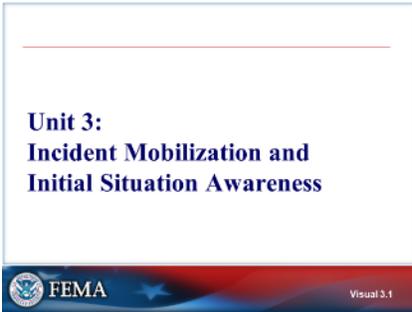
In response to the incident, Charleston officials activate your team and you have been mobilized. You must report to the incident as a Facilities Unit Leader.

Your Notes:

Unit 3: Incident Mobilization and Initial Situation Awareness

STUDENT MANUAL

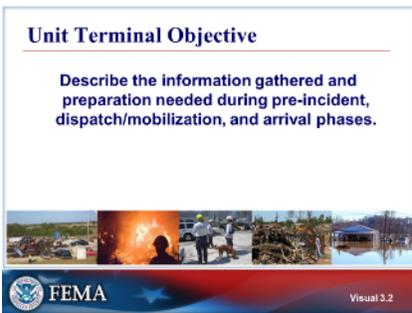
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Visual 3.1

UNIT 3: INCIDENT MOBILIZATION AND INITIAL SITUATION AWARENESS

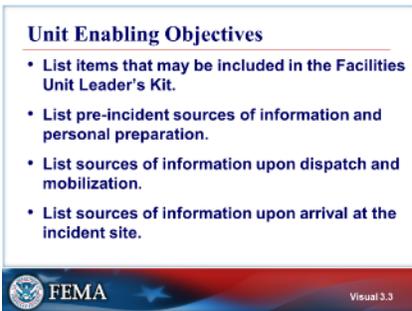
This unit explains methods to gather and maintain information and situational awareness prior to an incident, upon dispatch and mobilization, and upon arrival at the incident site.



Visual 3.2

UNIT TERMINAL OBJECTIVE

Describe the information gathered and the preparation needed during the pre-incident, dispatch / mobilization, and arrival phases.



Visual 3.3

UNIT ENABLING OBJECTIVES

- List items that may be included in the Facilities Unit Leader Kit.
- List pre-incident sources of information and personal preparation.
- List sources of information upon dispatch and mobilization.
- List sources of information upon arrival at the incident site.

Unit Enabling Objectives (Cont.)

- Explain the differences between initial response and transitioning from a different Incident Management Team.
- List the information that you would obtain during a Briefing with the Logistics Section Chief.
- List useful information that you can obtain from the Incident Action Plan.
- Complete an Incident Command System (ICS) Form 213 to place an order.



Visual 3.4

Pre-Incident, Dispatch, and Mobilization



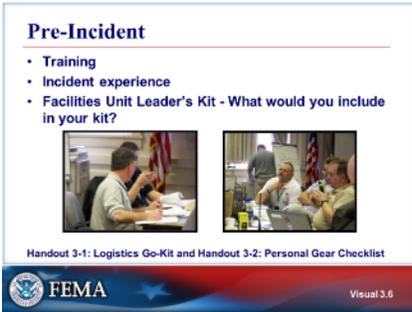
Visual 3.5

UNIT ENABLING OBJECTIVES (CONT.)

- Explain the differences between initial response and transitioning from a different Incident Management Team.
- List information that you would obtain during a briefing with the Logistics Section Chief.
- List useful information that you can obtain from the Incident Action Plan (IAP).
- Complete an ICS Form 213 to place an order.

The Final Exam questions are based on the Unit Enabling Objectives for Units 2-10.

PRE-INCIDENT, DISPATCH, AND MOBILIZATION



Visual 3.6

PRE-INCIDENT

Training

- Participate in appropriate training, including the Facilities Unit Leader course and its pre-requisites.
- Participate in exercises and simulations to gain hands-on practice.

Incident Experience

- Take advantage of shadowing opportunities.
- Apply experience that you have gained at the local level with regard to emergency management.
- Hands-on incident experience is the best way to practice your skills.

Facilities Unit Leader Kit

- Assemble the kit prior to receiving an assignment (plan on being self-sufficient for the first 48 hours).
- Include critical items and those that are nice to have.
- Specific contents will vary depending on incident complexity and agency-specific requirements.

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

Pre-Incident (Cont.)

Contact the hosting agency to identify:

- Potential sites for incident facilities.
- Potential vendors for facilities infrastructure and services.



FEMA Visual 3.7

Visual 3.7

PRE-INCIDENT (CONT.)

A school, community center, and park could be used as the location of incident facilities.

It is important to know the chain of command for contracts and procurement. The FACL will not be the one to enter into an agreement, but he or she needs to know who is responsible during the incident for such tasks.

Potential vendors that can provide facilities infrastructure and/or services:

- You will need to know who is responsible for coordinating such agreements because FCAL will not be the one to enter into an agreement.
- Examples of potential vendors include:
 - Home builder and hardware stores
 - Lumber yards
 - Equipment rental companies
 - City Public Works services
 - Event centers
 - Welding supply shops
 - Gas stations
 - Corporations, private industry

Dispatch and Mobilization

Where might you find information in addition to agency dispatch?



FEMA Visual 3.8

Visual 3.8

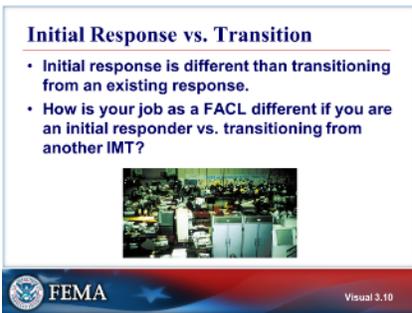
DISPATCH AND MOBILIZATION

Obtain complete information upon initial activation:

- Personal dispatch information
 - Incident and order number
- Current situation
- Reporting location, time, and date
 - Other information
 - Radio frequencies
- Special travel route and any restrictions



Visual 3.9



Visual 3.10

ARRIVAL

There are any number of methods to gather and maintain information and situation awareness both prior to your arrival at an incident and once you have arrived.

- Your resource order contains valuable information current ICP location (address)
- Media coverage of the incident
- Incident Action Plans
- Transition plans
- Logistics Section Chiefs Briefings
- Daily Operational period briefings
- Logistics Section staff meetings

INITIAL RESPONSE VS. TRANSITION

If you are part of the **initial response**, you may be responsible for identifying what contracts need to be put in place.

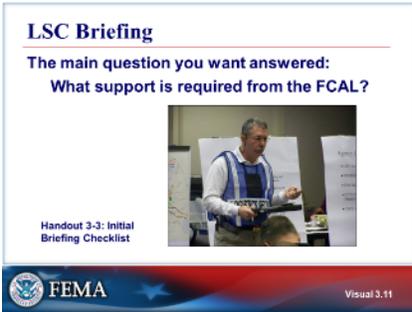
Local jurisdictional and administrative employees who may be helpful include maintenance personnel, parks and recreation managers, and city council members. They will know what is available to you in their community, particularly if it is not your home jurisdiction.

- Work through the chain of command.
- Identify the ordering process and follow it.

If you are **transitioning** to the incident after the initial response, some helpful sources of incident information include:

- Local counterparts
- National perspective
- Previous responders
- Other Federal agencies

Find out who is meeting the needs that are specific to this incident.



Visual 3.11

LSC BRIEFING

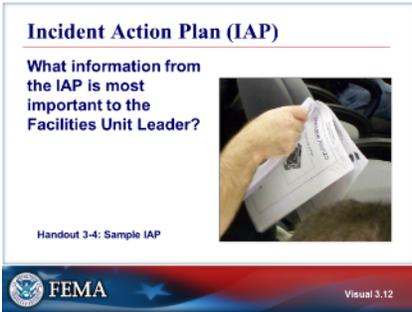
If you are on an established IMT, you will have an established relationship with your LSC and will have a system in place with regard to the support required from the FACL. If you have been ordered as a single resource, you may have more questions to ask the LSC regarding expectations and work procedures.

The LSC Briefing should also tell you about any special situations that would affect facilities support (for example, specialized equipment or inmate crews). As you get a sense of the incident size, you will have a better idea about incident base and camp needs.

Refer to Handout 3-3: Initial Briefing Checklist.

Information to obtain from the briefing:

- Workspace
- Ordering process
- Work schedule
- Policies and operating procedures
- Contracting contact
- Types of operational resources committed
- Operational resources ordered and en route
- Facilities resources already ordered
- Facilities resources already at the incident site
- Current and anticipated situation
- Expected duration of assignment and incident
- Safety hazards
- Initial set-up priorities
- Location of ICP and incident base
- Types of support needed
- Jurisdictional agencies involved
- Special logistical problems
- Distance from ICP or incident base to operational area
- Communications Plan and frequency for Logistics
- Sleeping arrangements
- Shift changes
- Security issues



Visual 3.12

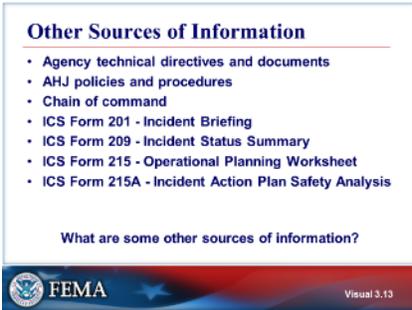
INCIDENT ACTION PLAN (IAP)

The FACL will have a direct responsibility for gathering information to produce the Incident Base Map to be included in the IAP.

Refer to Handout 3-4: Sample IAP.

Elements of the IAP:

- Cover
- ICS Form 202: Incident Objectives
 - May give a clue as to the size and complexity of the incident, as well as the incident duration.
- ICS Form 203: Organization Assignment List and ICS Form 204: Assignment List
 - Gives information about the size of the incident that the FACL is supporting.
 - ICS Form 203 provides the Facility Unit Leader with information regarding the names of other unit leaders staffing the Logistics Section.
- ICS Form 205: Incident Radio Communications Plan
 - Identifies key communications information so that the FACL knows how and who to contact to coordinate all of the FACL's activities.
- ICS Form 206: Medical Plan and ICS Form 220: Air Operations Summary Worksheet
 - Provides information on additional facilities that the FACL may need to coordinate.
- ICS Form 208 Safety Message/Plan
 - Contains the safety message, expanded safety message, safety plan, and site safety plan.
- Incident Map (image or sketch)
 - Displays the geography of the incident area.
- Traffic Plan (internal and external to the incident site)
 - Helps identify access points to the incident site, as well as potential Facilities Unit infrastructure locations, which is important for coordinating the on-time arrival of resources.



Visual 3.13

OTHER SOURCES OF INFORMATION

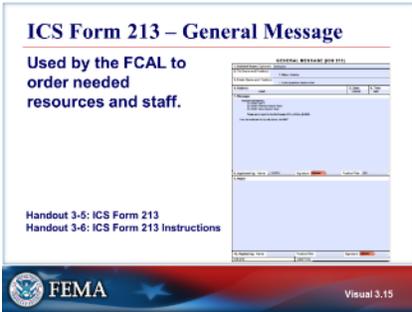
There are other sources of information that may improve the FACL's situational awareness during all stages of the incident.

- Agency technical directives and documents could include standard operating procedures, ordinances, and statutes.
- AHJ policies and procedures.
- ICS Form 201—Incident Briefing: Provides the kind, type, and number of resources assigned to the incident during the initial response phase; Incident Command Post location; and objectives.
- ICS Form 209—Incident Status Summary: Shows the number of personnel and the types of resources that are currently assigned to the incident.
- ICS Form 215—Operational Planning Worksheet: Shows the kind and type of resources and Operations tactics that will be needed for the next operational period, and gives an idea of the kind of support that will be required from the Facilities Unit Leader.
- ICS Form 215A—Incident Action Plan Safety Analysis: Shows the safety mitigations in place, from which the FACL can extrapolate support requirements.



Visual 3.14

ORDERING PROCESS



Visual 3.15

ICS FORM 213 – GENERAL MESSAGE

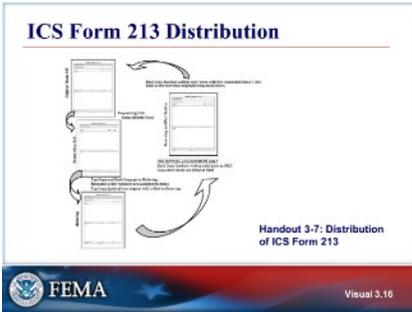
All orders must be placed in writing using an ICS Form 213. Ensure that all of the necessary information is included on the form. In case your preferred item cannot be obtained, include the specifics on any alternative substitute(s) that may exist.

Refer to Handout 3-5: ICS Form 213 and Handout 3-6: ICS Form 213 Form Diagram.

Try to group similar items together on ICS Form 213s to make tracking and paperwork easier.

When placing an order for an item, write legibly and include the following information:

- Detailed description of the item
 - Number desired and the Unit(s) issue the item will be issued to
- Delivery point(s)
- Whom to notify when the item is delivered, including contact information
- Name and position of the requesting party, including contact information
- Date and time needed
- Authorized approval



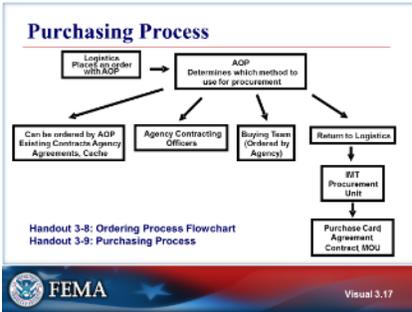
Visual 3.16

ICS FORM 213 DISTRIBUTION

Refer to Handout 3-7: Distribution of ICS Form 213.

The FACL will submit an order on an ICS Form 213 to the Supply Unit, following the process noted on this visual.

1. Complete ICS Form 213.
2. Send ICS Form 213 to whoever in the Supply Unit is overseeing ordering, possibly the Ordering Manager (ORDM). This person will make sure that he or she understands the items on the form.
3. Then they will sign and date it. You will keep the middle copy and they will keep the remaining two copies.
4. Once the order is filled and the item is delivered, you will receive the back copy with the bottom section completed, including the resource order number. Attach the two copies of the form and keep for your records.



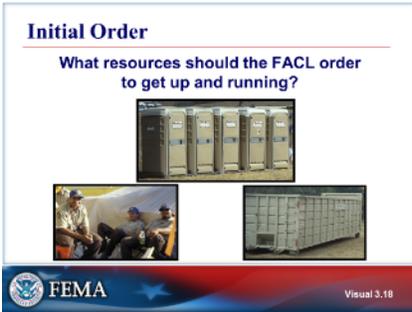
Visual 3.17

PURCHASING PROCESS

Refer to Handout 3-8: Ordering Process Flowchart and Handout 3-9: Purchasing Process.

Once you submit your order on an ICS Form 213 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 some kind of 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 Team 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 (PROC) and local sources of supply near the Incident Command Post, the order may be returned to be filled by the Procurement Unit.

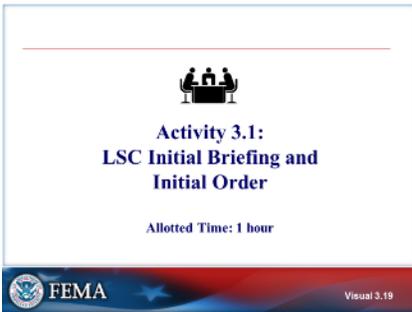


Visual 3.18

INITIAL ORDER

The initial order requests the resources needed for the Facilities Unit to support the incident at a minimum level. Some examples include:

- Trash disposal
- Potable water
- Portable toilets
- Office space and workspace
- Utilities
- Additional staff

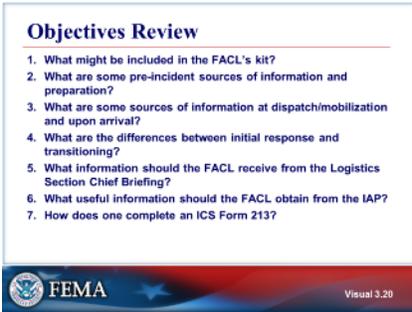


Visual 3.19

ACTIVITY 3.1: LSC INITIAL BRIEFING AND INITIAL ORDER

The instructor will explain Activity 3.1.

You will have 1 hour to complete the activity



Visual 3.20

OBJECTIVES REVIEW

Unit Enabling Objectives

- List items that may be included in the Facilities Unit Leader's Kit.
- List pre-incident sources of information and personal preparation.
- List sources of information upon dispatch and mobilization.
- List sources of information upon arrival at the incident site.
- Explain the differences between initial response and transitioning from a different Incident Management Team.
- List the information that you would obtain during a Briefing with the Logistics Section Chief.
- List useful information that you can obtain from the Incident Action Plan.
- Complete an ICS Form 213 to place an order.

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Supplemental Materials

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Handout 3-1: Logistics Go-Kit

Common Items:

- PMS 410-1, Fireline Handbook
- OF 297, Emergency Equipment Shift Ticket
- Crew Time Reports
- ICS 205, Incident Radio Communications Plan
- ICS 205A, Communications List (phone list)
- ICS 206, Medical Plan
- ICS 212, Incident Demobilization Vehicle Safety Inspection
- ICS 216, Radio Requirements Worksheet
- ICS 217, Radio Frequency Assignment Worksheet
- ICS 217A-CG, Communications Resource Availability Worksheet
- ICS 218, Support Vehicle Inventory
- ICS 224, Crew Performance Rating
- ICS 225, Incident Personnel Performance Rating
- ICS 230, Daily Meeting Schedule
- ICS 233-CG, Open Action Tracker
- ICS 235-CG, Facilities Needs Assignment Worksheet
- ICS 259, Resource Order (Categorized – Colored)
- ICS 260, Resource Order (Generic)
- ICS 260, Resource Order
- ICS 216, Incident Accountable Resource Tracking Sheet
- ICS 213, General Message
- ICS 214, Unit 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
- T-Cards (various colors)
- T-Card Rack(s)
- Multiple thumb drives

Facilities:

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

Medical:

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

Ground Support:

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

Communications Unit:

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

Supply:

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

Food:

- Thermometer
- Antacids
- Counter
- No-Smoking signs
- Daily meal order invoices
- Mobile food service unit evaluations

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Handout 3-2: Deployment 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

Handout 3-3: 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
- Camp, and other logistical functional areas of operation
- Staging
- Mechanical services
- Ground Support and Supply Units
- Operational locations and drop points

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Handout 3-4: Sample IAP

Refer to EL_971_HO_3-4_ICS_Form_202.pdf
Refer to EL_971_HO_3-4_ICS_Form_203.pdf
Refer to EL_971_HO_3-4_ICS_Form_204_1_of_5.pdf
Refer to EL_971_HO_3-4_ICS_Form_204_2_of_5.pdf
Refer to EL_971_HO_3-4_ICS_Form_204_3_of_5.pdf
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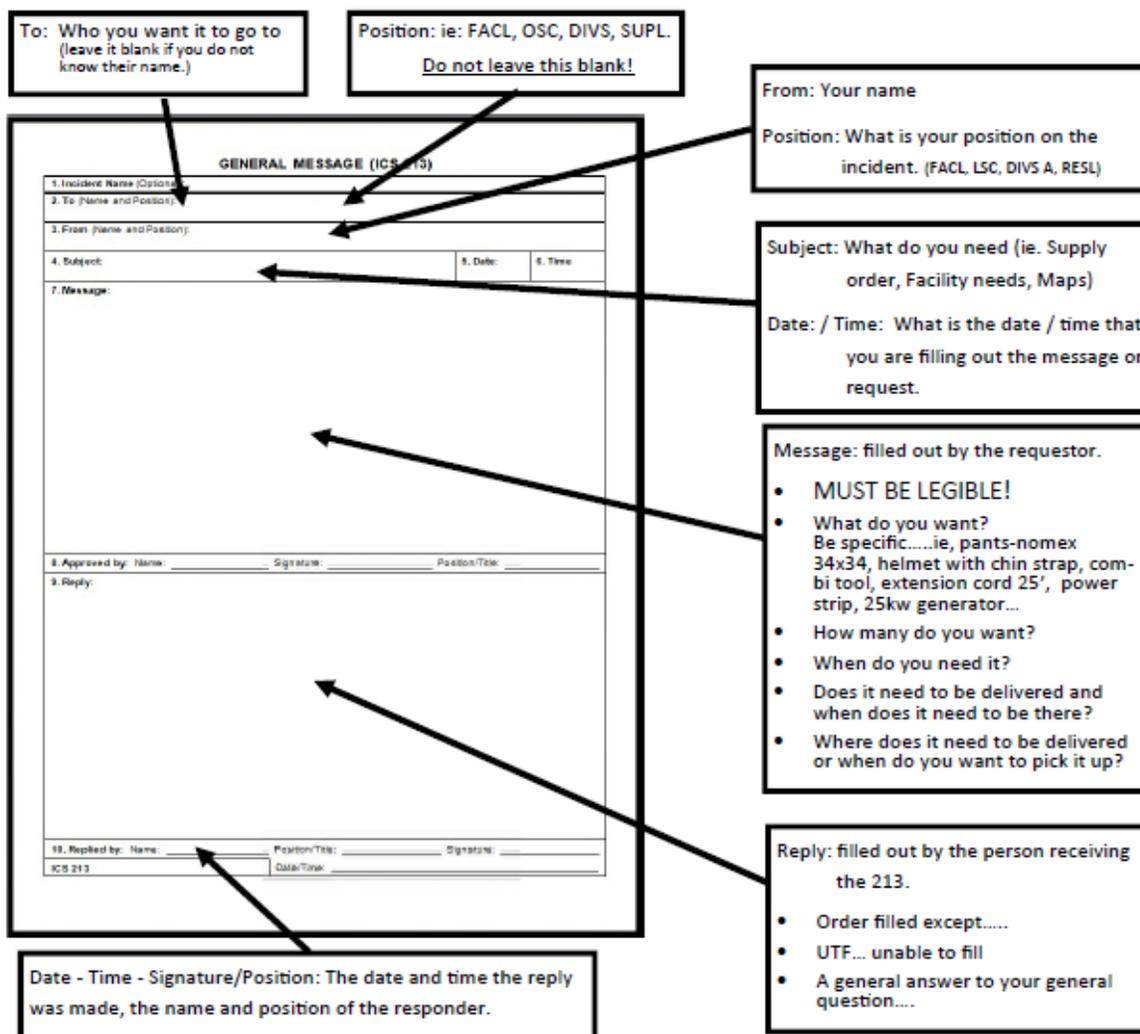
Handout 3-5: Blank ICS Form 213 with Instructions

Refer to EL_971_HO_3-5_ICs_Form_213.pdf

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Handout 3-6: ICS Form 213 Form Diagram

ICS 213 General Message Form

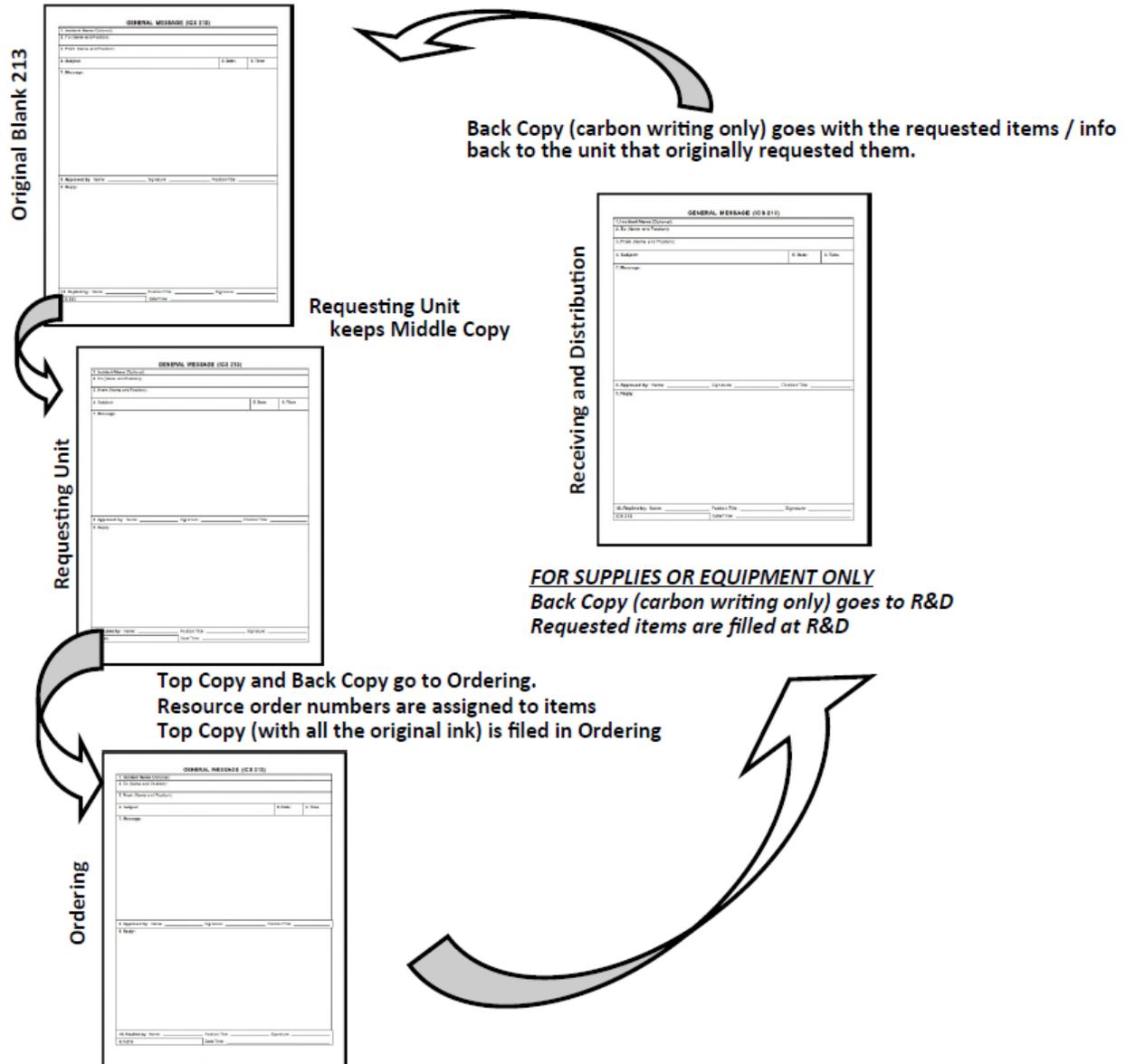


Who gets what copies?

- 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.

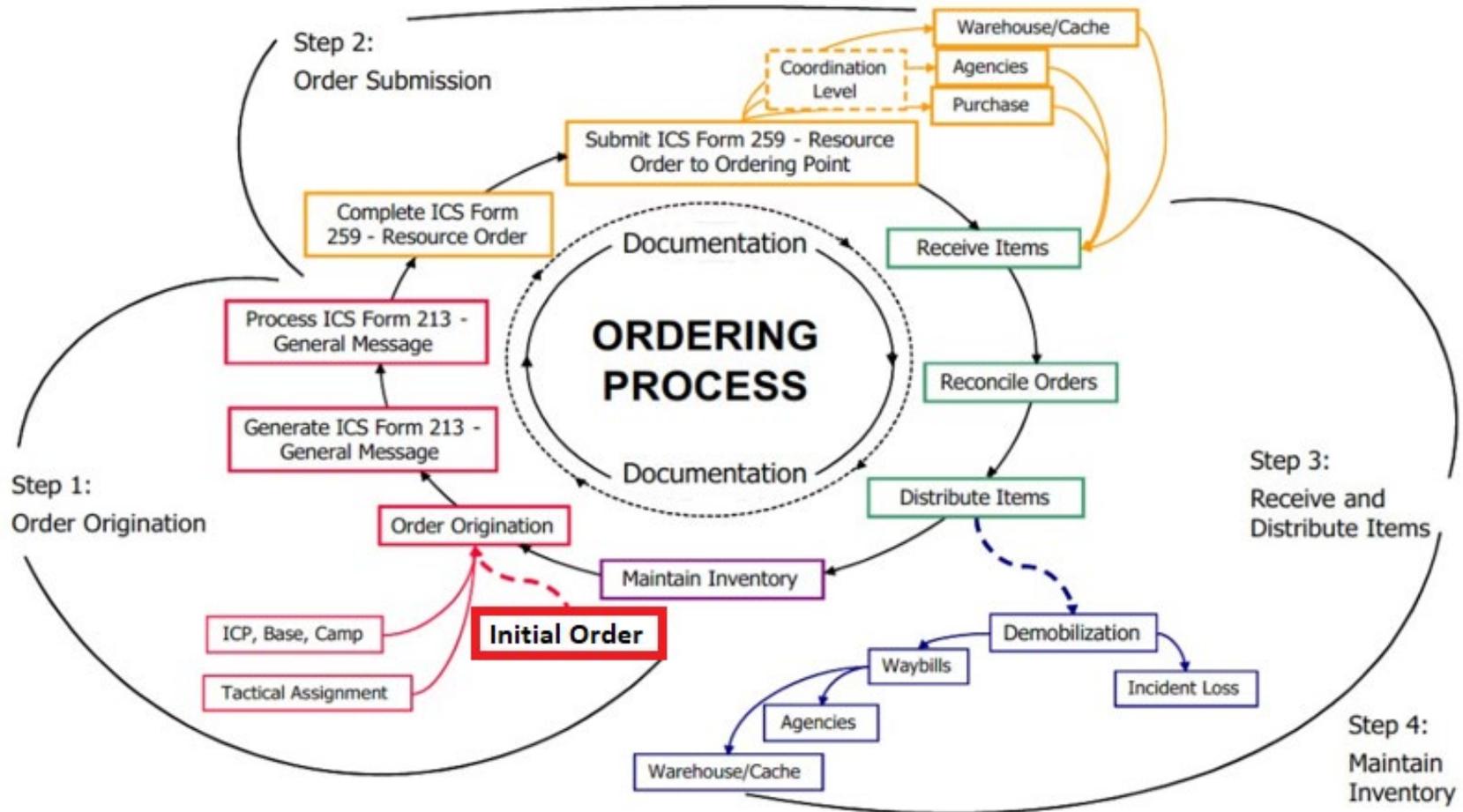
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Handout 3-7: Distribution of ICS Form 213



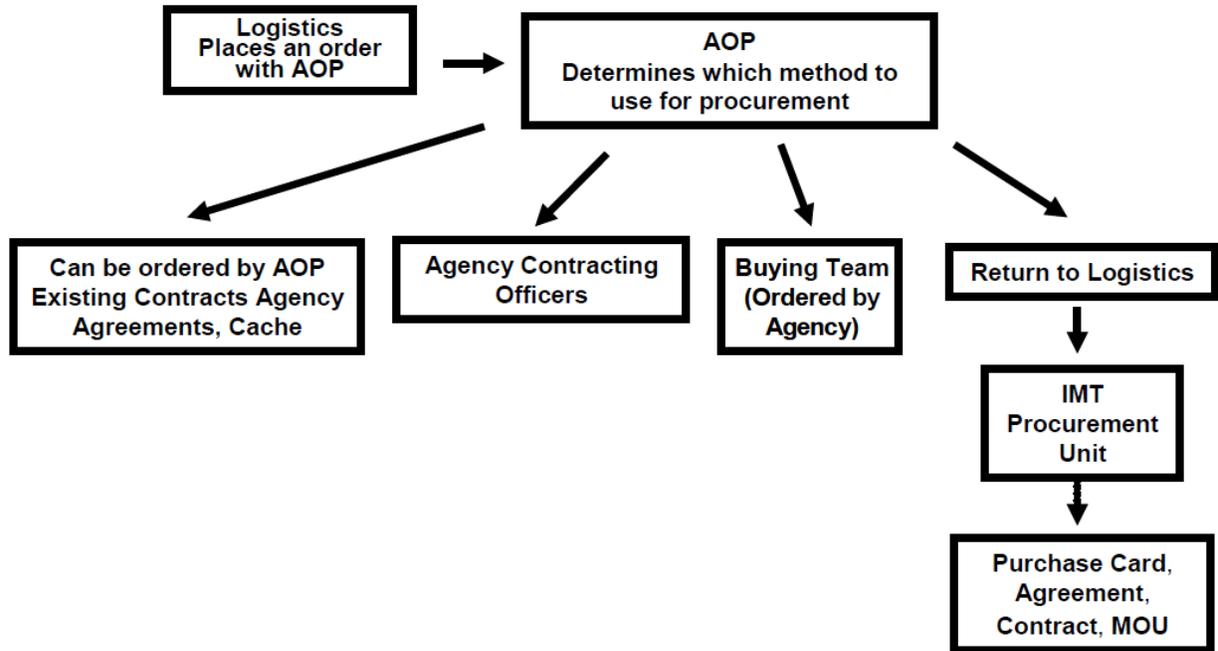
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Handout 3-8: Ordering Process Flowchart



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Handout 3-9: Purchasing Process



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Activity 3.1: LSC Initial Briefing and Initial Order

LSC Initial Briefing and Initial Order Activity 3.1 – Overview - Unit 3

Purpose

The purpose of this activity is to provide Students with an opportunity to identify the key information needed from an Initial Briefing with the Logistics Section Chief that will help them perform in their role as the Facilities Unit Leader and place an initial order for the Facilities Unit at this incident.

Objectives

Students will:

- Identify key information presented during an Initial Briefing from the Logistics Section Chief that will help them perform the Facilities Unit Leader's role and responsibilities.
- Identify key information that was not presented, but is needed, to perform the Facilities Unit Leader's role and responsibilities.
- Complete an ICS Form 213 to place an initial order.

Activity Structure

This activity will last approximately 1 hour, including individual analysis and presentation of the findings to the class. It is based on the continuing Charleston flood scenario. Participants will listen to the Initial Briefing (delivered by the Facilitator). The Initial Briefing Will NOT provide all of the necessary information. Participants must identify the information that was presented that is required to perform the Facilities Unit Leader's functions. Participants must also identify information that was not presented in the Initial Briefing, but is nonetheless needed to perform the Facilities Unit Leader's duties. Finally, the participants will complete an ICS Form 213 to place an initial order.

Rules, Roles, and Responsibilities

Participants will be divided into groups of 4 to 6. The following are the specific activities and instructions for your participation in the activity:

1. Within your small group, select a group spokesperson.
2. Watch and listen to the Initial Briefing.
3. Discuss and answer the questions below.
4. Write your answers to the questions on easel pad paper.
5. In your small group, complete your ICS Form 213.
6. Present your results to the rest of the class.

The Facilitator role-plays the Logistics Section Chief at the Initial Briefing, then moderates discussions, answers questions, and provides additional information as required.

Activity 3.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Instructor Role-Plays LSC	10 minutes	Classroom
Discuss and Document	30 minutes	Small groups
Debrief and Review	20 minutes	Classroom

Note: The instructor will provide blank ICS Form 213's to each group. (Handout 3-5)

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Unit 4: Facilities Services

STUDENT MANUAL

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Visual 4.1

UNIT 4: FACILITIES SERVICES

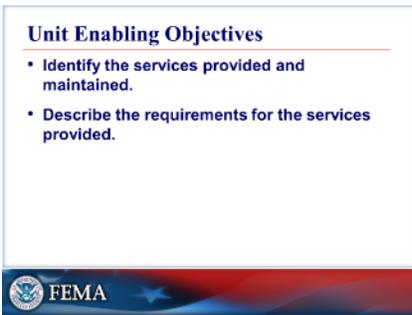
This unit explains the services provided by the Facilities Unit Leader, as well as the general requirements and guidelines for each type of service.



Visual 4.2

UNIT TERMINAL OBJECTIVE

Describe the required facilities-related incident services.



Visual 4.3

UNIT ENABLING OBJECTIVES

- Identify the services provided and maintained.
- Describe the requirements for the services provided.

