



United States
USCG



Incident Command System

Logistics Section Chief

- LSC -

Job Aid



March 2020

Figure 1: Example Logistics Section Organization

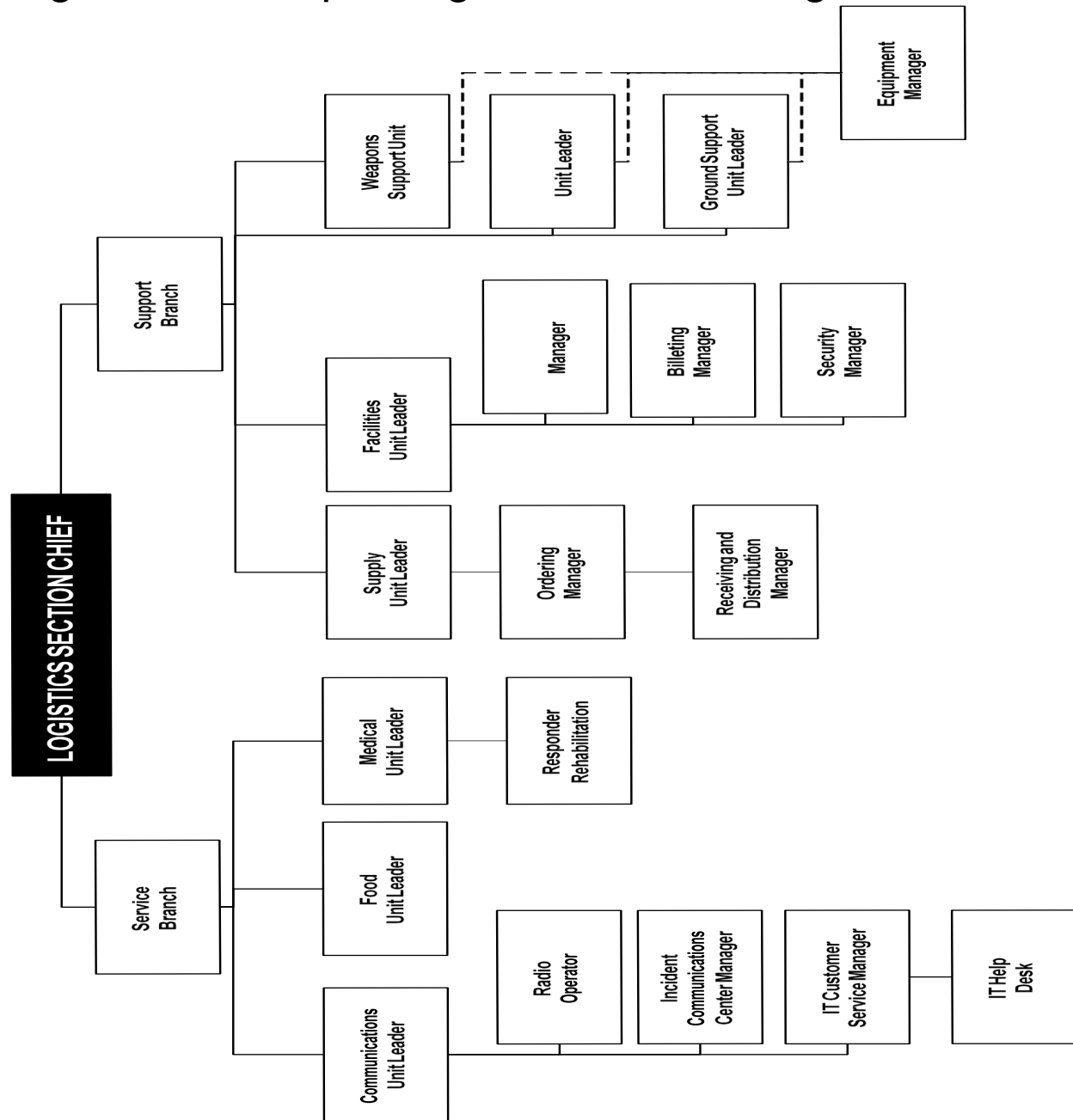


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1. Overview

1.1. User

The user of this Job Aid is anyone assigned as Logistics Section Chief (LSC) within the National Incident Management System (NIMS) Incident Command System (ICS).

1.2. When to Use

This document is a Job Aid to assist the LSC in understanding the complex tasks and processes they may face when the ICS is used. It is not a policy document, nor is it intended to act as or replace official policy, required training, or direction from higher authority. It is rather guidance for response personnel requiring application of judgment.

In the context of this Job Aid, the word incident means incident, event or exercise unless otherwise noted.

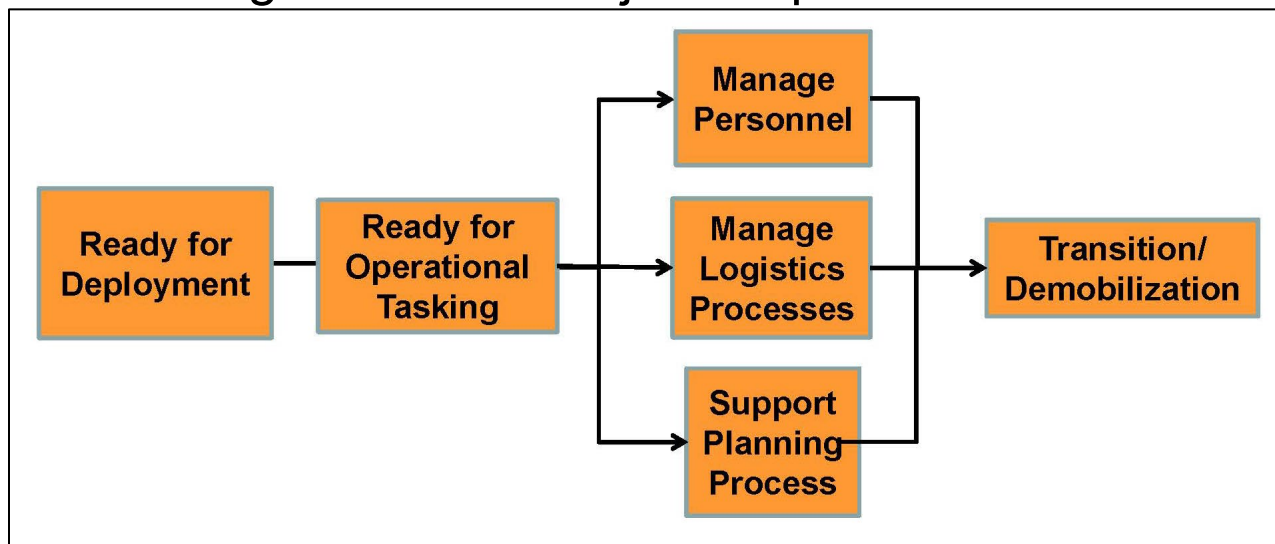
DISCLAIMER: This Job Aid provides guidance to U.S. Coast Guard (USCG) personnel and is not intended to, nor does it impose legally binding requirements on any party outside of the USCG.

Direct questions about this Job Aid to the USCG Office of Emergency Management (CG-OEM) at ICS-ProgramCoordinator@uscg.mil.

1.3. Major Responsibilities

The LSC's primary responsibility is to provide facilities, services, personnel, and materials in support of the incident. The major responsibilities listed in Figure 2 are expanded further with checklists in this Job Aid.

Job Aid Figure 2: LSC Major Responsibilities



- Ready for deployment
 - Pre-assignment actions
- Ready for operational tasking
 - Pre-deployment actions
 - Check-In to the incident
 - Obtain situation assessment
 - Receive initial brief
 - Activate Logistics Section
- Manage Section Personnel
 - Task and employ staff
 - Support personnel

- Evaluate staffing level
- Evaluate personnel
- Evaluate Section
- Conduct after action review
- Manage Logistics Service and Support Processes
 - Ensure communications needs of the incident are met - Communications Unit
 - Ensure medical needs of responders are met - Medical Unit
 - Ensure Food needs of responders are met - Food Unit
 - Ensure Facilities needs and support on the incident are met - Facilities Unit
 - Ensure supply needs are met for the incident - Supply Unit
 - Ensure ground transportation needs of the incident are met - Ground support Unit
 - Ensure vessel transportation needs of the incident are met - Vessel Support Unit
 - Ensure Weapons support needs of the incident are met - Weapons Support Unit
 - Coordinate with IMT members
 - Complete documentation
- Support the planning process by supporting
 - Tactics meeting
 - Planning meeting
 - IAP development
 - Operations briefing
- Support transition and demobilization

- Section
- Personnel

1.4. References

Below is a list of references. This list is not all encompassing. Links for many of these can be found on Homeport: <https://homeport.uscg.mil/>

- Incident Management Handbook (IMH)
COMDTPUB P3120.17 (series).
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Logistics Section Chief (LSC3)
Performance Qualification Standard (PQS)
- Applicable USCG Policy, agency and/or company policy, contingency plans, geographic supplements, and manuals.
- Classified Material and Sensitive Security Information (SSI) guidance at <http://www.uscg.mil/>

1.5. Materials and Forms

A suggested list of support materials can be found in section 9.2 LSC Deployment kit. Maintain an adequate supply of these materials throughout your assignment. Submit an ICS 213RR-CG Resource Request for supplies in accordance with the incident's resource request process.

The ICS forms are found on the Coast Guard ICS web pages on Homeport: <https://homeport.uscg.mil/>. The FEMA or USCG version of forms may be used

interchangeably unless noted. Common forms the LSC may encounter include:

- Incident Action Plan Cover Sheet
- ICS 201 Incident Briefing
- ICS 202 Incident Objectives
- ICS 202A-CG Command Direction
- ICS 202B-CG Critical Information Requirements
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 204A-CG Assignment List Attachment
- ICS 205 Incident Radio Communications Plan
- ICS 205A-CG Communications List
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208-CG Site Safety and Health Plan (not FEMA form)
- ICS 209-CG Incident Status Summary (not FEMA form)
- ICS 210 Status Change Card
- ICS 211 Check-In List
- ICS 211a-CG Daily Sign-In Sheet
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Activity Log
- ICS 214A-CG Chronology of Events Log
- ICS 215 Operational Planning Worksheet
- ICS 215A-CG Incident Action Plan Safety Analysis (not FEMA form)

- ICS 219 Resource Status Card (T-Cards)
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 225-CG Incident Personnel Performance Rating
- ICS 230-CG Daily Meeting Schedule
- ICS 232-CG Resources at Risk Summary
- ICS 233-CG Incident Open Actions Tracker
- ICS 234-CG Work Analysis Matrix
- ICS 235-CG Facility Needs Assessment Worksheet
- ICS 236-CG Tentative Release List
- ICS 237-CG Incident Mishap Report
- ICS 238-CG Demobilization Tracking Table
- ICS 240-CG Information Management Matrix
- ICS 261-CG Incident Property Tracking Table

Other Forms

- Resource Request/Order Tracking Spreadsheet
- AF-538 Personal Clothing & Equipment Record
- DD1149 Requisition and Invoice/Shipping Document

2. Checklists

2.1. Ready for Deployment - Pre-Assignment Actions Checklist

	Ensure personal readiness for assignment (See detail on page 20)
	Assemble personal deployment kit (See detail on page 21)
	Assemble LSC deployment kit (See detail on page 21)

2.2. Ready for Operational Tasking Checklists

2.2.1. Pre-Deployment Actions Checklist

	Receive assignment (See detail on page 22)
	Receive travel orders and order number (See detail on page 22)
	Verify reporting information (See detail on page 22)
	Finalize personal readiness for assignment (See detail on page 22)
	Make travel arrangements (See detail on page 23)
	Verify/Update personal deployment kit (See detail on page 23)
	Verify/Update LSC deployment kit (See detail on page 23)
	Gain incident awareness (See detail on page 23)

2.2.2. Check-In to the Incident Checklist

	Check-in on ICS 211 (See detail on page 24)
	Receive assignment/tasking (See detail on page 24)
	Check-In with Finance/Admin Section (See detail on page 24)
	Check-In with Logistics Section (See detail on page 25)
	Review and sign ICS 208-CG Site Safety and Health Plan (See detail on page 25)

2.2.3. Obtain Situation Assessment

	Review the current ICS 201 and/or IAP to determine the following (See detail on page 26)
	What kind of incident? (See detail on page 26)
	Who are key players? (See detail on page 26)
	When incident occurred? (See detail on page 27)
	Where is incident location/AOR? (See detail on page 27)
	What is the incident organization? (See detail on page 27)
	Obtain a meeting and briefing schedule (See detail on page 28)

2.2.4. Receive Initial Brief

	Define your role (See detail on page 28)
	Obtain Incident Commander (IC)/Unified Command (UC) expectations (See detail on page 29)
	Identify any limitations and/or constraints (See detail on page 29)

2.2.5. Activate Logistics Section

	Determine staffing requirements (See detail on page 30)
	Establish Logistics Section work location(s) (See detail on page 35)
	Organize and brief subordinates (See detail on page 36)
	Acquire work materials (See detail on page 36)
	Forecast requirements and establish Logistics Units (see detail on page 36)
	Establish resource management process (See detail on page 36)
	Begin Support of ICS planning process (see detail on page 39)
	Begin Section documentation (See detail on page 39)

2.3. Manage Section Personnel Checklist

	Task and employ staff (See detail on page 40)
	Support personnel (See detail on page 41)
	Evaluate staffing level (See detail on page 40)
	Evaluate personnel (See detail on page 42)
	Evaluate Section (See detail on page 42)

2.4. Manage Logistics Service and Support Processes

	Ensure communications needs of the incident are met - Communications Unit (See detail on page 45)
	Ensure medical needs of responders are met - Medical Unit (See detail on page 46)
	Ensure Food needs of responders are met - Food Unit (See detail on page 47)
	Ensure Facilities needs and support on the incident are met - Facilities Unit (See detail on page 47)
	Ensure supply needs are met for the incident including developing request and ordering process - Supply Unit (See detail on page 48)
	Ensure ground transportation needs of the incident are met - Ground support Unit (See detail on page 49)
	Ensure vessel transportation needs of the incident are met - Vessel Support Unit (See detail on page 50)

	Ensure Weapons support needs of the incident are met - Weapons Support Unit (See detail on page 51)
	Coordinate with Incident Management Team (IMT) members (See detail on page 51)
	Maintain documentation (See detail on page 52)

2.5. Support the ICS Planning Process Checklist

	Support the Command and General Staff meeting (see detail on page 53)
	Prepare for tactics meeting (see detail on page 53)
	Support the tactics meeting (see detail on page 56)
	Prepare for planning meeting (see detail on page 58)
	Support the planning meeting (see detail on page 60)
	Support post planning meeting actions (see detail on page 60)
	Support the IAP development (see detail on page 61)
	Support the Operations briefing (see detail on page 61)

2.6. Transition-Demobilization Checklist

	Transition/relief of personnel or Section (See detail on page 64)
	Provide input to the Demobilization Plan (See detail on page 64)
	Review approved Demobilization Plan (See detail on page 64)
	Supervise demobilization of Section personnel (See detail on page 67)
	Supervise demobilization of Section (See detail on page 67)

3. Ready for Deployment - Pre-Assignment

3.1. Ensure personal readiness for assignment:

Deploying without being personally ready affects your performance and may make you a liability to the incident management team (IMT). Deployment lengths vary, so plan for a 30-day deployment.

Personal readiness includes:

- Medical/dental readiness
 - For active duty and reserve members, ensure that CG Business Intelligence (CGBI) shows “green” in all categories.
 - For civilians and Auxiliarists, ensure you are ready to be deployed (e.g., have enough medications for the entire period of the deployment).
- Training and Certification readiness:
 - LSC training and certification is current.
 - Mandated training is current and “green “ in CGBI.
 - Complete incident specific training prior to deployment (e.g. HAZWOPER, area familiarization, etc.).
- Financial Readiness – Ensure personal financial situation is in order.
 - Government travel credit card (GTCC) –check your GTCC limit and activation. If deployed more than 30 days, your limit should be increased (e.g. to \$9,999).

