Incident Command System

Logistics Section Chief

- LSC -

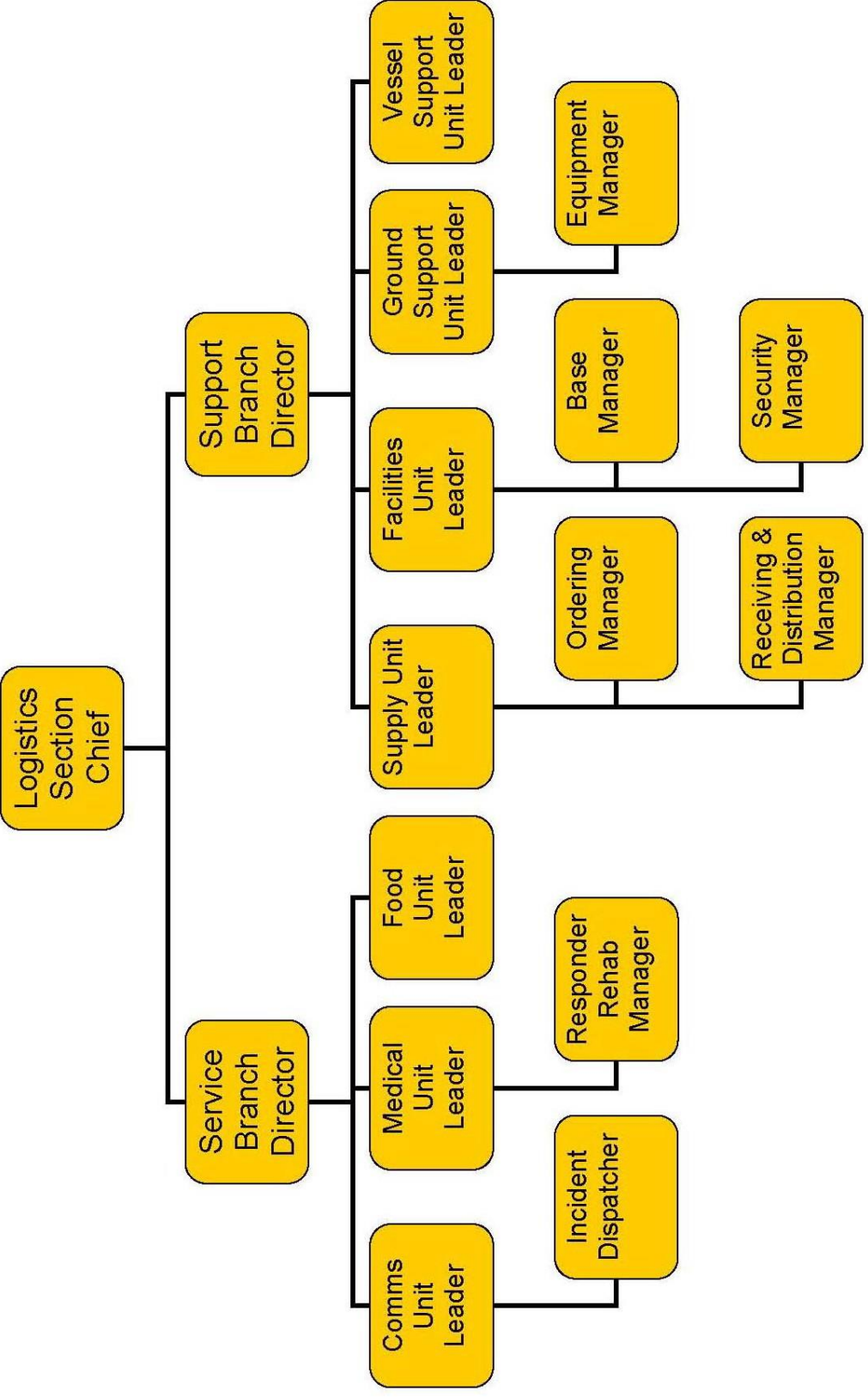# Job Aid

July 2014

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                    Logistics
                    Section
                    Chief
                       |
        +--------------+--------------+
        |                             |
   Service                       Support
   Branch                        Branch
   Director                      Director
        |                             |
  +-----+-----+-----+       +-----+-----+-----+-----+
  |     |     |             |     |     |     |
Comms Medical Food      Supply Facilities Ground Vessel
Unit   Unit  Unit       Unit   Unit      Support Support
Leader Leader Leader    Leader Leader    Unit    Unit
  |     |                 |      |        Leader  Leader
Incident Responder     Ordering Base       |
Dispatcher Rehab       Manager  Manager  Equipment
           Manager        |       |      Manager
                       Receiving & Security
                       Distribution Manager
                       Manager
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Overview

User

The user of this job aid will be anyone assigned as Logistics Section Chief (LSC) within the National Incident Management System (NIMS) Incident Command System (ICS).

- Personnel assigned to this position should have a good logistics background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank.

When to Use

This Job Aid can be used anytime as a supplement to the Incident Management Handbook (IHM). Generally, the IMH covers "what" to do but not "how" to perform a particular function.

This Job Aid does not cover other important traits of an effective LSC, such as good leadership, interpersonal and communications skills, or experience in risk-based decision making
A good LSC exhibits these traits and many more in addition to properly executing the ICS.

Major Tasks

Below is a list of major accomplishments:
- Comprehensive understanding of incident situation
- Overall logistics requirements of incident (e.g. ICP, base, camp, etc)
- Specific logistics requirements of each operational period
- Effective incident communications for all response personnel
- Effective demobilization and transfer

Reference

Below is a list of references that may be required while using this job aid:
- Incident Management Handbook (IMH) COMDTPUB P3120.17 is the key reference for executing Incident Command System processes. The IMH is available on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics/**.

- USCG Logistics Section Chief (LSC) Performance Qualification Standard (PQS)

Materials

Ensure you have these materials during an incident:
- Orange Vest with LSC inserts (large and small)
- ICS 214 Unit Log
- Notebook – recommend "Write-in-the-Rain"

ICS Forms

Most of the forms necessary to complete this job can be found on the Texas A&M Forest Service ICS web pages at http://tfsfrp.tamu.edu/toolbox/classic.html
Generally, the LSC will either work with or have responsibility for information on the following forms:
- Organization Assignment List (ICS 203)
- Communications Plan (ICS 205)
- Communications List (ICS 205a)
- Medical Plan (ICS 206)
- Incident Organization Chart (ICS 207)
- Site Safety Plan (ICS 208)
- Incident Summary Status (ICS 209)
- Check-In List (ICS 211)
- General Message (ICS 213)
- Unit Log (ICS 214)
- Support Vehicle Inventory (ICS-218)
- Accountable Property Assignment Record (ICS-219-9)
- Demobilization Check-Out (ICS 221)
- Daily Meeting Schedule

Other Forms

- Resource Request/Order Tracking Spreadsheet

Checklists
Initial Actions

☐	**Check-in** (see detail on page 17)
☐	**Resource orders - Finance** (see detail on page 18)
☐	**Lodging assignment - Logistics** (see detail on page 18)
☐	**Meal schedule - Logistics** (see detail on page 19)
☐	**Review & sign Site Safety Plan** (see detail on page 19)

Situation Assessment

□	**What kind of incident?** (see detail on page 21)
□	**Who are key players?** (see detail on page 22)
□	**When incident occurred?** (see detail on page 22)
□	**Where is incident location/AOR?** (see detail on page 22)
□	**Incident organization?** (see detail on page 22)
□	**Resources on-scene?** (see detail on page 22)
□	**Next meeting or briefing?** (see detail on page 23)

Initial Brief

☐	Your role (see detail on page 24)
☐	Size and complexity of incident (see detail on page 24)
☐	IC/UC expectations (see detail on page 24)
☐	Limitations and constraints (see detail on page 25)

Activate Logistics Section

☐	**Establish work location** (see detail on page 26)
☐	**Organize and brief subordinates** (see detail on page 27)
☐	**Acquire work materials** (see detail on page 27)

☐	**Forecast requirements**
	(see detail on page 28)
	    Transportation
	    Medical
	    Communications
	    Facilities
	    Processes
	    Safety issues
	    Environmental issues
	    Food and shelter

Business Management Meeting

☐	**Resource orders vs requests** (see detail on page 32)
☐	**Funds availability** (see detail on page 32)
☐	**Property tracking** (see detail on page 33)
☐	**Practicing good stewardship** (see detail on page 33

Command and General Staff Meeting

☐	**Verify support requirements for meeting with PSC** (see detail on page 69)
☐	**Incident Situation** (see detail on page 34)
☐	**IC/UC opening remarks** (see detail on page 34)

☐	**Receive IC/UC direction**
	    Decisions – (see detail on page 35)
	    Priorities – (see detail on page 35)
	    Limitations & Constraints – (see detail on page 35)
	    Objectives – (see detail on page 36)
	    Procedures – (see detail on page 36)

☐	**Provide feedback to IC/UC on focus/direction** (see detail on page 36)
☐	**Discuss interagency issues** (see detail on page 37)
☐	**Discuss resource requesting, approval and ordering process** (see detail on page 37)
☐	**Discuss Logistics Section needs** (see detail on page 38)
☐	**Discuss support facilities** (see detail on page 38)

Preparing for the Tactics Meeting

☐	Verify support requirements for the next meeting with PSC (see detail on page 69)
☐	Conduct Staff meeting (see detail on page 50)
☐	Status/availability of tactical resources (see detail on page 39)
☐	Status of ordered resources (see detail on page 40)
☐	Summarize support capabilities, facilities, communications, etc (see detail on page 40)
☐	Clarify processes (see detail on page 40)

Tactics Meeting

☐	Review proposed tactics (see detail on page 42)
☐	Identify resource needs & reporting locations (see detail on page 42)
☐	Discuss availability of needed resources (see detail on page 42)
☐	Identify resource shortfalls (see detail on page 43)
☐	Identify resource support requirements (see detail on page 43)
☐	Recommend reconvening before Planning meeting to validate plan (see detail on page 43)

Preparing for the Planning Meeting

☐	Verify support requirements for the next meeting with PSC (see detail on page 69)
☐	Confirm status and availability of resources – Logistics units (see detail on page 44)
☐	Determine additional support resources (see detail on page 44)
☐	Order necessary resources (see detail on page 45
☐	Update OSC on non-availability ASAP (see detail on page 45)
☐	Order support for resources (see detail on page 45)
☐	Identify contingencies (see detail on page 45)

Planning Meeting

☐	Validate resources available for next operational period (see detail on page 46)
☐	Provide support for the proposed Incident Action Plan (see detail on page 46)

Post-Planning Meeting Actions

☐	**IAP information to PSC**
	ICS-205
	      (see detail)
	      (see example on page 75)
	ICS-206
	      (see detail
	      (see example on page 76
	Transportation Plan
	Traffic Plan

☐	**Validate resource availability** (see detail on page 24)
☐	**Communicate work locations and times to all on-coming personnel** (see detail on page 25)
☐	**Critical Information reporting** (see detail on page 25)

Operations Briefing

☐	LSC covers logistics issues
☐	Food (see detail on page 48)
☐	Transportation Plan (see detail on page 49)
☐	Communications Plan (ICS-205) (see detail on page 49)
☐	Medical Plan (ICS-206) (see detail on page 49)
☐	Supply updates (see detail on page 49)

Personnel Evaluation Criteria

☐	Crew morale? High Med Low
☐	Are assignments completed on time?
☐	Are injuries exceeding normal operating environment?
☐	Is team effectively interacting?
☐	Number of unresolved issues passed to Command?
☐	Any aggression or frustration by team members?
☐	Possible solutions to problems/issues?