The Final Exam questions are based on the Unit Enabling Objectives for Units 2-10.



Visual 4.4

FACILITIES SERVICES

The guidelines provided throughout this unit are very general. They are only a starting point. The FACL will need to tailor these basic points to the specific needs of each incident and jurisdiction. Unit 4 discussion points:

- Utilities
 - Power
 - Potable water
 - Fuel
- Sanitary Services
 - Portable toilets
 - Trash removal
 - Grey and black water removal
 - Hand-washing stations
 - Showers
- Laundry services
- Security
- Facilities Maintenance
 - Dust abatement
 - Cold drink containers
 - Facilities repairs and improvements
 - Cleaning services
 - Vector control
 - Secure storage

Refer to Handout 4-1: ICP Site Selection Criteria and Handout 4-2: Checklist Facilities Accessibility.

Utilities

- **Power**
 - May be hard line or generator.
 - Install electrical system according to applicable codes.
 - Provide lighting for work and safety while not interfering with sleep.

Handout 4-3: Providing Power to the Base



FEMA Visual 4.5

Visual 4.5

Utilities (Cont.)

- **Potable Water**
 - 2 gallons per person per day for drinking.
 - 5 gallons per person per day for both hygiene and drinking.

Handout 4-4: Water Sampling Guidelines
Handout 4-5: Potable Water Truck Incident Inspection Checklist



FEMA Visual 4.6

Visual 4.6

Utilities (Cont.)

- **Fuel**
 - Coordinate for Ground Support to bring in fuel.
 - May include propane or Liquid Petroleum Gas (LPG) for heaters.



FEMA Visual 4.7

Visual 4.7

UTILITIES

Even though the incident is an emergency, power must be installed according to local electrical codes. If possible, have your electrical installations inspected by a licensed electrician once they are established to ensure safety and limit your liability as the FACL. The electrical system may not be at code from the first minute of use, but you need to quickly work toward that goal. Always anticipate possible safety issues.

Refer to Handout 4-3: Providing Power to the Incident Base.

UTILITIES (CONT.)

The FACL should consider possible sources of potable water in the local jurisdiction. For example, find out if local fire hydrants contain potable water. Additionally, determine the local licensing requirements for potable water tenders as these may vary by jurisdiction. You must be able to verify that both the source and the unit the water is being transported in meet the requirements for potable water.

Refer to Handout 4-4: Water Sampling Guidelines and Handout 4-5: Potable Water Truck Incident Inspection Checklist.

UTILITIES (CONT.)

If you have fuel-powered equipment such as propane heaters, make sure that they are properly secured and ventilated. This can be a major health and safety hazard.

Sanitary Services

- Portable toilets
- Trash removal
- Gray water removal
- Black water removal
- Hand-washing stations
- Showers
- Laundry services



Handout 4-6: Gray Water Incident Inspection Checklist

FEMA Visual 4.8

Visual 4.8

SANITARY SERVICES

Coordinate with the Food Unit and the Medical Unit to determine any specific service needs. For example, will you need to find bear-proof dumpsters for the Food Unit to keep animals out of the dumpsters? Will the Medical Unit need Bio-Hazard disposal? Can the gray water be used as dust abatement on the roads? Some jurisdictions allow this, others do not. Could you hire a local laundromat for laundry service?

Refer to Handout 4-6: Gray Water Incident Inspection Checklist.

Sanitary Services (Cont.)

- Portable toilets
 - 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.



Handout 4-7: Portable Toilet and Hand wash Stations Incident Inspection Checklist
Handout 4-8: Portable Toilet Standards

FEMA Visual 4.9

Visual 4.9

SANITARY SERVICES (CONT.)

The portable toilets should be located near where the people are, including a short distance away from where they eat, sleep, wash, and work. Portable toilets should be located within 50 to 100 feet of sleeping areas. But avoid pumping portable toilets during mealtimes and briefing times. Avoid the times just before and just after the Operational Period as this is the time when the majority of the operational resources will be in camp using the facilities.

Refer to Handout 4-7: Portable Toilet and Hand wash Stations Incident Inspection Checklist and Handout 4-8: Portable Toilet Standards.

Sanitary Services (Cont.)

- Trash removal
 - Small trash area (toilets) – 35-gallon can per 15 people
 - Medium trash area (shower units) – 3-yard dumpster
 - Large trash area (e.g., Supply, Food, Ground Support Units) – 40-yard dumpster

FEMA Visual 4.10

Visual 4.10

SANITARY SERVICES (CONT.)

The FACL should ensure that all waste disposal containers are clearly marked. He or she should arrange with the contractor for the dumpsters and other trash containers to be emptied once or twice a day, depending on availability. The FACL is also responsible for providing appropriate disposal of medical waste.

Sanitary Services (Cont.)

- Gray and black water
 - Dispose according to applicable codes.
 - Do not mix with potable water.
 - Provide storage and disposal for at least as much volume as potable water provided.



FEMA Visual 4.11

Visual 4.11

Sanitary Services (Cont.)

- Hand-washing stations
 - Located with toilets.
 - 1 sink per 20 people.
 - If no sinks are available, provide hand sanitizer or baby wipes.



FEMA Visual 4.12

Visual 4.12

SANITARY SERVICES (CONT.)

Gray water is water that was used in the shower or kitchen. Black water is sewage.

Clearly mark all waste water disposal containers.

Black water removal should be part of your contract for the portable toilets; disposal should be according to code. If you are using a shower contractor, they will typically have gray water storage and disposal methods. Ensure that all of these issues are covered in your contracts with the vendors.

SANITARY SERVICES (CONT.)

The image on the left is a portable hand-washing station, which is often supplied by the same vendor as for the portable toilets. Be sure to put a trash can next to the station for towel disposal.

Ensure that the potable water source and gray water disposal process meet the applicable standards and regulations.

At a minimum, if hand wash stations are not immediately available, put hand sanitizers next to toilets and food.

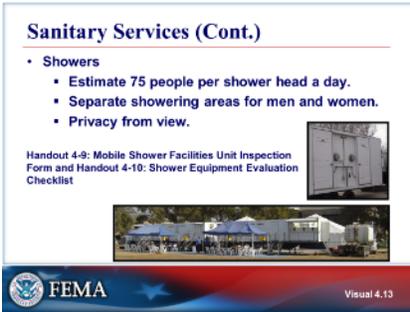
Like the ration of toilets to responders, the number of hand wash stations may need to be increased.

Additionally, consider placing dedicated hot hand wash stations both near the Medical Unit and the Kitchen. Both of these locations will need frequent hand sanitization.

Sanitary Services (Cont.)

- Showers
 - Estimate 75 people per shower head a day.
 - Separate showering areas for men and women.
 - Privacy from view.

Handout 4-9: Mobile Shower Facilities Unit Inspection Form and Handout 4-10: Shower Equipment Evaluation Checklist



FEMA Visual 4.13

Visual 4.13

SANITARY SERVICES (CONT.)

The image on the top right shows separate showers designated for men and women.

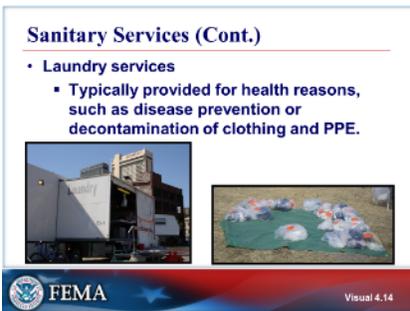
The image on the bottom of the visual shows a larger shower area, with sheltered areas for shoe removal and shower preparation.

Just as with hand-washing stations, ensure that the potable water source and gray water disposal process meet the applicable standards and regulations.

Refer to Handout 4-9: Mobile Shower Facilities Unit Inspection Form and Handout 4-10: Shower Equipment Evaluation Checklist.

Sanitary Services (Cont.)

- Laundry services
 - Typically provided for health reasons, such as disease prevention or decontamination of clothing and PPE.



FEMA Visual 4.14

Visual 4.14

SANITARY SERVICES (CONT.)

General laundry services are generally contracted out. If possible, find a local laundry service to perform this function. Be specific regarding clothing organization, pickup, and delivery; accountability for everyone's personal property is important.

Establish a system so that responders receive their correct clothing back. It will be very difficult if all of the clothing is simply put into a large bin; instead, separate it using bags or another method. Providing receipts can be labor intensive, so consider this when requesting staff support.

Security

- The Facilities Unit Leader is responsible for providing security services, including:
 - Check points and road closures.
 - Patrol.



FEMA Visual 4.15

SECURITY

Visual 4.15



Visual 4.16

FACILITIES MAINTENANCE

The FACL will be required to provide other items to support the facility, such as tables, chairs, heating, fans, and signs.

Dust Abatement

Treat the area within the incident related facilities as needed to control dust using materials approved by the incident agency. For example, at a fairground being used as an Incident Base / Camp, you would need to put water down often enough to control dust, but not so often as to create slick surfaces.

Some places allow binding agents, chemicals, or grey water. Most places have a policy that the FACL should inquire about.

Stock Cold Drink Containers

The FACL usually provides staff (BCMG or Camp Crew) to get cold drinks from the Food Unit Leader and stock coolers throughout the ICP or Incident Base / Camp. This includes sanitizing them according to protocol. Bleach or chlorine in the ice chest will eliminate contamination.

The containers may only include approved items. These coolers are not intended to become personal refrigeration units (it. no personal food).

Repairs and Improvements

Primarily for safety, if possible try to include a clause in the Land Use Agreement to cover services from the facility maintenance staff. This is a convenient and mutually beneficial way to accomplish minor tasks and repairs. For example, a contractor trailer may need an Occupational Safety and Health Administration (OSHA)-compliant staircase.

If the incident needs bulletin boards or a stage for a Briefing, the FACL will see that they are built.

Cleaning Services (buildings, tents, all facilities)

The FACL could hire a cleaning service or use the normal cleaning crew for the facility, or use volunteers or contract staff.

Regardless, cleaning must occur every day. Clean the floors, dump trash, pick up trash, clean the toilets in a fixed facility, and stock supplies. Dispose of kitchen grease. Ensure that the facilities are professionally cleaned at the end of the incident.

Vector Control

Familiarize yourself with local vector hazards:

- For insects, use fly traps, bleach on the ground (10:1 water–bleach mixture), and bee traps.
- For a rodent issue, call the local animal control agency; try to go through a government agency before calling an exterminator.
- For a wildlife problem, call a local fish and wildlife agency.

Construction of Secure Storage

Construction occurs as directed. For example, after 9/11, the North Lot of the Pentagon was used for evidence collection and protection. The FACL provided lights, generators, portable toilets, and other equipment. A more common example is secure storage for spare generators that need protection from the weather and theft.



Visual 4.17

ACTIVITY: WHAT DID THE FACILITIES UNIT DO?

Image is from the Columbia Shuttle Recovery Efforts.

What were FACL's responsibilities?

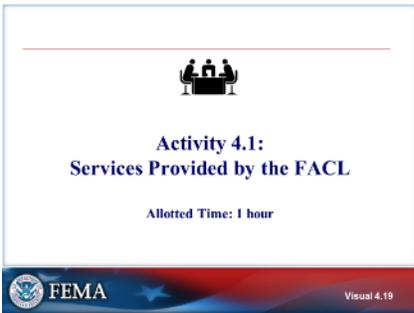


Visual 4.18

ACTIVITY: WHAT DID THE FACILITIES UNIT DO?

Image from the Columbia Shuttle Recovery Efforts.

What were FACL's responsibilities?

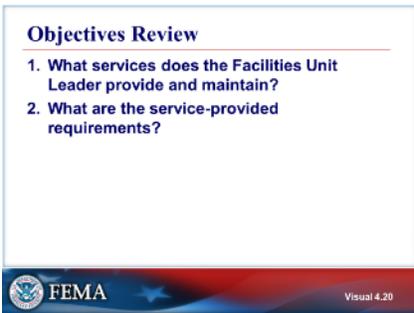


Visual 4.19

ACTIVITY 4.1: SERVICES PROVIDED BY THE FACL

The instructor will explain Activity 4.1.

You will have 1 hour to complete the activity.



Visual 4.20

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the services provided and maintained.
- Describe the requirements for the services provided.

Supplemental Materials

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Factors to Consider When Locating and Laying Out an Incident Base or Camp

The following factors should be included in the assessment of sites and the subsequent selection. (excerpted and edited from NWCG PMS-410-1 Fireline Handbook, Chap. 11 Logistics)

- **Environmental constraints – temporary and permanent effects.**
 - Threatened and Endangered species
 - Archaeological or cultural
 - Soil types
 - Vegetation
 - Surface and subsurface water sources
 - Rehabilitation requirements
- **Ownership of site. (preferred government ownership – federal, state, local)**
 - Name and contact information for owner or representative
 - Written agreement to use the site including existing facilities, amenities, utilities, maintenance and repairs, rehabilitation, costs
 - Known scheduling conflicts with other events
- **Accessible from existing roads with legal right of way.**
 - All weather road access – hard surfaced or gravel
 - Non-incident traffic mix, volumes, times of day, visibility
 - Safe ingress and egress for all vehicles – semitruck/trailers, buses, heavy equipment
 - Internal site roads – hard surfaced, gravel or native surfaced
- **Communication services available.**
 - Radio system coverage of the incident location and to the servicing dispatch office
 - Cell phone system coverage
 - Hard wired phone line capability - types and numbers of lines
 - Computer internet service access
 - Satellite phone coverage
- **Safety.**
 - Proximity to incident – in the path of the expanding incident? Fire, floodplain, hazardous materials, or other new occurrence
 - Safe access to the incident – travel times within 15 - 45 minutes
 - Proximity to nearest staging areas, camps, town, helibase, water sources, supply sources, medical services
 - Freedom from smoke inversions – valley bottom, ridge top, midslope
 - Defensible space – fuel type, amount, terrain, etc.
 - Escape routes for evacuation
 - Security from public access for government and personal property and public interference
 - accessible to local law enforcement agency

- **Adequate space for incident needs.**

Number and type of facilities, equipment, people that can be accommodated
Physical limitations and capabilities including size of area, shape, terrain, drainage
patterns, flood plains, vegetation, trees and snags, shade, internal access roads/trails, soil types, fences and gates, expandable, securable from public access
Level with good drainage on a solid base to support heavy equipment
Off limits/restricted areas from incident use
Current use of the area
Site conditions including local weather – temperature extremes, wind, precipitation patterns, seasons – insects, snakes, bears, other critters
- **Site facilities and amenities.**

Existing buildings, shelters, pavilions for ICP offices, briefing, and meeting areas
Existing utility systems including electrical, water, sewer, telecommunication, heating, cooling systems – capabilities and limitations
Internal access roads and large parking areas
Restrooms, showers, kitchens, tables, chairs, stadium bleachers, public address system, trash dumpsters and service, janitorial services, maintenance crews
RV hookups for office trailers,
RV's Group camp sites
Indoor space for personnel housing during inclement weather
Areas for day and night sleepers
Operational water source – hydrants, irrigation source, surface source
Sprinkler systems – controls and access – can they be turned off?
Fueling and hazardous materials storage areas – safe to do on site? Adjacent or nearby area for adequate helibase operation
- **Other questions to ask to help determine adequacy of a site:**
 1. Type of incident, size, projected size and longevity, projected incident expansion?
 2. Numbers and types of resources and projected numbers and types?
 3. What are the proposed ICP/Incident Base and Camp locations?
 4. Will other camps be needed? Locations and access routes/methods?
 5. Types of communications in use? Adequacy of the existing methods?
 6. Collocated ICP and Incident Base?
 7. Collocated Staging Area with ICP and Incident Base?
 8. Current and forecasted weather conditions?
 9. Is it a dozer or other heavy equipment operation?
 10. Is it a heavy air operation? Remoteness, access routes/times, inversions?
 11. Who is the local Resource Advisor assigned to the incident? Contact info?

A typical Type 3 incident (wildfire) involves approximately 150 – 180 people including: 5 – 6 crews

1-2 helicopters and
crews 5 – 10 engines
and crews 1-2 dozers
and support Type 3
IMT
Misc. overhead

Need to provide adequate area for:

Parking – 30 to 40 vehicles including buses, crew transports, heavy equipment ICP – 2 to 4 office, supply, support trailers
Briefing and meeting area
Food service area for serving meals and storing lunches and supplemental foods Wash and Sanitation area
Portable toilets
Sleeping areas – crews, overhead
Helibase – separate but nearby within ½ - 1 mile

This area should be approximately **5 acres for the ICP/ Incident Base** to provide adequate separation of activities for safe operations and another **5 – 10 acres for the Helibase** operation. Both should have some consideration for expansion in anticipation of more resources or transitioning to a Type 2 incident operation.

Required items critical to success of the operation:

Complete communication coverage of the incident with local radio system Cell phone communication to the local dispatch office
Good road access to the site and the incident area – within 15 minutes from incident

Nice to have include:

All weather road access to the site – graded aggregate or hard surfaced Buildings for office space and food service area
Grass for sleeping areas – night and day (shade and cool)
sleeping areas Shade – covers, trees
Potable water source on site
Electrical power on site
Hard wired telephone lines – 2 or 3
Toilets/Restrooms
Showers/Locker rooms
Proximity to nearest town for medical treatment/services, supplies and contingency plans for meals at restaurants, inclement weather housing, etc.

Recommended locations include local agency work centers, guard stations, local parks, schools, recreation centers, fairgrounds, arenas or open ground areas with adequate access and communication capabilities.

Type 2 Incident ICP/ Incident Base Needs

A typical Type 2 incident (wildfire) could involve approximately 500 – 600 people including:

- 15 – 20 crews
- 3 – 5 helicopters and crews
- 3-5 dozers and support
- 15 – 20 engines with crews
- Type 2 IMT Misc. overhead

Need to provide adequate area for a full ICS organization as most if not all subordinate units are staffed in all Sections.

- ICP – for all ICS functions in Command, Safety, Information, Operations, Plans, Logistics and Finance, briefing and meeting areas – approx. 1- 2 acres
- Caterer – National contract caterer approx. 2 acres Shower – National contract shower approx. 1 acre
- Supply Unit – approx. 1-2 acres
- Parking – 100 + vehicles - approx. 5-10 acres
- Fueling area away from water courses
- Toilets – 50-60 portable toilets
- Sleeping areas – night, day (shade and cool/indoors), overhead, crews, inmates in separate areas – approx. 5-10 acres
- Adequate circulation and separation areas – approx. 5-10 acres
- Helibase – separate but nearby within ½ - 1 mile – approx. 15-20 acres

This area should be approximately **30 - 35 acres for the ICP/ Incident Base** to provide adequate separation of activities for safe operations and another **15 – 20 acres for the Helibase** operation. Both should have capability for expansion to at least double that size in anticipation of transitioning to a Type 1 incident operation.

Required items critical to success of the operation:

- Complete communication coverage of the incident with incident radio system
- Cell phone communication
- Hard wired or satellite telephone communication –15 lines min.
- Computer internet capability
- All weather road access to the site – graded aggregate or hard surfaced
- Good road access to the incident area – within 30 minutes from incident

Nice to have include:

- Buildings for office space and other units

Grass for sleeping areas – night and day (shade and cool) sleeping areas
 Shade – covers, trees
 Potable water source on site Electrical power on site
 Hard wired telephone lines – 30 lines
 Toilets/Restrooms
 Showers/Locker rooms
 Proximity to nearest town for medical treatment/services, supplies and contingency plans for meals at restaurants, inclement weather housing, etc.

Type 1 Incident ICP/ Incident Base Needs

A typical Type 1 incident (wildfire) could involve approximately 1000 – 1500 people including:

- 30 – 50 crews
- 5 – 10 helicopters and crews
- 5 -10 dozers and support
- 30 – 50 engines with crews
- Type 1 IMT
- Misc.
- overhead

Need to provide adequate area for a full ICS organization as all subordinate units are staffed in all Sections.

- ICP – for all ICS functions in Command, Safety, Information, Operations, Plans, Logistics and Finance, briefing and meeting areas – approx. 3 - 5 acres
- Caterer – National contract caterer approx. 4 acres
- Shower – 2 or 3 National contract shower approx. 3 – 5 acres
- Supply Unit – approx. 5 acres
- Parking –300 – 500 + vehicles - approx. 20 acres
- Fueling area away from water courses
- Toilets –100 – 150 portable toilets
- Sleeping areas – night, day (shade and cool/indoors), overhead, crews, inmates in separate areas – approx. 15 – 20 acres
- Adequate circulation and separation areas – approx. 10 – 15 acres Helibase – separate but nearby within ½ - 1 mile – approx. 20 – 40 acres

This area should be approximately **75 – 80 acres for the ICP/Incident Base** to provide adequate separation of activities for safe operations and another **20 – 40 acres for the Helibase** operation. Both should have capability for expansion to at least double that size in anticipation of growth of the incident operation.

Required items critical to success of the operation:

- Complete communication coverage of the incident with incident radio system Cell phone communication
- Hard wired or satellite telephone communication –25 lines min.
- Computer internet capability

All weather road access to the site – graded aggregate or hard surfaced Good road access to the incident area – within 45 minutes from incident

Nice to have include:

Buildings for office space and other units
Grass for sleeping areas – night and day (shade and cool) sleeping areas
Shade – covers, trees
Potable water source on site
Electrical power on site
Hard wired telephone lines –30 – 50 lines
Toilets/Restrooms
Showers/Locker rooms
Proximity to nearest town for medical treatment/services, supplies and contingency plans for meals at restaurants, inclement weather housing, etc.

RMA Durango Zone Suggested Sites:

Cortez/Dolores/Towaoc/Dove Creek/Mancos

Type 1

Montezuma County Fairgrounds
Montezuma-Cortez High School/Middle School Cortez Recreation Center and Parks
Ute Mountain Casino/Hotel/Campground Mesa Verde NP – Morefield Campground
Far View Lodge and Visitor Center Dove Creek Schools and Parks
Mancos Schools and Parks Dolores Schools and Parks
Highway 160, 491/666, 145, 184 corridors

Type 2

All the above
San Juan Basin Vo Tech School
Cortez – Ute Mountain American Legion Hall and Grounds House Creek Campgrounds
Mcphee Campgrounds
Cortez – Conquistador Golf Course and Elks Lodge Jackson Lake State Park
Cottonwood – Dolores/Norwood Road Intersection area
Dolores/Norwood, Glade, Ormiston Point, West Dolores, Haycamp Mesa, West Mancos road corridors
Glade area
Disappointment Valley area

Type 3

All the above
Any local campground area with adequate

communications Any local school facility
Any local armory, fire station, town hall, agency work center or guard station

Durango/Bayfield/Ignaci

Type 1

La Plata County
Fairgrounds Durango
High School
Fort Lewis College
Hesperus CSU Bull Test
Facility Dalton Ranch and
Golf Course Durango Mall
Bayfield High School
Ignacio High School
Sky Ute Casino and Tribal Grounds
Navajo Lake State Park
Durango Mountain Resort
Highway 550, 160, 172, 151, 140 corridors

Type 2

All the above
Bayfield Middle School
Durango middle
schools Vallecito Work
Center Hillcrest Golf
Course South Fork
Ranch Ewing Mesa
County Road 521, 501, 240, 318, 141 corridors

Type 3

All the above
Any local campground area with adequate communications
Any local school facility
Any local armory, fire station, town hall, agency work center or guard station

Pagosa Springs

Type 1

Pagosa Springs High School
Pagosa Lodge and Golf
Course Pagosa Lakes area
Highway 160, 151, 84 corridors

Type 2

All the above

Capote Lake
Campground Pagosa
Junction
Archuleta County Fairgrounds
Williams Creek, Bridge
Campgrounds
Piedra, Blanco Basin, Cat Creek, Carracas, Trujillo Road corridors

Type 3

All the above
Any local campground area with adequate communications
Any local school facility
Any local armory, fire station, town hall, agency work center or guard station

Handout 4-2: Checklist Facilities Accessibility

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 1/2" diameter grab bars with 1 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/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 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 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 4-3: Providing Power to the Incident Base

When considering the design and layout of the incident base it is important to consider that it may need to be supported by generators. Educate yourself regarding power needs, units, and resources requiring the most power for operation. When establishing facilities, remember not to put all essential items on one generator, but rather spread the power consumption over a few generators. Following are some things to consider:

- Power requirements
- Safety
- Commercial power source if available
- Generators and grounding
 - Daily fueling
 - Sound abatement
- Appropriate wire sizing
- Appropriate generator size
- Prong patterns
- Marking cords for identification
- Protecting cords
 - Bury at least 6 inches to avoid trip hazards; place inside pipe or conduit if possible to protect cord.
 - Elevate cords 15 feet over roadways
 - 10 feet over walkways
 - Maximum distance from power source to appliance
 - Distribution panels

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Handout 4-4: Water Sampling Guidelines

- Fill water storage containers using appropriate filling equipment, procedures, and a designated safe water source.
- Establish your potable water source.
- When in doubt, ensure water is filtered by an approved filtering device.
- Ensure that persons filling the containers have washed their hands.
- Provide the proper equipment to fill the containers.
- Use food-grade water distribution equipment.
- Consider commercial bottled water as a primary drinking water source.
- Stored water should be in potable water containers.
- Water testing should be accomplished through the local health authority.
- Questionable water supplies should be filtered and tested. Residual chlorine test kits available at a pool supply company may be used for testing purposes.
- The recommended, 30-minute residual chlorine for potable water, with a pH range of 6.5 to 7.5 and having a water temperature at or above 68 degrees F, should be 5 parts per million (ppm). If the pH is out of the given range or the water temperature is below 68 degrees F, the residual chlorine should be at 10 ppm. The important value is the residual chlorine. The minimum value is 2-3 ppm of residual chlorine in a sample.
- Consider testing at each filling cycle.
- Boiling is a good method to disinfect small quantities of water. Bring the water to a rolling boil for 10 minutes; when the water is cooled, keep it covered and in a clean container.
- All potable water must be obtained from a safe source or steps must be taken to disinfect it. Work closely with the authority having jurisdiction, the military, or relief agencies to assure this.
- Never accept questionable loads of water, always test it yourself to ensure quality. Question and inspect tankers used to transport and supply water to the incident base to assure the highest quality of water.

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Handout 4-5: 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: Circle one

Type 1: 4,000+ gallons Type 2: 2,500 → 3,999 gallons Type 3: 1,000 → 2,499 gallons Type 4: 400 → 999 gallons

Minimum Requirements		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	Equipment VIN/Serial # matches Resource Order (may also have to verify on DPL): Note: This is also a business rule that could affect payment. (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 (D.2.1.2.1)		
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)		

Minimum Requirements

Yes No

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)		
15	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)		
16	Tank Filling Mechanism: 1. An approved backflow prevention device complying such as acceptable double check valves on the direct filling connection to the tank. No connections shall be between the tank and the check valve. Pipes and fittings conveying potable water to any fixture, apparatus, or equipment shall be installed in such a way to prevent backflow. OR 2 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. If an overhead filler pipe is mounted on the vehicle, 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)		
17	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)		
18	Approved spark arrester: On all naturally aspirated auxiliary engines (D.2.1.2.4)		
19	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)		

Minimum Requirements

Yes No

20	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)		
21	Hoses: Shall be labeled at both ends to identify their use (potable). (D.2.1.2.1)		
22	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.		
23	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. <i>Note: Threaded facets require vacuum breakers.</i> (D.2.1.2.1)		
24	Back-Up Alarm: (Audible reverse warning device) (D.2.1.2.4)		
25	Fire Extinguisher: 2A 10BC (with current annual maintenance tag) (D.2.1.2)		
26	*Seat Belt (D.2.1.2.4)		
27	Flashlight (D.2.1.2.4)		

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

Circle one.

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*)

OR

✓ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:

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Handout 4-6: Gray Water Incident Inspection Checklist

GRAY WATER 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 – GRAY WATER TRUCK

Circle one:

Type 1: 4,000+ gallons Type 2: 2,500 → 3,999 gallons Type 3: 1,000 → 2,499 gallons Type 4: 400 → 999 gallons

Minimum Requirements

Yes No

Not all inclusive; for additional clarification refer to agreement (SF-1449 section D)

1	Agreement (One complete copy) (D.8)		
2	Check-In Process Completed (Note: Also includes; Finance, and Plans) (D.6.5.3)		
3	Equipment VIN/Serial # matches Resource Order (may also have to verify on DPL): Note: This is also a business rule that could affect payment. (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	Back Up Alarm: Audible reverse warning device (D.2.1.2.4)		
6	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)		
7	*Seat Belt (D.2.1.2.4)		
8	Flashlight (D.2.1.2.4)		
9	Service Truck used for servicing Black Water? (If yes, tank must be completely sanitized, clean and order free) (D.2.1.2.2.a)		
10	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. Tank equipped with a sight tube or automatic shut-off to prevent over filling tank (D.2.1.2.2)		
11	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)		
12	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. 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)		
13	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. Pumps may be either of the following: (1) Vacuum pump system (Type GWV) that meets commercial vacuum truck specifications and requirements. (2) Pump system (Type GWP) Standard commercial pumping system. (D.2.1.2.2)		
14	Approved Spark Arrester (required for naturally aspirated engines) (D.2.1.2.4)		

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

Minimum Requirements

Yes No

15	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)		
16	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)		
17	Racks provided for carrying equipment on the truck. (D.2.1.2.2)		
18	State or Local Certifications: (where applicable) (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)		

Circle one.

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*)

OR

✓ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:

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Handout 4-7: 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)		
	<u>Portable Toilet</u> (D.2.1.1)		
3	Furnish standard size, industrial quality portable toilets and provide associated supplies and sanitary services.		
4	All units shall arrive and be maintained in a clean and serviceable condition.		
5	Units shall include a wall mounted urinal, a bench style toilet with seat and cover, and hand sanitizer dispenser.		
6	All units shall contain a multi-roll lockable toilet paper dispenser which shall be filled on every service visit.		
7	Units shall provide separate and sufficient ventilation to both the unit and the waste reservoir.		
8	All units must contain a waste reservoir with a minimum capacity of 45 gallons.		

Minimum Requirements

9	Maintained in clean, sanitary, and good working condition and free of objectionable odors.		
	Wheelchair Accessible Portable Toilets	(D.2.1.1)	
10	Units shall conform to ADA regulations for accessible portable toilets including an access ramp.		
11	All units shall arrive and be maintained in a clean and serviceable condition.		
12	All units shall contain a multi-roll lockable toilet paper dispenser which shall be filled on every service visit.		
13	Units shall provide separate and sufficient ventilation to both the unit and the waste reservoir.		
14	All units must contain a waste reservoir with a minimum capacity of 30 gallons.		
15	Maintained in clean, sanitary, and good working condition and free of objectionable odors.		
	Handwashing Stations	(D.2.1.2)	
16	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)		
17	Tank capacity shall hold not less than 20 gallons of potable water and 20 gallons of gray water		
18	All fresh water tanks shall be sealed for personal hygiene		
19	No snap in gray water bladder bags are acceptable		
20	One (1) soap dispenser and one (1) paper towel dispenser for every two (2) basins		
21	Paper towel dispenser filled with the appropriate towels for the unit		

Circle one:

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*)

OR

- ✓ Contactor successfully corrected noted deficiencies

Inspector: _____ Date: _____

REMARKS:

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Handout 4-8: Portable Toilet Standards

Fire Camp Portable Toilet Standards

Fire Name _____ Vender Name _____

Unit Condition (Exterior)

- * Outside of unit clean
- * No hole or crack in body of unit.
- * Handle and door closes properly
- * Handle has symbol indicating open or occupied
- * No leak outside unit
- *
- *

Unit Condition (Interior)

- * Inside of unit clean
- * No leaks on inside of unit
- * Toilet paper holders are operational
- * Handle of door securely locks door and completely closes door
- *
- *

Venders Service

- * Equipment in good operational condition and appearance
- * Units are clean and operational after service
- All the interior is wide down and floors clean
- All paper products and trash are removed from unit during service.
- All damage or mechanical problems are fixed during service
- All vender's toilet products are clean up around exterior of unit
- * Service of units are completed as requested and timely manner
- * Service personnel perform work in businesslike manner. Any issues are addresses to Incident base/ camp manager or facility unit leader as soon as possible.
- * Expect relocation of units within camp or other locations.
- *
- *

Vender or representative _____ Date _____

Camp Representative _____ Date _____

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Handout 4-9: Mobile Shower Facilities Unit Inspection Form

Contractor: _____ Unit Number: _____ Contract Number: _____
 Date of Inspection: _____ Incident: _____ Inspector Name: _____

Performance Item	Performance Standard	Pass/Fail or Needs Improvement
C 2.2.5 Timely arrival and set-up	Delivery of MSFU meets agreed upon schedule with NICC.	
C 1.4 Supplies	Supplies meet operational needs of the MSFU and are available at all times.	
C 1.5.2 Equipment	Equipment is safe, in good working condition and meets operational needs of incident. Equipment failures are corrected within 24 hours.	
C 1.5.5 Showering	Maintains continuous showering operation and specified operational hours are posted at entrance.	
C 1.5.5 Key Personnel	Key Personnel are at the incident at all times.	
C 1.5.6 Waste Products	Trash in and around MSFU is picked up and disposed of at all times.	
C 1.5.7 Dust Control	Dust control is provided when needed around waiting areas and wash basins.	
C 1.5.8 Employee Identification	Employees are wearing name tags and other easily visible identification at all times.	
C 1.5.11 Administration	Contractor has copies of the contract, modifications, invoices, past performance evaluations, QCP&SP and are provided to Government when requested.	
C 1.5.12 Potable Water Standards	Compliance with NWCG Potable Water Standards.	
C 3.1.4 Water Pressure/Flow	20 psi and 2 gpm flow rate are maintained at all times at each shower head.	
C 3.1.7, C 3.2.3 Continuous Hot Water	Water temperature at showerheads and wash basins are capable of adjusting to 110°F.	
C 3.1.8 Unit Preserves Water Quality	No galvanized pipes, fittings, fixtures or other galvanized material in the MSFU are present.	
C 3.2 Wash basins	Wash Basins meet minimum requirements and meets Contractor's equipment proposal incorporated into the Contractor's contract.	
C 3.3 Dressing Area	Dressing area meets minimum requirements and meets Contractor's equipment proposal incorporated into the Contractor's contract.	
C 3.4 Potable Water Vehicle	Potable Water Vehicle meets minimum requirements and meets Contractor's equipment proposal incorporated into the Contractor's contract.	
C 3.5 Sanitation	MSFU is sanitized twice daily during non-peak periods.	
C 3.7 Additional Safety Equipment	Compliant with OSHA standards and oil spill containment measures.	
C 1.5.11 Quality Control	Contractor is providing an acceptable inspection system and results are available to the Government during performance period. Acceptable performance level is maintained at all times.	

Narrative Comments:

Government Representative	Contractor's Representative
---------------------------	-----------------------------

Signature:	Title:	Signature:	Title:
------------	--------	------------	--------

Handout 4-10: Shower Equipment Evaluation Checklist

Shower Equipment Evaluation Checklist

Offeror: _____

Unit Number: _____

VIN Number(s): _____

Date of Inspection: _____

Shower Unit (C.3)	Pass	Fail
Interior constructed of nonporous, readily cleanable surfaces to accommodate sanitization and cleaning. (C.3.1.1) Comments: Material used and condition of surfaces.		
Nonskid surfaces on floors that are comfortable for bare feet. No wood surfaces, carpet or similar material. Non-porous mats may only be used if they are completely removable for cleaning. (C.3.1.2) Comments: Material used and condition of floor. Is it hard to stand on with bare, wet feet?		
Sturdy stair steps that are comfortable for bare feet and in compliance with Section C.3.9, allowing safe entry to the Shower Unit. (C.3.1.3) Comments: Material used and condition of steps and handrails.		
Minimum twelve (12) showerheads. (C.3.1.4) Comments: Number of shower heads for men and women? Type of valves, psi and gpm.		