- Plan for bill paying while deployed.
- Ensure TPAX account is active.
- Family Readiness
 - Have a Dependent Care/Pet Care plan for when deployed.
 - www.militaryonesource.com may be helpful.

3.2. Assemble Personal Deployment kit

- If your job requires regular or short-notice deployments, a Personal Deployment kit can ease the stress of deployment. See 9.1 Personal Deployment kit for an example of kit contents.

3.3. Assemble LSC Deployment kit

- Once certified as a LSC, you may be called to support large events outside your AOR. An LSC Deployment kit can ease the burden. See 9.2 LSC Deployment kit for an example of kit contents.

4. .Ready for Operational Tasking

4.1. Pre-Deployment Actions

4.1.1. Receive assignment

Tasking may come via message traffic, by phone call, through a supervisor, or by Direct Access (DA) orders Verify reporting location, date and time

4.1.2. Receive Travel Orders and order number

Ensure you have received your orders and order number for the incident.

- Federal Travel Regulations (FTR) require a written order issued by a competent authority for reimbursement of travel expenses. Travel under verbal orders is only authorized under extreme circumstances. All travelers should attempt to obtain written travel orders before departure. Consult the FTR to ensure all conditions are met when traveling under verbal orders.
- The travel order number (TONO) and order number are different. The order number is assigned by the incident (usually Logistics) to order and track each incident resources and is used at check-in to verify the position filled.
- Order number is generally in the following format: O374 where O is for Overhead and the unique three-digit number is assigned by Logistics.

4.1.3. Verify reporting information

Upon receipt of assignment, verify reporting location, date and time, order number, as well as contact

information for the Incident Command Post (ICP) in case you need assistance with travel or check-in.

4.1.4. Make travel arrangements

- Obtain counseling on entitlements and responsibilities from an authorizing official and review the FTR as necessary.
- Request cash advances, if needed.
- Make travel arrangements using approved USCG travel method.

4.1.5. Finalize personal readiness

Review the “ready for deployment checklist.”

- Communicate any readiness issues with your Command and request assistance as necessary. This may mean delaying deployment to resolve the issue.

4.1.6. Verify/update personal deployment kit.

Section 9.1 Personal Deployment kit outlines personal items that may be needed for the deployment.

4.1.7. Verify/update LSC deployment kit

Section 9.2 LSC Deployment kit outlines personal items that may be needed for the deployment.

- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked.

4.1.8. Gain incident awareness

Learn as much as you can about the incident prior to

your arrival. This includes gaining local area knowledge, reviewing contingency plans, and if possible, the ICS 201 Incident Briefing or Incident Action Plan (IAP). Establish contact with the established IMT.

4.2. Check-In to the Incident

4.2.1. Check-in

Upon arrival at the incident, check-in at the ICP using the ICS 211 (or similar electronic system.

- Have your Order Number available. The Check-in Recorder (SCKN) can validate your assignment quickly.
- In some cases, the 16-digit government TONO assigned to you is your Order Number.
- Obtain credentials (badges), if the incident is using them.
- Provide your phone number, home base, lodging arrangements, travel method, as well as any additional qualifications you have.

4.2.2. Receive assignment/tasking

The check-in recorders can direct you to the ICP or the area where you will be working. If not, the IC/UC can provide this information.

4.2.3. Check-In with Finance/Admin Section

Provide a copy of your travel orders or travel documents to the FSC. Do this soon so there are no delays when you are ready to leave.

4.2.4. Check-In with Logistics Section

If you are replacing the LSC, the following processes should be in place, but otherwise will need to be established by the LSC when stood up.

- Berthing assignment: The incident will provide adequate berthing, unless you are locally-based. If the incident is small, you may be allowed to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Logistics typically tracks where all personnel are lodging.
- Meal schedule: The size, complexity and location of an incident affects the availability of meals. On most USCG responses, meals are not provided and are the responsibility of the individual. Provided meals are tracked. If you eat incident-provided meals, you must annotate this on your travel claim.
- Consumables: Determine where to obtain necessary materials for the Section (e.g. copy paper, pens, markers, etc.).

4.2.5. Review and sign the ICS 208-CG Site Safety and Health Plan

- All incident personnel must review the incident specific ICS 208-CG Site Safety and Health Plan and sign the Worker Acknowledgement Form.
- A copy of the ICS 208-CG may be found at Check-In, Staging Areas, and in the ICP in the Operations Section and Safety Officer's work area.

- On large incidents, the ICS 208-CG may also be posted in areas such as the meal area where large groups of people congregate.
- Periodically review the ICS 208-CG to learn about any additions and updates to the Plan.

4.3. Obtain Situation Assessment

Perform the following tasks after checking in to the incident.

4.3.1. Review the current ICS 201 and/or IAP

Acquire additional background on the incident prior to starting your assignment.

- Regardless of when you arrive at an incident there is usually very little time for someone to brief you.
- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident. The “how” and “why” for the incident will be determined by the investigation.

4.3.2. Determine the kind of incident

Determining the kind of incident (search and rescue, oil/hazmat, law enforcement, natural disaster, etc.) provides an idea of the resources that should be operating in theatre.

4.3.3. Determine the key players (Federal, State, local, industry)

Determining the key players (Federal, State, local, industry) may give you some insight into Command/s direction as well as the boundaries of

the incident Area of Responsibility (AOR).

- Consider engaging the local community you are serving. Do you know what their goals/expectations are of the LSC?

4.3.4. Determine when the incident took place
An incident changes character over time including survival rates, weathering of oil, potential contaminants, vessel stability, etc.

4.3.5. Determine where the incident took place
Determine the incident Area of Responsibility (AOR). This helps you understand relationships, geography, local plans, etc. Spend some time getting to know the area. Be aware of any community issues, sensitive areas, and endangered species within the incident AOR.

4.3.6. Determine the incident organization, size and complexity

- Determine incident organization (review the ICS 201 page 3 or ICS 207).
- Determine incident complexity, Type 1, 2, or 3.
- Identify for whom you work for (e.g. IC/UC). You must also know other key players such as Area Command as well as other key players such as the Planning Section Chief (PSC), Operations Section Chief (OSC), Intelligence/Investigation Section Chief (ISC) - if staffed, Finance/Admin Section Chief (FSC), Liaison Officer (LOFR), and Safety Officer (SOFR).

- Determine whether expanding or contracting.
- Determine if there are any political considerations.

4.3.7. Obtain a meeting and briefing schedule
Look for the ICS 230-CG daily meeting schedule. If not posted, the Situation Unit should have it available.

- Determine the next meeting or briefing you need to attend.

4.4. Receive Initial Brief

The initial briefing is your opportunity to receive additional details about your assignment. You may not get a chance to spend time with the IC/UC before you start working. If you are NOT able to have this brief, meet with the current LSC or Planning Section personnel (SITL).

4.4.1. Define your role

- Determine the role you are filling. Are you playing the role of LSC and FSC (multi-hatted)?
- Determine your experience level for the role you are filling. Do you have the experience for the role you are playing? If you do not, you may want to consider requesting an Deputy LSC with that experience
- If you are relieving an already established Logistics Section, have a transition meeting with the off-going LSC. Review 9.33 Transition/Relief Checklist.

4.4.2. Obtain the expectations of the IC/UC

ICs come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident, it is possible that the IC/UC does not have expertise in Logistics Section activities. At a minimum, clarify the following expectations from the IC:

- Determine if Command want a briefing from you on the process and procedures you typically use as LSC.
- Determine how often the IC/UC wants to be updated.
- Determine IC/UC trigger points and Immediate Reporting Thresholds for the Logistics Section.
- Determine your authority from the IC/UC to request resources.

4.4.3. Determine any limitations and constraints

- Staff size, wall space, and battle rhythm/reporting requirements.
- Supply limitations for ordering.
- Specific logistics limitations for the incident.

4.4.4. Determine the Resource Request Process

If this has not been established yet, a resource request process must be developed.

- Identify the resource requesting process established by the LSC.
 - LSC plays a key role in the requesting of operational resources.

- LSC must know the process limitations and constraints established by Command for the incident.
- See chapter 6, Manage Logistics Service and Support Processes for more information
- See 9.17 Example Resource Request Process for more information.
- Clarify the long-term view for resource utilization for the incident.
 - Clarify operational resource requirements with OSC beyond the next operational period.
 - Determine how much and/or how long a resource will be needed.

4.4.5. Determine the Resource Ordering Process
If this has not been established yet, a resource request process must be developed. See 9.19 Example Resource Order Process for more information.

4.5. Activate Logistics Section

Activation of the Logistics Section begins with management of the Section (staffing and organizing the Logistics Section workspace), but will also include starting the logistics services and support process.

4.5.1. Determine Staffing Requirements

Figure 1 (inside front cover) provides a typical Logistics Section Organization. The Table 1 is taken

from USCG IMH, Chapter 13 Organizational Guides. Keep in mind the recommendations are based on 12-hour work schedules and may need to be increased for 24-hour operations. Table 2 is a Logistics Section Staffing Worksheet to help develop Section staffing needs based on the incident.

Table 1 Logistics Section Organizational Guide

	Size of incident (# of Divisions/Groups)				
Position	2	5	10	15	25
LSC	One per incident				
Deputy LSC					
Service Branch Director	As Needed				
Communications Unit Ldr	1	1	1	1	1
Incident Comm Ctr Mgr	As Needed				
Radio Operator	As Needed				
IT Customer Svc Mgr		1	1	2	2
IT Help Desk			1	2	2
Communications Tech		1	2	4	4
Medical Unit Ldr	1	1	1	1	1
Medical Support Staff	As Needed				
Food Unit Ldr		1	1	1	1
Food Support Staff	As Needed				
Support Branch Director	As Needed				
Supply Unit Leader		1	1	1	1
Camp Sup Support Staff	As Needed				
Ordering Manager		1	1	1	1
Receiving/Dist Manager		1	1	1	1

Recorders		1	1	2	2
Supply Support Staff	As Needed				
Facility Unit Leader		1	1	1	1
Base Manager	As Needed				
Camp Manager	As Needed				
Facility Maint Specialist		1	1	1	1
Security Manager		1	1	1	1
Facility Support Staff	As Needed				
Vessel Support Unit Ldr	1	1	1	1	1
Ground Support Unit Ldr	1	1	1	1	1
Equipment Timekeeper		1	1	1	1
Mechanics		1	3	5	7
Drivers and Operators	As Needed				
Weapons Sup Unit Ldr	As Needed				

- Determine Logistics Section staffing needs considering incident response activities, command expectations of the Logistics Section, planning support needs of the Command and General Staff and Operational Planning Process needs.
- The number of Logistics Section personnel needed may increase or decrease based on the IMT services and support demand
- Consider the addition of Deputy LSCs (DLSCs) or Branch Directors to manage span of control within the Section. DLSCs and Branch Directors can be utilized in many different ways, and can be invaluable to multiplying the LSCs efforts in effectively managing the Logistics Section's

responsibilities. DLSCs and Branch Directors should be fully qualified (e.g. have a LSC qualification). They may specialize and can support specific aspects of the overall logistics effort. DLSCs may also be used to manage and/or lead extended or round-the-clock Logistics Section activities.

- **Technical Specialists.** THSPs can be placed anywhere within the organization, at any time, in order to maximize the benefit of their expertise. Consider these people to be your subject matter experts for a particular aspect of incident logistics efforts.

Table 2: Logistics Section Staffing Worksheet

Staff	Shift #1	Shift #2
LSC		
Deputy LSC		
SVBD		
COML		
MEDL		
RESL		
FDUL		
SUBD		
DMOB		
SPUL		
FACL		
VSUL		
GSUL		
WEPS		
Sub-total		
Total	Shift 1 + Shift 2	

4.5.2. Request Staff

Determine optimal assignment for incident personnel already on scene and develop ICS 213RR-CG Resource Requests to fill gaps and projected Logistics Section needs.

- If the ICS 201 is complete and available, you can determine the assignment and status of personnel

already on-scene. This can be done by reviewing the ICS 201 Page 3 Current Organization, and ICS 201 page 4 Resource Summary. The resource summary will provide you with the details of personnel qualifications.

- If the ICS 201 is not complete, obtain your information from the IC, check-in lists, organization charts and personal observations.
- Assign on-scene personnel based on availability and qualifications as determined in the above two bullets.
- Submit an ICS 213RR-CG in accordance with the incident resource requesting process.
- Ensure your calculations consider work shifts and hours of operation.

4.5.3. Establish a work location(s)

The Logistics Section should be located within the Incident Command Post (ICP) and near the Finance Section. A virtual Logistics Section could work from any location as long as appropriate communications, service and support functions are completed properly.

- Ensure adequate workspace for number of personnel and equipment, including the possibility for expansion. A tool to determine space needs can be found on the ICS 235-CG Facility Needs Assessment Worksheet. See 9.27 ICP Design and Move for more information.

4.5.4. Acquire work materials

Identify appropriate work materials based on Logistics Section needs.

- Submit an ICS 213RR-CG Resource Request in accordance with incident resource request process. See 9.18 Example ICS 213RR-CG Resource Request Message.

4.5.5. Organize and brief subordinates

Conduct the initial Section meeting as outlined in 9.5 Section Meeting Guidelines to establish guidelines, expectations, work schedule, meeting schedules, and incident service and support needs. This also includes information flow within the Section.

- Identify the immediate incident service and support demands and organize your personnel to meet those demands until additional personnel report.
- Explain resource request and ordering process to subordinates.
- Develop a Section organization chart to identify roles and highlight span of control issues.
- Evaluate the span of control with the Section and request/assign additional personnel to maintain proper management ratios, if needed.
- See 9.4 Section Standard Operating Guide.

4.5.6. Forecast Requirements and Establish Logistics Units

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.

- Communications. For any incident beyond a very simple Type 3, you will need a COML. See 6.2 for more information.
- Medical. Determine the incident responder medical services required for the incident and whether a MEDL is required. See 6.3 for more information.
- Food. Determine the incident responder food services required for the incident and whether a FDUL is required. See 6.4 for more information.
- Facilities. Determine the incident facilities support required for the incident and whether a FACL is required. In addition, determine the facility safety issues. See 6.5 for more information.
- Supplies. Every incident needs supplies to keep it running. Unless the LSC will be supporting all supply requirements, the LSC will need a SPUL. Begin to predict the amount of work the Supply Unit Leader (SPUL) will need to accomplish so you can staff the position appropriately. See 6.6 for more information.
- Ground Support/Transportation. Determine the incident ground support/transportation requirements. See 6.8 for more information.

- Vessel Support. Determine the incident ground support/transportation requirements. See 6.8 for more information.
- Weapons Support. Determine if the incident requires weapons support. See 6.9 for more information.
- Processes – How many processes does this incident require? Below are just some that you should be thinking about.
 - Resource request and ordering processes. See discussion on 6.6 and 9.15 Logistics Management Processes.
 - Agency cost sharing agreement. This may be driven by the FSC. See discussion on 9.15 Logistics Management Processes.
 - Vehicle management plan including a safety plan.
 - Classified communication management plan. See 6.2 for more information.
 - Property management plan coordinated with the FSC. SPUL is responsible for this. See 6.6 for more information.
- 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.

4.5.7. Establish Logistics Services and Support Process

The success of the Logistics Section is measured by IMT customer satisfaction with incident services and support functions. See Chapter 6, Manage Logistics Service and Support Processes for more detailed information.

- Establish a system for receiving status updates and information from resources on status of equipment. (e.g. sourced ICS 213RRs from SPUL). This may be in the form of inboxes, envelopes or an easel chart.
- Establish a timeline to ensure the Logistics Section is able to meet the reporting/briefing requirements (i.e. RESL information needs for resource requests).

4.5.8. Begin Support to the ICS Planning Process

See Chapter 7 Support the ICS Planning Process for more information.

4.5.9. Begin Section Documentation

Start proper documentation for the Section. This includes periodic Logistics Section documentation of the incident as it stands at a specific time.

- See 6.11 Maintain Documentation for more information. Begin ICS 214 Activity Log. See 9.24 Example ICS 214 Activity Log.