Demobilization

☐	**Provide input to Demob Plan** (see detail on page 61)
☐	**Brief Replacement, as necessary** (see detail on page 61)
☐	**Replenish supplies** (see detail on page 68)

☐	**Provide documentation to Documentation Unit**
	      ☐ Contracts
	      ☐ Reports of Survey
	      ☐ ICS-214s
	      ☐ Decision Memos

☐	**Turn in equipment, as appropriate**
☐	**Complete ICS 221**

General Tasks

Initial Actions

The following tasks should be accomplished as soon as possible after arriving on-scene.

1. Check-in: Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS-211.

   If you are in the first group of personnel assigned and there is no check-in function set up, contact the RESOURCE UNIT LEADER (RESL) or PLANNING SECTION CHIEF (PSC) and discuss the need for a check-in process.

   a. Ensure you have your Order Number available. This enables the Check-in Recorder (SCKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:

      i. Example: O-374 (O is for Overhead, and the 3 digit number is assigned by Logistics).

   b. Additional information. The incident will want a phone number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have.

    c. Receive assignment if available. Although you probably know why you are at the incident, Check-in may have a different assignment (e.g. DIV A Supervisor, Salvage Group Supervisor, Supply Unit Leader, etc).

    d. Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is issuing credentials, you should receive them when you check-in.

2. Finance Check-in: Leave copy of resource orders or other travel documents with FSC or Admin Officer. Determine how often to turn time into FSC and start OF- 288 Emergency Firefighter Time Report.

3. Logistics Check-in:

    a. Lodging assignment: The incident is responsible for ensuring you have adequate housing unless you are locally based. If the incident is small, Dispatch may ask you to make your own arrangements, or they may have already contracted with a local hotel

for incident personnel. Even if you have made your own arrangements, you should still be tracking where personnel are housed.

b. Meal schedule: The size, complexity and location of an incident will impact the availability of meals. You should become familiar with this information since the LSC has this responsibility.

   i. On most AHIMT responses, meals are the responsibility of the individual since they are on per diem, BAS or Separate Rations.

   ii. If meals are provided the incident FDUL generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim. The government is prohibited from providing a meal at no cost while paying the responder per diem for food.

4. Safety - Review and sign the Site Safety Plan: As a member of the command cadre, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards, knowledge can be the difference between zero accidents and preventable injuries.

a. Each incident should have a Site Safety Plan where the Safety Officer (SOFR) has elaborated on these hazards.

b. These hazards should be factored into the development of the Medical Plan, Transportation and Traffic Plans, and design of incident facilities.

c. Review and sign the Site Safety Plan indicating your awareness and understanding.

Situation Assessment

The purpose of this task is to acquire additional background on the incident prior to starting your assignment. As a member of the IMT leadership, you will share in the success or failure of commands objectives. Part of "starting right" is for each LSC to take responsibility for getting a handle on the situation so they have a better understanding of the big picture. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. The following tasks should be accomplished AFTER checking-in to the incident.

1. Review the current ICS 201 and/or IAP for an overview of current operations. You need to find out the Who, What, When, and Where related to the incident:

2. **What** is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This gives the LSC an idea of the resources that Operations will probably be requesting.

3. **Who** are key players (Federal, State, local, industry)? This may give you some insight into why Command is setting particular objectives. One of the LSC's key functions is to ensure that the support you are requested to provide is aligned with Command's objectives.

4. **When** did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc. As the LSC you need to know if the incident is expanding, steady state, or contracting.

5. **Where** did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit/agency AOR and the incident AOR? Generally, there should be a difference.

6. **What** is the **incident organization**? You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Finance Section Chief (FSC), and Safety Officer (SOFR).

7. What **resources** are on-scene and/or enroute? This is not about memorizing resources. However, the LSC should have a ballpark idea of what is currently available to support the operations on-scene and the broad categories of resources that will be required. For example:

a. Resources

    i. Vehicles (sedan, buses, trucks, fire, etc)

    ii. Vessels (law enforcement, deck cargo barges, oil recovery, etc)

    iii. Helicopters (overflight, passenger carrying, heavy lift, etc)

    iv. Expertise (environmental, salvage, law enforcement, fire, etc)

b. Support

    i. Personal Protective Equipment

    ii. Radios, Cell phones, Porta Johns, etc

    iii. Admin equipment (copy machines, printers, fax machines, etc)

    iv. Fuel, food, lodging, transportation, etc

    v. Facilities (base, camps, staging areas, etc)

c. Sources of information

    i. Contingency Plans (ACP, AMSP, etc)

    ii. Local Emergency Management

    iii. Local Police, Fire

    iv. Contractors

8. **When** is the next scheduled meeting? (check on the Situation Status boards)

Meetings and Briefings

Initial Brief

The initial briefing is the opportunity for the LSC to receive additional details about their incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Incident Commander and/or Deputy IC before you start working. If you are NOT able to attend this brief, your next and most important opportunity is the Command and General Staff meeting.

1. Your role
   a. How big a role are you playing? Are you playing the role of LSC <u>and</u> FSC?
   b. Do you have the experience for the role you are playing?
2. Size and complexity of incident:
   a. Is the incident expanding or contracting?
   b. Will the IC(s) give you the authority to order the resources you need to effectively manage your section?
3. Expectations of the IC: IC's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is

possible and even probable that the IC(s) does not have expertise in Logistics.

   a. Do you have expertise in Logistics for this type of incident?

   b. Does command want a briefing from you on the process and procedures you typically use?

   c. How often does command want to be updated? What are their trigger points?

4. Limitations and Constraints (e.g. are you the right LSC for the job?). While this may seem intuitive, you should always ask yourself this question. Even if you lack experience or expertise, can you bring on a Deputy and/or Unit leaders with the appropriate background?

   a. Special concerns (e.g. reporting criteria)

   b. Establish a Resource request process.

   c. Establish a Resource ordering process.

   d. Critical information reporting expectations

Activate Logistics Section

If you are reading this section you probably don't have a work location set up yet. Ideally, check-in and situation assessment shouldn't take you more than about 30 minutes. Add 30 minutes for a brief from your IC and you are now one hour into the incident. It's time to get to work!

1. Establish work location – Where Logistics sets up shop during an incident can have a profound impact on their overall effectiveness. While your primary customer is Operations, you manage a lot of support facilities and will interact the most with Planning and Finance.

    a. Do's

        i. Setup close to Planning and Finance. You have a very close relationship with the PSC and FSC and your Supply Unit Leader (SPUL) has a very close relationship with the Resource Unit Leader (RESL) and the Procurement Unit Leader (PROC).

        ii. Think about how big your organization (the Logistics section) may get and plan accordingly. Moving once is disruptive but typical during the early stages of the incident. Moving once the organization settles in can be very problematic.

        iii.   Factor in flow of information to your design.

        iv.   Ensure your space is a safe place to work.

  b. Don'ts

        i.   Setup shop away from the ICP.

        ii.   Forget to have the SOFR evaluate your facilities.

2. Organize and brief subordinates: If you have anyone working for you at this point, don't leave them hanging. Get together and assign position responsibilities if possible (see Staff Meeting on page 50. If your staff doesn't have the ICS skills then tell them what you need done in the few hours while you are waiting for qualified unit leaders.

3. Acquire work materials:

  a. Equipment: Ideally, you should have a starting point with supplies that are already in your go-kit. See Appendix B – Go-kit Supply List on page 68). While there are many boxes available, a Pelican Case (model 1650) will get you started with the items identified in the Appendix.

  b. Personnel: With the exception of simple Type 3 incidents you should get an initial order in ASAP for the following. You may

very well need additional personnel but these are key to getting your world in order. This table does NOT consider shift work. Remember that it is a lot easier to demobilize personnel than to overwork your existing personnel to support your requirements.

Position	Quantity
SPUL & staff	2
FACL & staff	2
COML & staff	3
GSUL & staff	3
MEDL & staff	1
FDUL & staff	1

4. Forecast requirements: This is one of the most critical points in the work that you (the LSC) do to help the Incident Management Team move from a crisis to managed phase.

   a. Transportation – How are responders getting around the incident (to/from hotels, to/from work sites, etc). If the incident is small this may be a moot point. However, as an incident grows (even a Type 3 incident) you should consider every vehicle that the

incident is paying for, plus government vehicles, as fair game for inclusion in the incident motor pool.

 i. Do you want to manage this process? If not, you need a GSUL.

 ii. Do you need an incident process to describe how responders and their vehicles support the IMT?

 iii. Transportation Plan (for responders – how do I get from my hotel to the incident when my shift starts)

 iv. Traffic Plan (for vehicle drivers to ensure safety)

b. Medical – Does the incident need a simple medical plan (ICS-205) that just describes where local hospitals are? Or do the complexities of the incident suggest that you (or a MEDL) contact the local hospitals and ensure they have the capability to support potential trauma, chemical exposures or other more serious injuries?

c. Communications – Incident communication is not just about radios. Almost all incidents now use at least computers and cellular telephones. More complex incidents use computer servers, Cellular-on-wheels (COWs), tele-conferencing and video conferencing. As the LSC your job is to

ensure incident personnel have the right tools to communicate. For any incident beyond a simple Type 3, bring in a COML.

d. Facilities – Every incident has an ICP, even if the ICP is on the hood of a truck! If your incident ICP involves more than the "hood of a truck" GET A FACL! You won't regret it. The FACL is responsible for every incident facility from cradle to grave, including management.

e. Processes – How many processes does this incident require? Below are just some that you should be thinking about.

i. Resource request process (see discussion on page 54 and example on page 77)

ii. Resource ordering process (see discussion on page 54 and example on page 80)

iii. Agency cost sharing agreement (this may be driven by the FSC).

iv. Vehicle management plan (including a safety plan)

v. Classified communication management plan (different from the ICS-205, this plan describes how the incident

manages, tracks and secures classified equipment and information).

vi.   Property management plan (coordinated with the FSC)

f. Safety issues – You should establish a close working relationship with the SOFR to ensure you minimize the potential for safety hazards. Slips, trips and falls, inadequate or overloaded circuits, food safety, vehicle and vessel safety are all support areas to the incident that require oversight of some type. Depending on the size of the incident you may ask for an Assistant Safety Officer whose only job is evaluating each facility and ensuring potential problems are corrected.

g. Environmental issues – The footprint made by the incident management team will have an impact on the environment, even if a very small one. Be aware of your short and long term impacts and consider those things that can mitigate your presence.

h. Food and shelter – Remember that good food and sleep can cure a lot of responder generated problems. Fail to look after your people and they will fail you!