Shower Unit (C.3)	Pass	Fail
<p>Minimum of eight (8) wash basins (sinks) and mirrors located outside and one additional wash basin and mirror for every two shower heads over and above the minimum number of required shower heads (minimum 12 shower heads required), accessible for use by men or women. Have adequate self-contained outside lighting for use of the wash basins. Minimum of 4 electrical outlets (120v).</p> <p>Comments: Number and location of all sinks, type of lighting, number of electrical outlets (are the outlets GFI).</p>		
<p>Liquid soap dispensers for each showerhead. (C.3.1.6)</p> <p>Comments:</p>		
<p>Shelf at each shower head to accommodate shampoo, etc. (C.3.1.7)</p> <p>Comments:</p>		
<p>Continuous hot water heating capability, maintaining 101° F. Water temperature adjustable at each showerhead. (C.3.1.8 & C.3.1.9)</p> <p>Comments: Size and make of hot water heater(s). Temperature of water tested at shower head.</p>		
<p>All equipment preserves the potable water quality. No galvanized pipes, fittings, fixtures allowed throughout the inside of each shower stall or the plumbing that provides the water to each shower stall. (C.3.1.10)</p> <p>Comments: Material used.</p>		

Shower Unit (C.3)	Pass	Fail
<p>Each shower stall shall be equipped with shower curtains that provide privacy inside the stall from outside viewing, or solid, sturdy, and heavy-duty doors made of opaque materials. (C.3.1.12)</p> <p>Comments: Curtains or doors? Type of material. Type of privacy barrier limiting outside viewing.</p>		
<p>Shower floor pans min. interior 26 x 26 inches (exclude lip). (C.3.1.12)</p> <p>Comments: Size of the shower pan.</p>		
<p>Each shower stall equipped with individually plumbed floor drain. (C.3.1.13)</p> <p>Comments: Location of the drain.</p>		
<p>Shower walls extend to the floor, prevent wastewater crossover between stalls. (C.3.1.13)</p> <p>Comments: Fiberglass stalls or custom made?</p>		
<p>Separate segregated showering areas for men and women. (C.3.1.14)</p> <p>Comments: Are there movable walls?</p>		

Shower Unit (C.3)	Pass	Fail
<p>Adequate outside lighting at the shower entrance and around the washbasin area for use after dark. (C.3.1.15)</p> <p>Comments: Type of light fixture.</p>		
<p>All light fixtures, light bulbs, tubes, etc., covered with a completely enclosed plastic safety shield, tempered safety glass, or equivalent. (C.3.1.16)</p> <p>Comments: Material of safety shield, are the lights vapor proof? GFI on non-dedicated electrical outlets (includes mechanical room).</p>		
<p>Hand-held showerheads shall include a wall fixture to hold the unit while water is flowing. Timing devices that restrict water flow are not allowed. (C.3.1.17)</p> <p>Comments:</p>		
<p>Each wash basin (sink) shall provide hot and cold water, shall control gray water, and have a minimum of one liquid soap dispenser and one enclosed paper towel dispenser for every two sinks. Each wash basin (sink) shall also have the ability to hold water with built in or permanently attached stoppers. (C.3.2.1)</p> <p>Comments: Type of stopper and how is it attached?</p>		
<p>Each wash basin shall provide hot (minimum 101 degrees Fahrenheit) and cold water through a mixing faucet that allows for the washing of both hands while water is running. (C.3.2.2.)</p> <p>Comments: Type of faucet, temperature when tested at faucet?</p>		

Dressing Area (C.3.2)	Pass	Fail
<p>Dressing area level with the shower stalls and capable of accommodating as many people as the number of shower heads provided. Must provide adequate seating for each shower head.</p> <p>(C.3.3.1, C.3.3.2)</p> <p>Comments: Size of dressing area, is it comfortable? Type of seating.</p>		
<p>Dressing area has three sturdy permanently affixed clothes hooks per shower head. (C.3.3)</p> <p>Comments: Location and number of hooks.</p>		
<p>Sufficient built in heating and ventilation to provide comfortable atmosphere and keep the steam/humidity level low. (C.3.3.4)</p> <p>Comments: Type of heating and ventilation and the location of both.</p>		
<p>Dressing area provides reasonable security from pilferage. (C.3.3.7)</p> <p>Comments: What type of security measures are provided?</p>		
<p>Dressing area is located inside of the shower trailer. (C.3.3.7)</p> <p>Comments: Condition of area, are floor drains provided? Type of flooring.</p>		

Potable Water Vehicle (C.3.4)	Pass	Fail
<p>Minimum capacity of 1,500 gallons of potable water storage. (C.3.4.1) And Contractor furnished operator(s). (C.3.4.3)</p> <p>Comments: How large is the tank, what is the configuration of the truck? Check summary sheet for contractor’s minimum size?</p>		
<p>Water vehicle meets potable water standards in Section J. (C.3.4.2) (Section J.2, Labeling Requirements, paragraphs B. & C.) Copy of Certificate/permit enclosed.</p> <p>Comments: What state issued permit and date issued? Properly labeled?</p>		
<p>Water vehicle is equipped with a minimum of four (4) outside spigots/valves for filling canteens, cubitainers, etc. (C.3.4.4)</p> <p>Comments: Number of spigots?</p>		
<p>Water vehicle and shower unit is equipped with a Food Grade or Potable Water grade water pump. (C.3.4 and J.2)</p> <p>Comments: Make and Model (Include Manufacturer’s specifications) of water pump.</p> <p>Pictures provided?</p>		

Shower Unit Continued Water Storage Bladders	Pass	Fail
<p>Adequate storage (minimum 1,500 gallons) of potable water (C 1.4.5)</p> <p>Comments: Size and type of storage. Is it properly labeled? Check summary sheet for contractor's minimum size.</p>		
<p>A minimum enclosed storage capacity of 2,500 gallons of gray water (C.1.4.6)</p> <p>Comments: Size and type of storage. Is it properly labeled? Check summary sheet for contractor's minimum size.</p>		
<p>Spill Containment Kit:</p> <p>All Stationary equipment shall be supplied with oil spill prevention pads or containment units, under the fuel tank, engine and any other petroleum container. (Stationary equipment is defined as that remaining in one position for 24 hours or more) (C 3.9).</p> <p>Comments: Type of kit, how many are provided?</p>		
<p>Waiting Area:</p> <p>Shall have minimum seating capacity of one chair per showerhead. Ground covering and rain/shade protection. (C.3.1.18)</p> <p>Comments: Number of chairs, type of ground cover and rain/shade protection.</p>		
<p>Additional items:</p> <p>Fire extinguisher. Current inspection and how many?</p>		
<p>Generator. Type and size of generator, type of ground used. Is it quiet?</p>		
<p>Electrical panel. Condition of panel, properly labeled?</p>		
<p>DOT certificate. Date of last inspection?</p>		

Name of inspector _____
 Address _____
 Phone number _____

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Activity 4.1: Services Provided by the FACL

Services Provided by the FACL Activity 4.1 – Overview - Unit 4

Purpose

The purpose of this activity is for students to identify services that must be provided by the Facilities Unit Leader given the current incident situation. The students should also be able to prioritize among the services, given the limited time and resources available, and fill out an ICS Form 213 to order the necessary services.

Objectives

Students will:

- Identify the services that the Facilities Unit Leader should provide.
- Describe which services should be established within the first 4 hours, and which can wait if necessary.
- Describe the process that the Facilities Unit Leader must follow in order to establish the services.
- Complete an ICS Form 213 to order the necessary services.

Activity Structure

This activity will last approximately 1 hour, including individual work, small group discussion, and class discussion. It is based on the continuing Charleston flood scenario. Given the information known about the incident, the students will identify the services that the Facilities Unit Leader should provide. The students will also determine what services should be established immediately and which can be given a lower priority. Finally, the students will describe the process of getting these services in place and complete an ICS Form 213 to order the necessary services.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4 to 6. The following are the specific activities and instructions for your participation in the activity:

1. Within your small group, select a group spokesperson.
2. Discuss and answer the questions below.
3. Write your answers to the questions on easel pad paper.
4. Fill out an ICS Form 213 individually to order the necessary services.
5. Respond to instructor injects.
6. Present your answers to the rest of the class.

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

Activity 4.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discuss and Document	30 minutes	Small group and individual work
Debrief and Review	25 minutes	Classroom

Activity 4.1 Questions

Incident Scenario Update: The local power company has advised that the substation providing power to your area has been compromised and the power will be shut off to avoid further damage. This will cut power to all incident facilities. There is no estimate of when the power will return.

4. **Small Group:** Given what you know so far about the incident scenario, what services should the Facilities Unit Leader provide? Please be specific.

Small Group: For each service identified, describe the process that the Facilities Unit Leader should follow to establish the service. For example: Who should be contacted? What documentation must be completed? What are some possible challenges?

Small Group: Of these services, which should be established within the first 4 hours and which can wait until later?

Individually: Complete an ICS Form 213 to order one of the services that you identified as being needed within the first 4 hours of arrival at the incident site, each member of the group should order a different needed service.

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Unit 5: Facilities Infrastructure

STUDENT MANUAL

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Visual 5.1

UNIT 5: FACILITIES INFRASTRUCTURE

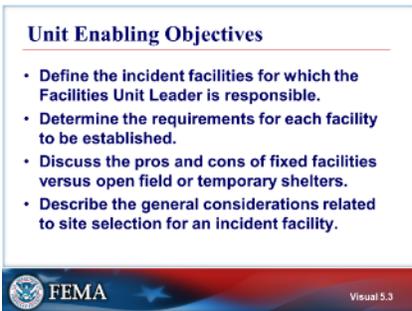
This unit outlines the type of facilities required for the incident and the requirements for each facility.



Visual 5.2

UNIT TERMINAL OBJECTIVE

Explain the infrastructure requirements for incident facilities.

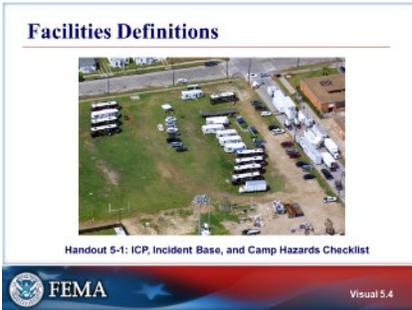


Visual 5.3

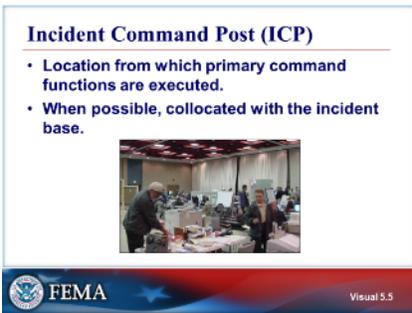
UNIT ENABLING OBJECTIVES

- Define the incident facilities for which the Facilities Unit Leader is responsible.
- Determine the requirements for each facility to be established.
- Discuss the pros and cons of fixed facilities versus open fields or temporary shelters.
- Describe the general considerations related to site selection for an incident facility.

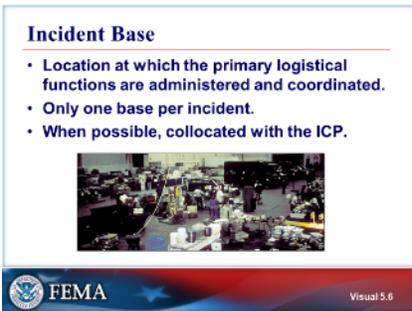
The Final Exam questions are based on the Unit Enabling Objectives.



Visual 5.4



Visual 5.5



Visual 5.6



Visual 5.7

FACILITIES DEFINITIONS

The FACL is responsible to the Logistics Section Chief for the layout, activation, and management of the Incident Command Post (ICP), incident base, and any camps.

Refer to Handout 5-1: ICP, Incident Base, and Camp Hazards Checklist.

INCIDENT COMMAND POST (ICP)

This ICP is the location from which the primary command functions are executed. If the ICP is collocated with the incident base, the Incident Management Teams (IMT) can move more easily between the two for working, eating, and sleeping. However, this will not always be possible because of situations surrounding the incident and other factors, including available resources.

INCIDENT BASE

The incident base is the location at which the primary logistical functions are administered and coordinated.

CAMP

A camp may be needed, depending on the size of the incident and its complexity.

Refer to Handout 5-2: Camp Setup.

Helibase

- Main location within the general incident area for parking, fueling, maintenance, and loading of helicopters.
- Usually only one per incident.



FEMA Visual 5.8

Visual 5.8

HELIBASE

The helibase will have the same facilities service requirements as the other locations, including portable toilets, security, and other equipment.

Helispot
Temporary landing spot for helicopters



FEMA Visual 5.9

Visual 5.9

HELISPOT

In general, the helispot is fairly self-sufficient and does not require many services from the Facilities Unit.

Staging Area

An on-incident location managed by the Operations Section where incident personnel and equipment are assigned while awaiting an Operational assignment.



FEMA Visual 5.10

Visual 5.10

STAGING AREA

The staging area is an on-incident location managed by the Operations Section where incident personnel and equipment are assigned while awaiting on operational assignment.

Facilities Requirements



FEMA Visual 5.11

Visual 5.11

FACILITIES REQUIREMENTS

Incident Command Post Requirements

- Space Requirements
 - Adequate space for:
 - Finance / Administration Section
 - Planning Section
 - Command Staff
 - Room to expand as incident progresses



Visual 5.12

ICP Requirements (Cont.)

- Location Requirements
 - Away from:
 - Main traffic
 - Media and onlookers
 - Incident hazard
 - Clean, dust-free area for office machines
 - Accessible to utilities, communication, and reliable power source and backup power



Visual 5.13

Incident Base/Camp Requirements

- General Requirements
 - Adequate space for all logistical functions
 - Room to expand as incident progresses
 - Clean, dust-free area for office machines
 - Limited general vehicle traffic



Visual 5.14

Incident Base/Camp Requirements (Cont.)

Specific areas accessible to support vehicles:

• Supply	• Portable Toilets
• Kitchen	• Gray Water
• Medical	• Fueling
• Shower	• Garbage
• Communications	• Recycling
• Services	• Security
• Backup Power Supply	• Designated Parking



Visual 5.15

INCIDENT COMMAND POST REQUIREMENTS

If possible, always choose a location that will allow for the next level of IMT. That is, if you are on a Type III team, choose a location that could handle a Type II team, if you are on a Type II team, choose an location that could handle a Type I team. Once an ICP is established, it is very difficult to move it.

ICP REQUIREMENTS (CONT.)

The ICP should be away from the main traffic, media and onlookers, and incident hazards (for example, a collapsed building). Additionally, try to never locate your ICP near your evacuation shelter, if you have one.

Computers and sensitive equipment should be in fixed facilities, if available, to keep them clean and dust free. Accessibility to utilities, communication, and a reliable power source and backup power is critical.

INCIDENT BASE/CAMP REQUIREMENTS

INCIDENT BASE/CAMP REQUIREMENTS (CONT.)

Work with the Ground Support Unit to lay out vehicle traffic flow for the ICP, incident base, and camp; it will be up to the FACL to lay out the pedestrian traffic flow.

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



Visual 5.16

SITE SELECTION

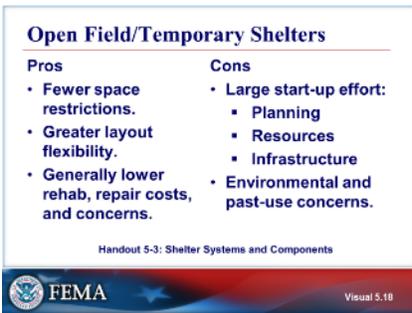


Visual 5.17

FIXED FACILITIES

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

If you choose to use a fixed facility, consider how you will be charged for the utilities that you use while you are there. Do you need to have the electric and gas meters read and noted. Will you be responsible for taking over the internet coverage costs? Can you get the internet speed increased for a fee?



Visual 5.18

OPEN FIELD/TEMPORARY SHELTERS

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.

You will also need to consider the “turn back standards” that the land owner wants considered after the incident. Will you be required to re-seed or re-sod the area? If you put in new road access points will these need to be removed and restored to original conditions?

Refer to Handout 5-3: Shelter Systems and Components.

Information Gathering

- What amount of personnel and equipment will the site adequately accommodate?
- Is there room for equipment to maneuver in the area?
- Is there room for expansion?
- Is there good access? Security?
- Is there an existing facility available that will meet the need?



Visual 5.19

ICP Site Selection

What are some potential ICP facilities in your home jurisdiction?




Visual 5.20

Incident Base/Camp Site Selection

In your home jurisdiction, what are some potential:

- Sleeping facilities?
- Eating areas?




Visual 5.21

INFORMATION GATHERING

ICP SITE SELECTION

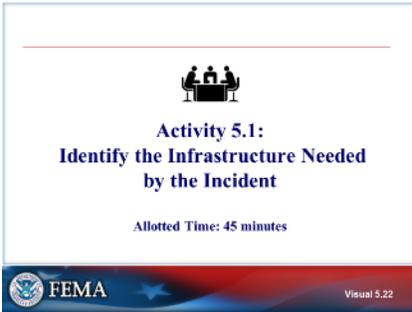
The FACL will likely have input on where to locate incident facilities. However, if responding to a non-local incident, the IMT may be told where to locate the incident facilities. This may include the ICP and incident base, so it is important to be flexible and work with the resources available.

The local Comprehensive Emergency Management Plan (CEMP) may identify potential sites for the Incident Command Post, incident base, and camp.

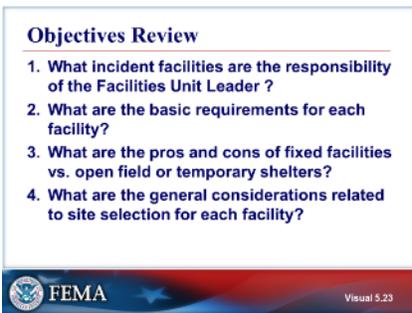
INCIDENT BASE/CAMP SITE SELECTION

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. Under some circumstances, you may have to operate within the confines of a given location. Have several incident base footprint layout options in mind that you can adapt to a specific incident and location.

Possible sites for the incident base/camp are the same as for the ICP. These photos depict a sleeping area in a warehouse and a potential eating area at a park.



Visual 5.22



Visual 5.23

ACTIVITY 5.1: IDENTIFY THE INFRASTRUCTURE NEEDED BY THE INCIDENT

The instructor will explain Activity 5.1.

You will have 45 minutes to complete the activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Define the incident facilities for which the Facilities Unit Leader is responsible.
- Determine the requirements for each facility to be established.
- Discuss the pros and cons of fixed facilities versus open field or temporary shelters.
- Describe the general considerations related to site selection for an incident facility.

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Supplemental Materials

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Handout 5-1: ICP, Incident Base, and Camp Hazards 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. **PPE**
10. **Sanitation**
11. **Critters**
12. **Other**

Safety Inspector: _____

Date: _____

Time: _____

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Handout 5-2: Camp Setup

LOGISTICS SECTION TASKS

1. Upon arriving at the potential camp location, need to evaluate if sufficient space is available for resources arriving, and determine if there would be enough space to accommodate the growth of camp if the need arises.
2. Units to consider that will require sufficient space:
 - a. Ground Support-Will need enough space for heavy equipment, engines, busses, vehicles, and any other equipment utilized for fire suppression.
 - b. Supply-Needs enough space for initial supplies and still have room to expand in the event incident increases in complexity.
 - c. Food Unit-Will need enough space to accommodate 2 or 3 semi-tractor trailer trucks, 2 or 3 smaller box van trucks, 2 or 3 regular vehicles and potentially an RV. In addition to vehicles, a space big enough to set up a feeding tent that will seat 250 people.
 - d. Shower Unit-Needs enough space to accommodate 1 or 2 semi-tractor trucks, a water truck and 2 or 3 regular vehicles.
 - e. Air Operations-Needs enough space to accommodate several helicopters and is a safe distance from the main ICP. Usually the air operations branch director will determine the location of the helibase.
3. Other sections/units:
 - a. Communications- (Needs to be close to Medical Unit)-One communication trailer and potentially COW or other wireless trailer set up.
 - b. Medical-Usually a minimum of 20x30 ft. yurt. Will need to accommodate parking for 2 to 3 EMT vehicles and ambulance.
 - c. Finance-(Needs to be close to plans)-Usually a minimum of 20x30 ft. yurt.
 - d. Plans-Usually needs two trailers/yurts for plans. May need additional space if a GIS trailer is ordered.
 - e. Information-Usually a minimum of 10x20 ft. yurt. Needs to be in an area where it is relatively quiet and close to plans for phone wiring accessibility, unless wireless phones/communications are supplied.
 - f. Operations-Usually a minimum of 20x30 ft. yurt for planning ops and potentially another larger sized (20x40 ft. or larger) yurt to conduct briefing meetings in.

- g. Logistics-If available a minimum of 10x20 ft. yurt.
- h. Training and HR-Usually a minimum of 10x20 ft. yurt for the training officer and Human Resources officer if not located with planning section.

Supplies should start arriving soon after team arrives, if they have not arrived by then. Have a mental layout plan of what camp setup might look like. Coordinate with ground support and food unit to assure the location you have selected will meet their needs.

On the most part, the security manager (supervised by Facility Unit Leader), if one is assigned to the team, is at the entrance of camp making sure only assigned personnel are entering the camp. The following resources are assigned to the security manager (minimum resources):

- 3 or 4 law enforcement officers
- 2 or 3 security personnel

Ground support is also near the entrance of the camp if sufficient room is available. The reason is to keep traffic to a minimum from the main camp. This keeps dust down and makes it safer for camp personnel. Ground support unit will have the following resources assigned to it (minimum resources):

- 6 to 12 or more drivers with pickup trucks
- 1 or 2 equipment managers
- 1 mechanic
- Numerous rental vehicles, usually pickup trucks
- Fuel tenders

Supply should also be close to entrance for the same reasons, keep dust down and safety. Again, need to consider if there is plenty of room to accommodate both of this unit. When designing a layout, take into consideration that the supply unit has to have accessibility to good communication equipment (i.e. computers, phones, fax, and copiers). The ordering manager will need a relatively quiet place to work since the major part of her/his job is to place orders via phone and computers. Supply unit will have the following resources assigned to it (minimum resources):

- Ordering manager
- Receiving and distribution manager
- 1 - 10 person camp crew

The next units that need to be close together are finance and planning sections. You will need to consider where to place a GIS unit if it arrives. This unit is usually a large trailer and will need to be in close proximity to the planning section. Computers (with Isuites installed), printers, copiers, tables and chairs are a necessity for both the planning and finance sections to have right away, or as soon as possible.

The finance section will have the following resources assigned to it (minimum resources):

- 2 Personal time recorders
- 1 Equipment time recorder
- 1 cost person
- 1 comps and claims person

The planning section will have the following resources assigned to it (minimum resources):

- Resources and situation unit
- Status check in and demobilization
- Documentation
- Fire behavior and meteorologist
- H.R./Training
- GIS THSP
- Computer specialist

The next section in line is the operations section. This section can be housed together with part of the Incident Commander Staff. The following resources are assigned to the operations section (minimum resources):

- Planning section chief
- Field/tactical chief
- Branch chiefs
- Division group supervisors

The following resources are assigned to the Incident Commander and staff (minimum resources):

- Incident commander
- Deputy incident commander
- Safety officer
- Information officer
- Liaison officer

The last section is the Logistics section. This section does not necessarily need to be located in any particular location with the exception of the ground support unit, supply unit, food unit and shower unit. The food unit is usually located at the end of camp with the big tractor mounted generators farthest away from the main camp. These generators run all day and all night, so we try to get them set so that they are facing

away from camp. The shower unit is usually in the near vicinity of the food unit. Again, try to face the generators away from the main camp.

The logistics section is made up of the following units:

- Logistics section chief
- Deputy logistics chief (if one is available)
- Supply unit
- Facilities unit
- Ground support
- Communications unit
- Medical unit
- Food unit
- Security manager

The logistics section is in charge of setting up and running the entire camp. The facility unit designs and does the camp layout in coordination with the other logistic units. A popular design of the main ICP (excluding ground support, supplies and both the shower and food unit), is a horseshoe design. This design allows for all the sections to be in close proximity to each other to facilitate wiring all the sections together. Ground support and supply would be located at the entrance end of the ICP and the food and shower unit would be located at the end of the ICP.

The following is a minor list of things that you will need to keep in mind to help design and run the ICP:

- Is food and water available, and when will it be delivered. If no food water available, make arrangements right away.
- Hand washing stations--2 or 3 mobile hand washing (8 sink minimum) with hot/cold water. If not available, foot pump types are good alternative
- Port-a-potties--1 for every 10-15 people (1 or 2 ADA ones a good idea). Placement of port-a-potties is important. Caterer will need 2 at their area to support kitchen crew. Camping areas should have some also.
- As equipment arrives, select good locations for generators to provide power to yurts. Locations should be close enough to support camp, but also far enough to keep noise down from work areas.
- Designated parking within ICP if allowing it (this is separate from ground support)
- Light towers minimum of 2 or 3, need to be placed in appropriate locations to provide light to majority of camp.
- Crew and overhead camping areas-make sure location is a safe place with little vehicular traffic

- Bulletin boards will need to be constructed for use by operations (3 full sized (4x8 plywood)) and information (4 half sized (4x4 plywood)).
- Identifying areas that are off limits, or areas that may be hazardous. Always bury electrical cords and wiring and flag yurt/tent tie downs to avoid tripping hazards.
- Good items to have are tool kit (hammer, nails, screws, hand saw, measuring tape, fiber tape, duct tape, electrical tape), traffic cones, traffic signs, barricades, colorful flagging, jumbo magic markers, rechargeable battery power tools.

As camp grows, will need to adjust and order items as the need arises.

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Handout 5-3: Shelter Systems and Components

There are a variety of sizes and styles of sheltering and tenting systems. Standardization varies among the responding agencies. Determining the space needs ahead of time for all of the necessary components and functions is important.

Tent placement and the continuity of the sheltering systems is a key consideration when developing the layout of the incident base or camp.

The sheltering system should be laid out in such a manner that the supporting components can be placed in between the sheltering systems to maximize space and minimize the hazards.

Tent Systems

- Inflatable tents, in some cases, are utilized by a variety of responding agencies
- Non-inflatable, rigid frame
- 2- and 4-person tents
- Tarps
- Shade and fly tents
- Trailers
- Box vans
- Motor homes
- Event-style tents and shelters
- Environmental Conditions
- Topography
- Pests and insects
- Dust abatement
- Weather
 - Flood control
 - Micro climates

Components

- Heating
- Cooling
 - Multi-fuel fired
- Air-handling ducts
- Communications wiring
- Potable and non-potable water lines
- Lighting

- Generators
- Power distribution
 - Power cords
- Tarps
- Plastic sheeting
- Tent flies

Additional Potential Shelters and Resources

- Outdoor supply
- Party rental
- RV supply
- Construction supply
- Truck rental companies
- Military
- Churches and charitable organizations
- Hotels
- Dorms and barracks
- Ships

Activity 5.1: Identify the Infrastructure Needed by the Incident

Identify the Infrastructure Needed by the Incident

Activity 5.1 – Overview - Unit 5

Purpose

The purpose of this activity is to provide Students with the opportunity to identify the infrastructure needed by the incident. Students will describe the needed infrastructure, identify what could be done ahead of time, and respond to requests from other members of the IMT within the context of the activity scenario.

Objectives

Students will:

- Identify the needed infrastructure.
- Identify what could be done ahead of time.
- Respond to requests from other Unit Leaders within the context of the incident scenario.

Activity Structure

This activity will last approximately 50 minutes, including small group discussion and presentation of the findings to the class. It is based on the continuing Charleston flood scenario. Given the information known about the incident, Students will identify the specifics about the incident infrastructure that the Facilities Unit Leader needs to ensure it is in place. Students will also discuss how to respond to requests for infrastructure from other members of the IMT.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4 to 6. The following are the specific activities and instructions for participation in the activity:

1. Within your small group, select a group spokesperson.
2. Review the scenario update below.
3. Discuss and answer the questions below.
4. Write your answers to the questions on easel pad paper.
5. Respond to injects from the Instructor.
6. Present your list to the rest of the class.

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

Activity 5.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Discuss and Document	25 minutes	Small groups
Debrief and Review	20 minutes	Class

Activity 5.1 Scenario

Day 1 (continued): West Virginia

1000 hours

By 0730 hours on Day 1, the rain had lightened, and the worst of the flooding had passed. Emergency dispatchers continued to receive a heavy volume of calls requesting assistance, and response personnel carried on with the rescue of people and pets trapped in homes. Fortunately, the majority of the residents in the flooded areas self-evacuated while roadways were still passable so by now, most life-saving operations have ceased; cleanup and repair operations, on the other hand, are just beginning.

1330 hours

Floodwaters have receded, and local waterways have returned to levels only slightly above normal. Public Works crews work to remove debris that has gathered in waterways, roads, and yards, and perform maintenance on quickly repaired roadways. Utility crews are also working to restore electricity and telephone service by fixing public infrastructure, including telephone poles, street lamps, and flooded transformers. In some cases, utility companies are asking for assistance from the Public Works crews to access the infrastructure that they are attempting to repair.

Although only a small portion of Charleston was directly affected by the flooding, assistance and support has begun to come in from all over Charleston, as well as the surrounding communities. More responders are arriving over the next few hours, many with heavy equipment such as dump trucks and utility trucks. A staging area needs to be set up for responders, as well as for volunteers, to report and for donations to be received.

However, other citizens and media outlets have begun calling Charleston officials requesting information on a timeframe for road repairs, reopening of bridges, and the continuance or closures of specific government services. Local residents temporarily displaced by the flooding are also demanding to know when they will be allowed to return home. The Operations Section is setting up temporary shelters to accommodate residents whose homes are still submerged.

Use this space to take notes on the scenario:

Unit 6: Layout Considerations

STUDENT MANUAL

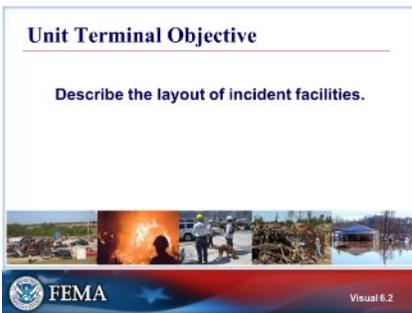
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Visual 6.1

UNIT 6: LAYOUT CONSIDERATIONS

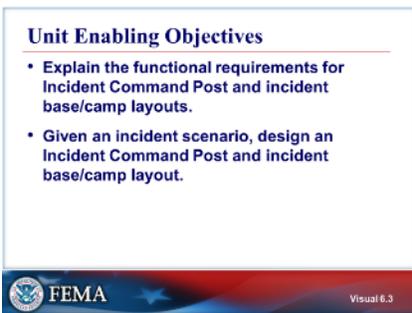
This unit outlines the importance of a well-considered incident layout and how to achieve an effective layout. If the layout is not well-planned at the beginning, it may lead to problems or disruptions later during the incident.



Visual 6.2

UNIT TERMINAL OBJECTIVE

Describe the layout of incident facilities.



Visual 6.3

UNIT ENABLING OBJECTIVES

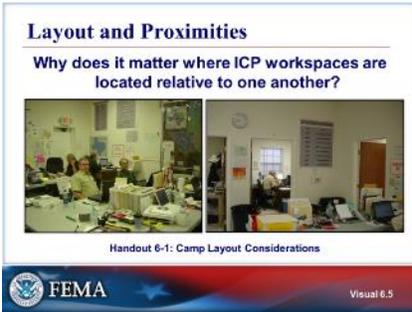
- Explain the functional requirements for Incident Command Post and incident base/camp layouts.
- Given an incident scenario, design an Incident Command Post and incident base/camp layout.

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



Visual 6.4

INCIDENT COMMAND POST LAYOUT



Visual 6.5

LAYOUT AND PROXIMITIES

The layout and proximities facilitate the work that needs to be accomplished. The Facilities Unit Leader (FACL) assigns workstations at the beginning of an incident to avoid problems later on.

- Should the Operations Section Chief (OSC) and the Safety Officer (SOFR) be close together?
- Should the Public Information Officer (PIO) and the Liaison Officer (LOFR) 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.
- If possible, the Communications Unit should be collocated with the ICP or at least close by.

Refer to Handout 6-1: Camp Layout Considerations.

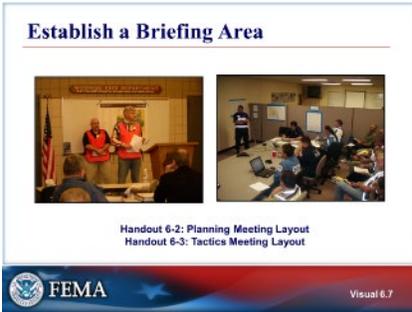


Visual 6.6

PROVIDE ENOUGH WORKSPACE

Well-designed workspaces maximize efficiency. When possible, the FACL should assign workstations at the beginning of the incident. 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 comfortable.
- Allow for the possible expansion of operations.



Visual 6.7

ESTABLISH A BRIEFING AREA

Consider the need for the following:

- The area needs to be close enough to get the operational resources to attend the briefing, however, not so close the kitchen or supply that the units are required to shut down due to noise.
- Will voice amplification be needed? Do you need to set up a speaker system? Will it need to be run off a generator? Can the generator be placed far enough away so that the noise of it running does not impact the briefing?
- Do you need to build display boards for posting of the Incident Objectives and Maps?
- Do you have an inclement weather contingency locations?

What other meeting area might the PSC need set up?

Refer to Handout 6-2: Planning Meeting Layout and Handout 6-3: Tactics Meeting Layout.



Visual 6.8

CHALLENGES

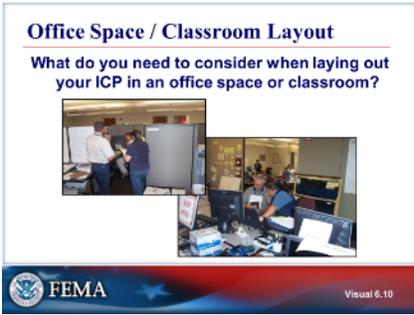
The scenario shown in the photo is not ideal, but the FACL must be ready to cope with any situation.

If this is the only area provided, the FACL and the Incident Management Team (IMT) must make it work.



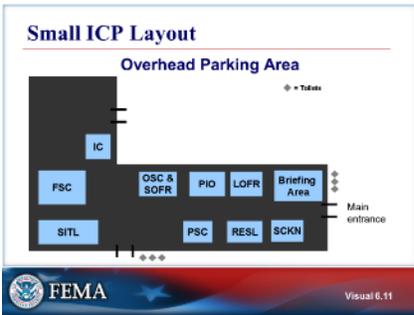
Visual 6.9

OPEN SPACE LAYOUT



Visual 6.10

OPEN SPACE / CLASSROOM LAYOUT



Visual 6.11

SMALL ICP LAYOUT

This small ICP layout takes into consideration all of the information discussed on the previous slides. The next slides show an expanded incident base/camp layout and open field layout.

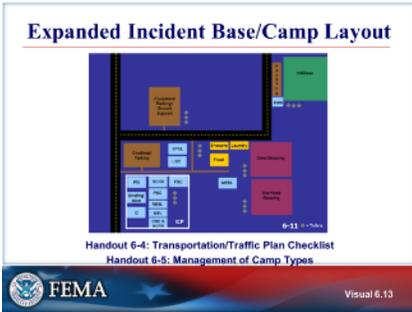
The ICP is generally the first facility to be established because it is where incident management occurs. During a Type III incident, the ICP may be the only incident-managed facility activated.

As other facilities are activated to expand beyond the ICP, try to keep the ICP somewhat separate from the rest of the incident base/camp. It needs to be in a quiet area to facilitate the work being accomplished.