5. Manage Section Personnel

After initial set up of the Logistics Section, the LSC must manage the Section and personnel.

5.1. Evaluate Staffing Level

The LSC must continually evaluate their staffing level to ensure:

- Future personnel requirements
- Rotations – Identify need for replacements as soon as possible
- Shift work – The Section will need to expand and contract the number of shifts depending on incident needs (e.g. multiple vs. daytime only, etc.)
- Work-life (e.g. time-off, morale events, etc.)

5.2. Task and Employ Staff

Once your staff has been identified, and are either in route or on-scene, they will need direction and guidance, even if they are self-starters. They will look to the LSC to provide direction so it is to your benefit to provide consistent and appropriate tasking as well as making expectations very clear.

While the responsibility for the Logistics Section functions is yours as LSC, you are not expected to do all of it yourself. You must identify and task key leaders in your Section to support your efforts.

- Develop a Logistics Section Standard Operating Guide. Handout/post this guide for Section

personnel to review. See 9.4 Section Standard Operating Guide for more information.

- Provide direction to staff. Use the Section Standard Operating Guide as the starting point.
- Schedule Section Meeting
 - At least one per operational period.
 - If necessary, one per Logistics Section shift.
 - Brief subordinates on work assignments.
 - See 9.5 Section Meeting Guidelines for more information.
- Conduct staff debriefings.
 - At least one per operational period.
 - If necessary, one per Logistics Section shift.
 - See 9.6 Logistics Staff Debrief for more information.

5.3. Support Personnel

The personnel working for you require support. You have already started this support by ensuring you have enough workspace/facilities and equipment (e.g. the ICS 235-CG Facilities Needs Assessment worksheet).

- Keep personnel informed and be honest with them.
- Ensure they have basic needs met such as food and lodging.
- Establish an equitable work schedule.
- Provide safe working conditions.
- Use a Section Standard Operating Guide to set

the direction, expectations, and guidelines for the Section.

- Provide Section staff appropriate support as needed to gain skills and knowledge in the Section.
 - On-the-Job Training (OJT) as appropriate.
 - ICS position specific training.
 - Equipment training (computers, systems, etc.).

5.4. Evaluate Personnel

To ensure the Section is operating properly and effectively, continuous evaluations of personnel should be performed. Personnel need to know how they measure up.

- Evaluate personnel against established expectations and provide feedback/guidance where needed.
- Document as required.
- Use ICS 225-CG Incident Personnel Performance Rating as a tool to provide written evaluation/feedback for personnel. This can be used at any time. See 9.35 ICS 225-CG Incident Personnel Performance Rating.
- Welcome feedback on yourself.
- Submit Section/personnel for recognition.

5.5. Evaluate Section

You should continually monitor overall Section performance and make adjustments as necessary.

Use 9.31 Logistics Section Self-Evaluation Checklist and 9.32 Personnel Evaluation Criteria to help evaluate how your Section is performing. This evaluation should be part of your Section Standard Operating Guide. Ask the IC/UC and other IMT members about the service your Section is providing. Confirm that the Section is:

- Functioning as a team.
- Producing the products required.
- Providing the correct information.

5.6. After Action Review

Complete after action review (AAR) at any time to help improve Section activities. This can be performed individually or as a group.

6. Manage Logistics Service and Support Processes

6.1. Logistics Services and Support Process Overview

As Logistics Section Chief, you must decide how you want information to flow within your Section and you must maintain and up-to-date status of all Logistics activities to understand the incident service and support needs.

- Establish an INBOX/OUTBOX area for the section.
 - The INBOX will be the place for personnel to provide updates to the following type of input;
 - The OUTBOX will be the location that historical data will flow to the Documentation Unit once it is updated with current data.
- Determine method to log and track logistics activities.
 - ICS 213 General Message. Any incident data/information coming into the Section not on a form should be documented on an ICS 213 General Message form.
 - ICS 214 Activity Log – used by Unit Leaders and the LSC to document the four A's: attendees, actions, accidents and agreements.
 - Track Logistics Section open issues on a Logistics ICS 233-CG Open Actions Tracker until action is complete. For example, waiting for status of one resource order.

6.2. Ensure communications needs of the incident are met - Communications Unit

The LSC is responsible to ensure incident personnel have the right tools to communicate and to develop the ICS 205 Incident Radio Communications Plan.

Incident communication is not just about radios.

Incident communications includes obtaining, distributing, supporting operation of computer and radio incident communications equipment and the data management infrastructure to support information flow. Almost all incidents now use at least computers and cellular telephones. Incidents that are more complex use computer servers, repeaters, teleconferencing and video conferencing. If the COML is not used, the LSC is responsible for providing all of these services and developing the ICS 205 Incident Radio Communications Plan.

- The LSC or COML will be responsible for developing the ICS 205. See 9.9 Example ICS 205 Incident Radio Communications Plan for more information. As the LSC, you should evaluate the ICS 205 developed by the COML.
- The COML may also be required to provide a Communications List. See 9.10 Example ICS 205A Communications List for more information.
- Since the COML will be distributing and tracking communications equipment including computers and peripherals (printers, external hard drives, etc.), see 9.21 Example ICS 219-9 Accountable

Property Assignment Record for more information to how to track accountable property.

- The incident may also require secure and non-secure communications and a classified information plan. This is different from the ICS 205 Incident Radio Communications Plan. A classified information plan describes how the incident manages, tracks and secures classified equipment and information.

6.3. Ensure medical needs of responders are met - Medical Unit

The LSC, is responsible ensure incident personnel have appropriate medical services and to develop the ICS 206 Medical Plan. Medical support also includes providing medical care, overseeing health of response personnel, obtaining medical aid and transportation for injured or ill response personnel and coordinating with other functions to resolve health and safety issues.

- Determine if the incident needs a simple ICS 206 medical plan that just describes where local hospitals are or if the complexities of the incident suggest that the LSC (or a MEDL) contact the local hospitals and ensure they have the capability to support potential trauma, chemical exposures or other more serious injuries. See 9.11 Example ICS 206 Medical Plan and 9.30 Example ICS 237-CG Incident Mishap.

6.4. Ensure Food needs of responders are met - Food Unit

The LSC is responsible to ensure incident personnel have appropriate food services including all remote locations such as staging areas. Remember that good food and sleep can cure many responder-generated problems. Fail to look after your people and they will fail you. If your incident requires significant food services, bring in a FDUL.

6.5. Ensure Facilities needs and support on the incident are met - Facilities Unit

The LSC is responsible to setup, maintain and demobilize all facilities. This also include security services, as well as sleeping and sanitation facilities. The LSC or FACL is responsible for every incident facility from cradle to grave, including management. The FACL may require facility managers to help support the various facilities on the incident.

- Use 9.29 Facilities Hazard/Risk Identification Checklist to help assess adequacy of facilities.
- Depending on the incident needs, lodging information may be tracked for the incident. This is typically required for disaster response to ensure appropriate lodging and collected at check-in. When considering lesser cost lodging options, consider agency guidelines.
- For help determining facility needs, see 9.27 ICP Design and Move, 9.27.1 Example ICS 235-CG

Facility Needs Assessment and 9.27.2 Example Small ICP Design. These are helpful to determine overall space requirements for the incident and other facility support requirements (desks, chairs, telephones, computers, etc.).

- For more information on how to support meeting facilities, see 9.28 Meeting Room Support.

6.6. Ensure supply needs are met for the incident - Supply Unit

The LSC is responsible for ordering, receiving, inventorying and storing and distributing all supplies, including non-expendable supplies and equipment for the incident. This also includes the request process and ordering process. The SPUL may have additional staff to support this requirement depending on the size of the incident.

- See 9.15 Logistics Management for overall discussion.
- The overall lifecycle of a resource on an incident is shown on 9.16 Life Cycle of a Resource – Resource R.
- Develop a resource request process for the incident with the RESL and FSC. See 9.17 Example Resource Request Process for an example process that can be modified for the incident and 9.18 Example ICS 213RR-CG Resource Request Message.
- Develop a resource order process for the incident

with the FSC. See 9.19 Example Resource Order Process for an example process that can be modified for the incident.

- For USCG Contingency Staffing, see 9.23 USCG Contingency Staffing Process.
- The Logistics Section is responsible for assigning Resource Order Numbers for resources on the incident. Initial resources are assigned by RESL until Logistics is stood up and ordering resources for the incident (e.g. using the ICS 213RR-CG). See 9.20 Resource Order Number for more information and example Resource Request Tracking Matrix.
- Determine accountable property tracking process. The SPUL will be tracking distribution and use of accountable property.
 - The ICS 219-9 Accountable Property Assignment Record is a tool to track property assignment. See 9.21 Example ICS 219-9 Accountable Property Assignment Record for more information.
 - The ICS 261 Incident Property Tracking Table is a simple spreadsheet that can be modified to meet the incident needs for tracking accountable property. See 9.22 ICS 261-CG Example Incident Property Tracking Worksheet. Property tracking may be passed to the Property Unit Leader (PROP), if the position is established.

6.7. Ensure ground transportation needs of the incident are met - Ground Support Unit

The LSC is responsible for supporting the ground transportation/vehicle support needs for the incident. Determine how responders are getting around the incident (to/from hotels, to/from work sites, etc.). If the incident is small, this is not be needed. However, as an incident grows (even a Type 3 incident) consider every vehicle that the incident is paying for, plus government vehicles, as fair game for inclusion in the incident motor pool. If the LSC does not want to manage this process, a GSUL may be required.

- Consider an incident process to describe how responders and their vehicles support the IMT.
- Consider developing and implementing a transportation plan for responders to describe how to get from the hotel to the incident. See 9.12 Example Transportation Plan, which should be modified for an incident. This may be included in the IAP.
- Consider developing and implementing a traffic plan for vehicle drivers to ensure safety. See 9.13 Example Traffic Plan for an example, which should be modified for an incident. This may be included in the IAP.

6.8. Ensure vessel transportation needs of the incident are met - Vessel Support Unit

The LSC is responsible for supporting the vessel

transportation and vessel support needs (including fueling services) for the incident. Determine how responders are getting around the incident on the water and how the vessels are supported. Most vessels will be support by their own infrastructure so this may not be required. If the LSC does not want to manage this process, a VSUL may be required.

6.9. Ensure Weapons support needs of the incident are met - Weapons Support Unit

The LSC is responsible for developing and implementing a weapons support plan for the incident, if needed. Since most weapons will be support by the own organization, this may not be required. A Weapons Support Unit Leader (WEPS) may be requested to arrange for maintenance, storage and repair of weapons, ammunition and ordinance on a case-by-case basis.

6.10. Coordinate with IMT members

Understand the interactions the LSC has with other IMT members and need to keep them information of significant changes in logistics status. See functional interactions 9.3 Functional Interactions for more information. The LSC may be involved with IMT members at other meetings or events like a town hall meeting.

6.11. Maintain Documentation

Maintain proper documentation for the Section. This includes periodic documentation of the incident as it stands at a specific time. Some of the documentation includes:

- ICS 205 Incident Radio Communications Plan
- ICS 205A Communications List
- ICS 206 Medical Plan
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Activity Log
- ICS 214A-CG Chronology of Events Log, if used
- ICS 219-9 Accountable Property Assignment Record T-Cards
- ICS 225-CG Incident Personnel Performance Rating
- ICS 233-CG Open Actions Tracker for Logistics Section activities
- ICS 235-CG Facility Needs Assessment
- ICS 237-CG Incident MISHAP
- Resource Request form
- Documented decisions (see 9.25 Example Decision Memo)

See also 1.5 Materials and Forms for other forms and information.

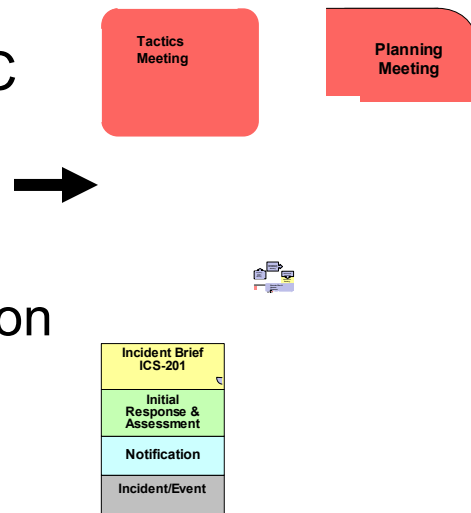
7. Support the ICS Planning Process

The LSC must support the ICS Planning Process. See 9.36 Logistics Section Chief Activities in the ICS Planning Process for a visual of the resources activities using the planning process “P.”

7.1. Attend Command and General Staff Meeting

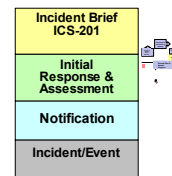
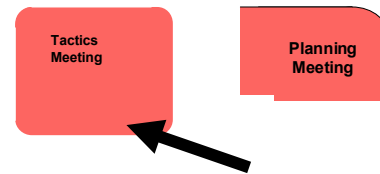
This is a key meeting for the LSC to meet with Command and General Staff.

- The LSC will receive the IC/UC Command Direction (priorities, objectives, limitations/ constraints, key decisions and critical information requirements/immediate reporting thresholds) and tasking.
- The LSC will provide feedback to the IC/UC on logistics activities, issues and concerns. Have a standard report to deliver, preferably in writing. One page is sufficient. The LSC will discuss:
 - Interagency issues
 - Resource request process
 - Resource ordering process
 - Logistics section needs
 - Support facilities
 - Security issues



7.2. Prepare for the Tactics Meeting

This period of time after the Command and General Staff meeting should be used by the LSC to ensure their staff is fully employed and ready to meet the challenges of managing and acquiring resources for the current and next operational periods.



- Conduct a Business Management Meeting to match Command's intent regarding logistical and financial processes and activities for the incident and that they are communicated to key personnel. See 9.7 Business Management Meeting for more information.
- Conduct Section meeting with Logistics staff. See 9.5 Section Meeting Guidelines. 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.
- 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

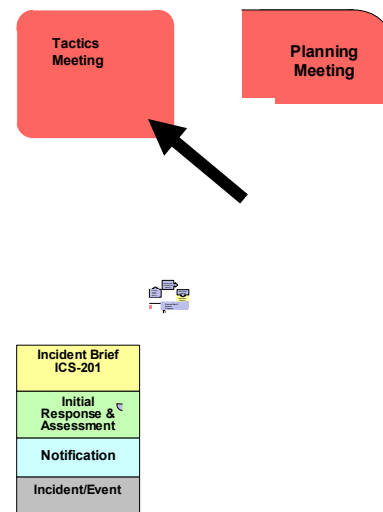
consistently in short supply and/or any resources consistently going out of service (e.g. they are breaking, not useful, underutilized, etc.). With this information, you will know if resources being counted on for the next operational period need to be replaced. If possible, review with the RESL the completed ICS 215 (see 9.8 Example ICS 215 Operational Planning Worksheet).

- Status of ordered resources: Determine if ordered resources are keeping pace with requests 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. If very few orders fall into this category, the SPUL can simply validate the original request for the resource.
- Summarize support capabilities: Are the support capabilities (ICP, Base, Camp, Helibase, Staging Areas, communications 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.
- Clarify processes:
 - You should be asking if the processes currently in place are working well.

- If the processes are not in place, then the LSC develops or works with the FSC to develop as appropriate.
- See 9.15 Logistics Management Processes for more information on the various processes you may need to have in place.

7.3. Support the Tactics Meeting

This 30-minute or less briefing is the opportunity for the OSC to present the proposed Plan. The most important question for the LSC is if resources identified in the Tactics Meeting can be acquired in time for the next operational period.



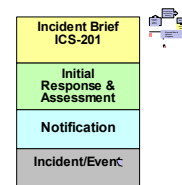
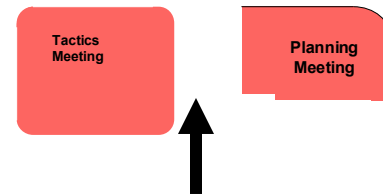
- Proposed tactics - As the OSC presents the plan, listen for and make note of issues of concern. Generally, the PSC will ask that you allow the OSC to finish their briefing before the questions start so as not to derail the presentation of the overall plan.
- Identify resource needs – RESL will note resource needs on the ICS 215 (see 9.8 Example ICS 215 Operational Planning Worksheet).
 - Has the OSC included shift work in their plan?
 - Which resource(s) does the OSC consider critical to the next operational period?