Business Management Meeting

The purpose of this meeting is to ensure that there is an on-going dialogue regarding logistical and financial processes and activities for the incident and that they are communicated to key personnel. While the meeting can take place anytime, experience suggests that a quick daily meeting just prior to the Command and General Staff meeting works well. This enables the LSC and FSC to have the most up-to-date information just prior to the C&GS meeting. Items for discussion include but are not limited to the following:

1. Are resource orders keeping up with requests? If not, why not.

    a. Are all incident personnel using the request process? Including other shift personnel?

    b. Are specific agency procedures causing problems?

2. Is there an adequate incident cost sharing agreement between parties?

3. Funds availability: Generally the LSC and FSC should have a tree-top view of this issue.

    a. What is the ceiling for each funding stream? A General rule is when costs have reached 80% of the current ceiling, the ceiling should be increased.

b. What is the burn rate? This is calculated by the FSC and staff and always includes direct costs but may include indirect costs.

4. Effective property tracking: This is a key indicator of a successful resource management system. An inadequate property tracking system, or not having a system at all, will likely result in unexplained losses, an increase in the time for responders to demobilize, and provides plenty of opportunity to come back after the incident to clean up loose ends. Get this started early!

5. Practicing good stewardship: You must strike a balance between providing timely support and doing so in the most cost effective way. During the early phase of an incident, it is harder to be cost effective due to the emergent nature of operations. However, as the incident progresses, the Business Management Team should be striving to improve this balance. This includes smart buying and recycling.

6. Attendees must include FSC and LSC. Others may include COST, PROC, SPUL, SITL, RESL, and DOCL.

Command and General Staff Meeting

The Command and General Staff meeting is the opportunity for all staff members to see command's assessment of the incident, how everyone will work together to achieve command's objectives, and specific priorities and assignments for each
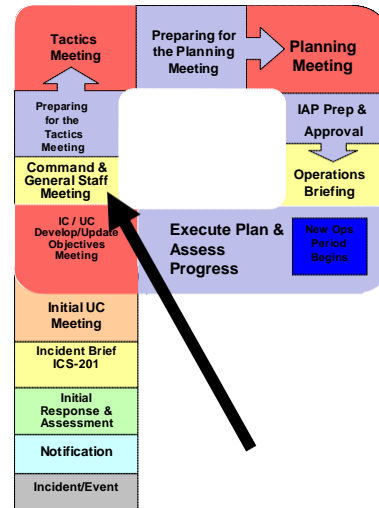
opportunity to have face time with the Incident Commander(s) and to clarify expectations (i.e. what they want and what you can provide).

1. Incident Situation: Generally the LSC should just listen to this briefing with the following in mind.

   a. Does Operations have what they need for this Operational Period?

   b. Are there any factors that may cause you to change the Logistics game plan (i.e. a weather system moving in that may drive the need for additional foul weather gear)?

2. IC opening remarks: This is usually inspirational but the remarks can be indicative of how the UC is working and short-term versus long-term expectations.

3. Incident Decisions, Priorities, Limitations and Constraints, Objectives, and Procedures: These key documents are usually presented by specific members of Command. You should keep the following in mind during this presentation.

   a. Decisions – Has Command made any decisions that will impact your world of work (e.g. this member of command wants First Right of Refusal, all purchases/expenditures projected to be in excess of $xxxK must be cleared through UC, etc)?

   b. Priorities – Usually this is more geared towards Operational activities IF resources are not available. In a perfect response, resources for all objectives are available when they are needed. If not all resources are available, the OSC can shift resources to the highest priority mission. For the LSC, the Priority may impact which resources get ordered ahead of others.

   c. Limitations and Constraints – Examples of these that impact Logistics might include;

      i. no unit funding is available to support this incident,

      ii. the limitation of liability for the Responsible Party is $xxx million,

      iii.   the location of the incident relative to the ICP will require an extensive transportation network,

      iv.   State/local permits will be required to transport waste from the incident to an approved site.

  d. Objectives – Generally, Logistics is the gatekeeper for validating that all resource requests can be linked to an objective (operational or management). Also, are there management objectives that Logistics will have to support (e.g. establish a Joint Information Center). Operational objectives will be covered in concert with the OSC and PSC during the Tactics meeting.

  e. Procedures – Command will generally desire procedures specific to the incident (e.g. resource request process, resource ordering process, cost sharing agreement, property accountability procedures, etc). The larger the incident, the more important it is to have these procedures. If command does not articulate these requirements, ask Command or tell Command if you think they are necessary.

4. Feedback - When Command has finished briefing this material, the Planning Section Chief will open up the meeting to questions. If

you think a procedure should be in place for this particular incident, this is the time to suggest it. ASK! Also, get into the habit of asking Command if there is anything Logistics can do to optimize their activities.

a. Do they need anything in their room?

   i.   Television monitors

   ii.   Special communications

   iii.   Furniture

b. Do they have special transportation needs?

   i.   Vehicles, boats, aircraft for routine or non-routine activities.

5. Interagency issues – It is highly like that you will be coordinating with other agencies (e.g. ordering personnel and equipment, making decisions on which agency will fund certain items, acquiring Critical Incident Stress Management (CISM) for responders, etc). Discuss with Command the issues for which they want visibility and those for which you have authority to proceed.

6. Incident processes – If Command has not made any decisions about incident processes,

suggest those that you think are appropriate to the type and magnitude of the incident. See suggested processes on page 30.

7. Logistics Section needs – Do you have authority to staff and manage your section? You don't want to go to Command every time you need a resource and Command is usually not interested in every single person or resource that you need. However, they may place some broad constraints on you given the size of the incident.

8. Support facilities – You should be evaluating the merits of all support facilities on at least a daily basis and making recommendations to establish, modify or demobilize facilities. For instance, for the ICP:

    a. is it large enough for current operations,

    b. are all of the sections laid out to optimize flow of information and movement of people,

    c. does it have good communications (telephones, computers, etc),

    d. are there enough restrooms,

    e. has the SOFR evaluated the work space.

Preparing for the Tactics Meeting

This period of time after the Command and General Staff meeting should be used by the LSC to ensure his/her staff is fully employed and ready to meet the challenges of managing and acquiring resources for the current and
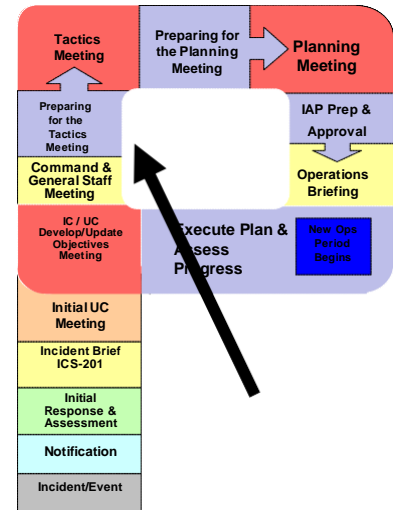
1. Conduct Staff meeting with Logistics staff personnel. Ensure you have connected the dots between Command's intent and what Logistics must do to meet that intent. While this may seem extraneous (don't my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you get into the habit of holding this meeting daily.

2. Status/availability of tactical resources: The RESL has the detail on all tactical resources. You should have a broader view of the kinds and types being used on the incident. Most importantly, you should know from the RESL if there are resources consistently in short supply and/or any resources consistently going out of service (e.g. they are breaking, not useful, underutilized, etc.). With this

information you will know if resources being counted on for the next operational period need to be replaced.

3. Status of ordered resources: By the same token, are ordered resources keeping pace with requests generally, and/or are there orders more than 72 hours old. While this is a gross rule of thumb, an order more than 72 hours old may have lost its value to the incident. Some LSCs require orders more than 72 hours old to be resubmitted. Or, if very few orders fall into this category, the SPUL can simply validate the original request for the resource.

4. Summarize support capabilities: Are the support capabilities (ICP, Base, Camp, Helibase, Staging Areas, comms equipment, transportation, etc) sufficient (number, capability, etc.) to meet the needs of the incident? More often than not this is a gut check by the LSC although there may be specific feedback from incident personnel.

5. Clarify processes:
   a. You should be asking if the processes currently in place are working well.
   b. If the processes are not in place, then the LSC develops as appropriate:

i. Resource Request Process – this process delineates how requesting of resources <u>internal</u> to the incident is accomplished. It can include items such as; who on the incident can submit a request, who has authority to approve requests, which form will be used and any limitations on funding that may be imposed by Command. See the example on page 77 for an eighty percent solution.

ii. Resource Order Process – this process delineates how ordering of resources <u>external</u> to the incident is accomplished. It can include how the Supply Unit and Procurement Unit will work together, how the resource order number is developed and tracked, Right of First Refusal, etc.

iii. Cost Sharing Agreement – this process delineates how funding from multiple agencies and organizations will be managed and/or shared.

Tactics Meeting

This 30-minute or less briefing is the opportunity for the OSC to present the proposed Plan.

1. PSC opens meeting, covers ground rules, and reviews objectives.

2. Proposed tactics - As the OSC presents the plan, listen for and make note of issues of concern. Generally, the PSC will ask that you allow the OSC to finish their briefing before the questions start so as not to derail the presentation of the overall plan.

3. Identify resource needs –
   a. Has the OSC included shift work in their plan?
   b. Which resource(s) does the OSC consider critical to the next operational period?

4. Discuss availability of needed resources – Quite often resources from a local area can be acquired for short periods of time to support an incident. This is especially true of personnel. The operative word is "short". If you expect to use a resource in excess of a week, remember that you are impacting another agencies routine. Some resources
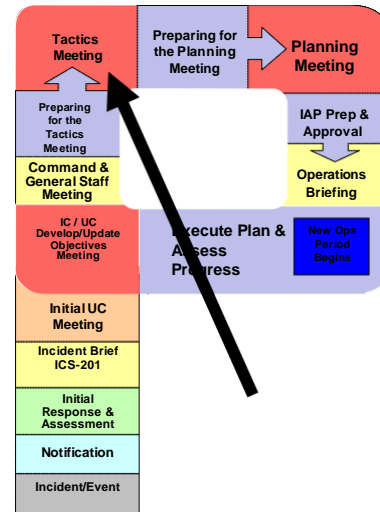
are scarce by their nature (e.g. helicopters, salvage resources, dive teams, etc.). Query the OSC to see how non-availability will impact the objective. Sometimes the OSC can create work-arounds if they have time to do so.

5. Identify resource shortfalls – In theory, any resource requested by the OSC has some impact on the operation. It is critical that you play an active role in this discussion. It is much better to under promise and over deliver in the emergency response environment.

6. Identify resource support requirements –

    a. Has the OSC factored in the potential for different operating schedules (e.g. boat crew or aviation crew operating hours)

    b. Has the OSC factored in logistics (fuel, personnel transport, lunches, etc)?