Visual 6.12

INCIDENT BASE/CAMP LAYOUT



Visual 6.13

EXPANDED INCIDENT BASE/CAMP LAYOUT

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. Provisions should also be made to have a staffed Medical Unit presence near the sleeping area for any emergencies that arise in the night.
- Check-in should be located at the ICP or near the entrance to the base/camp.
- Parking should be established away from work and sleeping areas.
- Ideally, the Ground Support Unit should be located on the outskirts of the incident base and 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 can sometimes operate around the clock, and the Ground Support Unit may move supplies. They should be located near the entrance or the exit to the incident base/camp.
- If possible, locate showers between the sleeping area and the eating area. Laundry services 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 near the eating area and the toilets.
- Areas that need ready access to transportation and facilities include:
 - Supply area;
 - Food preparation area;
 - Medical treatment facility;
 - Ground Support Unit; and

- Sanitation facilities.

Refer to Handout 6-4: Transportation/Traffic Plan Checklist and Handout 6-5: Management of Camp Types.



Visual 6.14



Visual 6.15

OPEN FIELD LAYOUT

9-11 PENTAGON LAYOUT

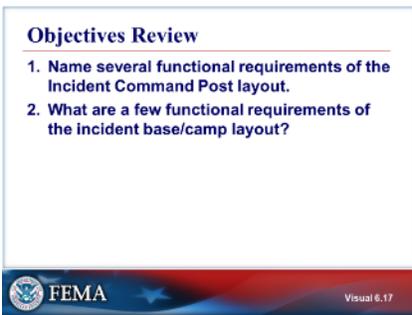
This visual shows an aerial photograph of the Pentagon during the response to the 9-11 attack. This illustrates a large-scale response effort with many different agencies responding.

When there is a large-scale response from different agencies, as in the case of 9-11, the FACL should talk to Logistics representatives from all of the responding agencies to determine their facilities requirements (for example, a FEMA Urban Search and Rescue Task Force needs at least 1 square acre for all of their personnel, animals, and equipment). At this time, FACL in conjunction with the Logistics Section Chief should determine which elements are his or her responsibility.

There were major security considerations at this incident site because it was a crime scene. Multiple security checkpoints were necessary. The American Red Cross and other volunteer organizations were providing food. They were located as far away from incident hazards as possible. HAZMAT and laundry services were necessary at this incident site because of the presence of asbestos and jet fuel as a result of a plane crashing into an older building.



Visual 6.16



Visual 6.17

ACTIVITY 6.1: DESIGNING A FACILITIES LAYOUT

The instructor will explain Activity 6.1.

You will have 1 hour and 50 minutes to complete the activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain the functional requirements for Incident Command Post and incident base/camp layouts.
- Given an incident scenario, design an Incident Command Post and incident base/camp layout.

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Supplemental Materials

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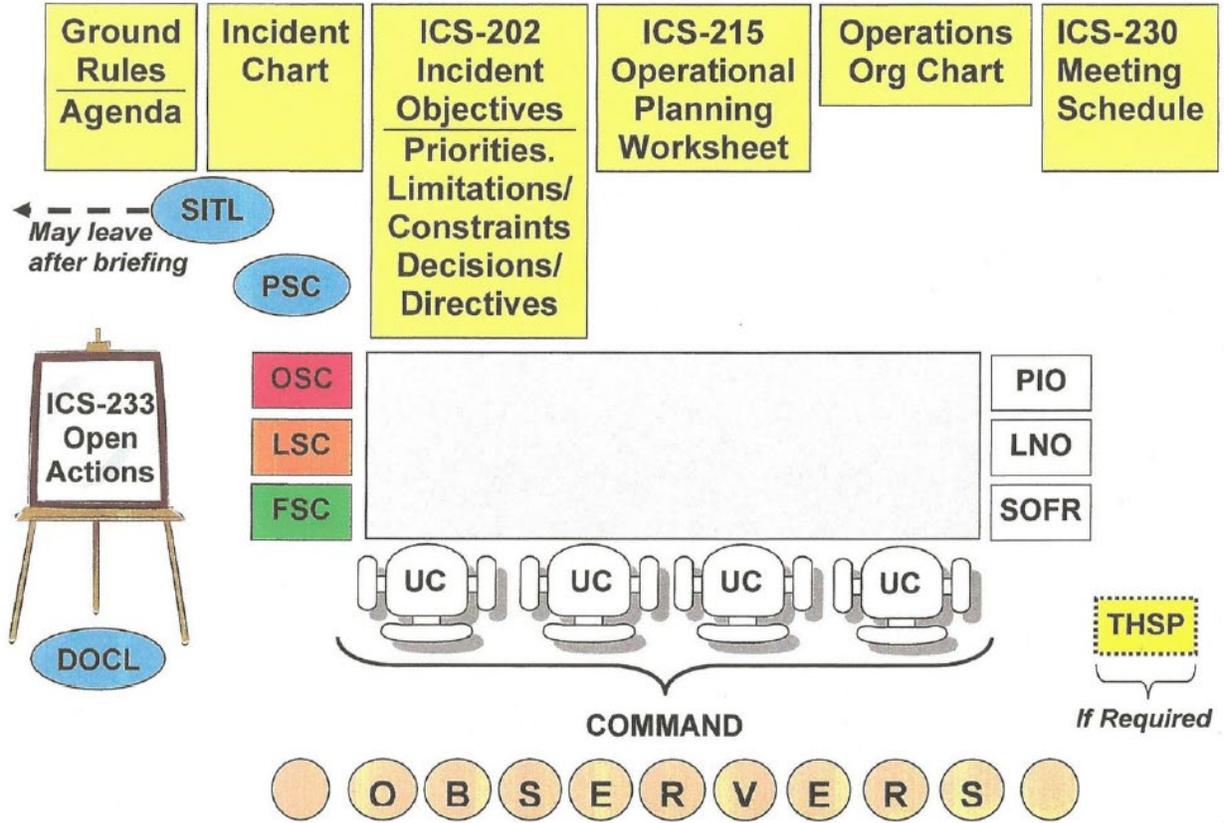
Handout 6-1: Camp Layout Considerations

FUNCTIONS	NEEDS	LOCATION
Supply	Area large enough for tractor-trailer access and expansion, hazardous materials, power, telephones, personnel access, security, toilets	Consider network server proximity. Consider traffic flow for receiving and distribution.
Ground Support	Parking area large for large vehicles, fuel trucks, power, toilets, communications, office space	Close to main incident base /camp entrance
Medical Unit	Shelter for patient treatment. privacy, toilet, power, quiet area, communications, personnel and vehicle access	Incident Base and/or camps, easy access for crews, away from supply and/or ground support
Kitchen Area	Large level area for tractor/trailer parking and access, potable water, 2 toilets for caterer, grey water disposal, dust abatement, dumpsters, hand washing area, eating area	Incident Base, camps
Shower Unit	Level area, potable water, grey water disposal, tractor/trailer parking and access	Incident Base, camps
Logistics	Office space	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

FUNCTIONS	NEEDS	LOCATION
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

Handout 6-2: Planning Meeting Layout

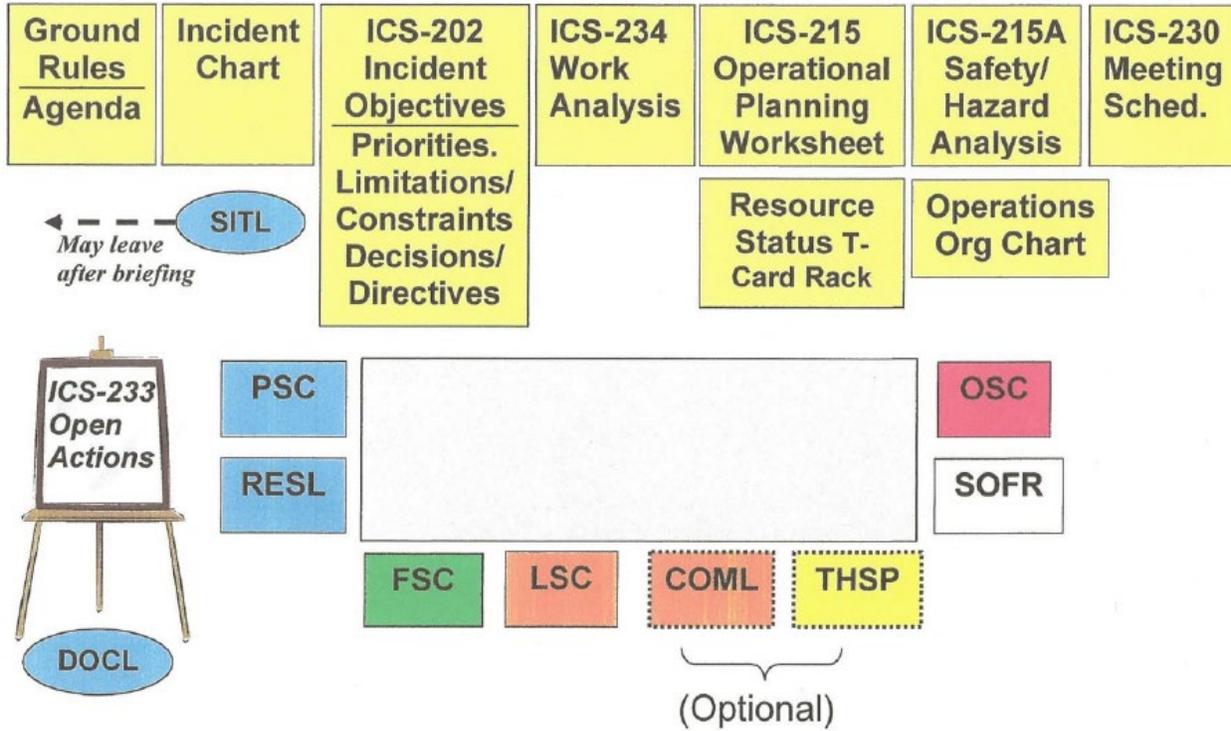
Planning Meeting Layout



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Handout 6-3: Tactics Meeting Layout

Tactics Meeting Layout



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Handout 6-4: Transportation/Traffic Plan Checklist

- Start with Local Map source (Google Earth) if available Map size 8 ½ x 11
- Border Map (Indicates complete Map)
- Legend - True North – Scale
- Date and Time Produced Incident Perimeter
- Primary Routes Identified (Interstate, County Roads, Water ways, Road Closures, One Ways)
- Limitations (Bridge capabilities, 4WD roads, closures, Bridge Height)
- State/County/Tribal Boundaries
- Facility locations (Incident Base/Camp, ICP, Staging, Helibase, Fuel points – GPS is aerial support)
- Security Check points
- Division Breaks
- Drop Points (identified by Operations – GPS)

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Handout 6-5: Management of Camp Types

Management of Coyote, Line Spike, Minimal Support Remote & Full Support Remote Camps

I. Management of Coyote, Line Spike, Minimal Support Remote Camps, and Full Support Remote Camps

- Care of incident personnel is number one priority.
- Clear and conscious decisions involving Operations, Safety, Plans, and Logistics must be made when determining when, where and what type of camp.
- Operations and Logistics must coordinate closely when transitioning from a Line Spike to a Remote Camp. "No Drifting." This must be a conscious decision between all players.
- All resources will stay at primary camp unless assigned to a Line Spike or Remote Camp.

II. Coyote, Line Spike, Minimal Support Remote Camps and Full Support Remote Camps

Implementation Criteria:

1. Extended travel times from Camp (generally more than 1 hour).
2. Hazardous travel.
3. Complex travel, requiring the use of aircraft, boats, livestock, etc.
4. Extended and/or hazardous foot travel to and from the fire line.
5. Increased suppression efficiency and/or ability to take advantage of opportunities that would be limited by travel to and from camp.

COYOTE:

- Operations determines the unplanned need for line resources to remain overnight on or adjacent to the line.
- Implemented one night operational period at a time.
- Personnel are self-sufficient.
- Operations will evaluate the cause of the unplanned spike and adjust the next days IAP as appropriate.

LINE SPIKE:

- Short duration events, generally with little holding or mop-up requirements.
- Complex access limits camp support.
- Crew progress necessitates remain overnight (RON) at location near end of operational period.
- Small number of personnel (generally no more than one division per camp).
- Cold meals/ MRE's will be the norm. An attempt will be made to furnish a hot meal every other night.
- Arrangements will be made with Logistics for re-supply to include, but not limited to, water, meals, batteries, etc. Arrangements for backhaul of excess materials and trash is also required

MINIMAL SUPPORT REMOTE CAMPS:

- Moderate to long duration events requiring crews to work in one general area for several operational periods not to exceed 4 operational periods.
- Complex access limits to camp.
- Multiple divisions may be supported out of camp.
- Resources are not intended to be totally self-sufficient.

FULL SUPPORT REMOTE CAMPS:

- Longer duration or short duration with large number of personnel.
- Moderate to large number of personnel, generally supporting multiple divisions.
- Good logistical access (generally by ground support).

Other Considerations

- Camps will be located outside of Wilderness areas whenever possible.
- A Resource Advisor will be consulted prior to establishing spike camps and use will be discontinued if resource damage occurs.
- All campsite components will be located a minimum of 100 feet (200 feet preferred) from lakes, streams and trails. Select hardened areas (dry, rocky/sandy, previously-impacted, etc.), to avoid denuding vegetation and confine camp activities to these areas. If hardened areas are not available, select resilient sites which will recover quickly. Sleeping and other camp areas will be selected so as to avoid the need for trenching, excavating or removal vegetation. Good campsites are found, not made.
- Existing fire rings will be used, if available. Only wood and paper may be burned in fires - no leftover food, plastics or other materials. Use only dead and down wood and burn it down completely to ash.

- Chainsaws are not to be used making camp improvements. Use of chainsaws for activities other than line construction and snag falling must be absolutely minimized.
- Separate kitchen from main camp and remove garbage and leftover food regularly to reduce wildlife problems. All food is to be kept out of sleeping areas. Strain and dump wastewater from cooking/cleanup away from camp, and develop a central sump hole.
- Designate a common wash area at least 200 feet from water. Biodegradable soap will be provided. Scatter wastewater at least 200 feet from water sources. Soap, shampoo and other grooming chemicals must not get into lakes or streams.
- Designate a common latrine in a dry, screened location at least 200 feet from water. Bury used toilet paper in the latrine or pack it out. Discontinue use and cover latrine when it is filled to within 6 inches of the ground surface.
- Naturalize campsite locations before vacated.
- Careful consideration of overhead snags should be taken when choosing a camp location, especially when the location is chosen after dark.

Coyote: requires notification by 1700 for approval

Management: Operations, senior overhead on site

Safety: Operations or SOFR

Medical: No on-site requirements, Medical Unit is advised, and response plan developed.

Locations: On or near the line, requires personnel to have a high degree of self-sufficiency.

Duration: 1 night or off shift period

Gear: None provided, self-sufficient

Meals: None provided, self-sufficient

Sanitation: Cat holes

Personal Hygiene: None provided; self-sufficient

Logistics Support: None required

Communications: 24-hour staffing by communications personnel

Briefings: Radio briefings to include: weather, fire behavior, communications plan, operational assignment. Assure that the right players in place for briefings at both ends.

Coordination: Reported to PSC, RESL, LSC

Line Spike: this is a PRE-PLANNED spike requiring notifications to crews at briefing

Management: Operations

Safety: SOFR on site

Medical: EMT qualified personnel on site, preferably paramedic. Medivac plan will be developed for spike location.

Locations: On or near the line, usually mobile, requires personnel to have a degree or self-sufficiency.

Duration: 3 days, 2 nights

Gear: Minimum of day pack with personal hygiene and medications, change of undergarments and socks, coats. Crews will be notified of spike prior to leaving primary camp.

Meals: MRE's, may insert freshy fruit and drinks on day 2.

Sanitation: Toilets, general cat holes, may require wilderness toilets depending on location and local requirements.

Personal Hygiene: Wash water, soap, bath-in-a-bag

Logistics Support: Line spike kits if requested, 1 kit per crew per day (see attached list)

Communications: 24-hour staffing by communications

Briefings: Radio briefings will be adequate unless there is significant change in the operation. These briefings must include: weather, fire behavior, communications plan, operational assignment. Assure that the right players in place for briefings at both ends. IAP not required, if feasible IAP will be delivered during the operational period. Usually no one will go more than 2 days without a formal briefing.

Coordination: PSC, RESL, LSC, FACL, SPUL, COML

Minimal Support Camp: this is a PRE-PLANNED spike

Management: BCMG to manage with Operations support

Safety: SOFR on site

Medical: Medical staff on site including paramedic if needed based on accessibility.

Locations: On or near the line, stationary.

Duration: Not to exceed 7 days, 6 nights

Gear: All personal gear.

Meals: Cold breakfast, hot can dinner, cold beverages, MRE's for lunch. May deliver lunches in morning if accessible. Insert fresh fruit, snacks, and drinks.

Notify FDUL with final meal numbers before 1100 for hot can dinner that evening.

Sanitation: Cat holes, slit trench, wilderness toilets. Could be porta-potty if accessible.

Personal Hygiene: Hot water, soap, washbasins, and private wash up area (bucket bath)

Transportation: Consider coordination needs of aircraft, watercraft, pack-stock, long/slow vehicular travel for logistical and medical support.

Logistics Support: Line spike kits and other supplies as needed. Back haul of excess supplies and trash. Possibly request the attachment of a helitack to facilitate sling operations and back-haul if qualified personnel are not present.

Security: Depending on location (public land or private) access, if close to access, then one security person during day ops may need to be present. In the event of no or poor access then daily check will be acceptable. At night crew should be back in camp.

Communications: 24-hour staffing by communications

Records: Time sheets, equipment reports, etc. sent to ICP daily.

Briefings: At a minimum, the same as Line spikes with a face to face at least every 3rd day (preferred daily) or following any significant changes. Usually given by Operations personnel, but may include others depending on location and/or access.

Coordination: PSC, RESL, LSC, FACL, SPUL, COML, FSC

Full Support Remote Camps: this is a PRE-PLANNED spike

Management: Logistics, staffing will depend on size

Safety: Normally would have vehicle access.

Medical: Medical staff on site including paramedics if needed based on accessibility.

Locations: Site more accessible to line than primary camp.

Duration: Could serve full tour in Remote Camp (14 days)

Gear: All personal gear.

Meals: At a minimum, hot can dinner, cold breakfast, MRE's for lunch. May deliver lunches in morning if accessible. Insert fresh fruit, snacks, and drinks.

Notify FDUL with final meal numbers before 1100 for hot can dinner that evening.

Sanitation: Portable toilets with cold hand wash. **Toilets/hand wash require minimum 12-hour notification.** May have a mobile shower unit assigned. Dumpster service based on access.

Personal Hygiene: Most likely will have a mobile shower unit. If not, hot water, soap, washbasins, and private wash up area (bucket baths). Mobile hand washing stations will be available.

Logistics Support: Fully supported, may have supply cache, fueling area, equipment manager, unit leaders as needed.

Security: Depending on location and the number of personnel at camp, day and night coverage may be needed. Arrangements with local law enforcement should be establish for back up and /or a SEC1 should be available.

Communications: 24-hour staffing by communications

Records: May have time recorders on site. Reports will be sent to ICP daily.

Briefings: Usually IAP's will be delivered and formal briefing will occur daily. This briefing will normal be given by several sections, but minimally will include Operations (operational plan, fire weather and behavior) SOFR message and the communications plan.

Coordination: PSC, RESL, LSC, FACL, SPUL, COML, FSC

Activity 6.1: Designing a Facilities Layout

Designing a Facilities Layout Activity 6.1 – Overview - Unit 6

Purpose

The purpose of this activity is for Students to design a facilities layout given the known services and requirements and several options for plot plans.

Objectives

Students will design a facilities layout map to meet the known services and requirements.

Activity Structure

This activity will last approximately 1 hour and 50 minutes, including individual and group work and class discussion. It is based on the continuing Charleston flood scenario. On the following pages, the plot plans for two facilities are provided. Each group will be assigned one plot plan and design a facilities layout considering the known services and requirements. In a guided debriefing, the Instructor will point out the strong points and pitfalls of students' work.

Rules, Roles, and Responsibilities

Students will work in small groups of 4-6 for this activity. The following are the specific activities and instructions for your participation in the activity:

1. The Logistics Section Chief has informed you that you have two possible locations for use as incident facilities: a school and fairgrounds. Individually, review the plot maps provided on the following pages for the two options.
2. Each group will be assigned one of the two available locations for use as your incident facilities.
3. Draw a facilities map by reproducing your groups assigned plot plan on a sheet of flip chart paper and labeling the necessary facilities and work areas.
4. Be prepared to explain your map to the class.

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

Activity 6.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Document	60 minutes	Group
Debrief and Review	45 minutes	Classroom

Facilities Option 1: School

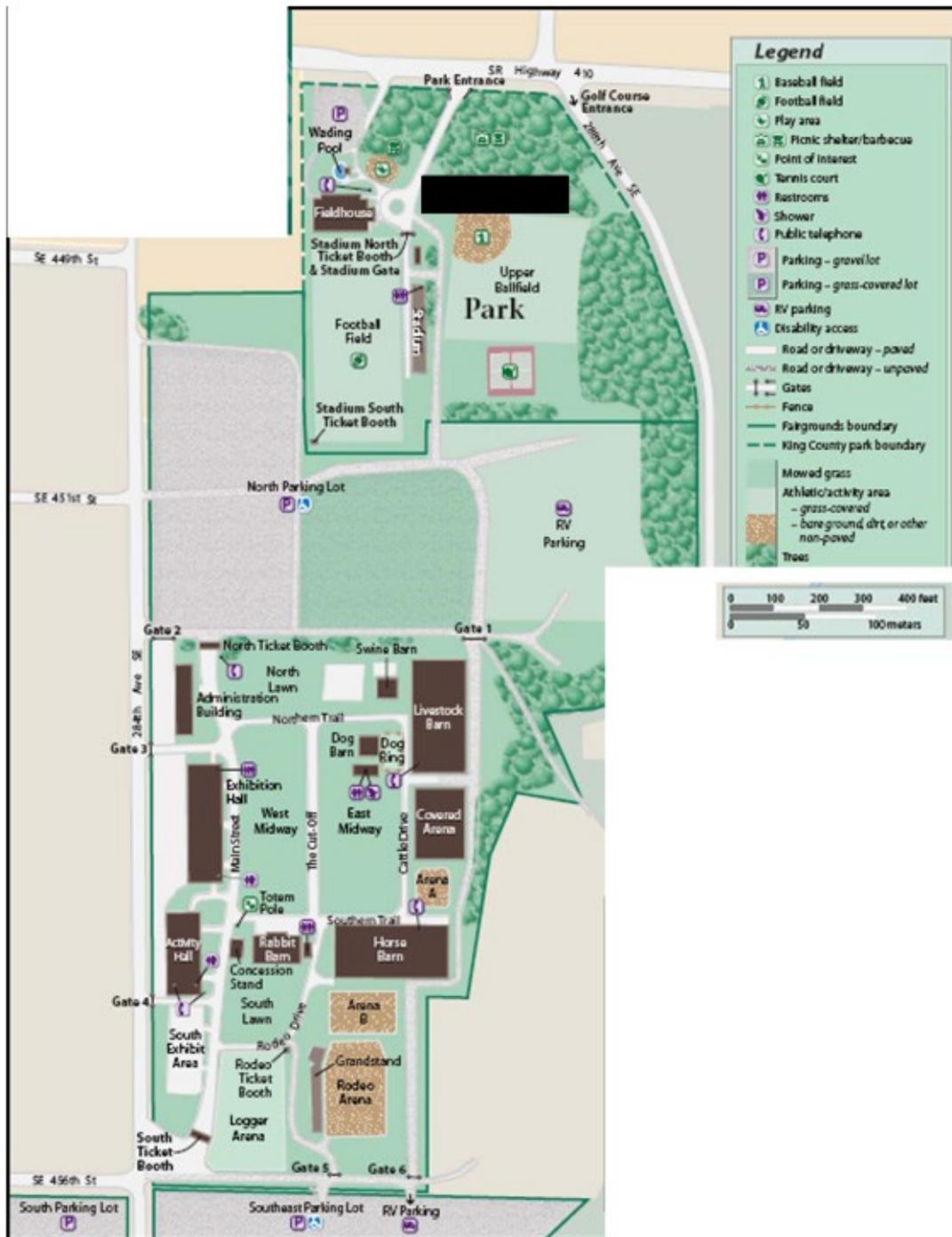
External Layout



Internal Layout



Facilities Option 2: Fairgrounds

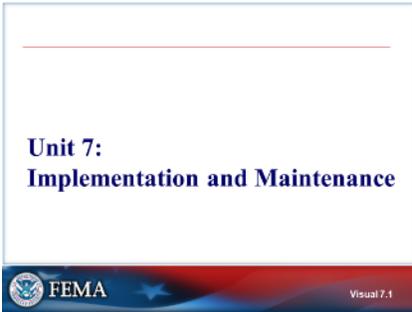


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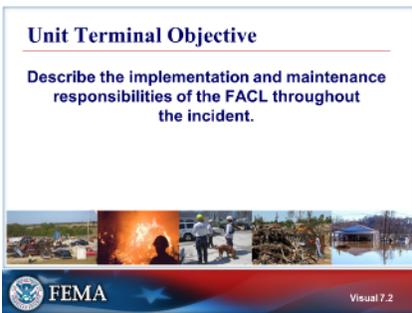
Unit 7: Implementation and Maintenance

STUDENT MANUAL

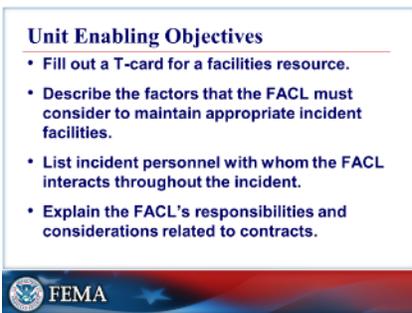
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Visual 7.1



Visual 7.2



Visual 7.3



Visual 7.4

UNIT 7: IMPLEMENTATION AND MAINTENANCE

This unit outlines the tasks necessary to implement and maintain the facilities' infrastructure and services. This unit describes implementation and maintenance, including placing an initial order and responding to IMT requests.

UNIT TERMINAL OBJECTIVE

Describe the implementation and maintenance responsibilities of the Facilities Unit Leader throughout the incident.

UNIT ENABLING OBJECTIVES

- Fill out a T-card for a facilities resource.
- Describe the factors that the Facilities Unit Leader must consider to maintain appropriate incident facilities.
- List incident personnel with whom the Facilities Unit Leader interacts throughout the incident.
- Explain the Facilities Unit Leader's responsibilities and considerations related to contracts.

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

FACILITIES MAINTENANCE AND SERVICES

Track Facilities Resources

- Resource Status Card (ICS Form 219).
- Also known as T-Cards.
- Used to record status and location on resources, transportation, and support vehicles and personnel.
- Provides a visual display of the status and location of resources.

Handout 7-1: Sample T-Card
Handout 7-2: Custody Receipt for Gov't Property



FEMA Visual 7.5

Visual 7.5

TRACK FACILITIES RESOURCES

T-cards are a helpful tool for the FACL to keep track of resources, but they are not mandatory. There are set functions for each of the eight types of T-cards; however, the FACL can adjust them to fit their own system and needs.

Refer to Handout 7-1: Sample T-Card and Handout 7-2: Custody Receipt for Government Property.

Equipment T-Card

OWNER Acme Power	SN Gen	TYPE 25 kw	CLASS Gen (204)
EQUIPMENT ID NO. E-401		SERIAL NO. & REG. NO. 05-05-XX	
LOCATION Central City			
EQUIPMENT OWNER			
CONTACT NAME J. Acme 800-555-1212			
REGISTRATION INFORMATION			

FEMA Visual 7.6

Visual 7.6

EQUIPMENT T-CARD

**Activity 7.1:
Completing a T-Card for a
Facilities Resource**

Allotted Time: 45 minutes

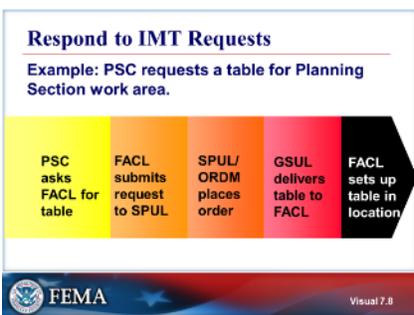
FEMA Visual 7.7

Visual 7.7

ACTIVITY 7.1: COMPLETING A T-CARD FOR A FACILITIES RESOURCE

The instructor will explain Activity 7.1..

You will have 45 minutes to complete this activity.

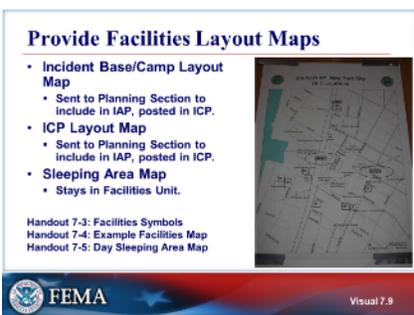


Visual 7.8

RESPOND TO IMT REQUESTS

In this example, the Planning Section Chief (PSC) requests a table for the Planning Section work area. The steps are as follows:

1. PSC (via a 213 General Message Request form) asks FACL for a table for their work area.
2. FACL does not have a table readily available, so he or she submits a request for the table to the Supply Unit Leader (SPUL).
3. SPUL or Ordering Manager (ORDM) places an order to obtain a table from an outside source. This assumes that the incident site does not have a table that can be used.
4. SPUL receives the table.
5. Ground Support Unit Leader (GSUL) delivers the table to the FACL.
6. FACL sets up the table in the Planning Section work area.



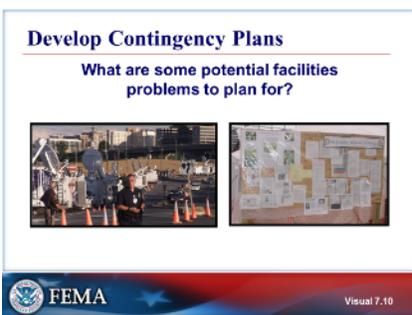
Visual 7.9

PROVIDE FACILITIES LAYOUT MAPS

If you have GIS or even online mapping site access, (ie. Google Maps) capabilities, use those to refine the facilities maps. For example, an incident management is sleeping in a warehouse. On a map of the layout, the FACL will identify where each group is sleeping (i.e., overhead, Division A resources, or specific task force / strike teams/ resource teams). If a specific resource team needs to be activated or there is a home emergency, responders can be easily located. If responders are staying in a hotel, track who is in each room by name.

Refer to Handouts:

- 7-3: Facilities Symbols
- 7-4: Example Facilities Map
- 7-5: Day Sleeping Area Map



Visual 7.10

DEVELOP CONTINGENCY PLANS

The photos on the visual represent two facilities problems that may occur.

- On the left is a photo of media vans. The FACL in consultation with the PIO needs to set up a controlled area for the media if they will be present near the incident.
- On the right is a bulletin board covered in plastic to make it waterproof. The FACL needs to plan for all weather contingencies.



Visual 7.11

COMPLY WITH REGULATIONS

The FACL should seek the advice of experts in electrical matters, health and safety, water testing, and all other relevant regulatory information. He or she should invite inspectors to examine the setup. Being proactive allows the FACL to avoid potential problems.

Refer to Handout 7-6: Sample Camp Relocation Policy.



Visual 7.12

IDENTIFY SAFETY HAZARDS

The FACL should inspect any contracted facilities resources (i.e., light towers or portable office trailers) to ensure that they are not hazardous.

Refer to:

- Handout 7-7: Transportation/Traffic Plan Checklist
- Handout 7-8: Garbage Facilities Contractor Performance Report
- Handout 7-9: Generator Lights Contractor Performance Report
- Handout 7-10: Portable Toilet Contractor Performance Report

Safely Dispose of HAZMAT

- FACL is responsible for any spills and clean up in facilities areas.
- In local area, FACL should get procedures ahead of time.
- In another area, FACL should go to Logistics Section Chief or health department for local HAZMAT Plan.



FEMA

Visual 7.13

Visual 7.13

Coordination




FEMA

Visual 7.14

Visual 7.14

Activity: Coordination With the IMT

- Large Group: With whom on the IMT does the FACL interact?
- Small Groups: What key information do they exchange with each IMT member?



FEMA

Visual 7.15

Visual 7.15

Planning Activities

- Coordinate with other logistical units to meet timeframes outlined by LSC from Tactics Meeting about proposed actions in next operational period (indicated on ICS 215).
- Attend Logistics Section meetings.
- Participate in exchange of information, capabilities, and advice concerning Facilities Unit.



FEMA

Visual 7.16

Visual 7.16

SAFELY DISPOSE OF HAZMAT

Local emergency response personnel should know where and how they are required to dispose of hazardous materials.

COORDINATION

ACTIVITY: COORDINATION WITH THE IMT

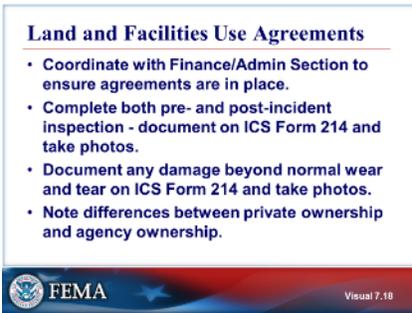
The instructor will explain the activity.

PLANNING ACTIVITIES

If you are being requested to do tasks that are outside the scope of your responsibilities as FACL, consult with the LSC to clarify the responsibilities and services. Anything that may appear extravagant must be justified and documented.



Visual 7.17



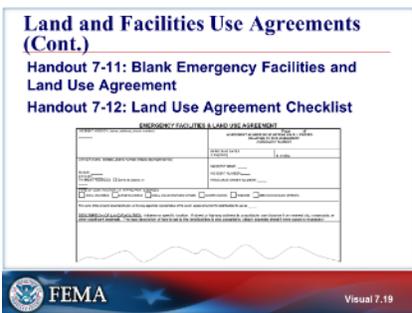
Visual 7.18

CONTRACTS AND AGREEMENTS

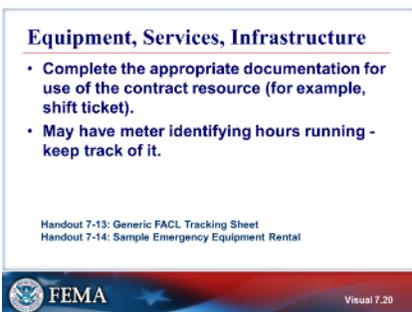
LAND AND FACILITIES USE AGREEMENTS

The FACL's role with regard to Land Use Agreements is to:

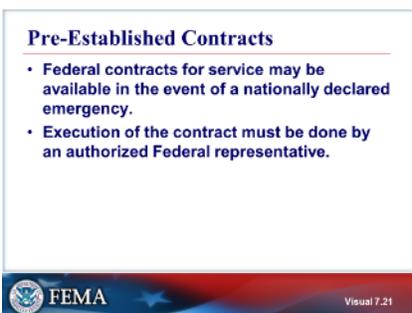
- Coordinate with and assist the Finance/Administration Section to ensure that agreements are in place.
- Document the agreement and inspections on the ICS Form 214 and take pre-incident and post-incident photos.
- Document any damage beyond normal wear and tear on the ICS Form 214 and take photos.
- Be aware of the difference between private and agency ownership.
 - If the land or facility is privately owned, there must be pre- and post-inspections, and the Incident Management Team is responsible for cleanup at the end of the incident.
 - If the land or facility is agency owned, there still needs to be both pre- and post-inspections; however, it will be coordinated with an Agency Representative and any environmental concerns should be noted.