- 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 affecting 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 affect the objective. Sometimes the OSC can create a work-around if they have time to do so.
- 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.
- Identify resource support requirements
 - Determine if the OSC has factored in the potential for different operating schedules (e.g. boat crew or aviation crew operating hours).
 - Determine if the OSC has factored in logistics (fuel, personnel transport, lunches, etc.).
- 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.

7.4. Prepare 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 acquired in time for the next operational period. This can be particularly problematic if the operational periods are 12 hours in length (typically during the early phase of an incident).

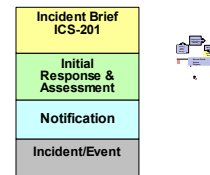
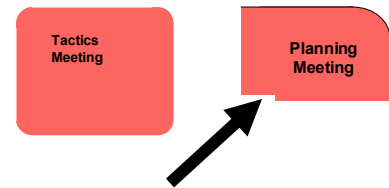


- Confirm status and availability of required resources – The ICS 215 identifies required resources. While Logistics is waiting for the RESL to complete the ICS 213RR-CG for identified resources, the SPUL can be sourcing unusual resources.
- Determine additional resources to support objectives – Many tactics require resources that may not show up on the ICS 215 (e.g. shovels, rakes, PPE, ammunition, etc.). These in-the-weeds details can often determine the success of a tactic.

- Order necessary resources – By this time you should have approved ICS 213RR-CG's for the next operational period.
- Update OSC on resource non-availability – This is critical to the success of the OSCs operations AND your relationship with the OSC and PSC. As indicated on page 57 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.
- 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.
- Identify contingencies as needed – While you cannot 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?

7.5. Support the Planning Meeting

This 30-minute or less meeting presents the Incident Action Plan to Command for tentative approval. The LSC should be ready to validate that resources identified during the Tactics meeting for the next operational period will be available.



- The LSC validates 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 the LSC should be ready to support the plan.

7.6. 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 ensure that resources identified during the Tactics Meeting have been requested and ordered and support IAP development.

7.7. Support Incident Action Plan Development

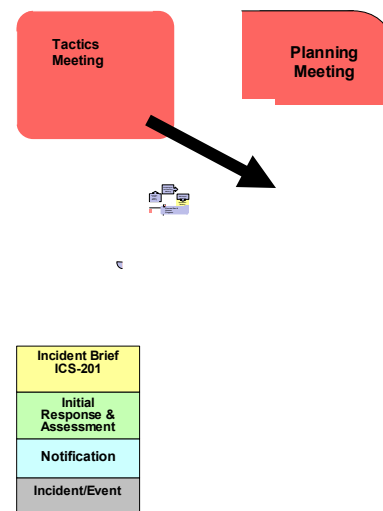
The LSC or their staff is responsible for producing parts of the IAP. Ensure the development and timely delivery to the RESL of the following IAP documents:

- ICS 205 Incident Radio Communications Plan
- ICS 205A Communications List (as requested)
- ICS 206 Medical Plan
- Transportation Plan (as requested)
- Traffic Plan (as requested)
- Additional plans/documents may be required.

7.8. Support the Operations Brief

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division and Group Supervisors. The LSC is responsible for providing logistical service and support information.

- LSC covers food, ground and vessel support (e.g. fueling and servicing information), transportation plan (if developed), ICS 205 Incident Radio Communications Plan, ICS 206 Medical Plan, supply updates and resource request process.



- 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.
- Ground and Vessel support – how to obtain fuel and service support for equipment.
- Transportation plan – the plan is generally included in the IAP so the LSC should highlight any key points to DIVS.
- ICS 205 Incident Radio Communications plan – the plan is included in the IAP with specific frequencies and phone numbers on each ICS 204.
- ICS 206 Medical plan – the plan is included in the IAP. The LSC should highlight specifics to the DIVS (e.g. Call 911 for injuries more than first aid).
- 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.
- After the Operations Briefing, conduct a Logistics Staff debriefing to collect information from subordinates on lessons learned and how

processes are working. See 9.6 Logistics Staff Debrief for more information. This information will be used to prepare for the upcoming Command and General Staff meeting.

8. Transition-Demobilization

8.1. Transition/Relief of Personnel or Team

8.1.1. Transition Process

Depending on the length of the response, individual personnel in the Section or all personnel on the IMT may transition/need to be relieved. In order to transition, the following must occur:

- Request Relief. The incident supervisor or outgoing member requests relief. This should be completed at least 2 weeks prior so a proper relief can be located, ordered in, and arrive in time for overlap and relief.
- Incoming/Outgoing member Transition Briefing. The incoming member obtains a briefing from the outgoing member. See 9.33 Transition/Relief Checklist for example information to discuss.
- Incoming/Outgoing member operational period overlap. Ideally, the incoming and outgoing members would have an overlap of three Operational Periods. For the first operational period, the incoming member observes. The second operational period is done together and the third operational period observed by the outgoing member. This applies for any function, whether you are the OSC or PROC, the functions each position applies will be the same in each Operational Period.
- Outgoing member supervisor debrief. Outgoing member debriefs with their incident supervisor.

Topics include: lessons learned/recommendations, feedback on their leadership, feedback on subordinates, and note transition complete

- Outgoing member individual demobilization.

Outgoing member conducts individual demobilization in accordance with the Demobilization Plan.

8.1.2. Timelines for deployment

When requesting a replacement, consider timelines for deployment in when a replacement is to be requested for the incident. Consider timelines when requesting replacements during an incident.

- A standard 21-day deployment typically translates to no more than 16 days on the job.
 - One day travel on each end (two days total).
 - One day of demobilization processing/medical clearance.
 - If in a leadership position, require minimum of one day transition/overlap for relief on each end (minimum 2 days) but ideally three operational periods.
- Timelines for reserve personnel on a 60-day deployment typically translates to no more than 49 days on the job.
 - Five days of leave earned.
 - One day travel on each end (two days total).
 - One to two days of Demobilization Processing/Medical clearance.

- If in a leadership position, require minimum of one-day transition/overlap for relief on each end (minimum of two days) but ideally three operational periods.

8.2. Provide input to the Demobilization Plan

The LSC works closely with the DMOB in developing the Demobilization Plan. LSC should provide DMOB with what Logistics Units are required to be seen during the checkout process. See 9.34 Example ICS 221 Example ICS 221 Demobilization Checkout.

Typical check out requirements include:

- Supply Unit to return incident supplies and equipment.
- Communications Unit to turn in communications equipment.
- Facilities Unit to checkout of hotel/camp.
- Security Manager to turn in access badges.
- Ground/Vessel Support Unit for vehicle/vessel inspection.
- Medical Unit for post incident health assessment.
- Other Logistics Unit – there may be a need to have incident personnel checkout with other Logistics Units.
- Be sure to specify the checkout requirements for DMOB to add to the Demobilization Plan and/or ICS 221. This information will help DMOB develop the Demobilization Plan.

8.3. Review Approved Demobilization Plan

Determine the command priorities for release of personnel from the Demobilization Plan and use to identify priorities and expectations regarding the demobilization of personnel and Section.

8.4. Supervise demobilization of Section personnel

- Provide input to IC/UC for demobilization of Section personnel.
- Identify Section personnel for demobilization. Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221 Demobilization Checkout Sheet.
- Evaluate and recognize personnel (e.g. ICS 225, and possible awards draft). See 9.35 ICS 225-CG Incident Personnel Performance Rating.

8.5. Supervise demobilization of Section

- Ensure final turnover/disposition of documentation to DOCL.
- Turn in equipment and supplies as appropriate.
- Provide SPUL with a list of supplies to be replenished.
 - Consumables.
 - Equipment (computers, radios, GPS, etc.).
 - Consider replacement in kind.

9. Appendices

9.1. Personal Deployment kit

	Uniforms appropriate for the response including appropriate footwear
	Verify any special PPE required or will be provided by the incident
	Update your family emergency plan (see www.ready.gov for details)
	Gather emergency contact information
	Determine dependent care plan (i.e. wills, powers of attorney, etc.)
	Create payment plan for bills
	Ensure sufficient medications and/or medical supplies for 30 days
	Determine pet care plan, if applicable
	Gather power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

9.2. LSC Deployment kit

Item Name	Qty	Unit	√
Camera to document condition (can be part of smart phone)	1	Ea	
Computers with internet access	2	Ea	
Clips, Binder, Assorted Sizes	3	Pk	
Clips, Paper, 100 per Bag	2	Pk	
Flags, Post-it	2	Ea	
Folders, 6 Part	12	Ea	
Hooks (to hang T-Card racks)	12	Ea	
ICS 219-9 Property T-Cards	10	Pk	
In-boxes or large envelopes	3	Ea	
Paper, 8 ½" x 11" Notepads	9	Ea	
Paper, Post-it Notes 3x3 & 3x5	2	Pk	
Paper, ICS Forms: 209, 213, 213RR, 214, 214A-CG	20	Ea	
Pens, Fine Point, Dry Erase	3	Bx	
Pen, Red	1	Bx	
Pen, Blue	2	Dz	
Pen, Highlighters	18	Ea	
Pen, Black, Permanent Marker	2	DZ	
Pen, White-out Correction	3	Ea	
Power supply cords	1	Ea	
Printer	1	Ea	
Reference, Area Contingency Plans	1	Ea	
Reference, Incident Management Handbook (IMH)	2	Ea	

Item Name (continued)	Qty	Unit	√
Reference, ICS Forms Catalog	1	Ea	
Reference, Logistics Section Chief Job Aid	3	Ea	
Reference, ICS Forms Catalog	1	Ea	
Scissors	1	Ea	
Smart Phone with GPS & Camera	2	Ea	
Stapler with staples	1	Ea	
Surge protectors	1	Ea	
Tape, Blue Scotch 2" x 60'	10	Roll	
Tape and Tape Dispensers	4	Ea	
Tape, Clear, Packing, 2"x60'	5	Ea	
T-Card Racks (cloth or metal)	10	Ea	
Vest, Orange with Logistics Section Chief Labels	3	Ea	

9.3. Functional Interactions

Below are 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
	Ops briefing	Safety information	Feedback on Safety issues
SOFR	As needed	Safety information	Feedback on safety issues
LOFR	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

MEET With	WHEN	LSC OBTAINS	LSC PROVIDES
PSC & Staff	Upon arrival at incident	Assignment (if available) Status of current situation Work assignments Resources in play	Home base contact info Other quals
	Daily	Up to date info from SITL and RESL as appropriate	Feedback on resource use decisions
LSC Staff	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
THSP	As needed	Technical information to help conduct assignment	Feedback on assignment

9.4. Section Standard Operating Guide (SOG)

Having a Standard Operating Guide (SOG) for your personnel ensures clear communication of your expectations, expected codes of conduct, and procedures/processes. You cannot hold people accountable for information they did not receive.

This is especially important when working with personnel from other agencies as not everyone has the same leadership concepts/protocols. Some items to include in the Section SOG:

- “Command philosophy” or guidance
- Section organizational structure and chain of command
- Duties & work expectations of Section personnel
- CIRs and IRTs for you (“when to call me”)
- Code of Conduct (fair treatment, etc.)
- Available employee resources (if any)
- Request and ordering procedures
- Conflict resolution procedures
- Work schedule and rest periods
- Training, qualification and evaluation standards
- Safety procedures and injury reporting procedures

Modify the following example Logistics Section SOG to best meet your needs and update it as needed during the incident.

Logistics Section Standard Operating Guide

1. Introduction:

This document provides guidance for and expectations of all Logistics Section personnel during the _____ incident/event. In the absence of supervision, all resources personnel shall be guided by the procedures set forth by this document. All personnel are expected to exercise proper judgment, common sense and training in all situations.

2. General Instructions to all Logistics Section

Personnel: (This section should address work/duty policies and topics)

- All personnel shall ensure they are rested and physically and mentally ready to assume assigned duties
- All personnel shall adhere to the watch/duty schedule
- Change of shifts/watch shall occur _____.
- All personnel shall read and sign the Incident ICS 208-CG Site Safety and Health Plan
- Resource Request procedures (Use 9.17 Example Resource Request Process as starting point)
- Resource Order Procedures (Use 9.19 Example Resource Order Process as starting point).
- Notify the LSC immediately for the following conditions/situations:
 - Injuries or illness involving resources personnel

- Equipment casualties
- Major operational changes or incident developments
- Personnel conflicts that cannot be resolved at immediate supervisor level
- Complaints concerning logistics service

3. Organization:

This section describes and outlines the structure of the Section to show chain of command. See Figure 1 inside the front cover for an example.

4. Expectations:

This section should describe the expectations that you, the Logistics Section Chief (LSC), have for each function within the Section, including but not limited to:

- Reporting requirements, participation in meetings, communications duties, assistance within Section and to other members of the IMT, etc. (do NOT retype the IMH. You can make it incident specific).
- Deputy LSC (DLSC): (put in information as to how you expect the DLSC to perform). Act in the place of the LSC when the LSC is not in the ICP or is at a meeting.
- XXX Unit Leader: note specific expectations for assigned unit leaders.

5. Personnel Policies:

- All personnel shall be in professional attire, such

as appropriate uniform of the day or own-agency dress code.

- Professional conduct is expected from all personnel, both on and off duty. Sexual harassment, hazing, bullying, discrimination, and other such unprofessional conduct will not be tolerated.
- Conflict resolution procedures.
- Critical Incident Stress Management (CISM).
- Time off requests.
- Injuries & claims.
- Training.
- Social Media.
- Evaluations.
- Safety procedures.

6. Documentation:

All Logistics Section personnel shall maintain required documentation according to positional duties. Do not throw ANYTHING away. All documentation shall be filed by ICS form number and then grouped by Operational Period.

- ICS 214 Activity Logs shall be routed to the DLSC for review.
- Duplication of documents shall be performed by the DOCL.

9.5. Section Meeting Guidelines

The purpose of the Section meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is good leadership. It is imperative that you conduct this meeting at least once a day!

- Set a standard time and place for this meeting, if possible. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction from the IC/UC.
- Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
- Give your team a situation update. While some will not need or even want details, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
- Brief current logistics activities. Identify the work expected of your staff during this operational period and the next operational period.
- Compliment staff actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
- Remind your staff to provide input to the Section ICS 214 daily.

9.6. Logistics Staff 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.

- Debrief all subordinates on progress.
 - Note percent of work completed.
 - 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?).
- Note any safety concerns (slips, trips, falls, etc.).
- Ensure all pilferable resources are either transferred to oncoming shift, or secured.
- Collect all forms of documentation (e.g. ICS 213RR-CGs, ICS 214, logs, etc.).
- Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.
- Ensure logistical issues discussed prior to releasing subordinates (replenish supplies, secure gear, food and lodging, etc.).

9.7. 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 after the Command and General Staff meeting works well. This enables the LSC and FSC to have the most up-to-date information prior to the Tactics meeting.

Attendees: FSC and LSC.

Other possible attendees: COST, PROC, SPUL, SITL, RESL, and DOCL.

Items for discussion include but are not limited to the following:

- Resource Request/Order processes:
 - Are resource orders keeping up with requests? If not, why not.
 - Are all incident personnel using the Resource Request process? Including other shift personnel?
 - Are specific agency procedures causing problems?
 - Any updates needed to the processes?
- Cost/Funds: Generally, the LSC and FSC should have a treetop view of this issue.

- Is there an adequate incident cost sharing agreement between parties?
- What is the ceiling for each funding stream? A rule-of-thumb is when costs have reached 80% of the current ceiling, the ceiling should be increased.
- What is the burn rate? This is calculated by the FSC and staff and always includes direct costs but may include indirect costs.
- Property tracking: Effective property tracking 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!
 - How is accountable property being tracked and is the process working well? Spreadsheet, ICS 219-9's, etc.
 - Who is tracking accountable property – SPUL or is a Property Unit Leader (PROP) needed?
- 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.