7. Agree on how and when to communicate the non-availability of any required resources to the OSC and PSC. Recommend to the OSC and PSC that you reconvene (along with the SOFR and FSC) for a few minutes just prior to the Planning Meeting. This will ensure you are all on the same page prior to presenting your plan.

Preparing for the Planning Meeting

This period of time is for the Logistics Section staff to source and order resources for the next operational period. The most important question for the LSC, in preparing for the Planning Meeting, is if resources identified in the Tactics Meeting can be
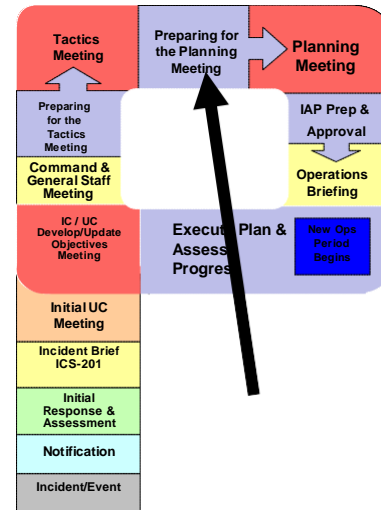
operational period. This can be particularly problematic if the operational periods are 12 hours in length (typically during the early phase of an incident).

1. Confirm status and availability of required resources – The ICS-215 identifies required resources. While Logistics is waiting for the OSC to complete the ICS-213 for identified resources, the SPUL can be sourcing unusual resources.

2. Determine additional resources to support objectives – Many tactics require resources that may not show up on the ICS-215 (e.g. shovels, rakes, PPE, bullets, etc). These in-the-weeds details can often determine the success of a tactic.

3.   Order necessary resources – By this time you should have approved 213s for the next operational period.

4.   Update OSC on resource non-availability – This is critical to the success of the OSC's operations AND your relationship with the OSC and PSC. As indicated on page 43 of the Tactics meeting, follow through with your agreement on how you will notify the OSC and PSC of any resources that cannot be acquired in time for the start of the next operational period.

5.   Order support for resources – Remember that fuel, food, transportation, communications, and a host of other items must all come together to make the next operational period work.

6.   Identify contingencies as needed – While you can't plan for everything, you should ensure that your staff is aware of and using local contingency plans, and that they develop a mindset which is always asking, "what if this resource breaks/runs out of fuel, parts, etc". Do you have other solutions to potential problems?

Planning Meeting

This 30-minute or less meeting presents the Incident Action Plan to Command for tentative approval.

1. PSC opens meeting, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), and then covers objectives.

2. By the time this meeting takes place, the LSC should be ready to validate that resources identified during the Tactics meeting for the next operational period will be available.

3. Validate your support for the proposed Incident Action Plan as presented by the OSC. Even if there are resources that cannot be acquired (which becomes a limitation or constraint that you have communicated to the OSC and PSC), in all other respects you should be ready to support the plan.
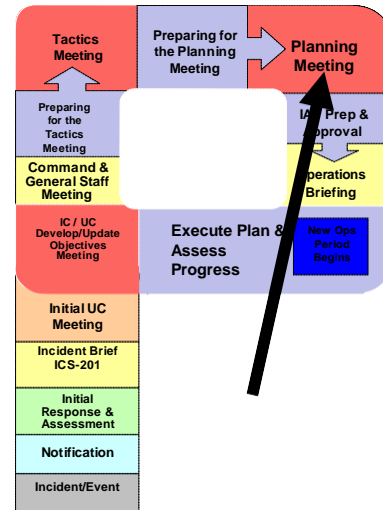
Post-Planning Meeting Actions

At the conclusion of the Planning Meeting the OSC, PSC and LSC have a lot of work to accomplish to ensure a quality IAP is delivered in time for the next operational period. Specifically, the LSC must:

1. Ensure that resources identified during the Tactics Meeting have been requested and ordered.
2. Ensure the development and timely delivery to the RESL of the following plans:
    a. Medical Plan
    b. Communications Plan
    c. Transportation Plan (as requested)
    d. Traffic Plan (as requested)
3. Additional plans may be required to support the IAP.

Operations Briefing

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division and Group Supervisors.

1. PSC opens briefing, covers ground rules and reviews agenda (example agenda in IMH Chapter 3).

2. PSC reviews IC/UC objectives and changes to IAP, i.e., pen and ink changes.

3. IC/UC provides opening remarks.

4. SITL conducts Situation Briefing.

5. OSC discusses current response actions and accomplishments.

6. LSC covers food, transportation plan, communications plan (ICS 205), medical plan (ICS 206), supply updates and resource request process (see example on page 78).

   a. Food – how food is provided to responders depends on the nature of the response, assets on-scene, agency rules, etc. Regardless of how or who is responsible, the LSC must tell the DIVS the plan during their shift.
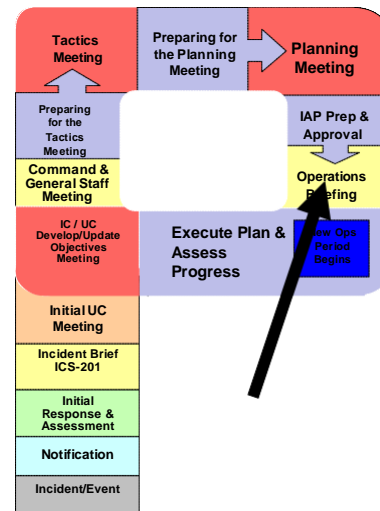
b. Transportation plan – the plan is generally included in the IAP so the LSC should highlight any key points to DIVS.

c. Communications plan – the plan is included in the IAP with specific frequencies and phone numbers on each ICS-204.

d. Medical plan – the plan is included in the IAP. The LSC should highlight specifics to the DIVS.

e. Supply updates and resource requesting – ideally the resources necessary for the DIVS to perform operations have already been forecasted, ordered and delivered on-scene. However, if a DIVS identifies additional resources, the LSC should spell out the process for requesting resources BEFORE departing the Operations brief and after arriving on-scene.

7. PSC solicits final comments and adjourns briefing.

Staff Meeting

This purpose of this meeting is to keep your subordinates (at least down to the unit leader level) informed about Command's direction and how the role they play ties in to achieving that direction. This is just good leadership so it is imperative that you conduct this meeting – at least once a day!

1. If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction.

2. Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and the will take care of you.

3. Situation update – while they probably don't need or even want detail, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.

4. Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.

5. Compliment – Praise their actions to date. Try to find something that each of your key staff or

other members of your team has done that is noteworthy.

6. Remind your staff to fill out the ICS-214 daily.

Debrief

Upon completion of the shift or operational period, the LSC should collect information from subordinates on lessons learned and be prepared to present this during the Command and General Staff meeting.

1. Debrief all subordinates on progress.
    a. Note percent of work completed.
    b. Note resource utilization and effectiveness (e.g. are these assets the right tools for the job and were there enough, too many or too few?).
2. Note any safety concerns (slips, trips falls, etc.).
3. Ensure all accountable property is either transferred to oncoming shift, or secured.
4. Collect all forms of documentation (e.g. ICS-213s, ICS-214, logs, etc).
5. Ensure ICS 214, Unit Log, is complete (all key events), accurate and signed (See example on page 83). Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.
6. Ensure logistical issues discussed prior to releasing subordinates (refuel, replenish, secure gear, food and lodging, etc).

Other Meetings

Depending on the incident, there are many meetings and briefings that can and do take place. Some are ad hoc and some are scheduled. Those listed below are just some that a LSC may be involved in.

- Demobilization – Depending on the volume of resources scheduled for demob, the Demobilization Unit Leader may schedule a briefing to go over important points.

- Town Hall meeting – This meeting enables Command to address specific issues in a community.

should always be posted for incident personnel to use.

Resource Order Process – This process is the companion to the Resource Request Process. It defines for Logistics and Finance Section personnel how an internal request is turned into an <u>external </u>order. It includes important nuances like; which funding stream (OSLTF, CERCLA, state, Involved Party, etc) may be used to pay for a specific request, which unit (SPUL or PROC) orders and pays for specific requests, and Command guidance to be followed (see the example on page 80). The order process is generally not posted.

Cost Sharing Agreement – This guidance document is generally created if more than one fund is being used to support the incident. It helps the SPUL and/or PROC decide which fund is the most appropriate for a given request. For instance, sometimes it is easier to have the federal government use an established funding instrument like a PRFA to pay for another federal, state or local agency than to have an Involved Party do the same thing. The cost sharing agreement is not posted.

Other Incident Command Post Activities

Lead Personnel

Below is a general task checklist that should be completed as soon as possible after arriving at an incident.   A Personnel Evaluation Criteria check list is included on page 15.

1. On-scene leadership is primarily a function of will and skill. You <u>may </u>have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (federal, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.

2. You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will.   Sometimes you have personnel who have the skill but not the will to do the job.

3. Dealing with problems: Generally, you don't have a lot of time to get people to work together nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace the trouble spot if you can't. You need to deal

with problem personnel at the lowest level. Document performance issues so they can be dealt with post-incident as necessary and so they don't impact the next incident.

4. Communicate expectations: What are the key accomplishments that you expect to meet during the current operational period and/or future operational periods? Make sure you communicate them clearly. In an emergent environment keeping your expectations clear and simple is the path to success. If you have recurring expectations, write them down and post them (e.g. During the daily Family Meeting, all Logistics Unit Leaders will provide a written summary of support provided and issues of concern in the past 24 hours and resources / issues expected in the next 24 to 48 hours).

5. When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.

6. Foster Teamwork: There are many issues you will face in directing your section. Many are related to how well you can work as a team.

Safety

Below is a general task checklist regarding risk management. As a member of the leadership cadre of the Incident Management Team (IMT) you are responsible for the safety of your personnel while they are assigned to you. You accomplish this by:

1. Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s).

2. Organizing your subordinates, equipment and tactics to minimize risk. As the Subject Matter Expert (SME), it is up to you to decide how to manage your assigned resources to safely and effectively accomplish the task.

3. Adapting to changing conditions including:

    a. Weather

    b. Fatigue

    c. Unexpected hazards

4. Stopping unsafe actions

5. Reporting mishaps if they occur to your Supervisor and the Safety Officer.

6. Providing feedback – Make sure that everyone has an opportunity to learn about mishaps or near-mishaps. It is good leadership and may avert accidents later.

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Documentation

Below is a general task checklist of activities that should be documented for each work assignment on the ICS 214 (See Appendix K – ICS 214, Unit Log on page 83).

1. List all personnel in attendance

2. Document key activities including:

   a. Attendance at key meetings.

   b. Resource breakdowns that impact command objectives.

   c. Personnel injuries.

   d. Completion or percent completion of work assignment.

   e. Secure from ICP.

3. Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS-214(s) you generate for every incident you are on. DON'T count on the incident keeping track of your specific work product. If it is important to you, keep a copy for yourself.

4. Turn the original of the ICS-214 into the Documentation Unit daily.

Demobilization

Below are responsibilities applicable to the LSC's input to the Demobilization Plan.