Visual 7.19



Visual 7.20



Visual 7.21

LAND AND FACILITIES USE AGREEMENTS (CONT.)

Refer to Handout 7-11: Blank Emergency Facilities and Land Use Agreement and Handout 7-12: Land Use Agreement Checklist.

EQUIPMENT, SERVICES, INFRASTRUCTURE

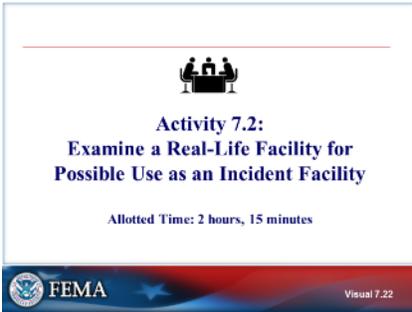
Some examples of equipment that may be needed include tents, tables, chairs, generators, and portable toilets. When it comes to potable water, the FACL needs to consider the number of times the truck fills up as water is being paid for or obtain a flow meter to meter the volume of water being used.

A contract for equipment should specify whether the equipment is “wet” or “dry.” If it is a wet contract, the contractor will cover all of the maintenance costs, including fuel and oil. If it is a dry contract, the incident budget will have to cover those costs. Such details can have a significant impact on costs.

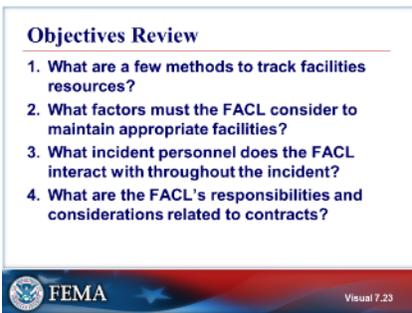
Refer to Handout 7-13: Generic Facilities Tracking Sheet and Handout 7-14: Sample Emergency Equipment Rental Agreement.

PRE-ESTABLISHED CONTRACTS

If the FACL is dealing with a Federal contract, he or she must locate someone who is authorized to execute the contract.



Visual 7.22



Visual 7.23

ACTIVITY 7.2: EXAMINE A REAL-LIFE FACILITY FOR POSSIBLE USE AS AN INCIDENT FACILITY

The instructor will explain Activity 7.2.

You will have 2 hours and 15 minutes to complete the activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Fill out a T-card for a facilities resource.
- Describe the factors that the Facilities Unit Leader must consider to maintain appropriate incident facilities.
- List incident personnel with whom the Facilities Unit Leader interacts throughout the incident.
- Explain the Facilities Unit Leader's responsibilities and considerations related to contracts.

Supplemental Materials

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Handout 7-1: Sample T-Card

Refer to EL_971_HO_7-1_ICSS_Form_219-2.pdf

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Handout 7-2: Custody Receipt for Government Property

<small>FEDERAL EMERGENCY MANAGEMENT AGENCY</small> CUSTODY RECEIPT FOR GOVERNMENT PROPERTY ON PERSONAL CHARGE			
1. ISSUE DATE	2. NAME OF CHARGEABLE EMPLOYEE		
4. CUSTODY RECEIPT NUMBER (Optional)			
7. DESCRIPTION OF PROPERTY (Show make, model, serial no., FEMA barcode number, and accessories)			
8. CERTIFICATE OF RECEIPT AND RESPONSIBILITY: <i>By my signature below, I acknowledge possession of the Government property listed above. I accept full responsibility for the proper use and protection of the property. I understand that the property is FOR OFFICIAL USE ONLY and it may not be transferred except by return to or approval of the Issuing Official.</i>			
9. SIGNATURE OF CHARGEABLE EMPLOYEE		10. SIGNATURE AND TITLE OF ISSUING OFFICIAL	
11. RETURN DUE DATE	12. EXTENDED TO: BY:	13. DATE RETURNED	14. RECEIVED BY
15. PROPERTY MAY BE REMOVED FROM THE PREMISES <input type="checkbox"/> YES <input type="checkbox"/> NO		16. SIGNATURE AND TITLE OF AUTHORIZING OFFICIAL	
FEMA Form 61-9, MAY 96		REPLACES ALL PREVIOUS EDITIONS <small>U.S. GOVERNMENT PRINTING OFFICE: 1996-724-117</small>	

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Activity 7.1: Completing a T-Card for a Facilities Resource

Completing a T-Card for a Facilities Resource Activity 7.1 – Overview - Unit 7

Purpose

The purpose of this activity is for Students to complete a T-card for a facilities resource.

Objectives

Students will complete a T-card for a facilities resource.

Activity Structure

This activity will last approximately 45 minutes, including individual work and class discussion. It is based on the continuing Charleston flood scenario. Students will work individually to complete a T-card for one of the resources that they ordered in Activity 3.1.

Rules, Roles, and Responsibilities

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

1. The SPUL informs you via ICS Form 213 (see below) that your request for a generator has been filled. Use the information provided on ICS Form 213 to complete a T-card for the generator.
2. Students may work in groups, but everyone should fill out a T-card.
3. Once the Students complete their T-cards, the Instructors will hand out an T-card with the answers and explain it to the class.

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

Activity 7.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Document	20 minutes	Individual
Debrief and Review	20 minutes	Class

Refer to EL_971_ACT_7.1_ICCS_Form_213.pdf

Handout 7-3: Facilities Symbols

NOTE: Check in only once at an authorized location:
-At the Incident Command Post -At the Base or Camp(s) -At the Staging Areas -At the helibase
or with the Division/Group Supervisor
Check-in information is usually recorded on ICS Form 211 Check-In List



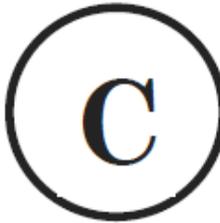
INCIDENT COMMAND POST



BASE



STAGING AREA



CAMP



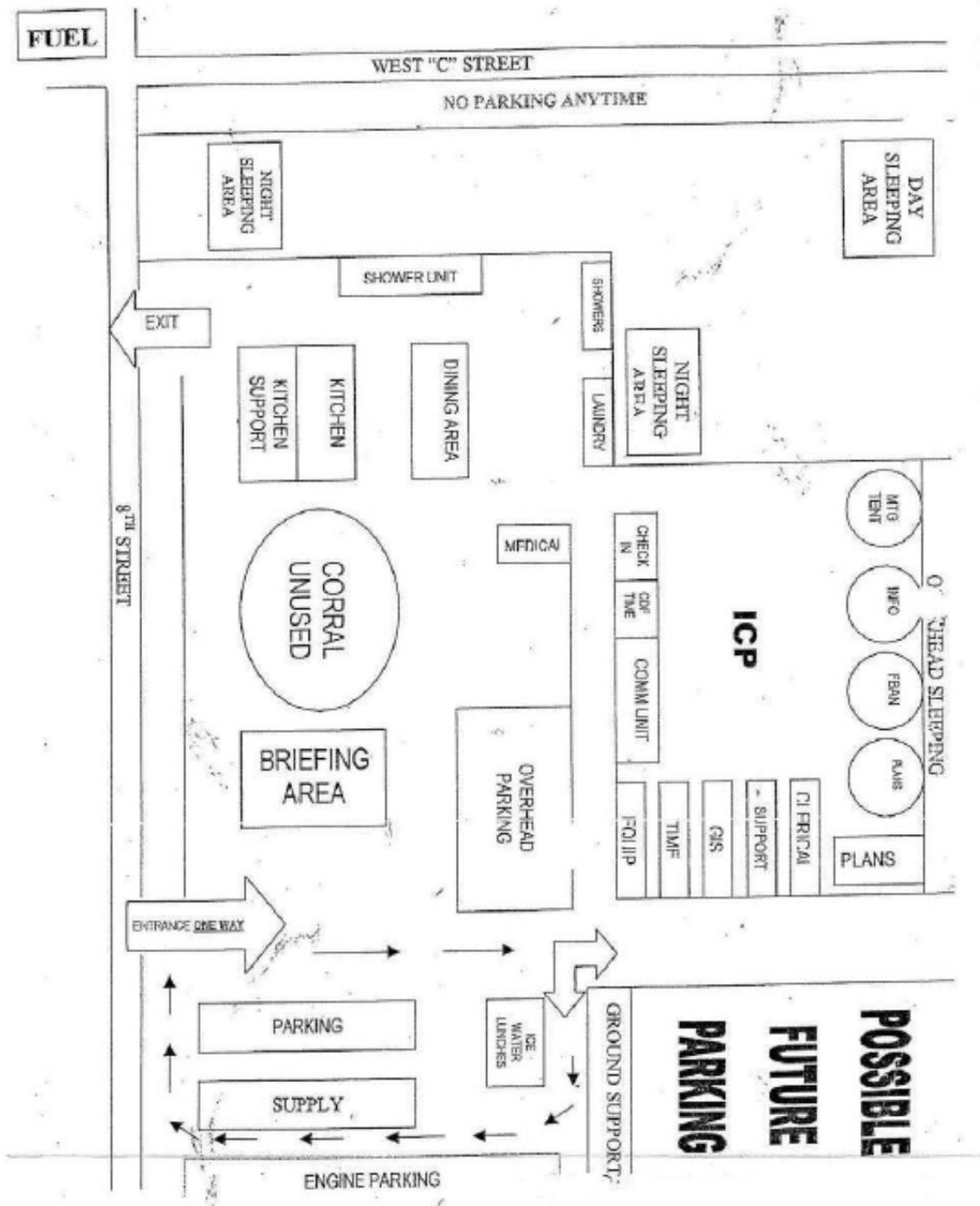
HELIBASE



HELI SPOT

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Handout 7-4: Example Facilities Map



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Handout 7-5: Day Sleeping Area Map

West Fork Complex
— Day Sleeping Map
— Del Norte Colorado

Directions:

1. From ICP Head North on French
2. Take a Left of 6th
3. Follow 6th to Spruce (approx .3 miles)
4. Take a Left of Spruce
5. Follow Spruce to 10th (approx .3 miles)
6. Take a left on 10th
7. Park in the Faculty Parking area.
8. Sleeping is in the large metal building / gym. Building #925

Gym Detail Map

This page intentionally left blank.

Handout 7-6: Sample Camp Relocation Policy

In the event that an incident base and or camp is located in a place that becomes compromised due to a hazardous situation the following will act as a guideline.

During the selection process of the site for any camp or incident base, a hazard assessment should be completed to include not only identification of the hazards from the known hazard (i.e. a fire assignment where there is a possibility of the fire burning over the camp) but also potential hazards (i.e. on a fire assignment the possibility of a thunderstorms and the potential of flash flooding. Contingency base and or camp locations should be identified.

The necessary vehicles should be identified and available on the incident to move the team trailers should there be a need to relocate camp. Each section should develop an accountability system for all of their assigned personnel should the need for an immediate accountability report become necessary.

Each section should also identify a transportation plan (carpooling) for all of their assigned personnel to be transported safely from the incident should the need arise

In the event that the hazard is known to be 12+ hours out, Command and General staff will meet to be advised of the need to move. C&G will notify all assigned incident personnel of the need for a move and an orderly move will be coordinated by the Logistics Section Chief. Assistance may be needed from assigned operational personnel (i.e. hand or engine crews) to accomplish the move in the necessary time. Notification should be given to operational resources to remove all personal gear from the camp area before they are assigned to the field. The incident base and or camp will be relocated to the contingency location with the intent to fully re-engage the incident at the next operational period.

In the event that hazard is known to be an imminent threat to the incident base or camp (2-4 hours until the camp is impacted), Command and General staff will meet to be advised of the need to move. C&G will notify all assigned incident personnel of the need for a move (including onsite vendors i.e. shower, caterer, etc.). Any critical items needed to continue operations will be moved into the team trailers. If time permits, personal items belonging to operational resources (i.e. tents and gear) will be consolidated in a single location to remain on scene to attempt to minimize loss. Team trailers will be relocated to the contingency location with the intent to reengage the incident on a limited basis at the next operational period.

In the event that the hazard poses an immediate and catastrophic threat to the camp (as determined by the Operations and Logistics Section Chiefs), word will be passed to all of the section chiefs to immediately evacuate. Rapid and efficient movement out of the hazard area of all personnel is vital.

Upon notification, all work will cease immediately, and personnel will exit the incident base or camp to a designated relocation site. No attempt to relocate the team trailers will be made. Team member accountability will be the primary objective. The ability of the team to re-engage the incident will be reassessed once the total impact of the hazard has been assessed.

Handout 7-7: Transportation/Traffic Plan Checklist

- Start with Local Map source (Google Earth) if available Map size 8 ½ x 11
- Border Map (Indicates complete Map)
- Legend - True North – Scale
- Date and Time Produced
- Incident Perimeter
- Primary Routes Identified (Interstate, County Roads, Water ways, Road Closures, One Ways)
- Limitations (Bridge capabilities, 4WD roads, closures, Bridge Height)
- State/County/Tribal Boundaries
- Facility locations (Incident Base/Camp, ICP, Staging, Helibase, Fuel points – GPS is aerial support)
- Security Check points
- Division Breaks
- Drop Points (identified by Operations – GPS)

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Handout 7-8: Garbage Facilities Contractor Performance Report

ATTACHMENT 4 – Standard Contractor Performance Report

Highlighted blocks are required to be completed.

Evaluation Type: Interim _ Final X (check one)

Evaluating Organization (Fire Name): Indian	Reporting Period: From 7/21/11 to 8/2/11
--	---

Contracting Office: Brad Bauer IDAWY Acquisition Management 1405 Hollipark Drive Idaho Falls, Idaho 83401	Contract Number: AG-02NV-B-07-9828	Order Number (Resource Order): S-157, S-158
--	--	---

Contractor Name: Salmon River Sanitation	Contract or Address: PO Box 948
--	--

DUNS: 780513565	City: Salmon	State: Idaho
Additional or Alternate Contractor Name:	Zip/Postal Code: 83467	Country: Lemhi

TIN:	Industrial Code (NAICS):	Commodity Code:	Contract Type:
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Contract Award Date: 5/15/07	Contract Expiration Date: 5/31/2012	Contract Value:
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Requirement Description (Equipment Type):
Garbage

Ratings

Summarize contractor performance and check the number which corresponds to the rating for each rating category (See attached Rating Guidelines).

Quality of Product or Service (How did the Contractor perform, document any noncompliance or performance issues)

_0=Unsatisfactory _1=Poor ___2=Fair ___3=Good ___4=Excellent ___5=Outstanding

Government Comments for Quality of Product or Service (2000 characters maximum):

Timeliness of Performance (*Did the Contractor arrive when expected, demob timely; and perform the work in a timely manner*)

_0=Unsatisfactory _1=Poor _2=Fair _3=Good _4=Excellent _5=Outstanding

Government Comments for Timeliness of Performance (2000 characters maximum):

Business Relations (*Did the Contractor perform in a business-like manner; complete administrative requirements timely*)

_0=Unsatisfactory _1=Poor _2=Fair _3=Good _4=Excellent _5=Outstanding

Government Comments for Business Relations (2000 characters maximum):

Additional Info

Contractor Key Personnel

Contractor Manager/Principal Investigator (Owner's Name):

Government Comment on Contractor Manager/Principal Investigator (2000 characters maximum): (*If applicable, describe working relationship with government representatives for this assignment*)

Contractor Key Person (Equipment Operator's Name):

Government Comment on Contractor Key Person (2000 characters maximum): (*Describe working relationship with government representatives for this assignment*)

Customer Satisfaction

Is/was the contractor committed to customer satisfaction? _Yes _No (*Check one*)

Would you recommend the selection of this firm again? _Yes _No (*Check one*)

Government Comments on Customer Satisfaction (2000 characters maximum): (*If no to either of above, explain below*)

Admin Info

Project Officer/COTR *(Individual completing the evaluation)*

Name: Ben Goodin

Phone: 928-687-8612

Fax:

E-mail Address: bgoodin@fs.fed.us

Contractor Representative Name:

Phone: Fax:

E-mail Address:

Alternate Contractor Representative Name:

Phone: Fax:

E-mail Address:

Contracting Officer: Name:

Phone: Fax:

E-Mail Address:

Rating Guidelines

Quality of Product or Service

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Non-conformances are jeopardizing the achievement of contract requirements, despite use of Agency resources. Recovery is not likely. If performance cannot be substantially corrected, it constitutes a significant impediment in consideration for future awards containing similar requirements.
Poor	Overall compliance requires significant Agency resources to ensure achievement of contract requirements.
Fair	Overall compliance requires minor Agency resources to ensure achievement of contract requirements.
Good	There are no, or very minimal, quality problems, and the Contractor has met the contract requirements.
Excellent	There are no quality issues, and the Contractor has substantially exceeded the contract performance requirements without commensurate additional costs to the Government.
Outstanding	The contractor has demonstrated an outstanding performance level that was significantly in excess of anticipated achievements and is commendable as an example for others, so that it justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Timeliness of Performance

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Delays are jeopardizing the achievement of contract requirements, despite use of Agency resources. Recovery is not likely. If performance cannot be substantially corrected, it constitutes a significant impediment in consideration for future awards.
Poor	Delays require significant Agency resources to ensure achievement of contract requirements.
Fair	Delays require minor Agency resources to ensure achievement of contract requirements.
Good	There are no, or minimal, delays that impact achievement of contract requirements.
Excellent	There are no delays and the contractor has exceeded the agreed upon time schedule.
Outstanding	The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Business Relations

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Response to inquiries and/or technical, service, administrative issues is not effective. If not substantially mitigated or corrected it should constitute a significant impediment in considerations for future awards.
Poor	Response to inquiries and/or technical, service, administrative issues is marginally effective.
Fair	Response to inquiries and/or technical, service, administrative issues is somewhat effective.
Good	Response to inquiries and/or technical, service, administrative issues is consistently effective.
Excellent	Response to inquiries and/or technical, service, administrative issues exceeds Government expectation.
Outstanding	The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Handout 7-9: Generator - Lights Contractor Performance Report

ATTACHMENT 4 – Standard Contractor Performance Report

Highlighted blocks are required to be completed.

Evaluation Type: Interim _ Final X (check one)

Evaluating Organization (Fire Name): Indian	Reporting Period: From 7/20/11 to 8/2/11	
Contracting Office: Jammie Lindsay Salmon/Challis National Forest 1206 S. Challis St. Salmon, ID 83467	Contract Number: AG-84N8-P-11-5005	Order Number (Resource Order): S-120, S-102

Contractor Name: Evergreen Resources, Inc.	Contractor Address: 3831 Highway 21
--	---

DUNS:	City: Idaho City	State: Idaho
Additional or Alternate Contractor Name:	Zip/Postal Code: 83631	Country:

TIN:	Industrial Code (NAICS):	Commodity Code:	Contract Type:
-------------	---------------------------------	------------------------	-----------------------

Contract Award Date: 7/20/11	Contract Expiration Date: 8/2/11	Contract Value:
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Requirement Description (Equipment Type): Generators & Light Towers

Ratings

Summarize contractor performance and check the number which corresponds to the rating for each rating category (See attached Rating Guidelines).

Quality of Product or Service (How did the Contractor perform, document any noncompliance or performance issues)

_0=Unsatisfactory _1=Poor __2=Fair __3=Good __4=Excellent __5=Outstanding

Government Comments for Quality of Product or Service (2000 characters maximum):

Timeliness of Performance *(Did the Contractor arrive when expected, demob timely; and perform the work in a timely manner)*

_0=Unsatisfactory _1=Poor _2=Fair _3=Good _4=Excellent _5=Outstanding

Government Comments for Timeliness of Performance (2000 characters maximum):

Business Relations *(Did the Contractor perform in a business-like manner; complete administrative requirements timely)*

Government Comments for Business Relations (2000 characters maximum):

Additional Info

Contractor Key Personnel

Contractor Manager/Principal Investigator (Owner's Name):

Government Comment on Contractor Manager/Principal Investigator (2000 characters maximum): *(If applicable, describe working relationship with government representatives for this assignment)*

Contractor Key Person (Equipment Operator's Name):

Government Comment on Contractor Key Person (2000 characters maximum): *(Describe working relationship with government representatives for this assignment)*

Customer Satisfaction

Is/was the contractor committed to customer satisfaction? Yes No *(Check one)*

Would you recommend the selection of this firm again? Yes No *(Check one)*

Government Comments on Customer Satisfaction (2000 characters maximum): *If no to either of above, explain below)*

Admin Info

Project Officer/COTR *(Individual completing the evaluation)*

Name: Ben Goodin

Phone: 928-687-8612

Fax:

E-mail Address: bgoodin@fs.fed.us

Contractor Representative Name:

Phone: Fax:

E-mail Address:

Alternate Contractor Representative Name:

Phone: Fax:

E-mail Address:

Contracting Officer: Name:

Phone: Fax:

E-Mail Address:

Rating Guidelines

Quality of Product or Service

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Non-conformances are jeopardizing the achievement of contract requirements, despite use of Agency resources. Recovery is not likely. If performance cannot be substantially corrected, it constitutes a significant impediment in consideration for future awards containing similar requirements.
Poor	Overall compliance requires significant Agency resources to ensure achievement of contract requirements.
Fair	Overall compliance requires minor Agency resources to ensure achievement of contract requirements.
Good	There are no, or very minimal, quality problems, and the Contractor has met the contract requirements.
Excellent	There are no quality issues, and the Contractor has substantially exceeded the contract performance requirements without commensurate additional costs to the Government.
Outstanding	The contractor has demonstrated an outstanding performance level that was significantly in excess of anticipated achievements and is commendable as an example for others, so that it justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Timeliness of Performance

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Delays are jeopardizing the achievement of contract requirements, despite use of Agency resources. Recovery is not likely. If performance cannot be substantially corrected, it constitutes a significant impediment in consideration for future awards.
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Fair	Delays require minor Agency resources to ensure achievement of contract requirements.
Good	There are no, or minimal, delays that impact achievement of contract requirements.
Excellent	There are no delays and the contractor has exceeded the agreed upon time schedule.
Outstanding	The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Business Relations

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Response to inquiries and/or technical, service, administrative issues is not effective. If not substantially mitigated or corrected it should constitute a significant impediment in considerations for future awards.
Poor	Response to inquiries and/or technical, service, administrative issues is marginally effective.
Fair	Response to inquiries and/or technical, service, administrative issues is somewhat effective.
Good	Response to inquiries and/or technical, service, administrative issues is consistently effective.
Excellent	Response to inquiries and/or technical, service, administrative issues exceeds Government expectation.
Outstanding	The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Handout 7-10: Portable Toilet Contractor Performance Report ATTACHMENT 4 – Standard Contractor Performance Report

Highlighted blocks are required to be completed.

Evaluation Type: Interim _ Final X (check one)

Evaluating Organization (Fire Name): Indian	Reporting Period: From 7/20/11 to 8/2/11
--	---

Contracting Office: Kimberly Luft Region 2 Regional Office 740 Simms Street Golden, CO 80401	Contract Number: AG-82X9-B-09-7135	Order Number (Resource Order): S-17, S-20, S-126, S-142, S-84, S-282, S-341
---	--	---

Contractor Name: Salmon River Sanitation	Contractor Address: PO Box 948
--	--

DUNS:	City: Salmon	State: Idaho
--------------	---------------------	---------------------

Additional or Alternate Contractor Name:	Zip/Postal Code: 83467	Country: Lemhi
---	-------------------------------	-----------------------

TIN:	Industrial Code (NAICS):	Commodity Code:	Contract Type:
-------------	---------------------------------	------------------------	-----------------------

Contract Award Date: 6/10/09	Contract Expiration Date: 6/10/2012	Contract Value:
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Requirement Description (Equipment Type): Portable Toilets

Ratings

Summarize contractor performance and check the number which corresponds to the rating for each rating category (See attached Rating Guidelines).

Quality of Product or Service (How did the Contractor perform, document any noncompliance or performance issues)

_0=Unsatisfactory _1=Poor ___2=Fair ___3=Good ___4=Excellent ___5=Outstanding

Government Comments for Quality of Product or Service (2000 characters maximum):

Timeliness of Performance (*Did the Contractor arrive when expected, demob timely; and perform the work in a timely manner*)

_0=Unsatisfactory _1=Poor _2=Fair _3=Good _4=Excellent _5=Outstanding

Government Comments for Timeliness of Performance (2000 characters maximum):

Business Relations (*Did the Contractor perform in a business-like manner; complete administrative requirements timely*)

_0=Unsatisfactory _1=Poor _2=Fair _3=Good _4=Excellent _5=Outstanding

Government Comments for Business Relations (2000 characters maximum):**Additional Info****Contractor Key Personnel**

Contractor Manager/Principal Investigator (Owner's Name):

Government Comment on Contractor Manager/Principal Investigator (2000 characters maximum): (*If applicable, describe working relationship with government representatives for this assignment*)

Contractor Key Person (Equipment Operator's Name):

Government Comment on Contractor Key Person (2000 characters maximum): (*Describe working relationship with government representatives for this assignment*)

Customer Satisfaction

Is/was the contractor committed to customer satisfaction? _Yes _No (*Check one*)

Would you recommend the selection of this firm again? _Yes _No (*Check one*)

Government Comments on Customer Satisfaction (2000 characters maximum): *If no to either of above, explain below*

Admin Info

Project Officer/COTR *(Individual completing the evaluation)*

Name: Ben Goodin
 Phone: 928-687-8612
 Fax:
 E-mail Address: bgoodin@fs.fed.us

Contractor Representative Name:
 Phone: Fax:
 E-mail Address:

Alternate Contractor Representative Name:
 Phone: Fax:
 E-mail Address:

Contracting Officer: Name:
 Phone: Fax:
 E-Mail Address:

Rating Guidelines

Quality of Product or Service

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Non-conformances are jeopardizing the achievement of contract requirements, despite use of Agency resources. Recovery is not likely. If performance cannot be substantially corrected, it constitutes a significant impediment in consideration for future awards containing similar requirements.
Poor	Overall compliance requires significant Agency resources to ensure achievement of contract requirements.
Fair	Overall compliance requires minor Agency resources to ensure achievement of contract requirements.
Good	There are no, or very minimal, quality problems, and the Contractor has met the contract requirements.
Excellent	There are no quality issues, and the Contractor has substantially exceeded the contract performance requirements without commensurate additional costs to the Government.
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Timeliness of Performance

0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding

Unsatisfactory	Delays are jeopardizing the achievement of contract requirements, despite use of Agency resources. Recovery is not likely. If performance cannot be substantially corrected, it constitutes a significant impediment in consideration for future awards.
Poor	Delays require significant Agency resources to ensure achievement of contract requirements.
Fair	Delays require minor Agency resources to ensure achievement of contract requirements.
Good	There are no, or minimal, delays that impact achievement of contract requirements.
Excellent	There are no delays and the contractor has exceeded the agreed upon time schedule.
Outstanding	The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Business Relations**0 = Unsatisfactory 1 = Poor 2 = Fair 3 = Good 4 = Excellent 5 = Outstanding**

Unsatisfactory	Response to inquiries and/or technical, service, administrative issues is not effective. If not substantially mitigated or corrected it should constitute a significant impediment in considerations for future awards.
Poor	Response to inquiries and/or technical, service, administrative issues is marginally effective.
Fair	Response to inquiries and/or technical, service, administrative issues is somewhat effective.
Good	Response to inquiries and/or technical, service, administrative issues is consistently effective.
Excellent	Response to inquiries and/or technical, service, administrative issues exceeds Government expectation.
Outstanding	The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those rare circumstances where contractor performance clearly exceeds the performance levels described as "Excellent".

Handout 7-11: Blank Emergency Facilities & Land Use Agreement

INCIDENT AGENCY (name, address, phone number)	<p style="text-align: center;">Page of</p> <p style="text-align: center;">AGREEMENT NUMBER MUST APPEAR ON ALL PAPERS RELATING TO THIS AGREEMENT AGREEMENT NUMBER</p> EFFECTIVE DATES a. beginning b. ending
---	---

OWNER (name, address, phone number-include day/night/cell/fax) DUNS: _____ EIN/SSN: _____ PAYMENT ADDRESS: Same as above, or	INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE ORDER NUMBER: _____
--	--

TYPE OF CONTRACTOR ("X" APPROPRIATE BOXES) SMALL BUSINESS LARGE BUSINESS SMALL DISADVANTAGED OWNED WOMEN OWNED HUBZONE SERVICE DISABLED VETERAN
The owner of the property described herein, or the duly appointed representative of the owner, agrees to furnish the land/facilities for use as _____.
DESCRIPTION OF LAND/FACILITIES: Address or specific location. If street or highway address is unavailable, use distance from nearest city, crossroads, or other significant landmark. The local description of how to get to the land/facilities is also acceptable. (attach separate sheet if more space is necessary)

Page _____ of _____
Agreement No: _____

ALTERATIONS: The Government may make alterations, attach fixtures or signs, erect temporary structures in or upon the land/facilities, install temporary culverts, trenching for utilities, which shall be the property of the Government. Alterations will be removed by the Government after the termination of the emergency use, unless otherwise agreed.

ORAL STATEMENTS: Oral statements or commitments supplementary or contrary to any provisions of this Agreement shall not be considered as modifying or affecting the provisions of this Agreement.

CONDITION REPORTS: A joint pre and post-use physical inspection report of the land/facilities shall be made and signed by the parties; the purpose of the inspections shall be to reflect the existing site condition. Refer to attached Checklists.

OTHER: Describe in detail: _____.

TERMS AND CONDITIONS: See attachment.

CHECKLIST(S): See attachment. Fill in the following drawing showing the land/facilities under agreement. Include buildings, roads, paved areas, utility lines, fences, ditches, landscaping and any other physical features which help describe the area.



OWNER / OWNER'S AGENT SIGNATURE:	DATE:	CONTRACTING OFFICER'S SIGNATURE:	DATE:
----------------------------------	-------	----------------------------------	-------

PRINT NAME AND TITLE:	PRINT NAME AND TITLE:
-----------------------	-----------------------

POST-USE INSPECTION: Description of photos (no digital) or condition immediately following the Government's occupancy.

TOTAL AMOUNT DUE \$_____

RELEASE OF CLAIMS STATEMENT: Contract release for and in consideration of receipt of payment in the amount shown in 'total amount due'. Contractor hereby releases the Government from any and all claims arising under this agreement except as reserved in remarks.

REMARKS:

OWNER / OWNER'S AGENT SIGNATURE:	DATE:	CONTRACTING OFFICER'S SIGNATURE:	DATE:
----------------------------------	-------	----------------------------------	-------

PRINT NAME AND TITLE:	PRINT NAME AND TITLE:
-----------------------	-----------------------

Handout 7-12: Blank Emergency Facilities & Land Use Agreement 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

IC CAMP/HELIBASE CHECKLIST

- Access – roads, gates
- Noxious weeds
- Fences/cattleguards/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)

AIRPORTS CHECKLIST

- Facilities Usage (except for federally funded runways, towers)
- Check other FAA restrictions
- Landing fee
- Fuel fee (if contractor provided)
- Security
- Flight path
- Hazmat/spillage
- Parking
- Availability
- Water/electricity/phones
- Hours of operation
- Access
- Check with air ops for further concerns

SITUATIONS *NOT* REQUIRING A LAND USE AGREEMENT

- Federal government land/facilities run by concessionaire
- Land/facilities of other Federal agencies (would fall under Economy Act agreements)
- Land/facilities of state and local governments (usually cooperative agreement)
- Non-wildland fire incidents, i.e. FEMA.

LAND/FACILITY RESTORATION CONSIDERATIONS

(Considerations – not all items apply to every agreement)

- Loss of crop/pasture – how many seasons
- Re-seeding/de-compaction requirements
- Noxious weeds abatement and survey
- General clean-up (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 port-a-potties?)
- Mending fences damaged during incident

CONSIDERATIONS FOR DETERMINING RATE

- BEFORE NEGOTIATING RATE:
 - Determine ownership of land/facilities
 - Confirm owner's agent if applicable
 - 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:
 - Banks
 - Real estate offices
 - Local employees
 - Local assessor offices
 - Local agency lands offices
 - Newspapers
 - Feed store bulletin boards
 - Documentation at local offices from previous incidents

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Handout 7-14: Sample Emergency Equipment Rental Agreement

STATE OF CALIFORNIA
 DEPARTMENT OF FORESTRY AND FIRE PROTECTION
EMERGENCY EQUIPMENT RENTAL AGREEMENT
 COF-294 (9/1/04) Page 1 of 22



EMERGENCY EQUIPMENT RENTAL AGREEMENT

1. ORDERING OFFICE CAL FIRE Santa Clara Unit 15670 S. Monterey Street Morgan Hill, CA 95037 408.779.2121		AGREEMENT NUMBER MUST APPEAR ON ALL PAPERS RELATING TO THIS AGREEMENT				
		2. AGREEMENT NUMBER: SCU-09105600				
		3. EFFECTIVE DATES a. Beginning: 5/01/2008 b. Ending: 4/30/2011				
4. VENDOR [REDACTED]		5. POINT OF HIRE Location at time of hire.				
b. EIN/SSN: 20-2404173		6. THE WORK RATE IS BASED ON ALL OPERATING SUPPLIES BEING FURNISHED BY: <input checked="" type="checkbox"/> VENDOR <input type="checkbox"/> GOVERNMENT				
c. Telephone Number (24 hour) 800.545.6112	d. FAX Number 800.545.6188	7. OPERATOR FURNISHED BY <input checked="" type="checkbox"/> VENDOR <input type="checkbox"/> GOVERNMENT				
8. TYPE OF VENDOR (*X* appropriate boxes) <input checked="" type="checkbox"/> CERTIFIED SMALL BUSINESS <input type="checkbox"/> LARGE BUSINESS <input type="checkbox"/> CERTIFIED DVBE <input checked="" type="checkbox"/> WOMEN OWNED						
9. ITEM DESCRIPTION <small>(include make, model, year, serial number and accessories)</small>	10. NUMBER OF OPERATORS	11. WORK OR DAILY		12. SPECIAL		13. GUARANTEE <small>(8 or more hrs.)</small>
		a. rate	b. unit	a. rate	b. unit	
Type 1 Incident Team Package						
<small>(aka CAL-FIRE ICP IN-A-BOX)</small>		Day 1 & Day 2		Day 3 +		
		\$21,788.00	Daily	\$19,036.00	Daily	
CAL-FIRE ICP - Type 1 Incident Team Package						Includes the equipment component modules listed below:
(4) All-Risk Administrative Trailers		(1) Mobile Satellite System (Internet Access)				
(1) All-Risk Communications / Command Trailer*		(30) Phone/lines Voice/Fax				
(1) All-Risk Type 1 Mobile GIS Mapping Lab*		(3) 4 Bulb Light Towers for ICP area lighting				
(1) Facilities Module		(2) 70Kw Generator Systems				
(4) Utility Vehicles (In-Camp Service Cars)						
14. SPECIAL PROVISIONS All rates are portal-to-portal and includes travel and transportation. There are no additional mileage, delivery, setup, or tear down charges. Package rates and payments for equipment ordered as package can not be altered or changed to the single increment component rates after equipment is dispatched to an incident. Components listed in the package above are also available as individual modules on our Cal Fire EERA. This agreement represents a percentage discount when ordering a standard complement of equipment as a package. Services and parameters detailed on the individual EERA for each specific item will remain in effect when these items are ordered in this special combination. Special Rate (column 12) applies to day 3 of use and remains in effect until released or transfer from a specific site. Work Rate (column 11) will be paid for the first 2 calendar days at an incident or individual locations. * Trailers arrive fully stocked with inventory to operate for 5 operational periods. Agency will replenish all supplies used.						
15. VENDOR'S OR AUTHORIZED AGENT'S SIGNATURE [REDACTED]		16. DATE 2-28-08	17. CONTRACTING OFFICER'S SIGNATURE [REDACTED]		18. DATE 2-28-08	
19. PRINT NAME AND TITLE [REDACTED]			20. PRINT NAME AND TITLE CAL-FIRE [REDACTED] - Fire Captain			

ORIGINAL - VENDOR COPY 2 - ORDERING OFFICE FILE COPY COPY 3 - FINANCE COPY 4 - OPTIONAL

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Activity 7.2: Examine a Real-Life Facility for Possible Use as an Incident Facility

Examine a Real-Life Facility for Possible Use as an Incident Facility Activity 7.2 – Overview - Unit 7

Purpose

The purpose of this activity is for Students to examine a real-life facility for possible use as an incident facility.