- Documentation:
 - Are decisions documented properly?
 - What decisions are documented on the ICS 214 vs. a Decision memo? (see 9.25 Example Decision Memo)

9.9. Example ICS 205 Incident Radio Communications Plan

This example is using the FEMA version of the form. The USCG version can also be used.

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name: Animas			2. Date/Time Prepared: Date: 29 AUG 2020 Time: 1400			3. Operational Period: Date From: 30AUG20 Time From: 0600			Date To: 30AUG20 Time To: 1800		
4. Basic Radio Channel Use:											
Zone Grp. #	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks	
		Command	College 1	C & GS	800 MHz	Trunked	158.775 N		D	Cavallero College Admin	
		Tactical	Fire 3	OSC & DIVS	154.9500 N	136.5	157.1250 W	136.5	A	Repeater at Haynes Point Hill	
		Tactical	82A	DIV A	157.1250 W	none	157.1250 W		A		
		Tactical	HFD 4	FF & Salvage Group	154.9650 N	167.9	154.950 MHz	167.9	A		
		Tactical	DSP 3	Inv Group	852.7625 N	192.8	852.7625 MHz	192.8	A		
		Tactical	81A	Oil Recovery Group	157.0750 N	none	157.0750 N	none	A		
1		Logistics	Ch 1	Logistics Support	26.965 MHz	none	26.965 MHz	none	A	FRS Frequency	
5. Special Instructions:											
6. Prepared by (Communications Unit Leader): Name: J. Barnes, COML											
Signature: _____											
ICS 205											
IAP Page _____											
Date/Time: 29 AUG 2020, 1400											

9.9.1. ICS 205 Incident Radio Communications Plan Evaluation Criteria

The LSC should evaluate the Communications Plan to ensure there is adequate communications.

- ☐ Is the information detailed enough to facilitate good communication?
- ☐ Do all Divisions and Groups have a tactical frequency assigned?
- ☐ Is there a frequency assigned to logistical support without tying up tactical or command channels?
- ☐ Is there a channel for requesting medical aid?
- ☐ Is there a central command channel?
- ☐ Are responders training to implement the Communications Plan?

This example is using the USCG version of the form.
The FEMA version can also be used.

[illegible]

9.11. Example ICS 206 Medical Plan

This example is using the FEMA version of the form.
The USCG version can also be used.

MEDICAL PLAN (ICS 206)

1. Incident Name: Animas		2. Operational Period: Date From: 30 AUG 20 Time From: 0600		Date To: 30 AUG 20 Time To: 1800			
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
First Aid 1	Stolls Staging Area	Fire 3, Ph: xxx-xxx-xxxx	☒ Yes ☐ No				
First Aid 2	Terminal Staging Area	Fire 3, xxx-xxx-xxxx	☒ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
HFD Amb 2	Stolls Staging Area	Fire 3, Ph: xxx-xxx-xxxx	☒ ALS ☐ BLS				
HFD Amb 4	Terminal Staging Area	Fire 3, xxx-xxx-xxxx	☒ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Hiatusport County Hospital	Hilton Dr, Hiatusport, DE	xxx-xxx-xxxx	2 min	10 min	☒ Yes Level: 3	☐ Yes ☒ No	☒ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
6. Special Medical Emergency Procedures:							
Helispot located at each staging area and on Turtle Island.							
INJURY REPORTING PROCEDURES: Call 911 if extremely urgent medical issue. Brief non-life threatening injuries up to the OSC, SOFR and MEDL. DO NOT USE PATIENTS NAME DURING ANY RADIO REPORT							
NATURE OF INJURY _____							
LOCATION OF PATIENT _____							
TRANSPORTATION REQUEST BY: AIR _____ GROUND _____							
POINT OF PICK UP _____							
☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____							
8. Approved by (Safety Officer): Name: _____ Signature: _____							
ICS 206		IAP Page _____		Date/Time: _____			

9.11.1. Evaluating the ICS 206 Medical Plan

The LSC should evaluate the Medical Plan.

- ☐ Is the information detailed enough to facilitate getting medical care to responders when required?
- ☐ Are the identified medical facilities capable of providing needed care in a timely manner?
- ☐ Is there a clear line of communication identified in the Medical Plan?
- ☐ Is the location and capability of each medical facility clearly described within the plan?
- ☐ Are the medical emergency reporting procedures clear?
- ☐ Is there clear information if a Medevac is required? (How are we going to get someone out, triage, treat and transport them)
- ☐ Where are the aid stations?
- ☐ Where are the ambulances and are they in the right locations?
- ☐ Are Helispots identified?
- ☐ Can hospital/transport handle contaminated patients (do the patients need decontamination prior to transport)?

9.12. Example Transportation Plan

Purpose:

This example Transportation Plan should be modified as appropriate for your incident.

This transportation plan provides information for the XXX incident.

General Instructions:

- The Ground Support Unit Leader (GSUL) manages the incident vehicle motor pool.
- Vehicles Available:
 - two rental vehicles (seat up to 5 people);
 - one nine person van and
 - one five person crew cab 4x4 pickup
- If you need to use one of these support vehicles, submit an ICS 213RR-CG to request a vehicle at least 24 hours prior to time needed.
- **No smoking, personal firearms, or liquor in vehicles being used for this incident.**
- Pick up keys at Motor Pool desk next to Check-in at ICP; arrive 10 minutes before desired departure to allow for vehicle inspection.
- Fueling: There is a gas station across the street from the entrance of the ICP. Turn in fuel purchase receipts with mileage noted to Ground Support Unit.
- The Communications Unit Leader has cell phone accessories (chargers and hands free headsets)

that can be checked out.

- Vehicles are for official use only.

Ground Transportation:

Your first means of ground transport should be your own rental vehicle. Many personnel ordered into the incident are authorized rental vehicles on their orders. The GSUL can assist you with arranging repairs to your rental vehicle with your rental company (e.g. flat tire, windshield repair).

There is an hourly shuttle bus that will travel from the ICP to the XXX hotel, then onto Stoll's marina staging area and then Terminal Ave staging Area. The shuttle schedule is posted at all stops including staging areas, ICP and berthing locations. Shuttle buses are identified with "XXX Incident Shuttle" sign.

Water transportation:

- Vessel shuttles from Turtle Island Helispot and Duke Island Staging Area will be operational 24/7.
- Mainland departures are hourly on the hour.
- Departure times may vary based on weather.
- Maximum passenger capacity is limited to 29 personnel.
- Cargo capacity is limited to 10 tons
- If cargo is not already palletized, arrive 1 hour prior to departure. Notify vessel master if cargo is classified as hazardous material

Transportation to/from Hiatusport Airport

Schedule livery service with Big Al's for transport to and from the Hiatusport Airport. Call xxx-xxx-xxxx for service.

Accident/Incident Reporting:

Report any vehicle accidents to the GSUL at XXX-XXX-XXXX.

Developed by: XXXX GSUL

Date: 30 Aug 20

Approved by: XXXX, LSC

Date: 30 Aug 20

9.13. Example Traffic Plan

This example Traffic Plan should be modified as appropriate for your incident.

This traffic plan provides information for the XXX incident.

ICP Parking:

- There are reserved parking spaces at the ICP for the Incident Commanders/Unified Command, their deputies, vanpool, handicapped, and GSA vehicle per GSA regulations. There are no other reserved parking spaces.
- Follow all traffic rules for the facility. The Safety Officer has maps of the ICP with traffic patterns.
- The speed limit at the Incident Command Post is 15 miles per hour.
- Parking outside ICP is for non-commercial vehicles only.
- Recreation Vehicles (RVs), 18-wheelers, large trailers, trailered boats, and large equipment shall be stored in the staging area parking lots.

Deliveries:

- Warehouse deliveries scheduled from 1000 to 1400 only.
- Staging Area deliveries allowed during daylight hours only.

Incident Traffic Map:

- Use attached map for traffic flow and routes.

Towing:

- Use spotter whenever backing, attaching, or detaching trailer.
- If using vehicle from motor pool to tow with, notify GSUL.

Local Driving:

- If using Route 60 during rush hour (0700 – 0900 and 1530 – 1800) add 1 hour to transit time.
- Expect construction delays on Highway 234.
- Hazardous material transportation limited in bridge and tunnel. Contact the GSUL for more information.
- For trips over 2 hours, complete online Army “Travel Risk Management System” Private Motor Vehicle risk assessment tool “TRIPS” found on the CG-1132 Shore Safety website.

Accident/Incident Reporting:

Report any vehicle accidents to the GSUL at XXX-XXX-XXXX.

Developed by: XXXX GSUL

Date: 30 Aug 20

Approved by: XXXX, LSC

Date: 30 Aug 20

9.14. Example ICS 213 General Message

This example is using the USCG version of the form. The FEMA version can also be used.

1. Incident Name YAZ NORTHERN	2. Date and Time of Message 30 AUG 2006 1040	GENERAL MESSAGE ICS-213-CG
3. TO: L. Martin	ICS Position SITL	
4. FROM: J. Reisling	ICS Position FOBS	
5. SUBJECT: Field Report		
6. MESSAGE		
The Fire Group has six engines and one Type II crew. Attached is a map of the		
current fire situation. Fire suppression activities are hindered east of the Yaz Railroad		
right-of-way due to the continuing chlorine release.		
7. Reply		
8. Signature/Position (person replying):		Date/Time of reply
GENERAL MESSAGE		ICS-213-CG (Rev 04/04)

9.15. Logistics Management Processes

The primary role of the Logistics Section Chief is to support the Operations and Resources Unit with Logistics processes for the incident. Your goal is to make the resource management process easy for your customers. Whether you are the first LSC or the last, you must have the global view on requesting, approval, ordering, receipt and distribution, utilization, maintenance, and demobilization. The Resource Management “R” shows the lifecycle of a resource and the forms used in this process (see 9.16 Life Cycle of a Resource – Resource R). Below are some of the processes that support the business of managing logistics.

Resource Request Process. This process is internal to the incident. It defines flow, including who on the IMT can request resources, how requests are made, who must approve each request, what the requestor can expect from the process, which form will be used (i.e. ICS 213RR-CG, and any limitations on funding that may be imposed by Command. Establishing this process is Job One for the LSC and FSC. It should stop “initial” ordering (i.e. where incident management team personnel are ordering without a request and approval process and actually acquiring resources that may or may not be tied to incident objectives). This process should always be posted for incident personnel to use. See 9.17

Example Resource Request Process for more information on request process.

Resource Order Process. This process is the companion to the Resource Request Process. It defines for Finance and Finance Section personnel how an internal request is turned into an external order. 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. It includes important nuances like; which funding stream (OSLTF, CERCLA, state, Responsible Party, FEMA Mission Assignment (MA), AFC-30, 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. The order process is generally not posted. See 9.19 Example Resource Order Process for more information on ordering.

Expanded Ordering. An organization (e.g. USCG Base procurement shop) that is authorized to set up outside of the ICP to assist the PROC/SPUL with ordering supplies, services and resources to support the incident. The FSC and LSC need to determine if this should this be used to support the incident.

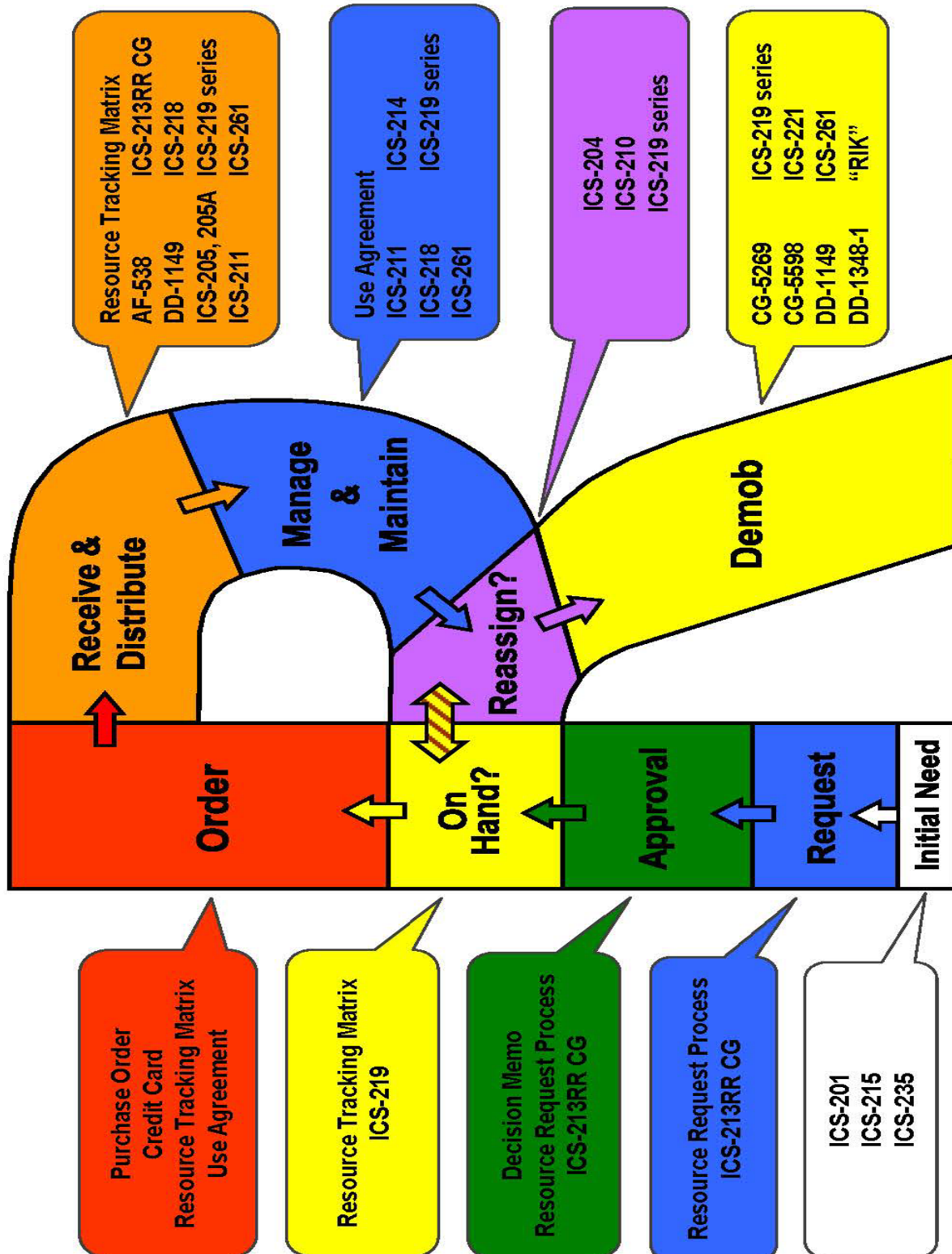
Cost Sharing Agreement. This guidance document

is generally created if more than one fund is being used to support the incident. It helps the SPUL and/or Procurement Unit Leader (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 Pollution Funding Removal Agreement (PRFA) to pay for another federal, state or local agency than to have a Responsible Party do the same thing. The cost sharing agreement is not posted.

Decision making process. You may want to document the process for decisions. Simple decisions are typically documented on the ICS 214 Activity Log and large or contentious decisions are documented on a decision memo. Some decision memos will be signed by the FSC and others will require the IC/UC signature(s). See 9.25 Example Decision Memo. This process can be documented in the Section Operating Guide.

9.16. Life Cycle of a Resource – Resource R

The resource R shows the overall lifecycle of a resource on an incident.



9.17. Example Resource Request Process

The following is an example Resource Request Process and should be modified for incident use.

All resource requests **MUST** be filled out on the ICS 213RR-CG Resource Request form, utilizing the following procedures:

1. Originator completes lines 1-9 and gets the respective Section Chief approval while insuring significant detail on tactical resource(s) or qualifications/skills of personnel needed is provided. The request should focus on capability rather than naming the brand or specific item (e.g. helicopter capable of carrying four personnel from location A to B rather than requesting an USCG H-65 Helicopter). This gives the logistics section the ability to find the best resource to meet the need. If you have a source of supply or pre-standing agreement, please provide the specifics in your detailed description under number 4. Originator retains the green copy.