1. What are the key processes and/or documentation that must be completed before a responder or resource is allowed to leave the incident?

    a. What resources have been signed out to response personnel (e.g. radios, GPS units, special clothing, etc)?

    b. What resources need to be checked and returned to pre-incident condition (e.g. facilities, vehicles, boom, etc)?

    c. Equipment status when demobilized?

2. What other resource release considerations should you consider?

    a. Could this resource be needed again?

    b. If so, is it cheaper to keep it on standby or return it to its home base?

    c. Are there other incidents that could use this resource?

3. Participate in IMT demobilization meeting.

4. Brief replacement as necessary.

    a. Section resources (personnel, equipment)

    b. Section processes (Business Management Meeting, Order Process, Cost Sharing Agreement, etc)

    c. Current assignments of note.

    d. Key relationships with other IMT members

5. Replenish supplies.

6. Forward documentation to Documentation Unit.

7. Complete ICS 221, Demobilization Check-out sheet.

Notes

Appendices

Appendix A – Functional Interactions

| Inputs/ Outputs | Below is an information exchange matrix/functional interactions to assist the Logistics Section Chief with obtaining information from other ICS positions and providing information to ICS positions. |

MEET With	WHEN	LSC OBTAINS	LSC PROVIDES
IC	Initial brief	Incident status	N/A
	Cmd & General Staff mtg	Command's direction (e.g. IC priorities, objectives, and work assignment)	Status on LSC support to incident
	Planning mtg	Validation of command direction for IAP	Ability of Logs to support next IAP
	Ops briefing	Concerns from field supervisors	Logistics update
PSC Staff	Upon arrival at incident	Assignment (if available)	Home base contact info

		Status of current situation Work assignments Resources in play	Other quals
	Daily	Up to date info from SITL and RESL as appropriate	Feedback on resource use decisions
LSC	Ops briefing	Briefing on logistical issues Food, fuel, etc Resource request process Medical plan Comms plan Transportation plan	Feedback on resource use decisions
FSC	As needed	FSC concerns re time sheets or other resource utilization	Feedback on resource use decisions
SOF	Ops briefing	Safety information	Feedback on Safety

			issues
	As needed	Safety information	Feedback on safety issues
LNO	Ops briefing	Agency concerns regarding use of resources	Feedback on previous encounters with other agencies
PIO	Ops briefing	Incident policy on press corps encounters	Feedback on previous encounters with press corps
THSP	As needed	Technical information to help conduct assignment	Feedback on assignment

Appendix B – Go-kit Supply List

Item Name	Quantity	Unit	Description
Incident Management Handbook	1	Ea	
ICS Forms Catalog	1	Ea	
ICS Forms	5	Ea	Forms: 205, 205a, 206, 213, 214, 216, 218,
ICS Laminated Form	1	Ea	Form 205 18" x 24"
Financial Calculator	1	Ea	
Blue Masking Tape	1	Rl	
Tape Dispensers	1	Ea	
Clear Tape Rolls	2	Ea	
Stapler	1	Ea	
Staples	1	Bx	
Post-it Notes	1	Dz	
Small Binder Clips	2	Dz	
8 ½" x 11" Notepads	2	Ea	
6 Part Folders	1	Ea	
Mechanical Pens	1	Dz	
Blue Pens	1	Dz	
Highlighters	8	Ea	
White-out Correction Pen	1	Ea	
Mechanical Pencil Leads	2	Ea	
Paper Clips	1	Bg	100 per Bag
Trombone Clamps	1	Bx	50 per Box
Post-it Flags	2	Ea	
Post-it Notes	1	Pk	3 x 3
Post-it Notes	1	Pk	3 x 5
Binder clips	2	Pk	Assorted Sizes
Red Pens	1	Bx	
Highlighters	2	Pk	
Post-it Tabs	2	Ea	
Writable Tabs	2	Pk	
"Sign Here" Arrows	1	Pk	

Appendix C – Meeting setup and layouts

1. Verify support requirements for meeting with PSC: Meeting spaces and support (AV, lights, heat, etc) are provided by Logistics. Planning will usually setup the space but you should verify with the PSC prior to the meeting that they have everything they need. Common meeting space general requirements.

    a.   Size: 500 square feet – preferably more square than rectangular

    b.   Wall space - At least one wall devoted to charts, posters, etc

    c.   Seats – at least 15

2. The attached diagrams are representative of meeting space layout and setup. While there is some logic behind the seating arrangement, it is not imperative that all attendees have assigned seats.

C1 – Command & General Staff meeting

Command and General Staff Meeting Layout
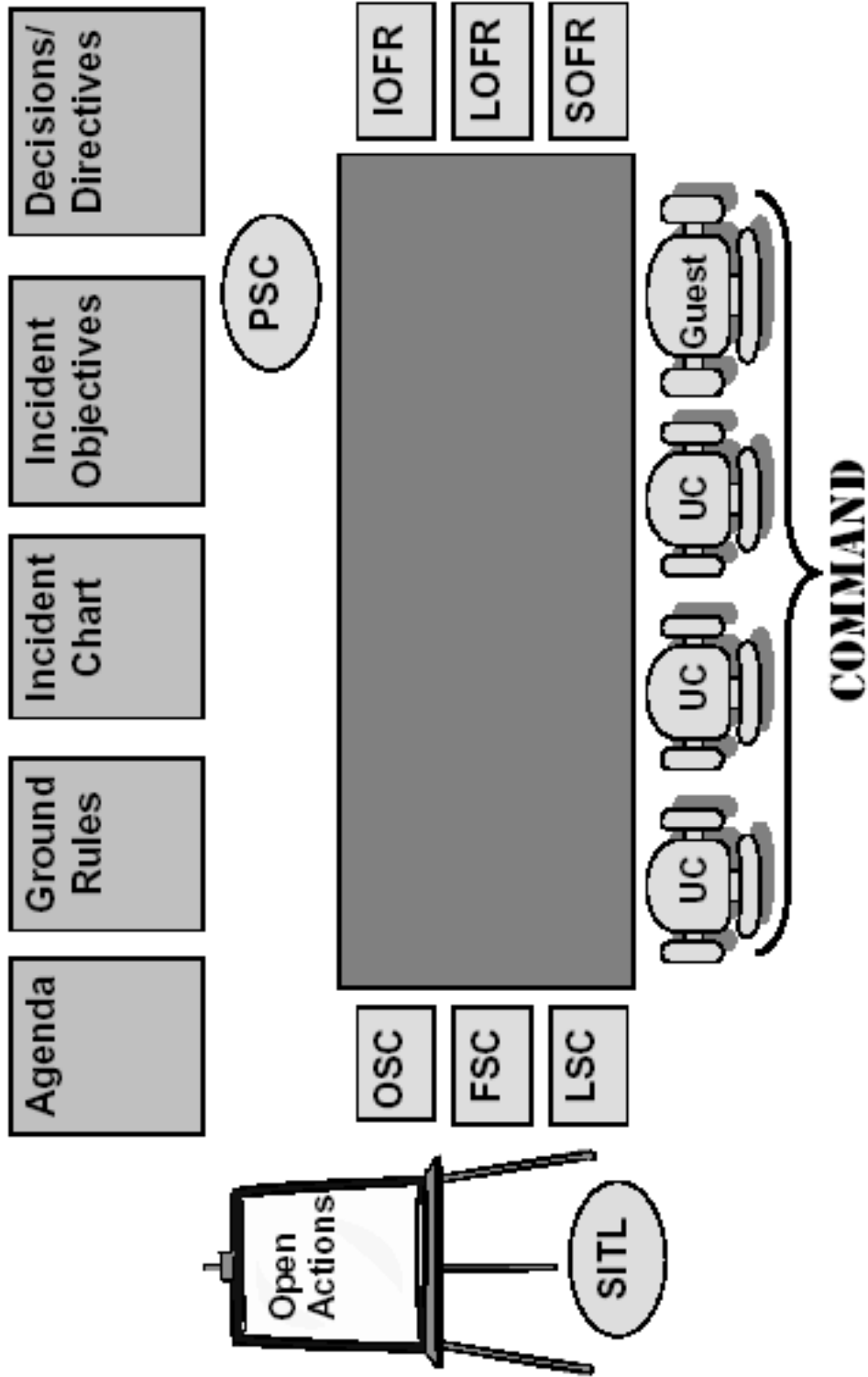
C2 – Tactics meeting

Tactics Meeting Layout

| Ground Rules & Agenda | Incident Objec-tives | Work Analysis Matrix | Operations Plans Worksheet / Resource Status T-Card Rack | Hazard/Risk Analysis Worksheet | Operations Organization Chart | Incident Chart/ Map | Decisions/ Directives / Priorities / Limitations & Constraints |

Meeting Schedule ICS-230

OSC   SOFR

PSC   RESL   SITL

FSC   LSC   COML   THSP

(Optional)