Objectives

Students will:

- Identify questions to ask the manager or owner of a fixed facility before choosing it as the location for an incident facility.
- Identify specific considerations and potential challenges on the exterior of a given fixed facility.
- Complete a Land Use Agreement for the training location facility.

Activity Structure

This activity will last approximately 2 hours 15 minutes, including group discussion, discussion with the facility manager, walk-around of the facility, and individual work. It does not follow the Charleston flood scenario, but rather it is for a generic Incident Command Post and incident base at a local incident.

Activity 7.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Class
Ask Questions of Property Manager or Owner	30 minutes	Inside
Walk Around Exterior of Training Facility	40 minutes	Outside
Land Use Agreement	30 minutes	Class
Discuss and Review	30 minutes	Class

Activity 7.2: Field Fixed Facility Suggested Questions

Document your walk-around pre-inspection with photos.

SPACE

- How many conference rooms are there?
- How many hotel rooms are there? How many beds?
- Can I see a property map with the layout and dimensions of the facilities and rooms?
- How many staff members do you have?

COST CONSIDERATIONS

- Do you have any planned events here during the time period we project the incident will continue?
- What is the penalty if we leave before the contract is up? Can we negotiate a step-down plan?
- What cleaning or facilities rehabilitation are we responsible for after the incident?

UTILITIES AND COMMUNICATION

- Do you have a back-up generator in case of a power outage? If not, can we set one up?
- Do you have an on-scene maintenance engineer? Can we contract him or her for support as needed?
- Do you have contracts for licensed electricians and plumbers?
- How many phone lines are run to the meeting rooms? Can we have the phone company install more?
- Would there be an extra fee for above-normal electricity use?
- What are your power requirements for the building?
- Do you have copiers, fax machines, and phones available for use?
- Do you receive and send shipments? How will you secure shipments that arrive before we take control of them?
- What is your existing trash removal contract? Can we use it?

SLEEPING (if applicable to the site)

- How many roll-away beds do you have?
- Is it possible for housekeeping to change the linens multiple times during the day?
- How many ADA-compliant rooms do you have?

EATING

- Can you provide food?
- How many meals can you provide per hour?
- Is there a bar? Can you lock it up to prevent responders from accessing it?
- Would you allow an outside contractor to use your kitchen?
- Can you show me the health inspection certificate for your restaurant/kitchen?

SAFETY AND SECURITY

- Are there known safety hazards?
- What chemicals are on the property? (For example, chlorine)
- Where is the safe area in the event of a tornado? An earthquake?
- What is your evacuation plan?
- Is your fire alarm linked to an external monitoring service?
- Is there a PA system throughout the facility?
- Is there onsite security?

MISCELLANEOUS

- Can you provide laundry service?
- Can you block pay-per-view movies and long-distance phone calls from the rooms?
- Is there a pool or hot tub? How can we restrict access by responders?
- Is there a safe in the building?

EXTERIOR

- How many acres are we leasing?
- Where is the property line?
- Who owns the adjoining properties? Have they filed any noise complaints recently?
- How many parking spaces are there?
- Can the paved areas support heavy equipment?
- Are there any ordinances regarding replacing vegetation?
- Look for:
 - Run-off areas
 - Existing damage
 - Standing water

- Vector control issues
- Access doors and exits
- Landscaping that would be expensive to replace
- Sprinkler systems – watering times
- Water lines and gas lines
- Available parking nearby
- Entry points to property
- Nighttime lighting

INCIDENT AGENCY (name, address, phone number)	<p style="text-align: center;">Page of</p> <p style="text-align: center;">AGREEMENT NUMBER MUST APPEAR ON ALL PAPERS RELATING TO THIS AGREEMENT</p> <p style="text-align: center;">AGREEMENT NUMBER</p> EFFECTIVE DATES a. beginning b. ending
OWNER (name, address, phone number-include day/night/cell/fax) DUNS: _____ EIN/SSN: _____ PAYMENT ADDRESS: Same as above, or	INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE ORDER NUMBER: _____

TYPE OF CONTRACTOR ("X" APPROPRIATE BOXES) SMALL BUSINESS LARGE BUSINESS SMALL DISADVANTAGED OWNED WOMEN OWNED HUBZONE SERVICE DISABLED VETERAN
The owner of the property described herein, or the duly appointed representative of the owner, agrees to furnish the land/facilities for use as _____.
DESCRIPTION OF LAND/FACILITIES: Address or specific location. If street or highway address is unavailable, use distance from nearest city, crossroads, or other significant landmark. The local description of how to get to the land/facilities is also acceptable. (attach separate sheet if more space is necessary)

County: _____ State: _____ Township: _____ Range: _____ Section: _____

ORDINARY WEAR AND TEAR: Ordinary wear and tear is based on the customary use of the land/facilities, and not the use resulting from the incident.

RATE: For each Month that the land/facilities are used, the Government will pay the rate of \$ _____ per Month, or provide consideration as follows: _____. Ordinary wear and tear are included in the rate. The minimum amount guaranteed to be paid under this agreement shall be \$ _____, regardless of the length of use. Payment shall be in accordance with the incident Agency payment procedures. Payment for a lesser period shall be prorated based on a month being 30 days and rounded to the nearest dollar.

UTILITIES AND SERVICES: (check only one)

The above rate includes utility charges for the following: GAS ELECTRICITY WATER TOILET SUPPLIES
JANITORIAL SERVICES & SUPPLIES TRASH REMOVAL SEPTIC SERVICE EXISTING TELECOMMUNICATIONS
The above rate excludes utility charges. The Government will pay to the owner the sum determined due by the Contracting Officer based on: _____.

RESTORATION: Restoration beyond ordinary wear and tear. (check only one)

The above sum includes Government restoration of land/facilities. Restoration shall be performed to the extent reasonably practical. Restoration work includes: _____.

The above sum excludes restoration of land/facilities. Reasonable costs incurred by the owner in restoring land/facilities to their prior condition shall be submitted to the Contracting Officer.

Page _____ of _____
Agreement No: _____

ALTERATIONS: The Government may make alterations, attach fixtures or signs, erect temporary structures in or upon the land/facilities, install temporary culverts, trenching for utilities, which shall be the property of the Government. Alterations will be removed by the Government after the termination of the emergency use, unless otherwise agreed.

ORAL STATEMENTS: Oral statements or commitments supplementary or contrary to any provisions of this Agreement shall not be considered as modifying or affecting the provisions of this Agreement.

CONDITION REPORTS: A joint pre and post-use physical inspection report of the land/facilities shall be made and signed by the parties; the purpose of the inspections shall be to reflect the existing site condition. Refer to attached Checklists.

OTHER: Describe in detail: _____.

TERMS AND CONDITIONS: See attachment.

CHECKLIST(S): See attachment. Fill in the following drawing showing the land/facilities under agreement. Include buildings, roads, paved areas, utility lines, fences, ditches, landscaping and any other physical features which help describe the area.

ADDITIONAL CLAUSES:

INSERT CCR CLAUSE, and Permits and Responsibilities Clause*
 Convict Labor (FAR 52.222-3) (June 2003)
 Extras (FAR 52.232-11) (APR 1984)
 Disputes (FAR 53-233-1)(DEC 1998) ALT I (JULY 2002)
 Termination for the Convenience of the Government (Services) (Short Form) (FAR 52.249-4) (APR 1984) Termination for Default (Fixed-Price Supply and Service) (FAR 52.249-8) (APR 1984)
 Payments (FAR 52.232-1) (APR 1984)
 Interest (FAR 52.232-17) (June 1996)
 Prompt Payment (FAR 52.232-25) (FEB 2002)
 Changes—Fixed Price (FAR 52.243-1) (AUG 1987) ALT I (APR 1984)
 Loss, Damage or Destruction. The Government will assume liability for the loss, damage, or destruction of facilities furnished under this Agreement, provided that no reimbursement will be made for loss, damage, or destruction when due to (1) ordinary wear and tear, or (2) the fault or negligence of the owner or the owner's agent(s).

OWNER / OWNER'S AGENT SIGNATURE:	DATE:	CONTRACTING OFFICER'S SIGNATURE:	DATE:
PRINT NAME AND TITLE: PHONE NUMBER (if different from Owner's)		PRINT NAME AND TITLE: PHONE NUMBER:	

Page ____ of ____
Agreement No: ____

PRE-USE INSPECTION: Description or photos (no digital) or condition immediately prior the Government's occupancy. Refer to attached checklist.

OWNER / OWNER'S AGENT SIGNATURE:

DATE:

CONTRACTING OFFICER'S SIGNATURE:

DATE:

PRINT NAME AND TITLE:

PRINT NAME AND TITLE:

POST-USE INSPECTION: Description of photos (no digital) or condition immediately following the Government's occupancy.

TOTAL AMOUNT DUE \$_____
RELEASE OF CLAIMS STATEMENT: Contract release for and in consideration of receipt of payment in the amount shown in 'total amount due'. Contractor hereby releases the Government from any and all claims arising under this agreement except as reserved in remarks.
REMARKS:

OWNER / OWNER'S AGENT SIGNATURE:	DATE:	CONTRACTING OFFICER'S SIGNATURE:	DATE:
----------------------------------	-------	----------------------------------	-------

PRINT NAME AND TITLE:	PRINT NAME AND TITLE:
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Unit 8: Security

STUDENT MANUAL

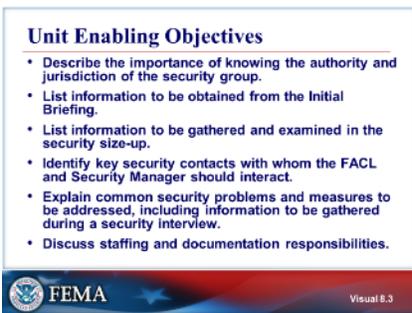
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Visual 8.1



Visual 8.2



Visual 8.3

UNIT 8: SECURITY

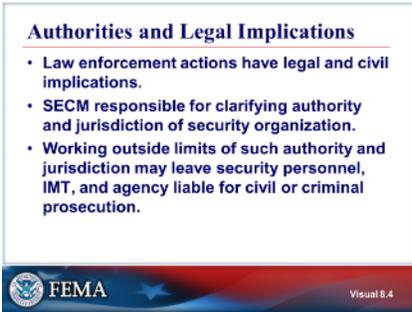
This unit outlines the security issues and the FACL's responsibilities. In all-hazards incident management, volunteers, the media, and urban settings may create security situations for which the FACL should be prepared.

UNIT TERMINAL OBJECTIVE

Describe the roles and responsibilities of the Facilities Unit Leader in ensuring safety at the incident site.

UNIT ENABLING OBJECTIVES

- Describe the importance of knowing the authority and jurisdiction of the security group.
- List information to be obtained from the Initial Briefing.
- List information to be gathered and examined in the security size-up.
- Identify key security contacts with whom the Facilities Unit Leader and Security Manager (SECM) should interact.
- Explain common security problems and measures to be addressed, including information to be gathered during a security interview.
- Discuss staffing and documentation responsibilities.



Visual 8.4

AUTHORITIES AND LEGAL IMPLICATIONS

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

The FACL's security team protects personnel at the ICP, the incident base, the camp, or any other facility that has been activated to support the responders. For personnel who conduct tactical work (i.e., securing a neighborhood from looting) 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 at the incident facilities.

The laws of search and seizure have strong legal precedent. The willful violation of these constitutional rights may leave the SECM personally and professionally liable for criminal prosecution and civil liability. If there are security problems at the incident site, the SECM may report directly to the LSC. If there are sensitive personnel issues, this protects the FACL on a need-to-know basis.

Be sure to find out about local gun laws. Do not assume that a law enforcement officer from another jurisdiction has authority at the incident site. Check the policies regarding this matter.

Initial Briefing

- Obtain status of current security operations.
- Obtain information to clarify security authority or jurisdiction.
- Obtain security and PPE, if needed.



FEMA Visual 8.5

Visual 8.5

Security Size-up

Evaluate the following during size-up:

- Type of incident
- Security problems to date
- Areas needing security
- Available resources
- Staffing and resource needs
- Evacuation concerns
- Demobilization concerns

FEMA Visual 8.6

Visual 8.6

INITIAL BRIEFING

It is a good idea for the SECM to attend the Operational Period Briefing to gain Situational Awareness. If there is an ongoing security issue, the LSC or Incident Commander can address it at the briefing.

If it looks like a security issue is going to arise, the FACL should bring it up immediately to the appropriate people. Do not wait. If there is a SECM, he or she needs to try and be present at the Initial Briefing given by the LSC to all the Logistics Unit Leaders.

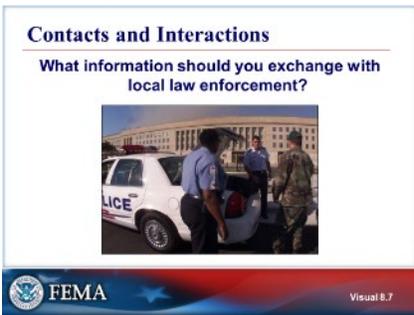
SECURITY SIZE-UP

The SECM or FACL performs the size-up using his or her own experiences and guidelines regarding incident size, complexity, and resources needed. Information gained from the size-up is used to develop the Security Plan.

Security for IMTs has risen to a new level with the all-hazards incidents that we face today. A good Security Plan avoids routine and looks at all potential holes in the plan, regardless of their likelihood. In addition, a positive identification system for IMT members, visitors, contractors, and vehicles must be enforced without exception.

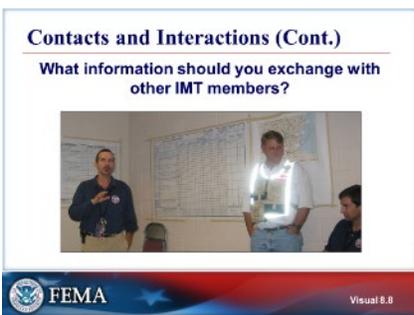
Some incidents may have credentialing or badging requirements for certain areas at the incident site. These considerations should be included in the security size-up.

Security may be needed even for small issues such as parking on the grass or directing traffic. Consider all of the issues, big and small, when conducting the size-up.



Visual 8.7

CONTACTS AND INTERACTIONS



Visual 8.8

CONTACTS AND INTERACTIONS (CONT.)



Visual 8.9

AREAS NEEDING SECURITY

Each incident will have its own security needs. Be sure to determine the areas at your specific incident site that need security. 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 in order 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.

Refer to Handout 8-1: Generic Camp Rules of Conduct.

Activity: Common Security Problems

- Large Group: What are some security problems that may happen in your jurisdiction?
- Small Groups: What measures should you take to prevent and respond to these problems?



Visual 8.10

ACTIVITY: COMMON SECURITY PROBLEMS

The instructor will explain the activity.

Security Interview

Gather information regarding:

- Time of the event
- Situation or nature of the event
- Location of the event
- Value of items lost, stolen, or damaged
- Any substantiating documents
- Any witnesses
- Any suspects

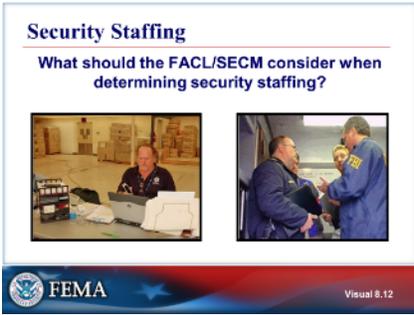


Visual 8.11

SECURITY INTERVIEW

The security interview is an information-gathering documentation process following an incident. Substantiating documents could include invoices, records, statements, or evidence.

It is important to work closely with other Unit Leaders to keep the incident facilities safe.



Visual 8.12

SECURITY STAFFING

When determining security staffing, the Facilities Unit Leader and the Security Manager should consider support needs, obtaining support staff, and providing for the safety and welfare of the assigned staff.

List possible considerations below:

-

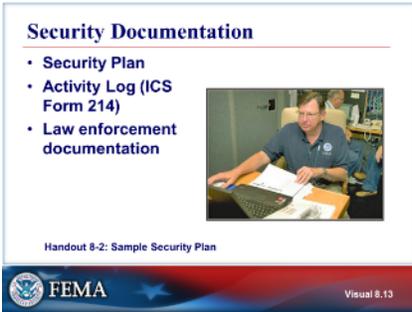
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Visual 8.13

SECURITY DOCUMENTATION

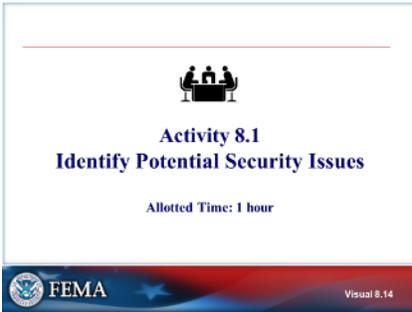
The Security Plan is a written assessment of security needs and concerns, and the actions taken to address them. The basic components include a roster, a schedule, and the location of the assigned resources. The Security Plan is an informal document. Some Security Managers have a template that they use, but there is no consistent, formal format.

Refer to Handout 8-2: Sample Security Plan.

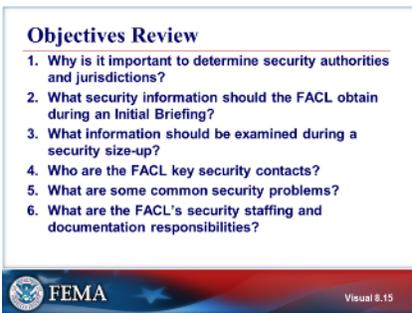
The Activity Log (ICS Form 214), which will be explained in Unit 9, is very important for security issues. Document any security issues and actions taken on this form.

Local law enforcement documentation may vary. The Facilities Unit Leader should be familiar with the forms and the system being used. Additional documentation could include records of traffic accidents, compensation/claims investigations, criminal incident reports, lost and found, a security plan for demobilization, and personnel time reports.

Security documentation often contains sensitive information and should be handled accordingly.



Visual 8.14



Visual 8.15

ACTIVITY 8.1: IDENTIFY POTENTIAL SECURITY ISSUES

The instructor will explain Activity 8.1.

You will have 1 hour to complete this activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the importance of knowing the authority and jurisdiction of the security group.
- List information to be obtained from the Initial Briefing.
- List information to be gathered and examined in the security size-up.
- Identify key security contacts with whom the Facilities Unit Leader and Security Manager (SECM) should interact.
- Explain common security problems and measures to be addressed, including information to be gathered during a security interview.
- Discuss staffing and documentation responsibilities.

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Supplemental Materials

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Handout 8-1: Generic Camp Rules of Conduct

Camp Rules of Conduct

For us to function smoothly and accomplish our objective in a safe and efficient manner, please observe the following rules:

Crew Bosses Shall:

1. Bed entire crew at a designated location. The facilities unit leader will provide bedding location and blank signs. The crew bosses will complete and post the crew signs.
2. Be responsible for crews conduct in camp.
3. Be responsible for checking out crew's needs from supply.
4. Turn crew time in at the end of each shift.
5. Have crew tooled, supplied, and loaded on transportation for the line. within timeframe set by the incident action plan. If assignments are unclear, go to the planning section early.

Individuals:

6. Will not use alcohol or drugs at any time during a fire assignment or in fire camp. To do so will mean immediate dismissal or return to home unit.
7. Will not leave camp without securing release from the Incident Commander through the demobilization process.
8. In open camps when off shift, let your supervisor know your location and estimated time of departure (ETD)/ estimated time of arrival (ETA).
9. Keep noise down in sleeping areas. Quiet hours begin at 2230.
10. Police personal area for trash.

Determine who will contact family members. The Plans Chief will assure an individual is assigned to document all communications regarding the accident.

At no time during the accident/fatality evaluation process will the name of the victim(s) be used over the radio.

The need of a Critical Incident Stress Debriefing for the incident personnel will be discussed by the core team with input from the Medical Unit Leader, the Human Resource Specialist, and local / involved individuals. The Incident Commander will approve such debriefings.

The Following will be found in the Incident Medical Plan (206) under Medical Emergency Procedures section:

Upon occurrence of a “**MAJOR**” medical or accident involving significant injury on the incident, the closest **Division Supervisor** should respond directly to the scene to take control of the situation and direct necessary actions. If DIVS is unavailable, the **nearest Supervisor or Leader** needs to take charge.

- Clear all radio traffic on incident “Command Channel” – Use to co-ordinate response – do not use names.
- Obtain and facilitate nearest EMT to the scene, request medical unit response – DIVS, supervisor or leader in charge of scene.
- Nature of problem # of injured Condition & vitals Location (GPS coordinates)
- Co-ordinate and facilitate appropriate transportation for injured with Medical Unit – EMT in charge of patient(s).
- Remove all unnecessary personnel from the accident scene – notify SOFR.
- Secure the scene area and identify witnesses for later investigation – keep a log.

Approved by:

Incident Commander

Date

Handout 8-2: 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

Activity 8.1: Identify Potential Security Issues

Identify Potential Security Issues

Activity 8.1 – Overview - Unit 8

Purpose

The purpose of this activity is for students to identify potential security issues for the plot plan they developed for the Charleston flood scenario, and describe ways to control them.

Objectives

Students will:

- Identify potential security issues and mitigation measures, in drawing and writing.
- Adapt security plan to instructor injects.

Activity Structure

This activity is scheduled to last approximately 1 hour, including small group and class discussion and individual documentation. It uses the continuing Charleston flood scenario. Students will use the map that they designed in Activity 6.1 and what they know of the incident scenario to identify potential security issues and how to control them.

Rules, Roles, and Responsibilities

Participants will be divided into groups of 4–6. Following are the specific activities / instructions for your participation in the activity:

1. **Day 3 – West Virginia - 1200 hrs:** Because of the pattern of extreme weather across the country, the flood has made national news. Volunteers have started arriving from neighboring states. They have not been checking in and therefore cannot be tracked. Many people have begun dropping off donations. Reporters are also showing up, and there have been several complaints of the reporters and their news vans getting in the way of incident personnel.
2. Using the facilities map that you drew in Activity 6.1 and what you know of the incident situation, identify potential security issues and mitigation measures. Document these by drawing on your map and listing and describing any security issues and mitigation measures.
3. Respond to instructor injects using the proper documentation.
4. Present your list to the rest of the class.

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

Activity 8.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	30 minutes	Small Groups
Debrief/Review	30 minutes	Classroom

Note: Instructors will distribute ICS Form 213 as appropriate.

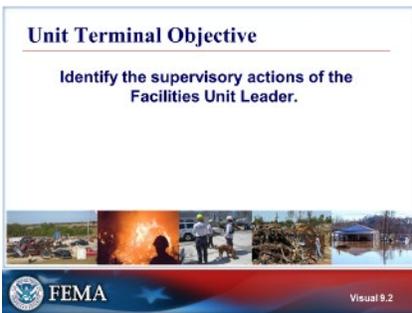
Unit 9: Unit Management

STUDENT MANUAL

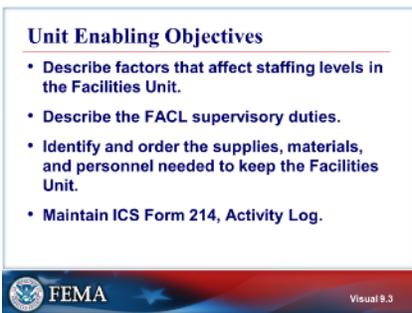
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Visual 9.1



Visual 9.2



Visual 9.3

UNIT 9: UNIT MANAGEMENT

This unit identifies the actions required for effective Unit management.

UNIT TERMINAL OBJECTIVE

State the Unit Terminal Objective.

Identify the supervisory actions of the Facilities Unit Leader.

UNIT ENABLING OBJECTIVES

- Describe factors that affect staffing levels in the Facilities Unit.
- Describe the Facilities Unit Leader's supervisory duties.
- Identify and order the supplies, materials, and personnel needed to keep the Unit operating.
- Maintain ICS Form 214, Activity Log.

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

Determining Staffing Levels

- Consider span of control.
- Ensure adequate staffing for base/camps, security, maintenance, etc.
 - Incident Base/Camp Manager
 - Security Manager
 - Other support personnel
- If you have no subordinate positions working for you, it is your responsibility to get the work done.

Handout 9-1: ICS Staffing Guidelines



Visual 9.4

Visual 9.4

Briefings

What topics should the FACL include in Briefings to the Facilities Unit staff?



Handouts:

- 9-2: Daily Schedule
- 9-3: ICP and Base Hours of Operation Example
- 9-4: Blank ICS 230 Daily Meeting Schedule
- 9-5: Sample ICS 230 C&G Meeting Schedule



Visual 9.5

Visual 9.5

DETERMINING STAFFING LEVELS

The span of control pertains to the number of individuals or resources that one Supervisor can manage effectively during emergency response incidents or special events.

According to NIMS, the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates significantly different ratios. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Other support personnel may include camp crews to perform manual labor, carpenters, electricians, or facilities maintenance specialists.

Refer to Handout 9-1: ICS Staffing Guidelines.

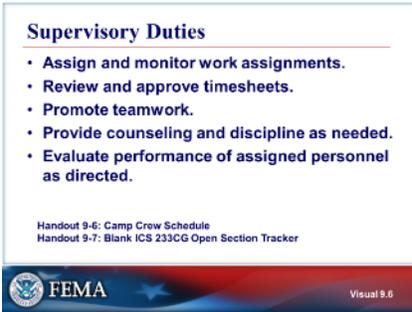
BRIEFINGS

The FACL is responsible for sharing relevant information with his or her staff. Do not assume that your staff already know the information if you have not told them directly. Keep your staff informed and updated regarding:

- Anticipated increases and decreases in resources
- Types of resources
- Weather forecasts
- Security needs
- Safety hazards

Refer to four (4) Handouts:

- 9-2: Daily Schedule
- 9-3: ICP and Incident Base Hours of Operation Example
- 9-4: Blank ICS 230CG Daily Meeting Schedule
- 9-5: Sample ICS-230 C&G Meeting Schedule



Visual 9.6

SUPERVISORY DUTIES

FACL's supervisory duties:

- Provide support to Incident Base/Camp Managers (BCMGs) and Security Managers (SECMs).
- Avoid micromanaging when giving work assignments.
- The Supervisor's approval is required on timesheets.
 - If you have personnel working for you, make sure that you review and approve their timesheets, ensuring that the timesheets accurately reflect the hours worked.
- Demonstrate teamwork in your own behavior and promote it among your staff.
 - If performance issues arise with subordinates, counsel or train them to improve their performance; if that is not an option, demobilize them.
- When doing performance evaluations, the FACL may use ICS Form 225, Incident Personnel Performance Rating.
 - Typically, you will do a performance evaluation for work that is above standard, below standard, or for trainees, but this may vary by jurisdiction.

Refer to Handout 9-6: Camp Crew Schedule and Handout 9-7: Blank ICS-233 CG Open Action Tracker.

Ordering Materials and Supplies

- Order materials and supplies using procedures established by LSC.
- Maintain quantities of forms, supplies, and materials at a level to prevent shortage of essential items.



FEMA Visual 9.7

Visual 9.7

ORDERING MATERIALS AND SUPPLIES

The FACL will need to order materials and supplies to keep the Unit running, including communications equipment, ICS forms, office supplies, or other necessary items. Periodically inventory all forms, supplies, and materials to ensure that adequate stock is maintained. Anticipate changing needs and order additional materials and supplies as appropriate.

Use ICS Form 213, General Message Form, or the 213RR Resource Request form, to place orders through the Supply Unit's Ordering Manager (ORDM). All orders are to be reviewed by the LSC. The FACL should follow up on the status of the order.

Activity Log (ICS Form 214)

- Records details of Unit's activity.



Handouts:

- 9-8: Blank ICS 214
- 9-9: ICS Form 214 Content Considerations
- 9-10: Nine Ways to be a Great Team Member

FEMA Visual 9.8

Visual 9.8

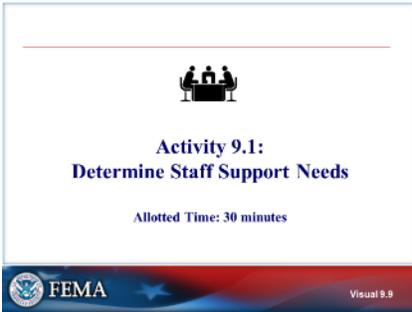
ACTIVITY LOG (ICS FORM 214)

The Activity Log (ICS Form 214) is used to record the details of the Unit's activities. ICS Form 214 should document the three A's: **A**ctions, **A**ccidents, and **A**greements. Writing on the back of the form is permitted.

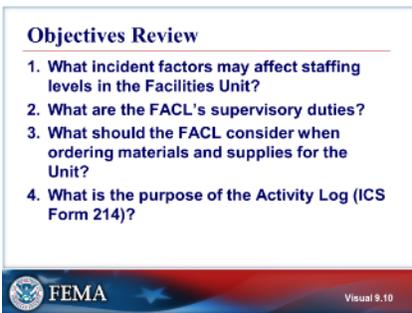
Refer to Handout 9-8: Blank Activity Log (ICS 214) and Handout 9-9: ICS Form 214 Content Considerations.

The Documentation Unit maintains a file of all Activity Logs. It is necessary that one copy of each log be submitted to the Documentation Unit. These logs provide a basic reference from which to extract information for inclusion in any After-Action Reports.

Refer to Handout 9-10: Nine Ways to be a Great Team Member.



Visual 9.9



Visual 9.10

ACTIVITY 9.1: DETERMINE STAFF SUPPORT NEEDS

The instructor will explain Activity 9.1.

You will have 30 minutes to complete this activity.

OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the students obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Unit Enabling Objectives

- Describe factors that affect staffing levels in the Facilities Unit.
- Describe the Facilities Unit Leader's supervisory duties.
- Identify and order the supplies, materials, and personnel needed to keep the Unit operating.
- Maintain ICS Form 214, Activity Log.

Pose the Unit Enabling Objectives as a question. **Ask** the group to give a brief example or short explanation to answer the question. Try to call on a different student for each answer. **Display** the Objectives Review slide so that students can think about what they learned in relation to the objectives.

Ask the students to write down the top three to five things they learned in this unit on their ICS Form 214—Activity Log. At the end of the day collect the students' ICS Form 214s. This will help identify what the students have learned and what areas may be especially important to highlight throughout the rest of the course.

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Supplemental Materials

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Handout 9-1: ICS Staffing Guidelines

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
<ul style="list-style-type: none"> • Division/Group Supervisor 	2	5	10	15	25
<ul style="list-style-type: none"> ▪ Strike Team Leaders (As Needed) 					
<ul style="list-style-type: none"> ▪ Task Force Leaders (As Needed) 					
<ul style="list-style-type: none"> • Air Operations Director 		1	1	1	1
<ul style="list-style-type: none"> ▪ Air Tactical Group Supervisor 	1	1	1	1	1
<ul style="list-style-type: none"> ▪ Helicopter Coordinator (As Needed) 					
<ul style="list-style-type: none"> • Air Support Group Supervisor 	1	1	1	1	1
<ul style="list-style-type: none"> ▪ Helibase Manager (One Per Helibase) 					
<ul style="list-style-type: none"> ▪ Helispot Manager (One Per Helispot) 					

<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Status Recorders 	1	2	3	3	4
<ul style="list-style-type: none"> • Check-In Recorders (As Needed) 					
Technical Specialists (As Needed)					
Situation Unit Leader	1	1	1	1	1
Assistant Situation Unit Leader			1	1	2
<ul style="list-style-type: none"> • Display/Report Processor 		1	1	1	2
<ul style="list-style-type: none"> • SITREP/OPSUM Processors 	1	1	1	2	2
<ul style="list-style-type: none"> • Field Observer 		1	2	2	4
<ul style="list-style-type: none"> • Weather Observer (As Needed) 					
<ul style="list-style-type: none"> • Aerial/Ortho Photo Analyst (As Needed) 					
<ul style="list-style-type: none"> • Computer Terminal Operator 		1	1	1	1
<ul style="list-style-type: none"> • Environmental Unit Leader 	1	1	1	1	1
<ul style="list-style-type: none"> • Documentation Unit Leader 		1	1	1	1
<ul style="list-style-type: none"> • Demobilization Unit Leader 			1	1	1
<ul style="list-style-type: none"> • 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)					
<ul style="list-style-type: none"> • Communications Unit Leader 	1	1	1	1	1
<ul style="list-style-type: none"> • Assistant Communications Unit Leader 			1	1	2

UNIT POSITION	2*	5*	10*	15*	25*
▪ 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

UNIT POSITION	2*	5*	10*	15*	25*
▪ 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 9-2: 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 9-3: ICP and Incident Base/ Camp Hours of Operation Example

WEST FORK INCIDENT - ICP and INCIDENT BASE DEL NORTE, CO

LOGISTICS INFORMATION

6/24/2013

<u>Quiet Hours:</u>		2300-0500
<u>Medical:</u>	ICP West of Caterer in Incident Base/ Camp	24 hours. 1730-2200
<u>Shower Hours:</u>	Bush Shower Services (center of Incident Base/ Camp)	0500-2300
<u>Hand wash Station:</u>	East of caterer in crew camping area	0500-2300
<u>Meal Hours:</u>	Houstons' Trails End (center of Incident Base/ Camp)	Breakfast 0500-0900 Dinner 1700-2200
<u>Lunch, Ice, Drinks:</u>	Johnsons Reefer trailer by caterer in Incident Base/ Camp	0500-2200
<u>Supply Hours:</u>	(south side of ICP)	
	Ordering (located inside high school)	0600-2200
	Cache Checkout and Returns (located ball field concession on San Francisco St.)	0600-2200
<u>Ground Support</u>	High School bus maintenance building	0600-2200

Vehicle Fueling:

Conoco and Shell Stations in Del Norte
Rainbow Express in South Fork
Tompkins Gift and Gas in Creede

Fuel tender stationed at Papoose Spike

Papoose Spike	0600-0800
South Fork Spike	0900-1200
ICP	1300-1500
Papoose Spike	1700-2200

Miscellaneous Fuel: Chain saw, pump, drip torch fuel. See Ground Support. Please don't mix any fuel until ready to use it, and if you mix it, remember to label it with the mix ratio. Please use all of the mixed fuel, we don't want it back mixed!

Vehicle Weed Wash/Decontamination: 0600-2200
Peek a Boo, located west of Ground Support. All field going vehicles weed wash upon checking in and when demobilizing. All water handling equipment - engines and water tenders - must go thru decontamination upon checking in and when demobilizing.

Mail Service/Lost and Found: Located at Information in ICP.

Smoking Areas: Only smoke in a designated smoking area

Handout 9-4: Blank ICS 230CG Daily Meeting Schedule

Refer to EL_971_HO_9-4_ICs_Form_230CG.pdf

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Handout 9-5: Sample ICS-230 C&G Meeting Schedule

Refer to EL_971_HO_9-5_ICs_Form_230CG.pdf

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Handout 9-6: Camp Crew Schedule

Camp Crew Schedule																			
Time	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 & Yerts																			
Clean/Stock Coolers																			
Sanitize Briefing Area																			
Clean ICP Area																			
Sanitize Rails & Door Knobs																			
Place Light Sticks																			

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Handout 9-7: Blank ICS-233 CG Open Action Tracker

Refer to EL_971_HO_9-7_ICs_Form_233CG.pdf

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Handout 9-8: Blank Activity Log (ICS Form 214)

Refer to EL_971_HO_9-8_ICS_Form_214.pdf

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Handout 9-9: ICS Form 214 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"

- Information (and Intelligence) - (e.g. documentation of data that has not yet been confirmed or validated that requires further research to become useable information. In NIMS, "intelligence" refers to exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.
- 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 and resolution post-incident)
- Disruptions - (e.g. Mission or work flow interruption – vehicle or equipment break downs, etc.)