2. a. Tactical Resources and Personnel

Originator passes ICS 213RR-CG form to the Resources Unit Leader (RESL) for review. RESL checks block 8.a. noting the resource is personnel or tactical resource. If the resource is available, RESL checks block 8.b., signs block 9 and the resource is reassigned. If the resource is not available, RESL checks box 8.c., signs block 9 and the form is

passed onto the Logistics Section.

2. b. Non-Tactical Resources (e.g. supplies, non-tactical equipment, etc.)

Originator passes the form to the Logistics Section. It does not need to go to RESL because it does not deal with tactical resources and personnel (which RESL would track).

3. Logistics Section reviews resource request. If approved, Logistics completes lines 10-14 and the ICS 213RR-CG form is then forwarded to Finance/Admin Section, minus the pink copy, for cost analysis/documentation. If request is denied, form is returned to the originator with an applicable explanation.

4. Finance/Admin Section completes lines 15-16 on the ICS 213RR-CG form and completes the order process (see order process). The yellow copy is retained and the form is forwarded to the RESL. At the end of the next operational period, the yellow copy is forwarded to the Documentation Unit Leader for archival reference.

5. Finance Section gives a status spreadsheet to the Command and General Staff of all orders at the end of each operational period. Refer to the example ICS 213RR-CG and the detailed instructions included.

9.18. Example ICS 213RR-CG Resource Request Message

Resource Request Message										ICS-213 RR CG (12/06)		
1. Incident Name: Mills Point			2. Date/Time: 02 Apr 2007 1330			3. Resource Request Number: B01009						
4. ORDER Note: Use additional forms when requesting different resource sources of supply												
a. Qty		b. Kind	c. Type	d. Priority U or R	e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.				f. Requested Reporting Location:	g. Order # (LSC)	h. ETA (LSC)	i. Cost
1			R		Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds.				Helibase	E090	4 Apr 0800	\$2356.00
					Contact Helibase Manager, Jeff Jones, to discuss specific flight line reporting procedures/requirements.							
5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:												
Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliquwest International												
8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.												
a.		☒	b.	☐	Resources available as noted in block 12			c.	☒	Resources not available		
10. Requisition/Purchase Order #:		11. Supplier Name/Phone/Fax/Email:										
24-06-276HXXQ016		Heliquwest International, Randy Simon 550-555-4041										
12. Notes:												
Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.												
13. Logistics Section Signature:												
David Jones 02 Apr 06 2040												
14. Order placed by (check box):												
☐ SPUL ☒ PROC ☐ OTHER												
15. Reply/Comments from Finance:												
Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523												
16. Finance Section Signature:												
Sam Chase 02 Apr 06 2100												

Full instructions on back page. Requestor fills in blocks 1-5, except #3 & #4.g (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i. Finance fills in blocks 15-16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

9.19. Example Resource Order Process

9.19.1. Example Resource Order Process

The following is an example Resource Order Process and should be modified for incident use.

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.

The following procedures will be adhered to:

1. SPUL has a purchase card and \$25,000.00 warranted for supply purchases and \$3,000.00 authority for services.
2. PROC has unlimited purchase authority and will be on-site for the duration of the incident.
3. Any questions on correct funding source(s) shall be referred to FSC for resolution:
 - All HAZMAT related orders shall use CERCLA accounting information.
 - All Oil related orders shall use the OSLTF accounting information.
4. All orders over \$100,000.00 must be approved by the IC prior to obligation.
5. SPUL is responsible for all personnel orders, equipment and supply purchases within warrant capability.

6. PROC is responsible for all others including any Basic Ordering Agreement (BOA) or Pollution Removal Funding Authorization (PRFA).
7. PROC and SPUL shall maintain “order documentation” at a single location, filed by ICS 213RR-CG number and cross-referenced by “Order Number”.
8. 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.
9. All Orders shall be tracked on a Resource Tracking Matrix by the PROC and SPUL.
10. SPUL shall receive all orders and notify requestors of status. SPUL shall maintain close contact with RESL to keep updates on resources checked-in.
11. PROC is responsible for all incident accountable property tracking.
12. PROC and SPUL shall coordinate with RESL, TIME and COST for resource demobilization based on the Demobilization Plan.
13. ICS 213RR-CG Order Processing procedures:
 - Logistics (LSC or SPUL) reviews for accuracy, determines funding, validates need etc.
 - If approved, Logistics completes lines 10-14 and the ICS 213RR-CG form is then forwarded

to Finance/Admin Section, minus the pink copy, for cost analysis/documentation.

- If request is denied, form is returned to the originator with an applicable explanation and Resource Tracking matrix is updated to reflect action.
- FSC completes blocks 15-16 on the ICS 213RR-CG and determines the order process:
 - SPUL takes action on all items within authority noted above.
 - PROC takes all action on items within authority noted above.
 - All order documents will be filed as noted above and a copy will be provided to COST.

14. FSC will assign one member to perform audits of random sample of ICS 213RR-CG file documentation at least every 3rd day. Report results to LSC and FSC.

9.19.2. Basic Order Process:

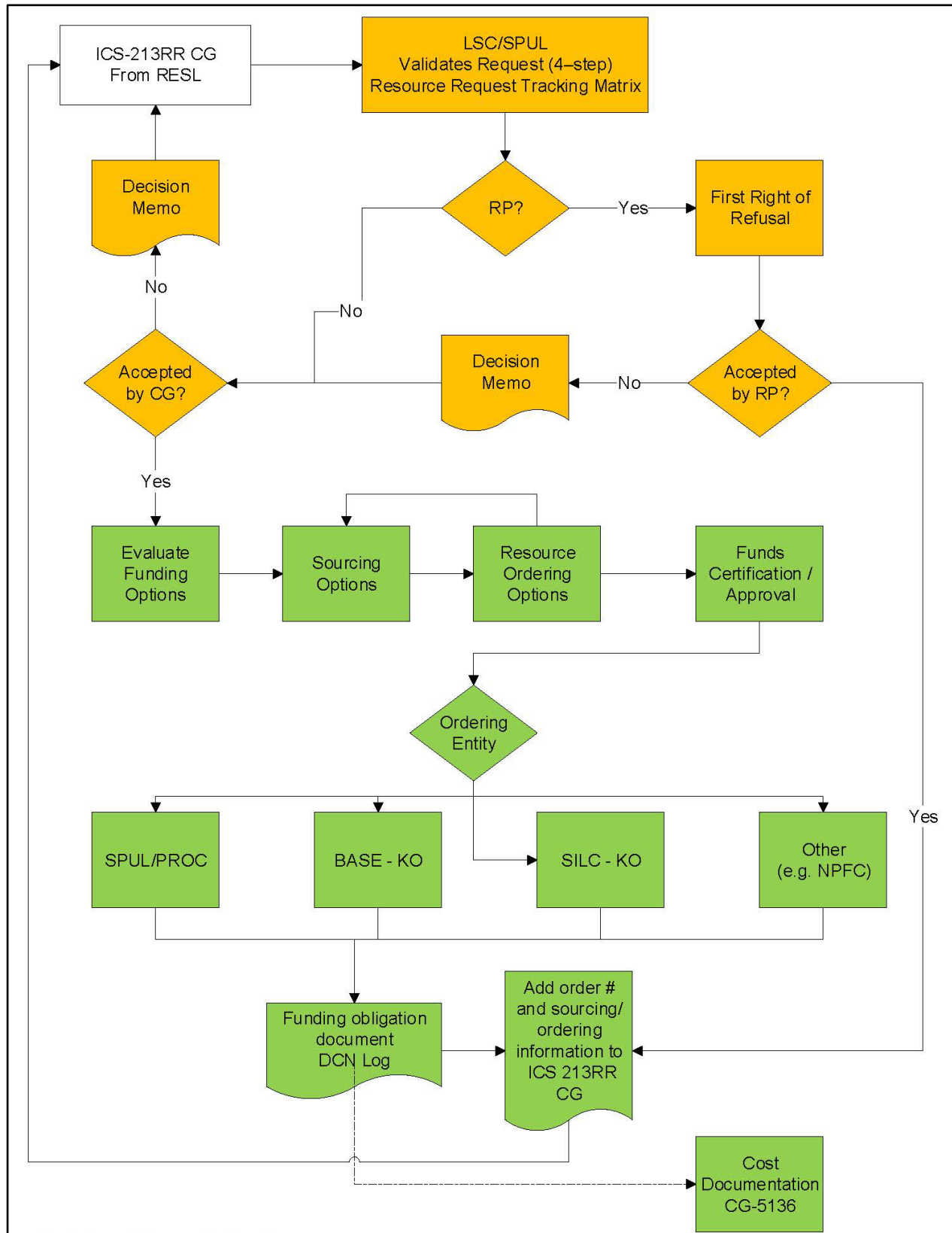
This process is shown below in a flowchart.

First Right of Refusal: If there is a Responsible Party (RP), there is generally a process in place by which the RP can decide if they want to acquire the resource. If there are two RPs, there might be a first and a second Right of Refusal. If the RP accepts the request, the only action required by the SPUL is adding an order number and basic resource information to the ICS 213RR-CG before sending the ICS 213RR-CG back to the requestor. NOTE: If the RP does not accept the request then a decision memo must be written explaining the rationale for the refusal. This decision memo will be required for justification after the response is concluded.

USCG Order Process: If there is no RP or the RP has refused a request, then next step is for the USCG to accept the request and evaluate funding options.

- If the request is still good, then funding options (AFC 30, OSLTF, CERCLA, etc.) are evaluated. The next step is to determine who is most likely to have the resource (CG, OGA, BOA contractor, independent contractor, etc.).
- Determine the best ordering option for the selected source. The return arrow in the diagram is used to suggest that the source may have to change depending on the most appropriate ordering option.
- FSC must certify that funds are available before the order is actually placed with the Ordering Entity (SPUL, Base, SILC, NPFC, etc.).

9.19.3. Resource Order Process Flow Chart



9.19.4. Resource Order Source Options

Resources can be organized into categories for ordering purposes: personnel; supplies; and services. These categories may also be turned into managers under the SPUL or PROC position depending on the size of the incident. Source Options:

- Responsible Party Funds.
- Direct Access (DA). See also 9.23 USCG Contingency Staffing Process.
- Request for Forces (RFF).
- Request for Assistance (RFA).
- Pollution Removal Funding Authorization (PRFA).
- Interagency Agreement (IAA).
- Military Interdepartmental Purchase Request (MIPR) DD448.
- Basic Ordering Agreement (BOA).
- Negotiated Competitive Stand Alone Contract (sometimes referred to as a Non-BOA Contract).
- Purchase Order.
- Government Purchase Card.

See the FSC job Aid for a more detailed description of these source options.

9.19.5. Resource Order Completion

The resource order process shown above shows the ICS 213RR-CG being returned to the requestor once the resource has been sourced and ordered. However, resource management on an incident must be considered from a cradle to grave perspective. Everything acquired to support an incident must eventually be returned, demobilized, or even potentially destroyed in order to close the books on the incident. When an order is

technically complete depends on the type of resource. Some agencies may have slightly different actions/requirements but generally, these actions include notification to the requestor of the request status, receiving the resource, tracking the resource as appropriate, demobilizing the resource, and completion of all financial payments and documentation.

Personnel

- All overhead personnel will be assigned an order number.
- The SPUL will notify the requestor via the ICS 213RR-CG (with the order number) that the resource is en-route.
- When the person checks-in to the incident on the ICS 211, a copy of the ICS 211 needs to be provided to the Logistics Section and the Finance Section to confirm that the ordered resource actually arrived.
- Complete when the person has demobilized from the response, arrived back at their unit, and the completed travel claim is received back at the response and financials updated.

Supplies/Equipment

- Major items of equipment (whether tactical or support) will be assigned an order number to assist in tracking the resource.
- The SPUL will notify the requestor via the ICS 213RR-CG (with the order number) that the resource is en-route.
- Check-in/Receipt:
 - When equipment is checked-in to the incident on the ICS 211, a copy of the ICS 211 needs to be provided

to the Logistics Section and the Finance Section to confirm that the ordered resource actually arrived.

- Supplies (i.e. office supplies) may or may not be assigned an order number (expendable supplies typically do not get an order number) but the supplies will be received by the incident (possibly by a Receiving and Distribution Manager (RCDM)) and thus “checked-in”.
- Complete when:
 - Leased equipment has been refurbished if necessary, returned to owner, final invoice received and paid, and the documentation complete, or
 - Purchased equipment/supplies have been properly disposed of through the appropriate channels (DRMO, etc.) and all response paperwork updated accordingly

Services

Usually a contract must be managed until the service reaches a conclusion.

- Complete when the contract ends, final invoice received and paid, and financial documentation updated.

9.20. Resource Order Number

An order number is assigned to each specific resource to track that resource and is typically assigned by Logistics. The only **exception** is order numbers assigned to initial response resources. Resource Order Numbers are assigned by the RESL for up to 99 resources in each category (see tables below). Once the ordering process is established, the Logistics section will assign order numbers starting at 100. The Logistics Section will use a resource request form (NO form number) to assign order numbers for the initial resources. Use a different page for each kind of resource. This a log, and only complete the sections where you have information.

9.20.1. Example Resources Unit Order Numbers:

O	001 thru 099	VH	001 thru 099
E	001 thru 099	VL	001 thru 099
H	001 thru 099	EQ	001 thru 099

9.20.2. Example Logistics Order Numbers:

O	100 thru ?	VH	100 thru ?
E	100 thru ?	VL	100 thru ?
H	100 thru ?	EQ	100 thru ?

Examples: **VH-001**: Wheeled Vehicle (VH), first wheeled vehicle assigned order number (001).

O-001 – Overhead (O), first overhead person (probably initial IC) assigned order number (001).

[illegible]

9.21. Example ICS 219-9 Accountable Property Assignment Record

The ICS 219-9 Accountable Property Assignment Record is an excellent tool to track accountable property. Accountable property is any item that must be returned to its owner upon the completion of the incident and includes items like radios, meters, cell phones, computers, etc.

Typically, the COML and SPUL (or PROP, if established) will maintain T-Card racks for the accountable property assigned to them. Header cards (ICS 219-1) are used to distinguish like groups of equipment.

The ICS 219-9A Accountable Property Transfer may also be used on the equipment itself.

Below is information on how to use the ICS 219-9 Accountable Property Assignment Record.

ICS-219-9 Accountable Property Assignment Card

The ICS-219-9 is usually filled out by the Logistics section to track the assignment of accountable property (e.g.; radios, meters, computers, etc.).

Kind of Property: Common Name of Item Cache/Unit Name: Agency that owns equipment; if purchased with incident funds, place name of incident here. Order number from block 4g of ICS-213 RR and/or block 5 on the ICS-211.	1. Kind of Property		2. Cache/Unit Name		3. I.D. No.	
	Gas Alert Micro		Sector Hiatusport		E 125	
	4. Size/Capacity Handheld multi-gas detector					
Size/Capacity: Description of Item	ASSIGNMENT RECORD					
	5. Date/Time 4/7/07-1400		6. Operational Period 0600-1800			
Date/Time: property assigned. Name and home unit/agency of person to whom item assigned.	7. Name George Schwartz					
	8. Home Base CGC SEA OTTER					
	9. Incident Assignment HAZMAT GROUP					
Incident Assignment: Location person and/or equipment assigned on incident; e.g., ICP, Division, Group	10. Returned Date/Time		OR 11. Transferred 4/7/07 - 2200 ↓			
	5. Date/Time 4/7/07 - 2200		6. Operational Period 1800-0600			
	7. Name Don Jacobs					
Date/time returned to Logistics or transferred to another person	8. Home Base CGC SEA OTTER					
	9. Incident Assignment HAZMAT GROUP					
	10. Returned Date/Time		OR 11. Transferred ↓			
5. Date/Time		6. Operational Period				
7. Name						
8. Home Base						
9. Incident Assignment						
10. Returned Date/Time		OR 11. Transferred ↓				
ACCOUNTABLE PROPERTY ASSIGNMENT CARD NFES 2098						
ADD CARD						

Incident Maintenance Record

12. Special Maintenance Requirements - Parts
Requires two AA batteries

**Runs 16 hrs on batteries,
change at end of each op
period.**

**Special
Maintenance
Requirements:**
Maintenance
and servicing
instructions.

13. Maintenance Performed and Date:

14. Note:

**Detects: H₂S, CO, O₂, SO₂ &
combustibles.**

Note:
Additional
information
about item.