Open Actions

DOCL
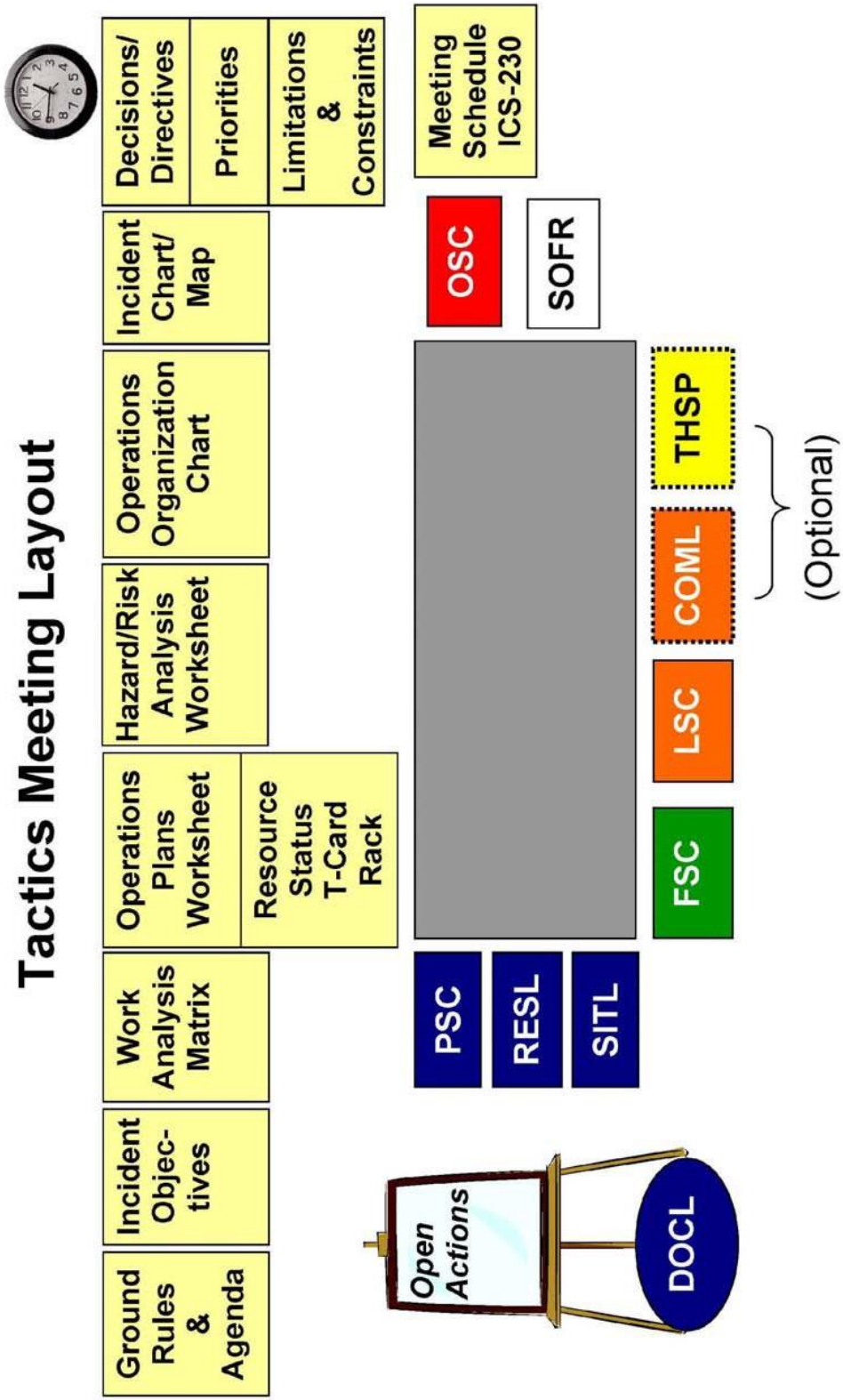
C3 – Planning meeting

Planning Meeting Layout

C4 – Operations briefing layout

Operations Briefing Layout

Agenda

Ground Rules

Incident Chart

Incident Objectives

Decisions/ Directives

Command Staff
- IC/UC
- SOFR
- IOF
- LOFR

INCIDENT ACTION PLAN

General Staff
- PSC
- OSC
- LSC
- FSC
- SITL

- THSP
- COML
(Optional)

Division/ Group Supervisors

Branch Directors

Task Force and Team Leaders

Staging Area Managers

O B S E R V E R S
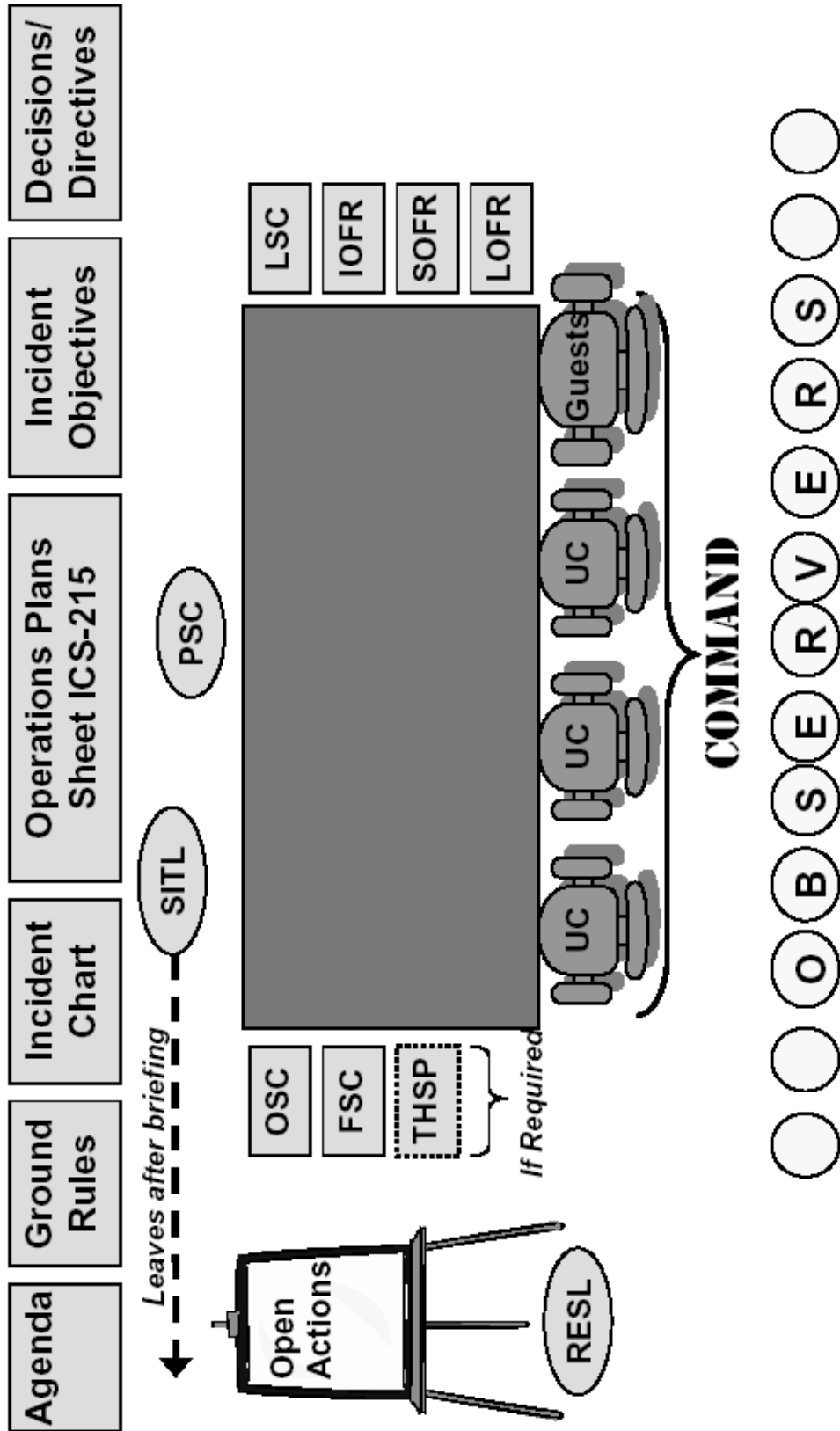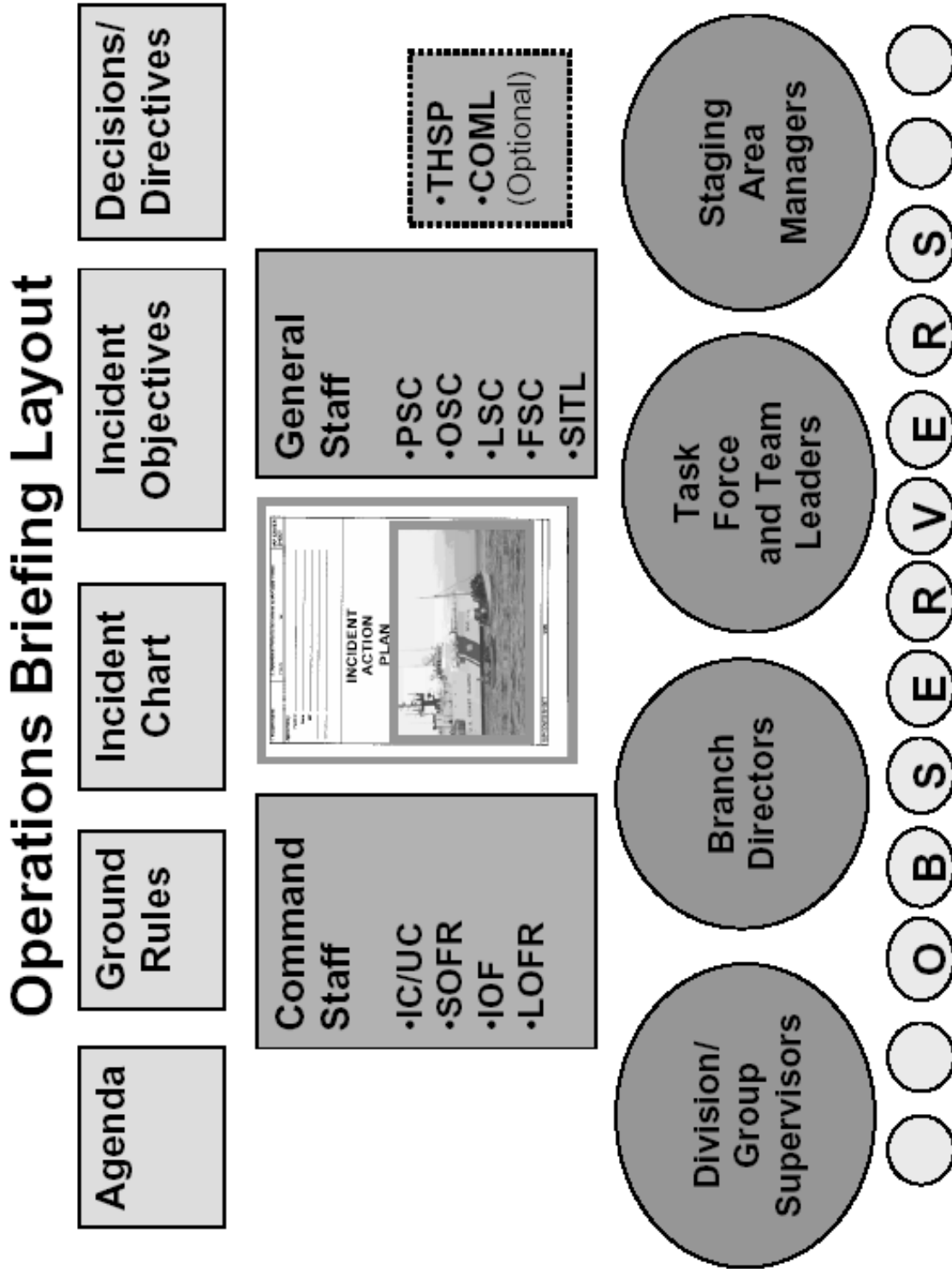
Appendix D – ICS-204, Assignment List Example

1. Incident Name MIRLO INCIDENT		2. Operational Period (Date/Time) From: MM/DD/YYYY 0900 To: MM/DD/YYYY 0900		Assignment List ICS 204-CG
3. Branch		4. Division/Group/Staging SECURITY GROUP		

5. Operations Personnel	Name	Affiliation	Contact # (s)
Operations Section Chief: LT. J. RUBINI		USCG	302-589-6161
Branch Director:			
Division/Group Supervisor/STAM: LT R. Freed		USCG	302-213-1766

6. Resources Assigned   "X" indicates 204a attachment with additional instructions

Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# Of Persons	Reporting Info/Notes/Remarks	
USCG UTL 47603	BM2 WOOD	302-213-1785	4	Thumbs Point Staging 0500	☐
USCG UTL 47715	BM1 HARRIS	302-213-1786	4	Thumbs Point Staging 0500	☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐

7. Work Assignments
Security Zone in affect during EOD operations. Enforce security zone within 100 meters of sunken vessel with use of USCG LE boats only. Coordinate escort of commercial vessels through Security Zone. Notify OSC when escorts commence and when completed. Security Zone will be downgraded to Safety Zone when EOD operations are completed.

