



United States Coast Guard



Incident Command System

Logistics Section Chief

- LSC -

Job Aid



August 2009

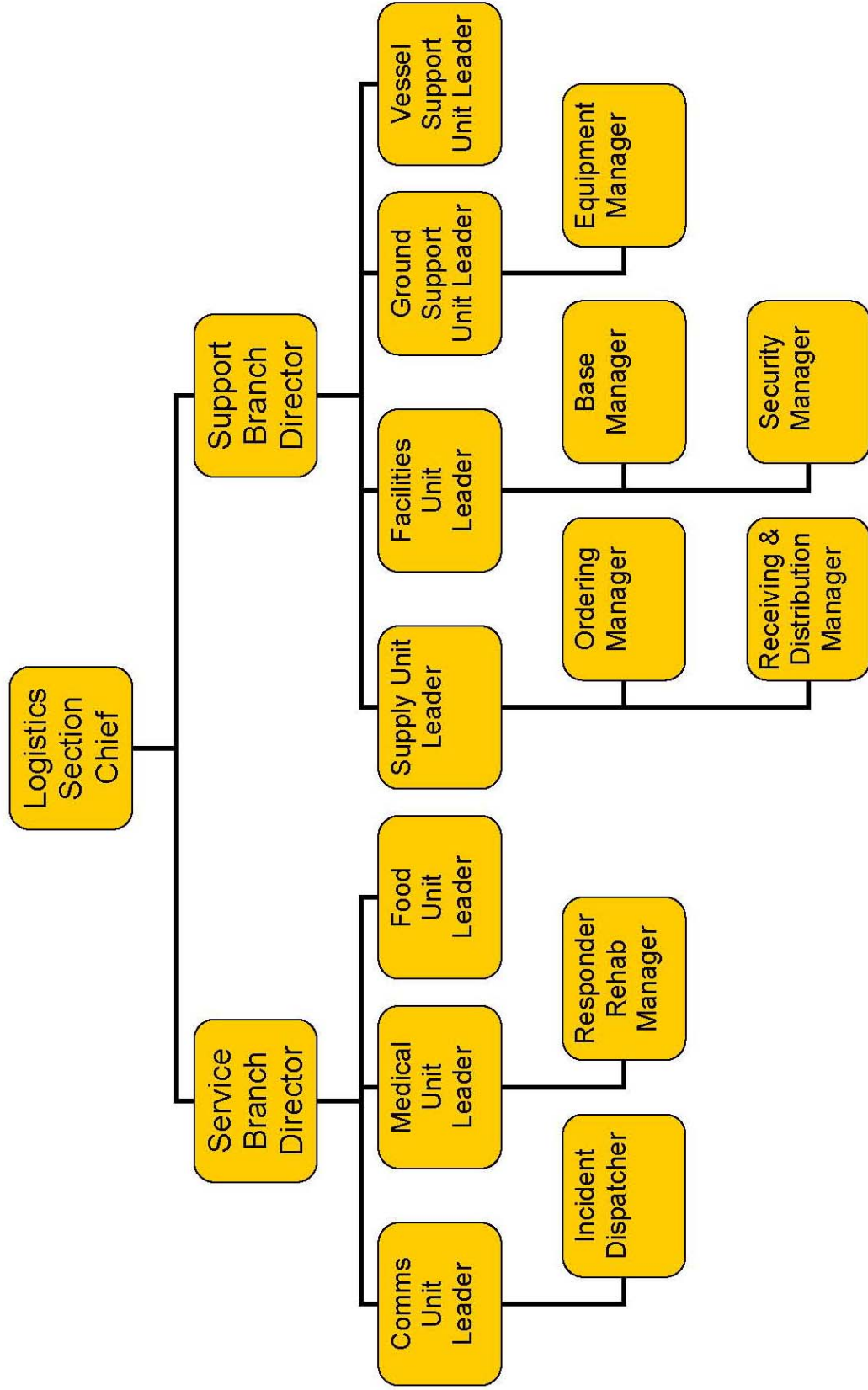


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Overview

User

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

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

When to Use

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

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

Major Tasks

Below is a list of major accomplishments:

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

Reference

Below is a list of references that may be required while using this job aid:

- Incident Management Handbook (IMH)
COMDTPUB P3120.17 is the key reference for executing Incident Command System processes. The IMH is available on the Coast Guard ICS web pages at <http://homeport.uscg.mil/ics/>.