9.22. ICS 261-CG Example Incident Property Tracking Worksheet

1. Incident Name:				Hurricane Zephth		3. Funding Source:		DPN (FEMA)		INCIDENT ACCOUNTABLE RESOURCE TRACKING WORKSHEET								ICS-261-CG (rev 5/07)							
2. Incident Location:				Mobile, AL		4. Project Number:		D07BC1		10. ICS-213RR Request Number:		11. Issued to Location		12. Issued to		13. Issued Date		14. Date Returned to Supply Unit		15. Current Disposition		16. Final Disposition Date			
5. In Service Date				6. Acquisition Method		7. Item/Resource Name & Model Number		8. Serial Number		9. Actual Cost		10. ICS-213RR Request Number:		11. Issued to Location		12. Issued to		13. Issued Date		14. Date Returned to Supply Unit		15. Current Disposition		16. Final Disposition Date	
1-Apr-07				Purchase		Dell Laptop / D7500		D0700010893874		\$ 2,200.00		009-07		ICP (Finance)		SKI I. M. Cost		1-Apr-07				In Use			
1-Apr-07				Rent / Lease		Canon Copier / NP-5900		C8008237987737		\$ 7,000.00		010-07		ICP (Planning)		MSTC J. Coatlle		1-May-07				In Use			
10-Apr-07				Purchase		Brother Fax Machine / B500		K8377727421		\$ 250.00		029-07		ICP (Logistics)		SKCB, Kind		15-May-07				Transfer to FEMA		20-May-07	
				Home Unit																		Abandon / Destroyed			
				Purchase																		Unit Owned			
				Loaned																		Available			

INTRODUCTION:

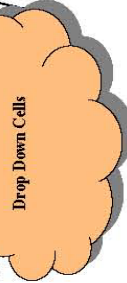
This workbook is designed to be an electronic **Incident Accountable Property** Management Form. The workbook allows an FOSC's designated Incident Property Officer to track and report all accountable property during the incident as well as summarize the final disposition of property at the completion of the incident.

USER TIPS:

1. **ENTERING NEW DATA:** Simply overwrite the existing data. The highlighted data cells are "Drop Down Cells" that do not require manual entry, just as they appear in the workbook(s).

2. **PROTECTING SHEETS:** This workbook is "protected", so it will tab to next open cell. If you need to modify the workbook, go under "tools", "protection", "unprotect worksheet". There is no password associated with the protection. It is recommended as each workbook is finalized that it be protected to avoid corruption. Use "Tools" from the drop down menu then select "Protection," then "Protect Sheet." Accept the default checks, a password is not recommended.

3. **INSERTING MORE ROWS:** There are currently 3 pages that can be used to list items/resources. If more rows are needed, there are several ways to do this. It is recommended that you always insert from the last dateline of a section or a page. Then "copy and paste" the Drop Down cell formulas from existing rows in that section, repeat as necessary. Remember to unprotect the worksheet before doing this (see #2 above). The drop down menus are listed on what is currently the 4th page of the worksheet (line 126 to 141). These cannot be deleted or the pull down menus will not work.



9.23. USCG Contingency Staffing Process

1. Sector/ICP identifies the need for personnel outside of the Sector/Base to staff the incident. If Sector needs personnel from the local Base, they work directly with the Base/District. If no local, Base then follow contingency staffing process. The movement of personnel should still be tracked in DA MOB. Tasking Command in DA MOB should be the local Sector. Identify funding and cost center for TONOs. Notify SSS of name of Incident so they can create the incident in DA MOB. District will contact USCG Area to identify T14 Authorizations.
2. Determine if the Sector needs NSF (Strike Team, CG-IMAT, and PIAT), SERT or DOL DSE support. If so contact NSFCC, SERT, or DOL watch directly for team deployment. This support typically shows up much faster than the traditional contingency staffing process. Follow up request with a RFF to District and Area. Notification to Surge Staffing Section (SSS) should be made so the movement of personnel can be tracked in DA MOB. For all other contingency staffing, complete an ICS 213RR-CG for competencies needed and enter the request into DA MOB. TONO and LOA are included in DA MOB comments. Copy District/Area Command.

3. Determine District/Area Command participation. District/Area Command are only involved in the contingency staffing process if Sector cannot enter request in DA MOB or if there is more than one ICP for response. Then District/Area Command makes decision on critical resources. This does not mean all contingency personnel are brokered by District/Area Command, only the competencies that are critical (e.g. DOCL1).
4. Enter staffing request in DA MOB. Tasking Command in DA MOB should be Sector. If it cannot be filled, change tasking Command to District or USCG Area.
5. Surge Staffing Section (SSS) works on request. SSS develops candidate list, and conducts nationwide solicitation, requests candidate availability, and notifies commands all via ADMINOIX and email.
6. Sourcing command selects candidate(s) to fill request. Once a member is selected, SSS sends assignment message. SPO/Personnel and Admin creates orders.
7. Person reports to incident. Member is “checked in” in DA MOB. Potential replacement requested.

8. Once work is completed, determine if person is needed at another ICP. If so, track in DA MOB. Use ICS 210 Resource Status Change form for tracking the transfer of the resource. If work not completed, has a replacement been ordered?
9. Supervisors complete ICS 225 on personnel performance. Copy to responder and evaluation supervisor. Original to DOCL.
10. Person demobilizes and returns to home unit, notifies ICP who annotates in DA MOB and sends demobilization message.

Notes:

- For request for staffing outside the USCG, the District/Area Command sends a Request for Assistance (RFA) to CG-OEM for action.
- SSS notifies District/Area Command when resource is not available. District/Area Command should provide a daily priority list to SSS to expedite requests.
- PACAREA/LANTAREA are involved in the process if they are able to provide personnel resources from their organic staffs. Otherwise, they are copied for visibility purposes and reporting information up the chain as needed.

This example is using the FEMA version of the form.
The USCG version can also be used.

1. Incident Name: Animas		2. Operational Period:	
		Date From: 31 AUG 20 Time From: 31AUG 20	Date To: 0600 Time To: 1800
3. Name: G. Foss		4. ICS Position: SITL	5. Home Agency (and Unit): USCG Sector Hiatusport
6. Resources Assigned:			
Name	ICS Position		Home Agency (and Unit)
C. Murchison	FOBS		USCG Sector Hiatusport
M. Monk	DPRO		USCG Sector Hiatusport
T. Jones	DPRO		HFD
M. Thomas	ASITL		HFD
7. Activity Log:			
Date/Time	Notable Activities		
31AUG/0700	SITL gave status briefing at IC/UC Meeting		
31AUG/0800	SITL gave status briefing at C&GS Meeting		
31AUG/0900	PSC held Section meeting. Provided status of Unit. Noted issues with information flow from OSC.		
31AUG/0940	Conducted Unit Meeting. Passed key issues from PSC. updated unit ICS 233 with assigned tasks to staff.		
31AUG/1000	During routine safety inspection, SOFR identified potential electrical hazards with power cords. Corrected on the spot.		
31AUG/1100	SITL gave status briefing at Tactics Meeting. Provided projections for next op period.		
31AUG/1130	T. Jones became ill. Send to MEDL. Was sent home to recover. Requested replacement.		
31AUG/1145	Provided training to M. Monk on ERMA.		
8. Prepared by: Name: G. Foss Position/Title: SITL Signature: _____			
ICS 214, Page 1		Date/Time: _____	

9.25. Example Decision Memo

A decision memo can be used to document key decisions for logistics and finance.

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: imd
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.

9.26. Example ICS 233-CG Open Action Tracker

The LSC can use the ICS 233-CG Open Action Tracker to track open actions for Logistics activities.

1. Incident Name: Yaz Northern		INCIDENT OPEN ACTION TRACKER ICS-233 (Rev 1-07)					
2. No.	3. Item	4. For/POC	5. Briefed POC (X)	6. Start Date	7. Status	8. Target Date	9. Actual Date
1	Develop a Stakeholder Outreach Plan for keeping stakeholder involved and informed	LNO	x	10-Sep-13		11-Sep-13	
2	Conduct Risk/Hazard Analysis and Develop a site safety plan for both ongoing operations and future operations.	SOFR	x	10-Sep-13		10-Sep-13	
3	Establish a JIC by 1700 tonight	PIO/LSC	x	10-Sep-13		10-Sep-13	
4	Develop a media strategy and have signed off by UC.						
5	Ensure that the JIC operating procedures are covered	PIO	x	10-Sep-13		10-Sep-13	
6	Provide Command with a long term projection on mitigation efforts	PSC	x	10-Sep-13		13-Sep-13	
7							
8	Establish secure communications at the ICP	LSC	x	10-Sep-13		11-Sep-13	
9	Establish resource request process	LSC/FSC	x	10-Sep-13		11-Sep-13	
10	Establish resource ordering process						
11	Provide command a list of all possible funding opportunities	FSC	ξ	10-Sep-13		11-Sep-13	
12	Track expenditures and provide burn rates to command every morning before 0800	FSC	x	10-Sep-13		11-Sep-13	
13	Establish a cost sharing agreement with all responsible parties	FSC	x	10-Sep-13		11-Sep-13	
14							
15							
16							
17							
18							
19							
20							

9.27. ICP Design and Move

The Incident Command Post (ICP) is the nerve center for planning and managing current and future operations. It must be capable of supporting the total number of personnel on any given shift and growing to meet the increasing demands of the IMT. The Facilities Unit is charged with the responsibility of designing the footprint and layout for the ICP as well as acquiring basic resources for the ICP (office furniture, telephone service, restrooms, electricity, HVAC, parking, etc.).

During the startup of most incidents, the Facilities Unit has limited options with respect to space and functionality. Most USCG Sector commands are not setup to support larger scale (Type 1 and 2) incidents. Even Type 3 incidents can be challenging with respect to parking, access, space and IT support when port partners, responsible parties and their staff are included. Because of these challenges, the IC/UC may require the relocation of the ICP to better support all members of the IMT.

The options you should be looking for are:

ICP not moving. Make it work for the IMT as best you can. Identify max personnel requirements from LSC/PSC. Tour space to identify what is working and possible challenges. Meet with the Command and General Staff as soon as possible to identify any specific requirements.

ICP moving in XX hours. If the ICP is moving, the following steps will help in the move process:

- Determine Move Requirements: The ICS 235-CG Facility Needs Assessment form (see 9.27.1 below) helps identify gross ICP requirements as well as specific section/unit requirements. It is not perfect because it

does not include city/county building requirements but it will get you in the ballpark. **HINT:** Even if you are told that the ICP will not be moving, solicit input on the ICS 235-CG as soon as you can. If you have to move, you are that much closer to a solution.

- Vet and Select Location: Site selection will be guided by a number of factors but can generally be reduced to the good/fast/cheap model. In essence, the model suggests that you can get one or possibly two of the above, but it is rare that you will get all three. Priority should be good, fast, and then cheap. Look at applicable contingency plans to see if they shed any light on requirements and possible locations. After compiling a list of alternatives, the LSC/FACL must evaluate the alternatives for cost, size, accessibility, and overall ability to support the mission. Ideally, the selected facility will meet most of the requirements on the ICS 235-CG at an acceptable cost. In almost all cases, a decision memorandum should be written to articulate why a specific facility was chosen (see 9.25 Example Decision Memo).
- Obtain New Facility: This will typically require a lease agreement. Work with PROC to obtain this.
- ICP Design/Layout and Space Relationships: The IMT works together to achieve the objectives set by the IC/UC. However, there are mutually beneficial relationships on the IMT that, if fostered, enhance the ability of the team to achieve success. For instance, the Operations Section Chief is heavily reliant on the Planning Section for its continuous assessment of the situation and resource management. Similarly, the Logistics Section is also heavily reliant on the Finance Section to validate and process funding for resource requests. To the extent possible, these relationships

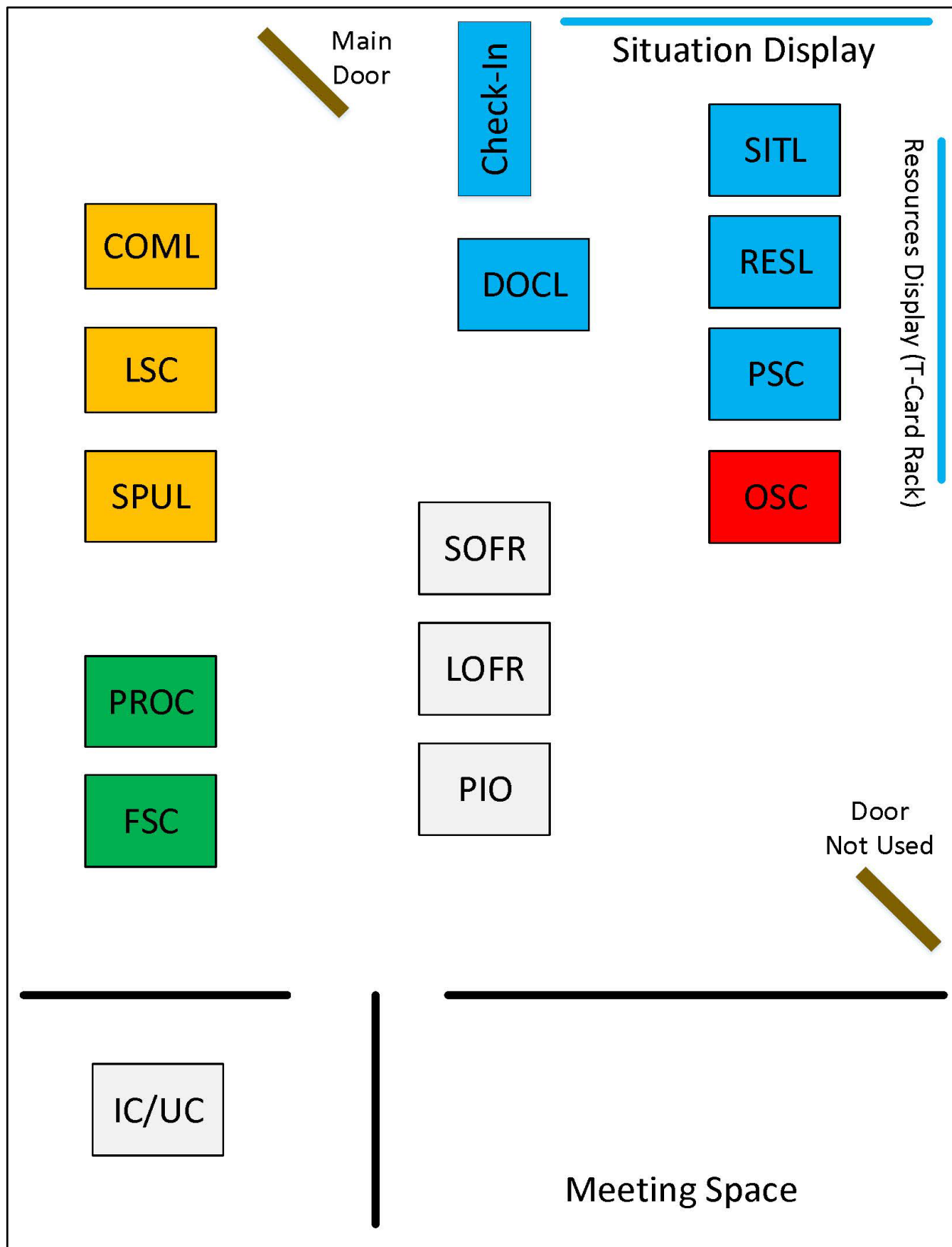
should be fostered when designing an ICP. See 9.27.2 below for an example Type 3 ICP design. Whenever possible start with at least the following separate spaces:

- IC/UC - Command needs space where they can discuss important issues in private.
- Command Staff - Close to the IC/UC but separate.
- General Staff - as noted above.
- SITL/RESL/DMOB – As close to the Operations Section as possible.
- Meeting Area - large enough (500 - 1000 sq. ft.) to support all Planning Process meetings as well as Open House and other meeting types if necessary.
- Joint Information Centers should be kept separated from the ICP but not too far away. We need to support the press and the PIO but not at the expense of members of the IMT feeling as if they cannot hold honest conversations due to reporters in the ICP.
- Setup ICP at new location. This includes general setup of furniture and equipment – usually by contract support vice ICP members. Ensure the facility is inspected before you move in to identify the condition and any safety concerns. See 9.29 Facilities Hazard/Risk Identification Checklist.
- Execute phased move plan. The FACL must develop a move plan that includes time sequence, maintaining situation/resources displays, operational communications, and a phased move.
 - Time sequencing is controlling who moves when so the move results in a smooth transition. This can mean when specific sections move and who moves within that section.
 - Situational awareness must be maintained at all times

through the move process. This means the displays at the old and new ICP must mirror each other until the move has been completed and the SITL and RESL are ready to accept the new displays. NOTE: Do not use post-it notes!