8. Special Instructions
a. Life Jackets required by all personnel.
b. LE personnel must have current weapons quals (no exceptions).
c. Use CG Use of Force Policy.
d. No deviations from these instructions.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Name/Function	Radio: Freq./System/Channel	Phone	Cell/Pager	
Security Group	81A-157.075	302-213-1766		
Thumbs Point Staging	81A-157.075	302-213-1768		
Command Post	23A - 156.250	302-589-6161		

Emergency Communications

Medical Channel 16   Evacuation Thumbs Point Staging   Other EMS Thumbs Point Staging 302-555-1313

10. Prepared by: (RESL) Date/Time	11. Reviewed by (PSC): Date/Time	12. Reviewed by (OSC): Date/Time
F. Williams MM/DD/YYYY 0700	F. SHELLEY MM/DD/YYYY 0700	J. RUBINI MM/DD/YYYY 0700

Appendix E – ICS-205 Comms Plan Example

	INCIDENT RADIO COMMUNICATIONS PLAN ICS 205-CG
1. Incident Name HURRICANE KATRINA	**2. Operational Period (Date / Time)** From: 12SEP05 0700 To: 13SEP05 0700

3. BASIC RADIO CHANNEL USE

SYSTEM / CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
SIPRNET INSTALLER		SIPRNET	703 313-5965		CWO RENE AUBUCHON ENROUTE
SWS III		SWS III SYSTEM MANAGER	314-539-3900 X 2360 CELL 314-324-0478		MIKE
UNIFIED COMMAND		USCG REPRESENTATIVE	703-669-7861 800-311-0947		LCDR GILREATH
TMACC SUPPORT		TMACC	757-575-6282		IT1 PECKHAM
TMACC SUPPORT		TMACC	757-620-6440		ET1 HERRING
TMACC ENGINEERING SUPPORT		TMACC	757-450-3745/IRIDIUM 00-8816 7632 6573		MK1 TILL - IS CURRENTLY IN BELLE CHASE ASSISTING W/GENERATOR.
CIVIL AIR PATROL		PHONE	(CELL) 337 304-2941/ 310-1603		COL ROCK PALERMO

4. Prepared by: (Communications Unit) COMMS Unit Leader		**Date / Time** 11SEP05

INCIDENT RADIO COMMUNICATIONS PLAN   ICS 205-CG (Rev.07/04)

Appendix F – ICS-206 Medical Plan Example

ICS 206 - Medical Plan					
Incident: MV Athos I		Prepared By:	Medical Unit Leader at 12/2/2004 09:00		
Period: Period 7 (12/3/2004 06:00 - 12/4/2004 06:00)		Version Name:	Medical Plan		
First Aid Stations					
Name	Location	EMT (On-Site)	Phone		Radio
Sick Bay	MSO/GRP Philadelphia	No			
Transportation (Ground and/or Ambulances Services)					
Name	Location	EMT	Phone		Radio
Thomas Jefferson University Hospital	Philadelphia, PA - United S	Yes	(215) 955-6000		
Public Ambulance Service	Philadelphia, PA - United S	Yes	911		
Hospitals					
Name	Location	Helipad	Burn Center	Phone	Radio
Thomas Jefferson University Hospital	Philadelphia, PA - United	Yes	No	(215) 955-6000	
Pennsylvania Hospital	Philadelphia, PA - United	No	No	(215) 829-3000	
Methodist HospitalDiv, Thomas Jeffer	Philadelphia, PA - United	Yes	No	(215) 952-9000	
Hahnemann	Philadelphia, PA - United	No	No	(215) 762-7000	
St. Agnes Burn Treatment Center	Philadelphia, PA - United	No	Yes	(215) 339-4100	
University of Pennsylvania Hospital	Philadelphia, PA - United	Yes	No	(215) 662-3920	
Crozer Medical Center	Upland, PA	Yes	Yes	(610)447-2000	ER (610)4
Cooper Hostipal University Medical C	Camden, NJ - United Stat	Yes	No	(856-342-2345	
Christians Care Hospital	Wilmington, DE - United S	Yes	No	(302) 733-1000	
St. Francis Hospital	Wilmington, DE - United S	Yes	No	(302) 421-4590	

Special Medical Emergency Procedures

Document all incident related injuries/illnesses. Report to Medical Unit Leader and Safety
Communicate any and all loss of degradation of medical services/resources to the Incident Commander (IC)

ICS 206 - Medical Plan	Printed: 12/2/2004 06:28	Page 1 of 1	© 1997-2004 dbSoft, Inc.

Appendix G – Resource Request Process Example

1. Requestor: Any responder assigned to this incident can complete a request

> All requests must be made on the ICS 213
> Completely and accurately fill out
>> Be specific!
> Where do you want it delivered?
> How long do you need to have/use it?
> Does this item need service/fuel, etc.?
> Do you have a possible source of supply or model type?

2. Command and General Staff member or Deputy must sign.

3. Requests for tactical resources and personnel must be signed by OSC.

4. Place signed forms in Logistics box labeled "Incoming ICS 213". Requestor retains white copy.

5. Check back with SPUL for status of resource!

Appendix H – STAR Request Example

State of Texas Assistance Request (STAR)			Req#: 04-20459-FTW		
Incident Name: 2014-01-29 Comanche Peak NPP Exercise			Initial Request Date / Time: 1/29/2014 10:21:29	Requesting Entity: SOMERVELL	
Is this RR Tied to Another Request? (provide other Request Number)			Other Tracking Numbers:		
Requested Item Description					
Qty	Unit	Item Name	Detailed Item Description:	Cost	Demob
1	Each	INcident management	One incident management team to assist Fire Department DRILL	0	No
Justification / Purpose for Request: DRILL''''RAD release at CPNPP					
When is this Resource Needed? 1/30/2014			Estimated Timeframe of Need (how long will you need this resource?)		
Delivery Information					
Final Destination					
Point of Contact (POC) Name: Chief Mark Crawford		POC Telephone Number: 254-897-2213	Facility Name: Somervell CO EOC		Facility Zip: 76043
Facility Address: 750 Bo Gibbs			Facility City: Glen Rose		Facility State: TX
Additional Instructions: Report to EOC for further instructions					
Requestor Information					
Requested by Position (Name): Somervell County - Emergency Management		Requestor Email: emc@co.somervell.tx.us		Requestor Phone Number: 254-897-2213	
Requestor Signature: dg			Date / Time: 1/29/2014 10:21:26		

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Appendix I – Resource Order Process Example

1.   Described below is the "**Resource Ordering Process**" as agreed upon at the Business Management Meeting held on 6 July 2007 between the LSC and FSC.

2.   The following procedures will be adhered to:

   a.   SPUL has a purchase card and $200.00 warranted for supply purchases and $1,000.00 authority for services.

   b.   PROC has unlimited purchase authority and will be on-site for the duration of the incident.

   c.   Any questions on correct funding source(s) shall be referred to FSC for resolution:

      i.   All HAZMAT related orders shall use CERCLA accounting information.

      ii. All Oil related orders shall use the OSLTF accounting information.

   d.   All orders over $1,000.00 must be approved by the IC prior to obligation.

   e.   SPUL is responsible for all personnel orders, equipment and supply purchases within warrant capability.

   f.   PROC is responsible for all others including any Basic Ordering Agreement (BOA).

   g.   PROC and SPUL shall maintain "order documentation" at a single location, filed by supply order number and cross-referenced by "Order Number".

   h.   A single DCN (Document Control Number) Log shall be used by PROC and SPUL regardless of the funding source. It should be clearly annotated in the log, which are FPN related and which are CPN related.

   i.   All Orders shall be tracked on a Resource Tracking Matrix by the PROC & SPUL.

   j.   SPUL shall receive all orders and notify requestors of status. SPUL shall maintain close contact with RESL to keep updates on resources checked-in.

   k.   PROC is responsible for all incident accountable property tracking.

   l.   PROC and SPUL shall coordinate with RESL and TIME & COST for resource demobilization based on DEMOB PLAN.

   m.   ICS 213 Processing procedures:

      i.   LSC/ SPUL reviews for accuracy, determines funding, validates need etc..

      ii. For items that fall within parameters of "a" above, SPUL takes all action necessary, provide copy of all documents to COST, FSC/PROC

      iii. PROC takes all action on items covered in "b" above

      iv. If request is denied or cancelled, requestor is provided written explanation & Resource Tracking matrix is updated to reflect it

   n.   FSC will assign 1 member to perform audits of random sample of ICS 213 file documentation at least every 3rd day. Report results to LSC and FSC.

Appendix J – Decision Memo Example

U.S. Department of Homeland Security

United States Coast Guard

Commander
United States Coast Guard
Sector Seattle

1519 Alaskan Way South
Seattle, WA 98134-1192
Staff Symbol: lmd
Phone: (206) 217-6066
FAX: (206) 217-6187

16480
01 Sep 2005

MEMORANDUM

From: M. J. Huebschman, CDR
        CG Sector Seattle, Acting FOSC

To: File

Subj: EMERGENCY ENVIRONMENTAL RESPONSE DECISION MEMO,
        HARBORVIEW MARINA FIRE

Ref: (a) FPN S05049; MISLE # 156353

1. This decision memorandum has been developed in response to the Harborview Marina fire in Gig Harbor, WA (FPN S05049) which occurred on 31 August 2005 and is being used to document a decision to issue a Basic Ordering Agreement #S050049 to Global Diving and Salvage.

2. During the subject incident, the roof of the affected pier section collapsed onto most of the moored vessels affected during the fire and hinders emergency environmental response actions. The crane barge needs to be moved and repositioned closer to the pier roof for complete removal of debris covering the sunken vessels for further mitigation. Therefore, vessels in the path of the crane barge need to be removed. I, as the Acting FOSC, have elected to utilize the Oil Spill Liability Trust Fund to remove only the vessels in the path of the crane barge in an effort to mitigate the continuing pollution.

3. Once vessels are lifted by the crane, they will be photographed, the owner and vessel name identified, and a determination will be made as to whether or not the vessel is leaking oil. All of the above listed information will be documented.

4. Each owner of the affected vessels removed will be contacted and issued an Administrative Order and Notice of Federal Interest. The Administrative Order will explain that the removal of their vessel from the water was due to the emergency response. Each individual owner will be required to develop a comprehensive plan that outlines the removal from the barge or temporary storage location for final disposition of their vessel to the satisfaction of the cognizant Captain of the Port.

5. The above points were discussed and agreed upon by Mr. Pat Ryan and Mr. Robert Hildebrand of the National Pollution Funds Center and a variety of members of the Thirteenth District staff on this date.

#

[JA-8-3-1]

U.S. Department.o
Homeland Security

United States
Coast Guard

Commander
United States Coast Guard
Sector Seattle

1519 Alaskan Way South
Seattle, WA   98134-1192
Staff SymbdImd
Phone: (206) 217-6,()66
FAX: (206) 217-6187

16480
08 Sep 2005

MEMP-Q   - .