Nine Ways to be a Great Team Member

It occurred to me that deep down inside we all know we can't do it alone. We know that Super Bowls are not won by individuals. They are won by a collection of individuals who make a great team. It's the same with work and life. We are better together when we are surrounded by great team members. In this spirit I want to share 9 ways to be a great team member.

1. **Set the Example** - Instead of worrying about the lack of performance, productivity and commitment of others you simply decide to set the example and show your team members what hard work, passion and commitment looks like. Focus on being your best every day. When you do this, you'll raise the standards and performance of everyone around you.
2. **Use Your Strengths to Help the Team** - The most powerful way you can contribute to your team is to use your gifts and talents to contribute to the team's vision and goals. Without your effort, focus, talent and growth the team won't accomplish its mission. This means you have an obligation to improve so you can improve your team. You are meant to develop your strengths to make a stronger team. Be selfish by developing you and unselfish by making sure your strengths serve the team.
3. **Share Positive Contagious Energy** - Research shows emotions are contagious and each day you are infecting your team with either positive energy or negative energy. You can be a germ or a big dose of Vitamin C. When you share positive energy you infectiously enhance the mood, morale and performance of your team. Remember, negativity is toxic. Energy Vampires sabotage teams and complaining is like vomiting. Afterwards you feel better but everyone around you feels sick.
4. **Know and Live the Magic Ratio** - High performing teams have more positive interactions than negative interactions. 3:1 is the ratio to remember. Teams that experience interactions at a ratio equal or greater than 3:1 are more productive and higher performing than those with a ratio of less than 3:1. Teams that have a ratio of 2:1, 1:1 or more negative interactions than positive interactions become stagnant and unproductive. This means you can be a great team member by being a 3 to 1'er. Create more positive interactions. Praise more. Encourage more. Appreciate more. Smile more. High-five more. Recognize more. Energize more. Read more about this at <http://www.FeedthePositiveDog.com>

5. **Put the Team First** - Great team players always put the team first. They work hard for the team. They develop themselves for the team. They serve the team. Their motto is whatever it takes to make the team better. They don't take credit. They give credit to the team. To be a great team member your ego must be subservient to the mission and purpose of the team. It's a challenge to keep our ego in check. It's something most of us struggle with because we have our own goals and desires. But if we monitor our ego and put the team first we'll make the team better and our servant approach will make us better.
6. **Build Relationships** - Relationships are the foundation upon which winning teams are built and great team members take the time to connect, communicate and care to build strong bonds and relationships with all their team members. You can be the smartest person in the room but if you don't connect with others you will fail as a team member. (Tweet This) It's important to take the time to get to know your team members. Listen to them. Eat with them. Learn about them. Know what inspires them and show them you care about them.
7. **Trust and Be Trusted** - You can't have a strong team without strong relationships. And you can't have strong relationships without trust. Great team members trust their teammates and most of all their team members trust them. Trust is earned through integrity, consistency, honesty, transparency, vulnerability and dependability. If you can't be trusted, you can't be a great team member. Trust is everything.
8. **Hold Them Accountable** - Sometimes our team members fall short of the team's expectations. Sometimes they make mistakes. Sometimes they need a little tough love. Great team members hold each other accountable. They push, challenge and stretch each other to be their best. Don't be afraid to hold your team members accountable. But remember to be effective you must build trust and a relationship with your team members. If they know you care about them, they will allow you to challenge them and hold them accountable. Tough love works when love comes first. Love tough.
9. **Be Humble** - Great team members are humble. They are willing to learn, improve and get better. They are open to their team member's feedback and suggestions and don't let their ego get in the way of their growth or the team's growth. I learned the power of being humble in my marriage. My wife had some criticism for me one day and instead of being defensive and prideful, I simply said, "Make me better. I'm open. Tell me how I can improve." Saying this diffused the tension and the conversation was a game changer. If we're not humble we won't allow ourselves to be held accountable. We won't grow. We won't build strong relationships and we won't put the team first. There's tremendous power in humility that makes us and our team better.

(source unknown)

Activity 9.1: Determine Staff Support Needs

Determine Staff Support Needs Activity 9.1 - Overview - Unit 9

Purpose

The purpose of the activity is for Students to examine the Facilities Unit Leader's workload and the complexity of the incident to determine staffing support needs.

Objectives

Students will:

- Determine the Facilities Unit Leader's staffing support needs.
- Identify sources of staffing support.

Activity Structure

This activity will last approximately 30 minutes, including small group and class discussion. Students will examine the Facilities Unit Leader's workload and the complexity of the incident to determine the staffing support needs. They will identify what types of support staff are needed. Students will also identify where they can go for help in finding the necessary staffing support.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4 to 6. The following are the specific activities and instructions for your participation in the activity:

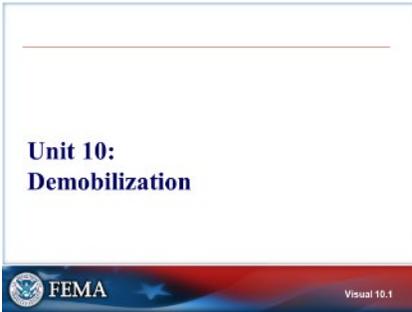
1. Within your small group, select a group spokesperson.
2. Discuss and answer the questions below.
3. Write your answers to the questions on easel pad paper.
4. Present your list to the rest of the class.

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

Unit 10: Demobilization

STUDENT MANUAL

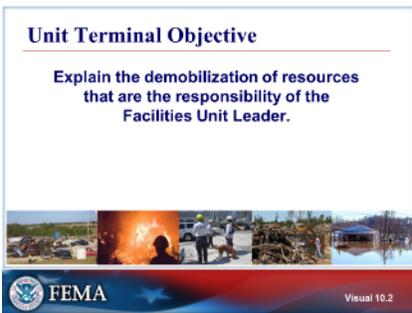
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Visual 10.1

UNIT 10: DEMOBILIZATION

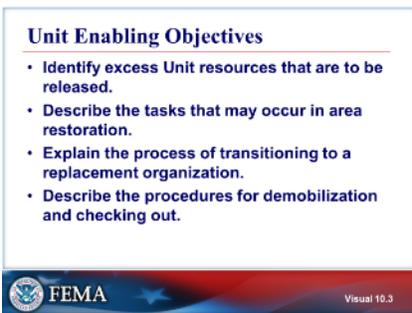
This unit explains the responsibilities involved in demobilization. These responsibilities fall mainly into three categories: Facilities Unit demobilization, transition, and individual demobilization.



Visual 10.2

UNIT TERMINAL OBJECTIVE

Explain the demobilization of resources that are the responsibility of the Facilities Unit Leader.

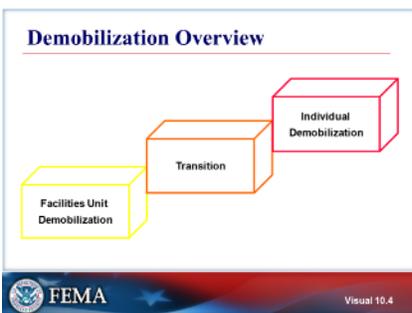


Visual 10.3

UNIT ENABLING OBJECTIVES

- Identify excess Unit resources that are to be released.
- Describe the tasks that may occur in area restoration.
- Explain the process of transitioning to a replacement organization.
- Describe the procedures for demobilization and checking out.

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



Visual 10.4

DEMOBILIZATION OVERVIEW

The FACL has demobilization duties related to Unit demobilization, transition to another IMT, and individual demobilization.

Excess Resources

- Identify excess personnel and facilities that should be released.
- Provide a list to the Demobilization Unit Leader (DMOB).

Handouts:

- 10-1: Blank Demobilization Schedule
- 10-2: Sample Demobilization Schedule
- 10-3: Contractor Performance Rating
- 10-4: Contractor Rating Guidelines
- 10-5: Logistics Section Files for DDCL

Facilities Unit Demobilization

FEMA Visual 10.5

Visual 10.5

EXCESS RESOURCES

If the incident is winding down, the FACL will have excess resources such as showers, portable toilets, and space as incident personnel leave. The FACL should hold on to support staff as long as necessary as the process of demobilizing facilities can be labor intensive at the end of the incident.

Refer to the following handouts:

- Handout 10-1: Blank Demobilization Schedule
- Handout 10-2: Sample Demobilization Schedule
- Handout 10-3: Contractor Performance Rating
- Handout 10-4: Contractor Rating Guidelines
- Handout 10-5: Logistics Section Files for DOCL

Area Restoration

- Conduct a post-use inspection.
- Keep a copy and send copies to the Procurement Unit Leader (PROC) and Documentation Unit Leader (DOCL).
- Follow terms in Land Use Agreement for either rehabilitation or restoration.

Facilities Unit Demobilization

FEMA Visual 10.6

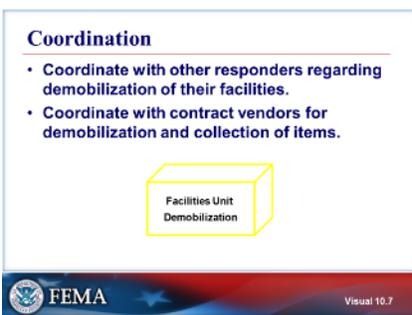
Visual 10.6

AREA RESTORATION

It is the responsibility of the Facilities Unit Leader to restore the areas used for incident facilities.

Work with the Procurement Unit Leader (PROC) to ensure that all of the terms of the Land Use Agreement are met. If necessary, hire a professional cleaning service to restore the facilities to their original state.

Documentation is important throughout the Land Use Agreement. Follow the terms of the agreement when conducting rehabilitation or restoration of the area.



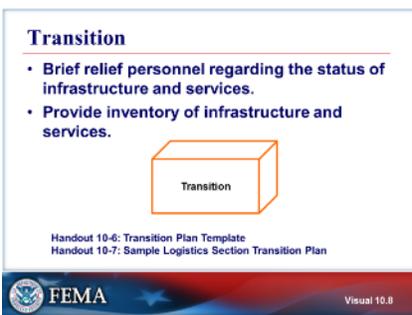
Visual 10.7

COORDINATION

Throughout the incident, good relationships and interactions with your fellow responders and agency personnel are important. You will need their information and cooperation.

The Facilities Unit has to coordinate with responders to arrange for the demobilization of all of their facilities' resources. If responders are sleeping in hotels, find out who is leaving so that you can stop renting those rooms. You can save money by consolidating the space and facilities in use as the incident response declines.

The FACL also has to coordinate with any contracted vendors who provided resources to arrange for the demobilization of their items. Know ahead of time how much lead time is required for them to collect their equipment (some contracts have up to a 48 hour notification period required for contract termination) and have a plan to deal with potential delays.



Visual 10.8

TRANSITION

Be organized with your documentation throughout the incident so that you can easily brief the incoming IMT or incident agency on the status of the facilities' resources.

You should have a written Transition Plan that provides all of the necessary information about the remaining facilities resources at the scene. It should also include any remaining issues regarding the incident, actions that still need to be taken, and any other information necessary for the incoming IMT or incident agency to be successful. Have a copy of the Land Use Agreement that you can show them.

If you are using T-cards or another tracking system for facilities resources, the system will be helpful to show the incoming team where everything is.

Refer to Handout 10-6: Transition Plan Template and Handout 10-7: Sample Transition Logistics Section.

Demobilization and Checkout

- Submit all required information.
- Receive demobilization instructions from Supervisor.
- Brief staff on demobilization procedures and responsibilities.
- Ensure that incident and agency demobilization procedures are followed.

Individual Demobilization



Visual 10.9

Demobilization Checkout (ICS Form 221)

- Documents resource has completed checkout.
- Records release and travel plans



Handout 10-8: ICS 221
Handout 10-9: ICS 225
Handout 10-10: Sleep Deprivation



Visual 10.10

DEMOBILIZATION AND CHECKOUT

Make sure that all regulations are followed with regard to rest requirements and applicable vehicle operating licenses, both for you and for your staff.

Submit all required information to the Documentation Unit and the Finance/Administration Unit, including contract administration and payment documents.

DEMOBILIZATION CHECKOUT (ICS FORM 221)

Demobilization Checkout (ICS Form 221) considerations:

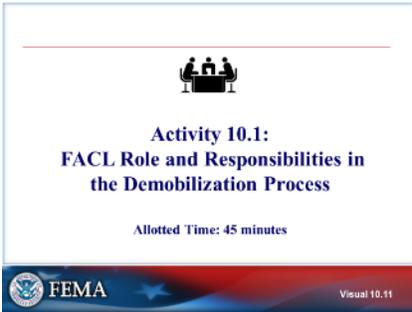
- Issue form to demobilize resources; they are directed to the Units indicated.
- Document actual departure information in the remarks section.
- Provide actual release information to agency ordering point.
- File form with the Document Unit Leader (DOCL).

Each responder must complete a checkout form to demobilize. The FACL may also play a role in approving the forms of others.

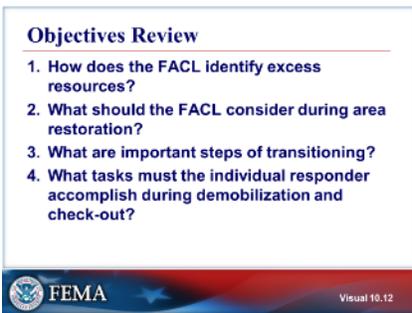
If the box next to the Facilities Unit is checked, every responder will have to get the Facilities Unit Leader's signature before demobilizing. Before signing responders' forms, inspect their sleeping areas to make sure that there is no damage and to ensure that all equipment that was checked out has been returned to the Facilities Unit.

Refer to the following Handouts:

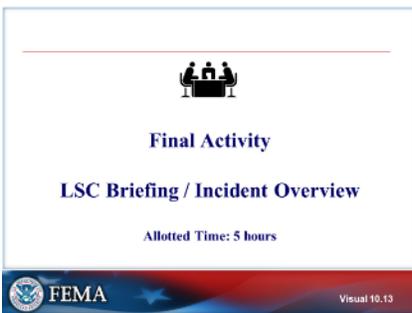
- Handout 10-8: ICS-221 Demobilization Check-out
- Handout 10-9: ICS-225 Incident Personnel Performance Evaluation
- Handout 10-10: Sleep Deprivation



Visual 10.11



Visual 10.12



Visual 10.13

ACTIVITY 10.1: FACL ROLE AND RESPONSIBILITIES IN THE DEMOBILIZATION PROCESS

The instructor will explain Activity 10.1.

You will have 45 minutes to complete the activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify excess Unit resources that are to be released.
- Describe the tasks that may occur in area restoration.
- Explain the process of transitioning to a replacement organization.
- Describe the procedures for demobilization and checking out.

FINAL ACTIVITY

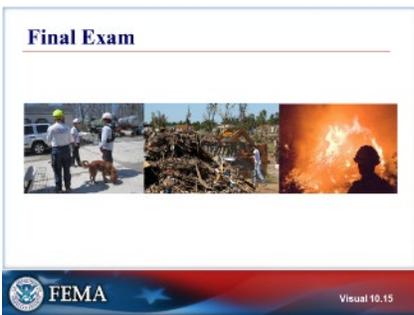
The instructor will explain the Final Activity.

You will have 4 hours to complete the activity with 1 hour of debrief.



Visual 10.14

REVIEW COURSE EXPECTATIONS



Visual 10.15

FINAL EXAM

END OF COURSE

Supplemental Materials

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Handout 10-2: Sample Demobilization Schedule

CLARK PEAK DEMOBILIZATION SCHEDULED

<i>RESOURCE NAME</i>	<i>POS</i>	<i>ORDER NO.</i>	<i>HOME UNIT</i>	<i>TRANS NEEDED</i>	<i>Room Assignment</i>	<i>Transportation from Missoula</i>	<i>REASSIGN Y/N OTHER QUALS</i>
Jane Stumpf	ICT1	0-219	GNP Glacier National Park	yes, Missoula MT			Type 1 Team
Jack Buess	DPIC	0-220	SWS Southwest Land Office	yes, Missoula			Type 1 Team
Colin Otto	SOFR	0-221	LED Lewistown District	yes, Billings MT			Type 1 Team
Jeff O'Brien	PSC1	0-222	KNF Kootenai NF	yes, Missoula		Ride to Libby	Type 1 Team
Alex Gilman	LSC1	0-223	DNF Deerlodge NF	yes, Missoula		Ride to Deerlodge	Type 1 Team
Sharon Bloom	FSC1	0-224	KNF Kootenai NF	yes, Missoula		Ride to Libby	Type 1 Team
Jack Casey	OSC1	0-225	BRF Bitterroot NF	yes, Missoula			Type 1 Team
Aaron Cunningham	AOBD	0-227	R01 Northern Rockies	yes, Missoula			Type 1 Team
Fred Ehernberger	COML	0-229	GNF Gallatin NF	yes, Missoula			Type 1 Team
Tom Kimball	SPUL	0-230	IDL Idaho Department Lands	yes, Spokane			Type 1 Team
George Hart	GSUL	0-232	IDL Idaho Department Lands	yes, Missoula		Ride to C'DA?	Type 1 Team
David Hensler	TIME	0-233	LNF Lolo NF	yes, Missoula		Ride with 0-2	Type 1 Team
Sue Beron	PROC	0-234	LNF Lolo NF	yes, Missoula			Type 1 Team
Marge Hanson	COMP	0-235	KNF Kootenai NF	yes, Missoula			Type 1 Team
Harry Jacobs	DIVS	0-236	LNF Lolo NF	yes, Missoula			Type 1 Team
Jon Flock	DIVS	0-237	BRF Bitterroot NF	yes, Missoula			Type 1 Team
**Ellen Doman	OSC1	0-8	Clearwater NF	Yes, Orofino	9/9 1400	** see below	Type 1 Team

** Charter aircraft to shuttle to home destination

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Handout 10-3: 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, demob timely*)

The Vendor's Timeliness on this incident was Satisfactory unless otherwise noted.

<p>Business Relations <i>(Did the Contractor perform in a business-like manner, complete administrative requirements timely)</i></p> <p>The Vendor's Business Relations (working with government personnel, working with other contractors/vendors, and offline conduct) was Satisfactory unless otherwise noted.</p>

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 EVALUATION FORM TO FINANCE SECTION **

Handout 10-4: Contractor Rating Guidelines

Rating Guidelines

Quality of Product or Service; Timeliness of Performance; and Business Relations

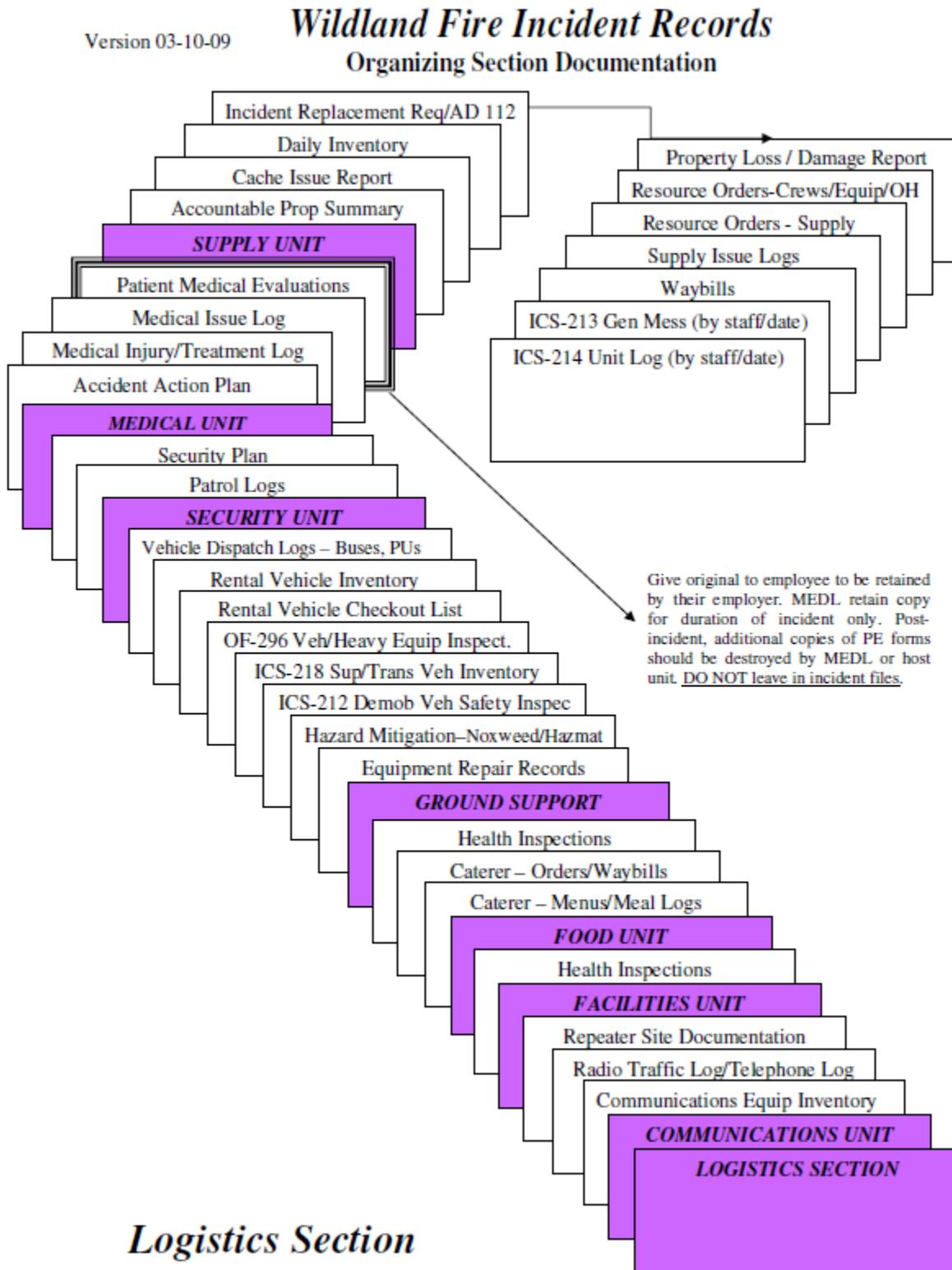
0 = Unsatisfactory 1 = Marginal 2 = Satisfactory 3 = Very Good 4 = Exceptional

Unsatisfactory	<p>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.</p> <p>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).</p>
Marginal	<p>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.</p> <p>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).</p>
Satisfactory	<p>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.</p> <p>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.</p>

Very Good	<p>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.</p> <p>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.</p>
Exceptional	<p>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.</p> <p>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.</p>

Source: Rating guidelines are from the CPAR Quality Checklist (<http://www.cpars.csd.disa.mil/cparsfiles/pdfs/qualcheck08.pdf>)

Handout 10-5: Logistics Section Files for DOCL



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Handout 10-6: Transition Plan Template
Also for use with Activity 10.1 and Final Activity

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 209, Incident Status Summary, applicable maps, resource and demobilization information, and authorizing delegation(s) of authority, adequately summarize the status of the incident sufficient for transition.

An enclosed Complexity Analysis (Section H) documents the decision for the type (level) of incident management team that will assume command.

Plan Approval(s):

Agency Administrator(s) or Area Commander:

Agency or Area Command	Agency Administrator Signature	Date

Outgoing Incident Management Team:

IMT Name	Incident Commander Signature	Date

Incoming Incident Management Team:

IMT Name	Incident Commander Signature	Date

A. INCIDENT OBJECTIVES

(State the incident objectives from the latest Form ICS-202, Incident Objectives).

B. TRANSITION SCHEDULE and COORDINATION

(Name) IMT will transition with (Name) IMT on (date) and will participate in Incident Management operations until (name) Team assumes command of the incident at (time) on (date).

(Name) IMT will develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (Name) IMT will jointly develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (name) IMT will jointly conduct the morning briefing on (date or day) at (location).

C. ORGANIZATIONAL NEEDS

A list of resources to be left with the incoming IMT, by ICS function, is included in **Section F** of this narrative. The incoming team should continue to coordinate with (Name of Area Command) in (location) and Expanded Dispatch in (location) regarding the release and reassignment of resources. Area Command is primarily interested only in critical resources such as Type 1 crews and aircraft. Critical resources are identified by Area Command daily and included in their daily fire summary information.

D. CONTACTS

A list of important contacts, by ICS function, with phone numbers and/or email addresses is included in **Section G** of this narrative.

E. FUNCTIONAL HIGHLIGHTS

1. Command

(State relevant information necessary for the incoming incident commander to understand and successfully function upon transfer of command. Items to consider include the following):

- 2. 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.

3. 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.

4. Cost Containment objectives and opportunities: Hart's Team documented cost containment measures taken, and they are documented in the Finance Section Chiefs summary.

- 5. 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.
- 6. 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-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

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Handout 10-7: Sample Logistics Section Transition Plan

Logistics Section Transition Plan

Facilities

Land Use/Facility Agreements

ICP/Incident base/ camp and Tuchuck Spike are located on Lands owned and administered by the USDA, Forest Service.

There is one agreement related to the main helibase, and one for Home Ranch Bottoms Satellite Camp. These are through the same owner, Gary and Michelle Hembd. See Finance section for copies of these two agreements.

There may be an agreement related to Saunderson Community Center, currently being used for Structure Protection Spike Camp. No copy of an agreement has been found. This will need to be clarified before closeout of Wedge Canyon Fire.

Access to the Kintla Ranch retardant base is through up to 4 private parcels. Owners permitted access with provision to have land use agreements soon. No agreements developed yet. Facility is on Forest Service land.

There is no knowledge of other land agreements at this time.

Bear Meadows(1.2 miles north) is a great site for ICP expansion, but the local Resource Advisor(Karl Anderson) did not want to utilize this Meadow Complex.

Shower Contracts

Showers (E-14)

Operator - Lou Keniston – OK's Showers. Located at Wedge ICP. National agreement #53-0243-9-2011.

Phone contacts: (425)462-0018 or (800)458-8061. NIFC should be notified when release is scheduled.

Showers (E-255)

Operator - Charles Pearson - Pearson Brothers. Located at Wedge ICP. This is a call when needed shower. EERA agreement #NIFC-03-S5.

Phone contacts: (406)467-3362. NIFC should be notified when release is scheduled.

Showers (E-517)

Operator - Roi Jacobs – NuWay Sanitation. Located at Tuchuck Spike Camp.

National agreement #53-024B-9-2019. Phone contacts □(307)332-2114 or (307)332-3096. NIFC should be notified when release is scheduled.

Potable Water

Potable Water Truck (E-317)

Operator - Dale Sand, Owner: Rick Ostberg. Located at Wedge ICP. EERA agreement #56-03H6-03-215.

Phone contacts: (406)467-2817 and (406)788-1300.

Potable Water Truck (E-28)

Operator – Bill Loudermilk, BRR Trucking. Located at Wedge ICP. EERA agreement #56-03H6-03-202.

Potable Water Truck (E-516)

Operator – Deloy Denning, Pearson Brothers, Inc. Located at Tuchuck Spike Camp. Waiting for a copy of EERA and associated agreement number.

Phone contacts: (406)467-3362

Potable Water Source for ICP

City of Columbia Falls. Agreement on file, no S-number assigned. Approved site is referenced as hydrant 131 located at the corner of Aluminum Drive and Dorothy Street. Load log required for approved users to accommodate payment to city of Columbia Falls. Potable water source for Tuchuck Spike Camp is the city of Eureka. Hydrant is located at the south end of Eureka (a historic village, museum and school are there).

Buying Team to verify that there is no charge for the potable water.

Gray Water

Gray Water Truck (E-48)

Operator – Ken Pederson. Located at Wedge ICP. EERA #56-0385-3- 0007.

Vendor provides disposal site for his truck only.

Phone contact: (406)752-4321

Gray Water Truck (E-253)

Operator – Sally Miller, Superior Septic Service. Located at Wedge ICP. EERA #56-03K0-3-033

Gray Water Disposal Sites for E-253 and E-515

Two sites are currently approved, neither requiring an agreement at this time. One is the water (sewer) treatment system for Glacier National Park Headquarters. The other is via permission from the Columbia Falls Aluminum Plant located in Columbia Falls, MT. Both of these sites are approved treatment plants for sewer disposal. If a third site is needed, the City of Columbia Falls would be recommended. Phone contacts: Facility Maintenance for Glacier National Park, Jeff Harker (406)888-7964
Mike Eldridge for Aluminum Plant (406)250-4145 or (406)892-8400.

Refrigerator Trailer (E-38)

Frontier Transportation. Located at Wedge ICP. EERA #56-0385-3-0054. Phone contacts: (406)758-3000 and (406)755-7203.

Dust Abatement (E-505)

Operator – Larry Roberts, Logging, Inc. Located at Wedge ICP. EERA 56-0385-3-0054
Phone contacts: (406)257-3495 or (406) 755-7203.

Light Towers (E-452, E-456)

Contact – Chuck Sneed, United Tool Rental. Located at Home Ranch Bottoms Satellite Camp. Did not check in and have no agreement. Need to contact buying team or vendor.
Phone contact: (406)837-2404.

Dumpster Service (S-971)

Operator – Thomas Ivers, Glacier Disposal. Forest BPA#P114415-69. We receive daily service on eleven dumpsters located as listed below:

- (3) 30-40 yd. dumpsters at ICP
- (1) 6-yd dumpster at ICP
- (1) 6-yd dumpster at Home Ranch Bottoms Satellite Camp
- (2) 4-yd dumpsters at ICP
- (2) 4-yd dumpsters at Saunderson Spike Camp
- (2) 1 ½ -yd dumpster at ICP Phone contacts: (406)892-4384

Bear Proof Dumpsters (S-2571) for Tuchuck Spike. (Have not arrived yet).

North Valley Refuse, Whitefish, Montana
(2) 2 yds each
Phone contact: (406)862-4381

Generators and Light Towers (E#s listed below)

Owner – Midway Rental. See list of locations below. EERA #56-0385-3- 0117.
E-75 45-KVW generator at ICP
E-76 70-KVW generator at ICP
E-77 20-KVW generator at ICP
E-78 Light tower at ICP
E-79 Light tower at ICP
E-80 Light Tower at ICP
E-405 70-KVW generator at ICP
E-748 6-KVW generator at ICP
Phone contacts: (406)758-2022 or (406)26-6028

Cold Water Sinks (E-230, E-249, E-256, E-257)

Operator- Sally Miller, Superior Septic Service. Located at ICP. EERA #56-03R6-2-6020.

Phone contacts: (406-822-4495 or (406) 822-2727.

Cold Water Sinks (S-68)

Operator: Pee Wee Sanitation. EERA #56-0385-3-0091. Locations listed below:

4 units at ICP

4 units at Home Ranch Bottoms Satellite Camp

1 unit at Tuchuck Spike Camp

1 unit at Schnaus Cabin

Phone contacts: (406) 892-7933 or (406) 250-5442.

Portable Toilets (S-68)

Operator: Joe Tamburd, Pee Wee Sanitation. EERA #56-0385-3-0091. Toilet rental with daily service. As of 1200 on 8/6/03, locations are listed below for total of 122 units.

80 units in Wedge ICP

12 units in Home Ranch Bottoms Spike Camp

6 units in Home Ranch Bottoms Spike Camp

6 units in Wedge Helibase

2 units in second retardant plant

1 unit in DP4

2 units in Tuchuck Spike Camp

1 unit in Ford Cabin

2 units in Polebridge

5 units in Saunderson Spike Camp

5 units in Whale Creek.

Phone contacts: (406) 892-7933, (406) 250-5442, and (9406) 250-7935.

Tents and Support (E# listed below)

Operator- Gary A. Baxter, YES Enterprises. Located at Home Ranch Bottoms Satellite camp for DAY sleeping. EERA #56-0398-2-0073.

20x20 tent

Command Tent

20x20 tent

Command Tent

20x20 tent

20x20 tent swamp cooler

swamp cooler
generator
spider box with cords

Phone contacts: (406) 646-9377 or (406) 640-1038 or 888-646-9377.

Safety Barricades/S-742/Midway Rental. Location along road at ICP. EERA#56-0385-3-0117. Phone contacts: (406)758-2022 or (406)261-6027. There are a total of eight barricades with flasher lights.

Hand wash station (8 sink) (E-489)

Operator- Jerry Welborn, Welborn Aquahaul, agreement #KAE-03-3003

Phone contact: (307) 684-8665.

Hand wash station (12 sink) (E-560)

Operator- Jerry Welborn, Welborn Aquahaul, agreement #KAE-03-3003

Phone contact: (307) 684-8665. Additional Resources We continue to have an influx of resources. These will be monitored and passed on during the joint Logistic Section transition meeting.

Additional Resources

We continue to have an influx of resources. These will be monitored and passed on during the joint Logistic Section transition meeting.

Data Discrepancies

There are discrepancies in some of the E-#s and/or S-#s for tacking. This is being reviewed and changes and/or corrections noted as Bennett's Team reconciles the Resource Order Service System (ROSS) books.

Facilities Unit Staffing

FAC(t)- Rick Willoughby, O-205, last shift 8/9/03, ICP

BCMG- Harry (Buck) LaGrew, O-411, last shift 8/18/03, Sonderson Satellite
Palmer, AK

BCMG-William Oppelt, O-418, last shift 8/18/03, ICP, Great Falls, MT
BCMG(t)- Ishmal Ennis, O-206, last shift 8/12/03, ICP, Berlin, MD
BCMG- Michel Lee, O-423, last shift 8/18/03, Tuchuck Spike, Fairbanks,
AK

BCMG- Kevin Probst, O-204, last shift 8/10/03, Home Ranch Bottom Satellite
Camp, KNF, Williams, AZ

Camp Crew (10 person, Trapper Cr. #9 (Paul Cohen), C-58, last shift 8/12/03)

Camp Crew (10 Person, Anaconda #7 (Jim Kirsch), C-86, last shift 8/18/03)

Camp Crew (10 person, Elko ENS #1 (Sharlene Allison), C-67, last shift
8/13/03)

Food Unit

The catering service on this incident is:

For Stars Express Catering
223 California Street
El Segundo, CA 90245

Unit: K-1
Manager/Owner: Peter Starkman
Manager: Henri Komrij
Contract # EERA-NIFC-03-F1

Meal cost is contained in the Mobile Food Services Contract. For Stars Express, a call when needed (CWN) caterer, provides a very high quality food service. Being relatively new in the fire catering business, they still have some organizational and managerial aspects to fine tune. However, they are an extremely professional company with a friendly and cooperative staff willing to meet the challenges required on an incident of this size. Relatively few problems have occurred with the meal service. Those that have were dealt with through a team approach with our Food Unit Leaders and For Stars Express managers.

The current Food Unit Leaders are Bob Miller and Emery Gray. Bob's last day is August 9. Emery will be staying until his 14-day tour of duty is up on August 16. Barb Plattes, COTR, was on site intermittently from July 22 through August 4. Paul Burris, COTR, reported for duty on August 6. His last day is August 19, 2003.

1. Kitchen Grease Removal

Presently, we are disposing of grease through a Missoula firm.

Contact:

Kevin Murphy
L & M Recycling
Missoula, Montana
(877) 728-2393 (Toll Free)
(406) 549-1628 It appears scheduling grease pickup once each week is sufficient. Coordinate through Ordering.