- Communication between the Operations Section and their Division/Group Supervisors, and any incident aircraft must be maintained at all costs. Internal (telephone) and external (internet) communications may experience temporary loss of connectivity in the move process but even these should be by design and not unexpected.
- Controlling who moves when will result in a smooth transition. This can mean when specific sections move and who moves within that section.
- The entire IMT needs at least 24 hours notification of the scheduled move. This ensures that all shifts know the move will be taking place and can plan accordingly. The leadership should approve the plan prior to that.
- Demobilize old ICP. This is the final step in an ICP move. The old ICP must be returned to its original state. This includes a facility inspection to determine what may need to be repaired.

9.27.2. Example Small ICP Design



9.28. Meeting Room Support

Logistics (FACL) provides meeting spaces and support (AV, lights, heat, etc.) Verify support requirements for meeting with PSC or SITL. The SITL or Planning staff will usually setup the space and use assigned seating but you should verify with the PSC prior to the meeting that they have everything they need. Common meeting space general requirements.

- Size: 500 square feet – preferably more square than rectangular.
- Wall space - At least one wall devoted to charts, posters, etc.
- Seats – at least 15.

9.29. Facilities Hazard/Risk Identification Checklist

Facility Hazard/Risk Analysis – used by Safety Officer and Facilities Unit leader to help identify and mitigate hazards and risks associated with support facilities. Consider the use of Technical Specialists to identify and mitigate hazards and risks.

9.29.1. Hazard/Risk Identification for the Incident Command Post (ICP)

- ☐ Emergency Evacuation Plan developed and posted
- ☐ Sanitation maintenance contract in place
- ☐ Adequate lavatory facilities for planned occupancy
- ☐ Presence of mold, hazmat, etc.
- ☐ Presence of vermin and insects
- ☐ Drinking water Quality
- ☐ Adequate secure parking and traffic flow
- ☐ Appropriate external lighting
- ☐ Adequate Electrical (no electrical hazards)
- ☐ Sufficient internal lighting based on facility layout
- ☐ Able to secure access to facility
- ☐ Adequate power outlets
- ☐ Air quality within structure
- ☐ Heating and air conditioning systems operational & effective
- ☐ Fire extinguishers adequate for use

- ☐ Facility layout does not impede evacuation
- ☐ Potential Slip, Trip and Fall hazards mitigated
- ☐ Adequate hand washing stations/facilities
- ☐ Facility clean and orderly (no eating at work areas)
- ☐ Designated break room for eating
- ☐ Restrooms clean and well stocked with supplies
- ☐ No blocked exits
- ☐ No overhead hazards
- ☐ Check-in process in place
- ☐ Ergonomics principles in place for bodies and equipment
- ☐ First Aid and medical support personnel available
- ☐ No exposure to hazardous atmospheres such as fire or flood waters (out of harm's way)
- ☐ Dust/Mud mitigation
- ☐ Adequate Trash containers

9.29.2. Hazard/Risk Identification Checklist for Staging Areas

- ☐ Appropriate Security
- ☐ Adequate lighting
- ☐ Adequate Electrical (no electrical hazards)
- ☐ Located out of harm's way
- ☐ Adequate separation of vehicles and personnel
- ☐ Safe fueling operations (fire extinguishers in place)
- ☐ Clean and orderly
- ☐ Trash disposal in place
- ☐ Dust/Mud mitigation
- ☐ Ability to capture and store decon/grey water if needed
- ☐ Sanitation including hand washing stations & portable toilets
- ☐ Orderly check-in and accountability process in place
- ☐ Good communications
- ☐ Medical support such as first aid
- ☐ Shelter for personnel (Environmental Hazards)
- ☐ Controlled vehicle traffic flow
- ☐ Sleeping under/around vehicles and other hazards
- ☐ Disposal containers for hazardous waste
- ☐ Adequate Trash containers

9.29.3. Hazard/Risk Identification Checklist for the Helibase

- ☐ Controlled perimeter with warning signs
- ☐ Safe takeoff route and landing approach
- ☐ Free of overhead hazards – wires!
- ☐ Appropriate air traffic management
- ☐ Effective communications
- ☐ Crash/Rescue/Firefighting services
- ☐ First Aid/Medical Support
- ☐ Safe fueling operations
- ☐ Support vehicles parked out of harm's way
- ☐ Use of hearing and eye protection
- ☐ Use of personal protective clothing (e.g. Nomex suits)
- ☐ All equipment/supplies appropriately secured
- ☐ Physical site security
- ☐ Adequate Electrical (no electrical hazards)
- ☐ Daily flight safety briefings for EVERYONE
- ☐ Spacing of landing pads
- ☐ Wind indicator in place
- ☐ Load Calculations completed/Manifesting of cargo, crewmembers and passengers
- ☐ Flight Hazard Map posted
- ☐ Dust/Mud mitigation

9.29.4. Hazard/Risk Identification Checklist for the Base

- ☐ Appropriate lighting
- ☐ Adequate Electrical (no electrical hazards)
- ☐ Controlled traffic and parking
- ☐ Directional signing in place
- ☐ Trash/Waste disposal services in place
- ☐ Disposal containers for hazardous waste/grey water
- ☐ Proper disposal of Batteries
- ☐ Hand wash stations and adequate toilets
- ☐ Clean kitchen and eating area
- ☐ Identified and marked sleeping area
- ☐ Shelter in place to protect responders from the elements
- ☐ Located out of harm's way
- ☐ Free of any previous site contamination
- ☐ Effective paging/public address system
- ☐ Trip hazards marked
- ☐ Noise abatement for generators/compressors
- ☐ Site security
- ☐ First Aid and Medical Support present
- ☐ Safe fueling operations
- ☐ Dust/Mud mitigation

For Camps and Hotels, use parts of the above checklist.

9.30. Example ICS 237-CG Incident Mishap

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG rev 07/13) 1. Incident: MIRLO

2. Date/Time: 9 SEP 13 0830Z 3. Location: Safety/Security Group 4. CG Unit: Sector Matusport

5. OPFAC: — 6. Name of Injured: N/A 7. Age: N/A 8. M / F: N/A 9. Rank/Rate/Grade: N/A (If Applicable) (circle)

10. Narrative of Mishap: CG-2500 while enforcing safety/security zone, encountered floating debris in water & port propeller/lower unit damaged. Vessel returned to Staging Area. Contacted USUL for repair.

11. Part(s) of Body Injured (if applicable):		☐ Abdomen	☐ Chest	☐ Back	☐ Lungs	☐ Int. Organs	☐ Head
☐ Neck	☐ Eyes	☐ Ear	☐ Hip/Pelvis	☐ Leg	☐ Knee	☐ Ankle	☐ Foot
☐ Elbow	☐ Hand	☐ Wrist	☐ Finger	☐ Other	<u>N/A</u>		
Nature of Injury:		Days Hospitalized: <u>N/A</u>		Lost Work Days (NFFD/SIQ): <u>N/A</u>		Days Restricted (FFLD): <u>N/A</u>	
☐ Abrasion	☐ Concussion	☐ Paralysis	☐ Bruise	☐ Cut	☐ Puncture	☐ Sprain	
☐ Absorption	☐ Ingestion	☐ Burn	☐ Amputation	☐ Dislocation	☐ Fracture	☐ Inhalation	
☐ Gunshot Wound	☐ Electrical Shock	☐ Loss of Consciousness	☐ Occupational Illness	<u>N/A</u>			
Personal Protective Equipment (PPE): Circle R = PPE Required and/or U = PPE Utilized							
R / U - Hearing	R / U - Seat Belt	R / U - Head	R / U - PFD	R / U - Hand	R / U - Eye		
R / U - Foot	R / U - Respirator	R / U - Fall/Harness	R / U - Other:				
12. Damaged Property/Estimated Cost		☒ CG Property	☐ Non-CG Property	Op Days Lost: <u>UNK</u>	Cost Est \$ <u>UNK</u>		
☐ Aircraft	☐ Aton	☒ Boats	☐ Buildings	☐ Cutter	☐ Equipment	☐ Piers	☐ Vehicles
List Damaged Property: <u>CG-25001</u>							
13. Signature: <u>J. Jones</u> (Person completing form)		14. Name: <u>J. J. Jones</u> (Person completing form - Print)		15. Rank/Rate/Grade: <u>BML</u>			
16. ICS Position: <u>Safety/Security Divs</u> (Person completing form - Print)		17. Email: <u>JJJ@email.com</u> (Person completing form - Print)		18. Report #: <u>A-003</u>			

Original - Safety Officer
Copy 1 - HSWL Service Center (se)
Copy 2 - Retained by member

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9.31. Logistics Section Self-Evaluation Checklist

The Self-Evaluation Checklist can help LSC properly evaluate how the Section is performing and make changes as appropriate.

	Staffing and organization of Section appropriate for incident • Personnel assigned receiving proper in brief and expectations from LSC • Personnel issues properly dealt with • Performance feedback/evaluations conducted • Work/rest timeframes appropriate
	Workspace and equipment appropriate for incident and utilizing appropriate technology
	Status of the Logistics Services and Support • Services functions: ○ Status of Communications Unit/support ○ Status of Food Unit/support ○ Status of Medical Unit/support • Support functions ○ Status of Supply Unit/ordering & receiving ▪ Request process working well ▪ Order process working well ▪ Property accounted for ○ Status of Facilities Unit/support ○ Status of Vessel Support Unit ○ Status of Ground Support Unit • Status of Section ICS 233-CG

	• Feedback on service/support provided • Status of Documentation (ICS 214, etc.)
	ICS Process Meeting Support suitable • Tactics Meeting Support appropriate • Planning Meeting Support appropriate • IAP Support appropriate • Operations Briefing support appropriate
	Section Documentation (ICS 214, etc.) appropriately completed and filed with DOCL
	Obtaining Feedback from IMT members on products

9.32. Personnel Evaluation Criteria

	Section 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?
	Is there any aggression or frustration by team members?
	Possible solutions to problems/issues?

9.33. Transition/Relief Checklist

The Transition/Relief Checklist can help the incoming and outgoing LSC conduct a proper relief process.

	Organization of Section
	Workspace and equipment status
	Personnel Status • Number of personnel assigned • Expected lengths of assignment • Personnel issues • Performance evaluations • Incoming personnel
	Status of the Logistics Services and Support • Services functions: ○ Status of Communications Unit/support ○ Status of Food Unit/support ○ Status of Medical Unit/support • Support functions ○ Status of Supply Unit/ordering & receiving ▪ Request process ▪ Order process ▪ Property accountability ○ Status of Facilities Unit/support ○ Status of Vessel Support Unit ○ Status of Ground Support Unit • Status of Section ICS 233-CG • Feedback on service/support provided • Status of Documentation (ICS 214, etc.)

	ICS Process Meeting Support Status • Tactics Meeting Support • Planning Meeting Support • Operations Briefing Support • IAP Support
	Any outstanding problems/issues?

This example is using the FEMA version of the form.
The USCG form can also be used.

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name: Baker City Incident	2. Incident Number: N/A	
3. Planned Release Date/Time: Date: 24NOV20 Time: 1300	4. Resource or Personnel Released: TUG ANGELICA MADREA & Crew	5. Order Request Number: VL005

6. Resource or Personnel:
 You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
☒	Supply Unit	Return incident supplies/equipment		
☒	Communications Unit	Return hand-held VHF-FM radios		
☒	Facilities Unit	Inspect hotel Room/return hotel keys		
☐	Ground Support Unit			
☒	Security Manager	Return access badges		
☒	Vessel Support Unit	Inspect Vsl for damage on incident		

FINANCE/ADMINISTRATION SECTION

	Unit/Leader	Remarks	Name	Signature
☒	Time Unit	Verify daily time on incident		
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☒	Medical Unit	Post Incident health assessment		
☐	Safety Officer	Confirm Decon of Vessel vessel complete		

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
☐				
☒	Documentation Leader	Turn in all documentation - ICS 214		
☒	Demobilization Leader	Final checkout		

7. Remarks:

Vessel and crew are released to return to parent company, Shortly's Tug & Barge services. Parent company is to notify Demobilization Unit at xxx-xxx-xxxx upon vessels arrival at home moorings. If vessel is diverted to another job prior to return, parent company will notify Demobilization Unit. Vessel is not authorized to depart until ICS 221 complete and given to Demobilization Unit.

8. Travel Information:

Estimated Time of Departure: <u>1700, 24NOV20</u> Destination: <u>Shortly's Tug & Barge Services Moorings, Hiatusport</u> Travel Method: <u>Vessel</u> Manifest: ☐ Yes ☒ No Number: _____	Room Overnight: ☐ Yes ☒ No Actual Release Date/Time: _____ Estimated Time of Arrival: _____ Contact Information While Traveling: _____ Area/Agency/Region Notified: _____
--	--

9. Reassignment Information: ☐ Yes ☐ No

Incident Name: _____	Incident Number: _____
Location: _____	Order Request Number: _____

10. Prepared by: Name: _____	Position/Title: _____	Signature: _____
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ICS 221

Date/Time: _____

9.35. ICS 225-CG Incident Personnel Performance Rating

This example is using the USCG version of the form. The FEMA version can also be used.

INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG		INSTRUCTIONS: The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.				
THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT						
1. Name:		2. Incident Name:				
3. Home Unit and Phone Number:		4. Location of Incident:				
5. Position Assigned:	6. Date of Assignment:	7. Date Incident	8. Incident	9. Incident Kind:		
	From: To:		III			
10. Evaluation						
Rating Factors	N/A	1 - Unacceptable	2	3 - Met Standards	4	5 - Exceeded Expectations
A. Knowledge of the job/ Professional Competence & Using ICS:	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐	☐	Competent and credible authority on specialty or operational issues. ☐	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. ☐
B. Planning/Preparedness & ability to obtain performance/results:	☐	Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty. ☐	☐	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. ☐
C. Adaptability/Attitude:	☐	Unable to gauge effectiveness of work; recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐	☐	Receptive to change, new information, and technology. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions; political realities, new information and technology. ☐
D. Communication Skills:	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐	☐	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐	☐	Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. ☐
E. Directing Others:	☐	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. ☐
F. Ability to work on/ Consideration for team:	☐	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs. ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. ☐
G. Judgment/Decisions under stress:	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. ☐	☐	Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. ☐
H. Initiative	☐	Postponed needed action. Implemented or supported improvements only when directed. ☐	☐	Championed improvement through new ideas, methods, and practices. self-starter. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. ☐
I. Adherence to safety:	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment towards safety of personnel. ☐
11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).						
12. Rated Person (signature) This rating has been discussed with me.					13 Date:	
14. Rated By (signature/print name):		15. Supervisor Home Unit (address/phone):		16. Supervisor Position:		17. Date:

9.36. Logistics Section Chief Activities in the ICS Planning Process