From: S. P. MET   K, CAPT
        CG Sector Seattle, FOSC

To: File

Subj: EMERGENCY RESPONSE DECI ION MEMO #2,_HARBOR VIEW MARINA FIRE

Ref: (a) FPN S05049; MISLE # i56353
        (b) Emergency Response Decision Memo, Harbor View Marina Fire, dtd 01 Sept 2005
        (c) National Contingency Plan, 40 CFR Part 300.322

1. In response to the Harborview Marina fire (FPN S05049) which occurred on 31 August 2005, this decision memorandum has been developed.

2. As per ref (b), approximately 30 vessels have been removed to date. As per ref (c), I have determined that the discharge from the remaining vessels continues to pose a substantial threat to public health or welfare of the United States. Plugging vents or other openings will not be effective due to the c.ondition of the c:e ve.c:sels. Accordingly, as the FOSC, I have decided to utilize the trust fund to expedite removal of the remaining vessels using one contractor, vice allowing the opportunity for individual owners/insurance companies to delay the process and result in further damage to the environment.

3. Each of the affected owners has been issued an Administrative Order explaining that the removal of their vessel from the water was due to the emergency respcinse. Each indiVidual owner will be required to develop a comprehensive plan that outlines the removal of their vessel from the barge or temporary storage location for final disposition to the satisfaction of the cognizant Captain of the Port.

4. The above points were discussed and agreed upon by Mr. Greg Buie and Mr. Robert Hildebrand of the National Pollution Funds Center on this date.

#

[JA-8-3-2]

Appendix K – ICS 214, Unit Log Example

1. Incident Name	2. Operational Period (Date/Time)		UNIT LOG
HIATUSPORT INCIDENT	From: 0600 To: 0600 XX-XXX-09		ICS 214-CG

xx-xxx-09

3. Unit Name/Designators	4. Unit Leader (Name and ICS Position)
LOGISTICS SECTION	FRANK BUY (LSC)

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	SPUL	STATEN ISLAND, NY
RANDY BITNER	COML	WILLIAMSBURG, VA
KATIE WAGNER	VSUL	SAN FRANCISCO, CA
GEORGE TAKABI	GSUL	CHICAGO, IL
MELISSA REED	FACL	LA/LB, CA

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	ATTENDED OPERATIONS BRIEFING - NO ISSUES OF NOTE
0730-0745	CONDUCTED BUSINESS MANAGEMENT MTG W/FSC. BURN RATE + CEILINGS BELOW 70%. REQUEST + ORDER PROCESSES FINALIZED + POSTED.
0800	ATTENDED CMD + GEN'L STAFF MTG
0900	CONDUCTED LOGS FAMILY MTG. PASSED UC KEY ISSUES INCLUDING UC REQUEST TO WORK W/ PSC STAFF TO FORECAST RESOURCE RQMNTS OUT 72 HOURS + ORDER WHERE POSSIBLE.
1130	DURING ROUTINE SAFETY INSPECTION, SOFR IDENTIFIED POTENTIAL WATER CONTAMINATION. OTHER WATER SOURCES CHECKED AND FSC CONSULTED RE PURCHASING WATER UNTIL PROBLEM RESOLVED.
1400	ATTENDED TACTICS MTG - ID'D POTENTIAL PROBLEM NEXT OP PERIOD DUE TO NON-AVAILABILITY OF LOW-COST CRANE BARGES.
1454	BRIEFED COMMAND W/ OSC, PSC + FSC AND GOT APPROVAL TO HIRE HIGH COST CRANE BARGE FOR 72 HRS MAX.
1700	ATTENDED PLANNING MTG - NO RESOURCE ISSUES ATT. SUPPORTED PLAN.

7. Prepared by: F. Buy Date/Time: 2130 XX-XXX-09

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Unit Name/Designators	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4.	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5.	Personnel Assigned	List the name, position, and home base of each member assigned to the unit during the operational period.
6.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7.	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

Appendix L– Conversions and Equivalents

CONVERSIONS AND EQUIVALENTS

AREA-	(s=statute, n=nautical)	
Multiply	by	to derive
meters^2	10.76	feet^2
feet^2	0.0929	meters^2
kilometers^2	0.386	s. miles^2
s. miles^2	2.59	kilometers^2
s. miles^2	0.7548	n. miles^2
n. miles^2	1.325	s. miles^2
kilometers^2	0.2916	n. miles^2
n. miles^2	3.430	kilometers^2

VOLUME		
multiply	by	to derive
barrels	42	gallons
barrels	5.615	feet^3
barrels	158.9	liters
barrels	0.1589	meters^3
feet^5	7.481	gallons
gallons	3.785	liters

TEMPERATURE-	
Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F
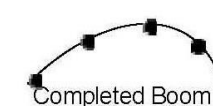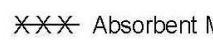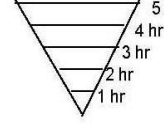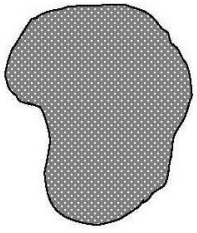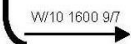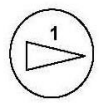
WEIGHT-		
multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS-

	Barrels/Long Ton		Notes:
	Range	Average	
Crude Oils	6.7-8.1	7.4	• 1 Long Ton equals 2,200 lbs.
Aviation Gasolines	8.3-9.2	8.8	• As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil.
Motor Gasolines	8.2-9.1	8.7	• 6.4 barrels/long ton is neutrally buoyant
Kerosenes	7.7-8.3	8.0	in fresh water. Open ocean neutral
Gas Oils	7.2-7.9	7.6	buoyancy values are generally in the
Diesel Oils	7.0-7.9	7.5	6.21-6.25 barrels/long ton range.
Lubricating Oils	6.8-7.6	7.2	
Fuel Oils	6.6-7.0	6.8	
Asphaltic Bitumens	5.9-6.5	6.2	

Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API Gravity =(141.5/Specific Gravity) -131.5

Weight of Fresh Water: pounds/gallon	8.3	Note: Exact weight depends on temperature and salinity.
Weight of Sea Water: pounds/gallon	8.5	

OIL THICKNESS ESTIMATIONS-

Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	Inches	Mm		
Barely Visible	0.0000015	0.00004	25 gals/mile^2	44 liters/km^2
Silvery	0.000003	0.00008	50 gals/mile	88 liters/km^2
Slight Color	0.000006	0.00015	100 gals/mile^2	176 liters/km^2
Bright Color	0.000012	0.0003	200 gals/mile^2	351 liters/km^2
Dull	0.00004	0.001	666 gals/mile^2	1,168 liters/km^2
Dark	0.00008	0.002	1,332 gals/mile^2	2,237 liters/km^2

Thickness of light oils: 0.0010 inches to 0.00010 inches.
Thickness of heavy oils: 0.10 inches to 0.010 inches.

COMMONLY-USED EQUATIONS-

Circle: Area = 3.14 X radius^2 Circumference = 3.14 x diameter	Cylinder/Pipe/Tank Volume = 3.14 x radius^2 x length
	Rectangle/Square Area = length x width
Sphere/Tank Area = 4 x 3.14 x radius^2 Volume = 1.33 x 3.14 x radius^3	Cube/Block/Tank Volume = length x width x height

Appendix M – Map Display Symbols

ICS MAP/CHART DISPLAY SYMBOLOGY

MINIMUM RECOMMENDED

BLACK

Proposed Boom

Completed Boom

XXX Absorbent Material

RED

10
Aug ⊗   Hazard Origin
1430

BLUE

◩ Incident Command Post

ⓑ Incident Base

ⓒ HOLT Camp (Identify by Name)

ⓢ REDFERN Staging Area (Identify by Name)

ⓙⁱᶜ Joint Information Center

● Helispot (Location & Number)

ⓗ Helibase

ⓡ Mobile Relay

OPTIONAL

BLUE

ⓟ Police Station

ⓣ Telephone

ⓕ Fire Station

ⓧ Mobile Weather Unit

ⓔᵒᶜ Emergency Operations Center

✚ Fire Aid Section

⊕ Hospital

ORANGE

5 hr
4 hr
3 hr
2 hr
1 hr

Oil Spread Prediction

BLACK

Actual Oil or
Chemical Plume

BLACK

[I] [I I] Branches (Initially numbered
clockwise from Incident origin)

(A) (B) Divisions (Initially lettered clockwise
from Incident origin)

Division Boundary

Branch Boundary

W/10 1600 9/7 Wind Speed and Direction

⌐1¬ Safety/Security Zone

①▷ Boat Ramp

All overlays must contain
registration marks. These
may consist of identified road
intersections township/range
coordinates, map corners etc.

TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN
MAPS/CHARTS

Appendix N – Logistics "P"

Logistics "P"

Review proposed tactics
Identify resource needs & reporting locations from ICS 215 and 215a
Discuss availability of needed resources
Identify resource shortfalls
Identify resource support requirements

Meet with Log Units to confirm status & availability of required resources
Determine additional resources necessary to support objectives
Order necessary resources
Update Ops on resource non-availability to meet reporting requirements & suggest alternatives if necessary
Order support for resources
Identify contingencies as needed

Confirm availability of required resources and timelines
Determine additional resources necessary to support objectives
Identify any contingencies as needed
Verify support for upcoming plan
Provide estimates of future service and support requirements

Survey availability of tactical resources
Obtain status of ordered resources
Summarize support capabilities, facilities, comms, etc.
If needed clarify resource requesting, approval & ordering process

Provide info for IAP [ICS-205, 206 & Transport Plan

Receive IC/UC direction
- Priorities, limitations & constraints
- Objectives
- Key decisions
Provide feedback to IC/UC on focus/direction
Discuss interagency issues
Discuss resource requesting, approval, and ordering process
Discuss Log Section needs
Discuss support facilities

Provide logistics information briefing to Operations Section personnel
Review Medical & Comms Plan, Transportation Plan, & Other logistical information to support field operations

Attend ICS-201 brief
-Current overview
-Anticipated Log Section activities
-Indication of required support

Arrive & Check-in
Assess situation
Receive IC/UC briefing
Activate Log Section
Organize & brief subordinates
Acquire work materials
Forecast Requirements
-transportation
-medical
-resources & request process
-communications
-facilities
-safety issues
-environmental issues
-food/shelter

Manage Logistical Resources & monitor section performance
Monitor on-going logistical support & processes & make adjustments as necessary
Maintain interaction with Command & General Staff & external logistical contacts

Diagram (Logistics "P" cycle)

Tactics Meeting
Preparing for the Planning Meeting
Planning Meeting
Preparing for the Tactics Meeting
IAP Prep & Approval
Command & General Staff Meeting / Briefing
Operations Briefing
IC / UC Develop/ Update Objectives Meeting
Execute Plan & Assess Progress
New Ops Period
Initial UC Meeting
Incident Brief ICS-201
Initial Response
Notification
Incident/Event

Initial Response