2. Daily Standing Orders

- a. Water - 6,000 bottles
- b. Gatorade - 125 cases
- c. Peaches - 6 cases (S-94)
- d. Grapes - 10 cases (S-96)
- e. Strawberries - 10 cases (S-97)
- f. Bananas - 3 cases (S-98)
- g. Ice - 6,000 pounds

Check with Supply (Ordering) for Vendor information.

Attached is a copy of the Flathead National Forest Supplemental Food Policy. Procurement of dried fruit chips, fruit bars, granola bars, Lipton Brisk Tea and Lemonade has been authorized.

3. Spike Camps

- 1) Community Center (45 persons)
 - i. Breakfast: Pick up at 0600 at kitchen. Also pick up sack lunches, drinks, and supplementals at government reefer.
 - ii. Dinner: Pick up at 1800 at kitchen. Also pick up ice and supplementals at government reefer.
- 2) Tuchuck (85 persons)
 - i. Breakfast: Pick up at 0400 at kitchen. Also pick up sack lunches, drinks, and supplementals at government reefer. IAPs are picked up by FDUL at 0345 from Nomad copy trailer and shipped with meals.
 - ii. Dinner: Pick up at 1930 at kitchen. Also pick up ice and supplementals at government reefer. Information provides daily newspapers to FDUL for crew reading.
- 3) Schnaus Cabin (16 persons)
Kaibab Helitack
Retardant Base
 - i. Dinner: Pick up at 1930 at kitchen. No other meals, or supplemental foods or drinks requested.
- 4) Sack lunches
 - i. At 1700 each day Ground Support provides transportation to move sack lunches from the caterer to the government reefer.

Transportation is on a standing order with Ground Support. Coordinate supplemental requirements with Incident Base Manager.

Laundry Services: S-74 Contract Account: P14415-74 July 19, 2003
Columbia Falls Laundromat
733 9th Street West
Columbia Falls, MT 59912

Scope of Agreement: This Blanket Purchase Agreement covers the purchase of supplies or services from the above-named vendor. This agreement becomes effective when signed by the two parties and will remain so until cancelled by either party upon 30 day written notices to the other.

Cleaning nomex clothing, camp personnel and fire crew clothing, and sleeping bags. Laundry to be picked up daily or as needed at the camp and delivered back to camp. Pickup time is 0900 hours daily, and return is at 0900 the following day.

Point of Contact: Rose Levett
406-892-4200
406-250-6883 (cell)

Security

Objectives: Provide for the safety of all incident personnel and the public in the execution of all incident operations. (See attached security plan).
Provide security staffing as assigned by the Incident Commander and the Logistics Sections Chief.

Current Security Staffing Requirements

Assignment	Day Shift	Night Shift
ICP/Incident base/ camp	2 SEC2/ 1 SECM	2 SEC2
Home Ranch /Satellite Camp (Engine Camp)	1 SEC2	1 SEC2
Camus Radio Relay	1 SEC2	1 SEC2
Wedge Helibase (South Base)		1 SEC2
Schnaus Helibase (Middle Base)	1 SEC2	
Kintla Retardant Base (North Base)	1 SEC2	
Red Meadow Checkpoint**	1 SEC2/1 Deputy	1 SEC2/ 1Deputy
Trail Creek Checkpoint**	1 SEC2/1 Deputy	1 SEC2/1 Deputy
Minimum Staffing Requirements	8 SEC2/ 1SECM	7 SEC2 *

* (one designated as night supervisor)

** Controlling access to National Forest lands

Vehicles required for transport and assignment:

ICP/Incident Base/ Camp	1
Camus Radio Checkpoint	2 (1 per shift)
Wedge Helibase/Schnaus Helibase	1
Kintla Retardant Base	1
Red Meadow Checkpoint	2 (1 per shift)
Trail Creek Checkpoint	2 (1 per shift)

As of 8/7/03 current resources on hand will provide coverage through 8/12/03 (assuming present assignments continue)

See current security staffing list attached

Logistics Chief concerns:

- 1) Bear attractants (food/juice/sack lunches/etc.) in the ICP. Discuss actions taken to date.
- 2) Drug use in the ICP was suspected. A drug dog can be requested through Sheriff James Dupont or Under Sheriff Chuck Curry of the Flathead County Sheriff's Dept. Dog comes with Deputy Sheriff Bill Emerson (406) 758-5610.

Theft from "For the Stars" Catering. A new shipment of 5.5 oz. juices and 25 cases (48 cans per case) was stolen during the night hours of 8/6 or 8/7/2003.

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Handout 10-8: ICS-221 - Demobilization Checkout

Refer to EL_971_HO_10-8_ICs_Form_221.pdf

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Handout 10-9: ICS-225 – Incident Personnel Performance Evaluation

Refer to EL 971_HO 10-9_ICs Form 225.pdf

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: <ul style="list-style-type: none"> • Determine objectives, priorities and constraints on demobilization.
	2. Review incident resource records to determine scope of demobilization effort: <ul style="list-style-type: none"> • Resource tracking system. • Check-in forms. • Master resource list.
	3. Meet with agency representatives to determine: <ul style="list-style-type: none"> • 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 de-briefing requirements.
	9. Establish communications links with off-incident organizations and facilities.
	10. Prepare Demobilization Plan (ICS Form 221): <ul style="list-style-type: none"> • General - Discussion of demobilization procedure. • Responsibilities - Specific implementation responsibilities and activities. • Release Priorities - According to agency and kind and type of resource. • Release Procedures - Detailed steps and process to be followed.

✓	Task
	<ul style="list-style-type: none"> • Directories - Maps, telephone numbers, instructions and other needed elements. • Continuity of operations (follow up to incident operations): <ul style="list-style-type: none"> • Public Information. • Finance/Administration. • Other. • Designate to whom outstanding paperwork must be submitted. • Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until: <ul style="list-style-type: none"> • Incident activity and work load are at the level the agency can reasonably assume. • Incident is controlled. • On-scene personnel are released except for those needed for final tactical assignments. • Incident Base is reduced or in the process of being shut down. • Planning Section has organized final incident package. • Finance/Administration Section has resolved major known finance problems and defined process for follow-up. • Rehabilitation/cleanup accomplished or contracted. • Team has conducted or scheduled required debriefings.
	11. Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.
	12. Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.
	13. Monitor implementation of Demobilization Plan (ICS Form 221).
	14. Assist in the coordination of the Demobilization Plan (ICS Form 221).
	15. Provide briefing to relief on current activities and unusual events.
	16. Document all activity on Unit Log (ICS Form 214).
	17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

Handout 10-10: 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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Activity 10.1: FACL Role and Responsibilities in the Demobilization Process

FACL Role and Responsibilities in Demobilization Process

Activity 10.1 - Overview - Unit 10

Purpose

The purpose of this activity is to outline the Facilities Unit Leader's role and responsibilities in the demobilization process.

Objectives

Students will:

Describe the steps for demobilizing all the facilities.

- Identify some useful contacts during the demobilization process.
- Establish a timeline for conducting demobilization tasks.

Activity Structure

This activity will last approximately 45 minutes, including small group work and class discussion. It uses the continuing Charleston flood scenario. Students will outline the steps for demobilizing all the facilities, including who they should contact and when everything should occur on a rough timeline.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4 to 6. The following are the specific activities and instructions for your participation in the activity:

1. Within your small group, select a group spokesperson.
2. Discuss and answer the questions below.
3. Write your answers to the questions on easel pad paper.
4. Present your list to the rest of the class.

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

Instructors - Use Handout 10-6: Transition Plan Template

Final Activity: LSC Briefing/Incident Overview

Final Activity – Instructor Guide

Purpose

The purpose of this activity is for the students synthesize and apply the information they have learned in the course to a practical scenario.

Objectives

Students will:

- Complete the tasks of a FACL on an incident from initial arrival through the transition to a new IMT.

Activity Structure

Students will need adequate work space to spread out for this activity. This activity uses a new incident scenario, a tornado that hits Monroe, AR. The activity is scheduled to last approximately 5 hours, including 4 hours of hands-on practice and 1 hour of guided debrief.

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

Final Activity Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Final Activity	4 hours	Small group
Debrief	1 hour	Classroom

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Final Activity: LSC Briefing / Incident Overview

LSC Briefing

Update of the situation:

- At approximately 1400 hours on April 26, **20XX** an F-3 Tornado touched down in Monroe Arkansas. The path of destruction began in the area of 9th Ave paralleling Hwy 79 and continued northeast across the center of town through the downtown area of the city and into the rural area before dissipating.
- The current time is 1900 on April 26, **20XX**.
- There several incidents involving fires and gas leaks throughout the tornado's path. The fire water mains have been disrupted by numerous water breaks and a loss of pumping capacity due to city-wide power outage.
- The local Emergency Management Agency in Monroe, AR, is reporting overwhelming severe damage to homes and businesses. The local hospitals are exceeding their capacity. City services have been rendered non-operational, there is a water contamination advisory, and power is out for most of the city.
- The wake of the destruction left behind a 3-block by 1-mile path of residential houses (approximately 600 destroyed or heavily damaged and collapsed dwellings) before reaching historic downtown striking dozens of single- and multi-story office buildings and light retail buildings including a high-rise:
 - A 16-story AIG Insurance Administrative Building, which at the time was heavily occupied, reports of multiple injuries and trapped and missing employees.
 - Unreinforced concrete and brick veneer buildings have become partially collapsed in the historic part of downtown, which is the financial tax base for the city.
 - There are reports of two small structure fires burning in the residential area and one of unknown size and occupancy in the downtown retail district. Monroe City Fire Department is on the scene at the downtown fire, but limited water pressure is making it difficult to fight. Access to the others is difficult, but they appear not to be spreading at this time.
 - There are additional reports of tornadoes that have touched down 45 miles farther to the east. The rain has continued to fall causing flooding throughout the region surrounding Monroe. The rainfall has reached an alarming amount and the local rivers and streams have become swollen; the rainfall has caused a serious impact and is expected to continue through the week.

Specific Information:

- We are to support the ongoing operations and develop plans to integrate or assume command as of 930 today; April 26, 20XX. Specific Information:
- Emergency workers are being overwhelmed and are not being adequately cared for. It is anticipated that a considerable amount more responders will most likely be needed and supported before this mission is completed.

- Rescue operations are ongoing and will continue for the foreseeable future
 - As the Facilities Unit Leader, you need to provide Facilities Infrastructure and Services, assemble your staff and be ready to fulfill the needs of the IMT and the host agency in support of this mission.
- The Nick Dunn High School at W. 13th Ave and S. Redbud St in Monroe, AR has been made available for your Incident Command Post facilities use prior to your arrival, but no agreements have been established. The school population is 600 students when in session. It has a combination of fixed facilities including a pool, stadium-type football field, several softball/baseball fields, soccer field, and bus repair facilities. There is an adjacent open field, which is owned by a private property owner having approximately 55 acres of flat land.
- The Emily Paige Community Center has also been made available as a Staging Area. It has a gym with 200 person bleachers, bathroom facilities, a pool, 3 meeting rooms with 50-, 70-, and 100-person capacities respectively, a kitchen service buffet line, and a 300-person auditorium. The community center is located at 1105 S. Walnut St. between W. 3rd Ave and W. 4th Ave in Monroe, AR.
 - The Monroe City EOC is not functional, but the Monroe County EOC is open and operational.
 - The Monroe Memorial Hospital is a 200-bed facility and is at maximum capacity from normal operations prior to the incident and with self-presenters. County EOC is not functional, but the Monroe County EOC is open and operational.
 - All City Departments are actively operating and attempting to secure the city services and get a status report on the effects and impact of the destruction.

Weather:

- Current local forecast 63 Degrees with winds out of the south gusting to 35 mph and scattered showers.
- Due to a tropical depression gaining strength in the Gulf, there are thunderstorm watches in effect for the Monroe area and surrounding counties. (See extended weather forecast.) Insert the purpose of the activity.

Incident Overview

NWS Forecast for: LOCAL AREA

Issued by: National Weather Service

This Afternoon: Scattered showers and thunderstorms. Chance of precipitation is 40%. Mostly cloudy, with a high around 88. Windy, with a southeast wind between 15 and 20 mph.

Tonight: Scattered showers and thunderstorms before 8 p.m., then a slight chance of showers. Chance of precipitation is 40%. Mostly cloudy, with a low around 76. Southeast wind between 10 and 15 mph.

Thursday April 27, 20XX: A slight chance of showers, then showers and thunderstorms likely after 8 a.m. Chance of precipitation is 60%. Mostly cloudy, with a high around 89. South-southeast wind between 10 and 15 mph.

Thursday Night: Showers and thunderstorms likely, mainly before 8 p.m. Chance of precipitation is 60%. Partly cloudy, with a low near 76. Southern wind between 10 and 15 mph.

Friday April 28, 20XX: Scattered showers and thunderstorms before 8 a.m., then scattered showers and thunderstorms after 2 p.m. Chance of precipitation is 50%. Partly cloudy, with a high near 90. South-southwest wind between 10 and 15 mph.

Friday Night: Scattered showers and thunderstorms before 2 a.m. Chance of precipitation is 50%. Partly cloudy, with a low around 75. South-southwest wind between 5 and 15 mph.

Saturday April 29, 20XX: Scattered showers and thunderstorms after 2 p.m. Chance of precipitation is 30%. Partly cloudy, with a high around 90. Southwest wind between 5 and 10 mph.

Saturday Night: Scattered showers and thunderstorms, mainly before 8 p.m. Chance of precipitation is 30%. Partly cloudy, with a low around 74. West-southwest wind between 5 and 10 mph.

Sunday April 30, 20XX: A 30% chance of showers and thunderstorms after 2 p.m. Partly cloudy, with a high around 89. Western wind around 5 mph becoming south.

Sunday Night: A 30% chance of showers and thunderstorms, mainly before 8 p.m. Partly cloudy, with a low near 73. Southern wind around 5 mph.

Monday May 1, 20XX: A 30% chance of showers and thunderstorms after 2 p.m. Partly cloudy, with a high around 89. South-southeast wind around 5 mph.

Monday Night: A 30% chance of showers and thunderstorms before 8 p.m. Partly cloudy, with a low around 73. East-southeast wind around 5 mph.

Emergency Resources On-Scene

MONROE CITY FIRE DEPARTMENT

The local emergency resources are overwhelmed and handling numerous incidents throughout the city. Monroe City Fire Department has 5 fire houses, with a daily line staffing of 30 personnel & 104 personnel department-wide, with 5 Type 1 Engine Companies, 1 Type 1 Ladder Truck, 2 Patrols Squads, 1 Battalion Chief, and 3 Staff Chief Officers.

City Population: 87,000

MONROE COUNTY FIRE DEPARTMENT

The County Fire Department has 4 Fire Stations with daily line staffing of 25 personnel & 88 personnel department-wide, with 4 Type 1 Engine Companies, 1 Type 1 Ladder Truck, 1 Patrol Squad, 1 Battalion Chief and 2 Staff Chief Officers. They have sent limited resources to the City of Monroe and are handling the reported smaller structure fires, natural gas leaks, light rescues, and medical assistance.

County Population outside of Monroe: 71,000

McKee AMBULANCE SERVICE:

McKee Ambulance Service is a contract service provider and has 3 ambulances serving the City and County. It has 1 ambulance is reserve status and is unstaffed.

3 Type 1 Ambulances with 1 Paramedic and 1 EMT on each.

LAW ENFORCEMENT:

City Police Department

12 Officers on Duty; 75 Agency Total

Monroe County Sheriff's Office

8 Officers on Duty; 45 Agency Total

Law Enforcement Staffing

1 Officer per patrol vehicle

*All on-duty Monroe City Police, EMS, and Fire resources are committed to the tornado Incident. Emergency call back has been initiated and is in effect although it is anticipated that 20% of the respective service organizations will report back for duty.

Resources Requested

2 Type 2 Ambulance Strike Teams out of Little Rock

1 Type 2 Ambulance Strike Teams out of Memphis, TN

1 Air Ambulance out of Little Rock

1 Air Ambulance out of Memphis, TN

1 Type I Fire Engine Strike Teams out of Little Rock

1 Type I Fire Engine Strike Teams out of Pine Bluff

1 Type I Fire Engine Strike Teams out of Buttercup

1 Law Enforcement Squad out of Little Rock PD

1 Law Enforcement Squad out of Arkansas State Police in Little Rock

1 Law Enforcement Squad out of Memphis, TN

Regional Technical Search and Rescue State Team

3 National Guard Platoons

Arkansas Department of Environmental Quality

Arkansas Department of Health

EPA OSC Region 6 Dallas

1 Type 2 FEMA Incident Support Team (IST) is arriving within the hour.

1 Type 3 Collapse Search and Rescue Team from off-duty Monroe City & County responders has been deployed.

USAR TX-TF1 will be arriving and going to work on the downtown area within the next 2 hours.

2 USAR Task Forces, Tennessee TN-TF-1 and Missouri MI-TF1, are en route by ground, ETA unknown; and 2 State/Regional USAR Task Forces Teams from Illinois are en route, ETA unknown.

2 Disaster Medical Assistance Teams (DMAT) have been activated and deployed to the region for the potential of a large amount of injured victims.

Definitions

Law Enforcement Squad—An organized element of a platoon consisting of 11 officers and a supervisor (sergeant), 12 total personnel in a minimum of 3 patrol vehicles.

Type 2 Ambulance Strike Team—5 Type 2 ambulances (ALS w/no HAZMAT), 2 persons per ambulance.

Type 2 FEMA IST—22 persons

USAR TF—70 persons

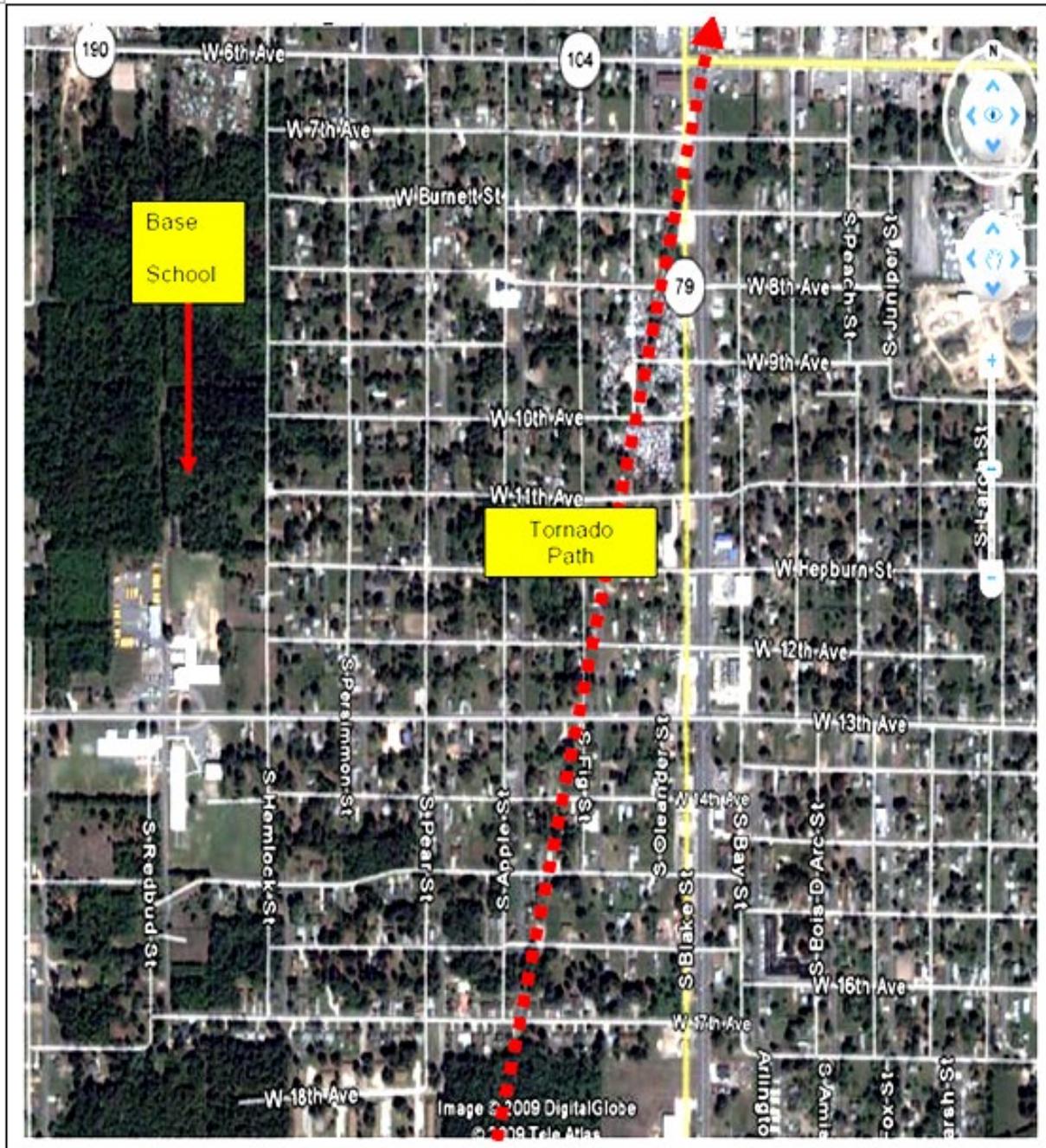
DMAT—30 persons

National Guard Platoon—66 persons

Fire Staffing:

5 Type 1 Engines	4 firefighters on each
1 Type	1 Ladder Truck 5 firefighters on each
2 Squads	2 firefighters on each
Command Vehicle	1 Chief Officer

Monroe, AR Map





Final Activity: Land Use Agreement Template

INCIDENT AGENCY (name, address, phone number)	Page _____ of _____ AGREEMENT NUMBER MUST APPEAR ON ALL PAPERS RELATING TO THIS AGREEMENT AGREEMENT NUMBER _____ EFFECTIVE DATES a. beginning _____ b. ending _____
---	---

OWNER (name, address, phone number-include day/night/cell/fax) DUNS: _____ EIN/SSN: _____ PAYMENT ADDRESS: Same as above, or _____	INCIDENT NAME: _____ INCIDENT NUMBER: _____ RESOURCE ORDER NUMBER: _____
---	--

TYPE OF CONTRACTOR ("X" APPROPRIATE BOXES) SMALL BUSINESS LARGE BUSINESS SMALL DISADVANTAGED OWNED WOMEN OWNED HUBZONE SERVICE DISABLED VETERAN
The owner of the property described herein, or the duly appointed representative of the owner, agrees to furnish the land/facilities for use as _____.
DESCRIPTION OF LAND/FACILITIES: Address or specific location. If street or highway address is unavailable, use distance from nearest city, crossroads, or other significant landmark. The local description of how to get to the land/facilities is also acceptable. (attach separate sheet if more space is necessary)

County: _____ State: _____ Township: _____ Range: _____ Section: _____

ORDINARY WEAR AND TEAR: Ordinary wear and tear is based on the customary use of the land/facilities, and not the use resulting from the incident.

RATE: For each Month that the land/facilities are used, the Government will pay the rate of \$ _____ per Month, or provide consideration as follows: _____. Ordinary wear and tear are included in the rate. The minimum amount guaranteed to be paid under this agreement shall be \$ _____, regardless of the length of use. Payment shall be in accordance with the incident Agency payment procedures. Payment for a lesser period shall be prorated based on a month being 30 days and rounded to the nearest dollar.

UTILITIES AND SERVICES: (check only one)

The above rate includes utility charges for the following: GAS ELECTRICITY WATER TOILET SUPPLIES
JANITORIAL SERVICES & SUPPLIES TRASH REMOVAL SEPTIC SERVICE EXISTING TELECOMMUNICATIONS
The above rate excludes utility charges. The Government will pay to the owner the sum determined due by the Contracting Officer based on: _____.

RESTORATION: Restoration beyond ordinary wear and tear. (check only one)

The above sum includes Government restoration of land/facilities. Restoration shall be performed to the extent reasonably practical.
Restoration work includes: _____.
The above sum excludes restoration of land/facilities. Reasonable costs incurred by the owner in restoring land/facilities to their prior condition shall be submitted to the Contracting Officer.

Page _____ of _____
Agreement No: _____

ALTERATIONS: The Government may make alterations, attach fixtures or signs, erect temporary structures in or upon the land/facilities, install temporary culverts, trenching for utilities, which shall be the property of the Government. Alterations will be removed by the Government after the termination of the emergency use, unless otherwise agreed.

ORAL STATEMENTS: Oral statements or commitments supplementary or contrary to any provisions of this Agreement shall not be considered as modifying or affecting the provisions of this Agreement.

CONDITION REPORTS: A joint pre and post-use physical inspection report of the land/facilities shall be made and signed by the parties; the purpose of the inspections shall be to reflect the existing site condition. Refer to attached Checklists.

OTHER: Describe in detail: _____.

TERMS AND CONDITIONS: See attachment.

CHECKLIST(S): See attachment. Fill in the following drawing showing the land/facilities under agreement. Include buildings, roads, paved areas, utility lines, fences, ditches, landscaping and any other physical features which help describe the area.

ADDITIONAL CLAUSES:

INSERT CCR CLAUSE, and Permits and Responsibilities Clause*

Convict Labor (FAR 52.222-3) (June 2003)

Extras (FAR 52.232-11) (APR 1984)

Disputes (FAR 53-233-1)(DEC 1998) ALT I (JULY 2002)

Termination for the Convenience of the Government (Services) (Short Form) (FAR 52.249-4) (APR 1984)

Termination for Default (Fixed-Price Supply and Service) (FAR 52.249-8) (APR 1984)

Payments (FAR 52.232-1) (APR 1984)

Interest (FAR 52.232-17) (June 1996)

Prompt Payment (FAR 52.232-25) (FEB 2002)

Changes—Fixed Price (FAR 52.243-1) (AUG 1987) ALT I (APR 1984)

Loss, Damage or Destruction. The Government will assume liability for the loss, damage, or destruction of facilities furnished under this Agreement, provided that no reimbursement will be made for loss, damage, or destruction when due to (1) ordinary wear and tear, or (2) the fault or negligence of the owner or the owner's agent(s).

OWNER / OWNER'S AGENT SIGNATURE:	DATE:	CONTRACTING OFFICER'S SIGNATURE:	DATE:
----------------------------------	-------	----------------------------------	-------

PRINT NAME AND TITLE: PHONE NUMBER (if different from Owner's)	PRINT NAME AND TITLE: PHONE NUMBER:
--	---

Page ____ of ____
Agreement No: ____

PRE-USE INSPECTION: Description or photos (no digital) or condition immediately prior the Government's occupancy. Refer to attached checklist.

OWNER / OWNER'S AGENT SIGNATURE:

DATE:

CONTRACTING OFFICER'S SIGNATURE:

DATE:

PRINT NAME AND TITLE:

PRINT NAME AND TITLE:

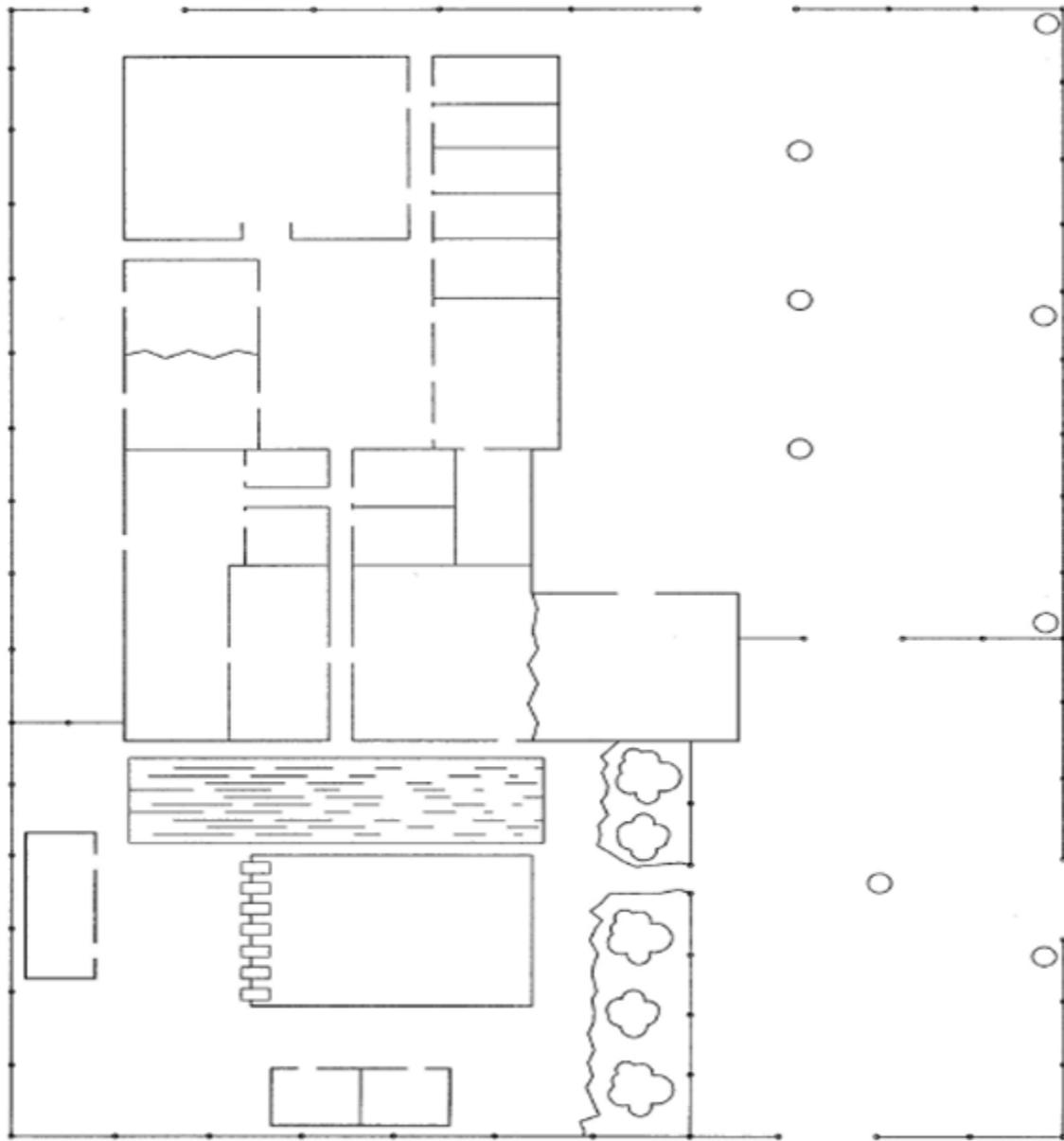
POST-USE INSPECTION: Description of photos (no digital) or condition immediately following the Government's occupancy.

TOTAL AMOUNT DUE \$_____
RELEASE OF CLAIMS STATEMENT: Contract release for and in consideration of receipt of payment in the amount shown in 'total amount due'. Contractor hereby releases the Government from any and all claims arising under this agreement except as reserved in remarks.
REMARKS:

OWNER / OWNER'S AGENT SIGNATURE:	DATE:	CONTRACTING OFFICER'S SIGNATURE:	DATE:
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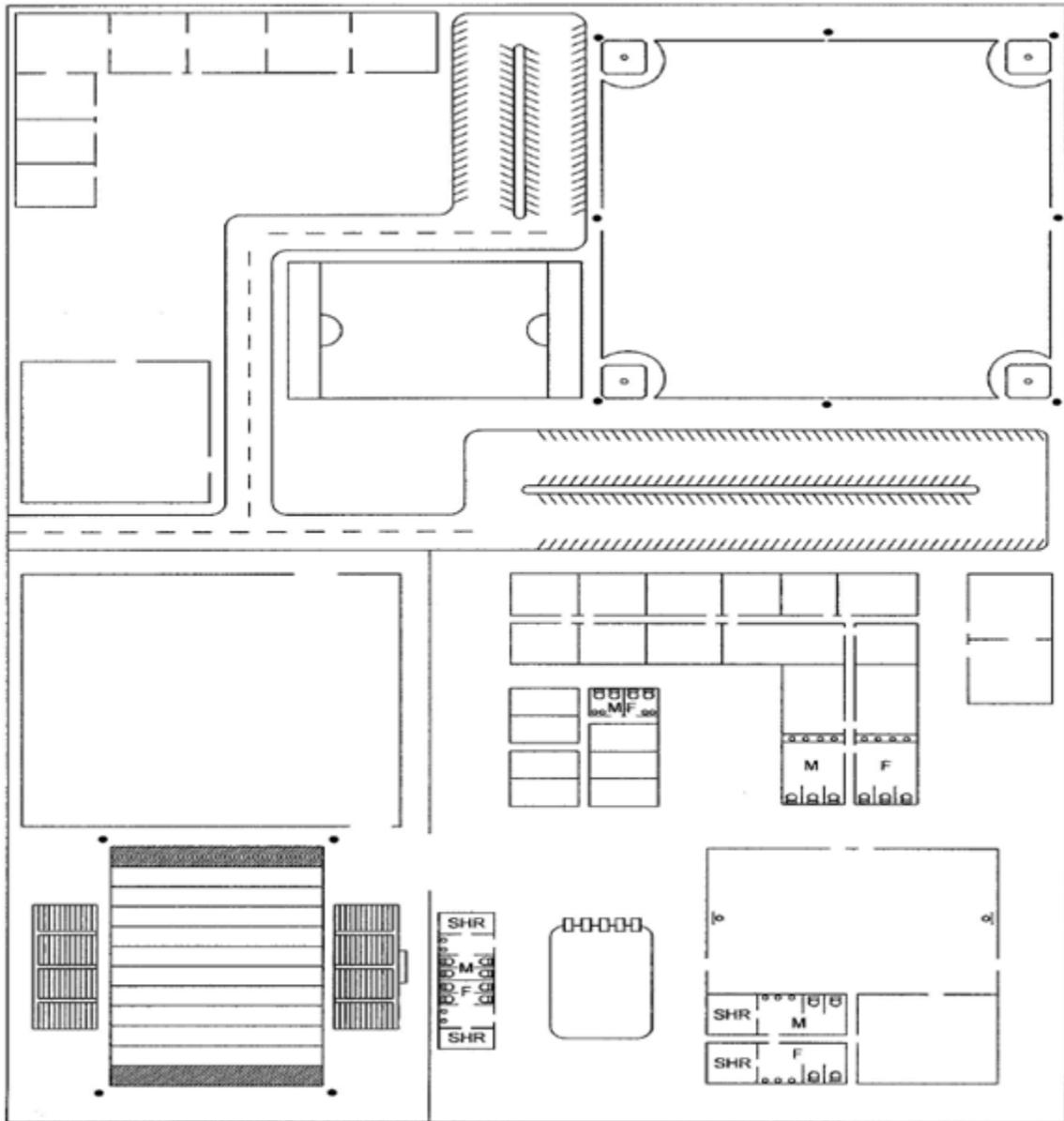
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Emily Paige Community Center Plot Plan

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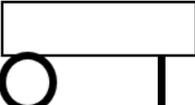
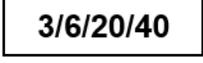


Nick Dunn High School Plot Plan

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Plot Map Legend

 Draw a solid line for **Potable Water Lines**
 Draw a dashed line for **Gray Water Lines**
 Draw a dotted line for **Telephone/ Communications Lines**
 Draw a dot and dash line for **Electrical Cords**

 Kitchen/ Food Unit	 Reefer Trailer	 Briefing Display Boards
 Shower	 ICP Unit Specific	 Toilets
 Water Bladders	 POTABLE	 Laundry Unit
		 Hand Washing Stations
 Sm. Tents Sleeping	 Dumpsters	 Trash Cans
		 Generators
 Lg. Tents Office/briefing – Size?	 Light Towers	 Heaters/fans/ A/C

Color may also be used to differentiate map symbols. For example Potable Water Lines could be blue, Gray Water Lines could be yellow, Communications Lines could be green and Electrical Cords could be red

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