Materials	<ul style="list-style-type: none">• USCG Logistics Section Chief (LSC) Performance Qualification Standard (PQS) <p>Ensure you have these materials during an incident:</p> <ul style="list-style-type: none">• Orange Vest with LSC inserts (large and small)• ICS 214 Unit Log• Notebook – recommend “Write-in-the-Rain”
ICS Forms	<p>ICS Forms can be found on the Coast Guard ICS web pages at http://homeport.uscg.mil/ics/. Generally, the LSC will either work with or have responsibility for information on the following forms:</p> <ul style="list-style-type: none">• Incident Briefing (ICS 201)• Incident Objectives (ICS 202)• Organization Assignment List (ICS 203)• Assignment List (ICS 204)• Assignment List Attachment (ICS 204a-CG)• Communications Plan (ICS 205)• Communications List (ICS 205a)• Medical Plan (ICS 206)• Incident Organization Chart (ICS 207)• Site Safety Plan (ICS 208)• Incident Summary Status (ICS 209 CG)• Check-In List (ICS 211)• General Message (ICS 213)• Resource Request Message (ICS 213RR CG)• Unit Log (ICS 214)• Support Vehicle Inventory (ICS-218)• Tactical Resource Records (ICS-219 series)• Accountable Property Assignment Record (ICS-219-9)• Demobilization Check-Out (ICS 221)• Daily Meeting Schedule (ICS 230-CG)• Facility Needs Assessment (ICS-235)• MISHAP Reporting Record (ICS 237-CG)
Other Forms	<ul style="list-style-type: none">• Resource Request/Order Tracking Spreadsheet• Personal Clothing & Equipment Record (AF-538)• Requisition and Invoice/Shipping Document (DD-1149)

Checklists**Initial Actions**

<input type="checkbox"/>	Check-in (see detail on page 17)
<input type="checkbox"/>	Travel orders - Finance (see detail on page 18)
<input type="checkbox"/>	Berthing assignment - Logistics (see detail on page 18)
<input type="checkbox"/>	Meal schedule - Logistics (see detail on page 19)
<input type="checkbox"/>	Review & sign Site Safety Plan (see detail on page 19)

Situation Assessment

<input type="checkbox"/>	What kind of incident? (see detail on page 21)
<input type="checkbox"/>	Who are key players? (see detail on page 22)
<input type="checkbox"/>	When incident occurred? (see detail on page 22)
<input type="checkbox"/>	Where is incident location/AOR? (see detail on page 22)
<input type="checkbox"/>	Incident organization? (see detail on page 22)
<input type="checkbox"/>	Resources on-scene? (see detail on page 22)
<input type="checkbox"/>	Next meeting or briefing? (see detail on page 23)

Initial Brief

<input type="checkbox"/>	Your role (see detail on page 24)
<input type="checkbox"/>	Size and complexity of incident (see detail on page 24)
<input type="checkbox"/>	IC/UC expectations (see detail on page 24)
<input type="checkbox"/>	Limitations and constraints (see detail on page 25)

Activate Logistics Section

<input type="checkbox"/>	Establish work location (see detail on page 26)
<input type="checkbox"/>	Organize and brief subordinates (see detail on page 27)
<input type="checkbox"/>	Acquire work materials (see detail on page 27)
<input type="checkbox"/>	Forecast requirements (see detail on page 28) Transportation Medical Communications Facilities Processes Safety issues Environmental issues Food and shelter

Business Management Meeting

<input type="checkbox"/>	Resource orders vs requests (see detail on page 32)
<input type="checkbox"/>	Funds availability (see detail on page 32)
<input type="checkbox"/>	Property tracking (see detail on page 33)
<input type="checkbox"/>	Practicing good stewardship (see detail on page 33)

Command and General Staff Meeting

<input type="checkbox"/>	Verify support requirements for meeting with PSC (see detail on page 69)
<input type="checkbox"/>	Incident Situation (see detail on page 34)
<input type="checkbox"/>	IC/UC opening remarks (see detail on page 34)
<input type="checkbox"/>	Receive IC/UC direction Decisions – (see detail on page 35) Priorities – (see detail on page 35) Limitations & Constraints – (see detail on page 35) Objectives – (see detail on page 36) Procedures – (see detail on page 36)
<input type="checkbox"/>	Provide feedback to IC/UC on focus/direction (see detail on page 36)
<input type="checkbox"/>	Discuss interagency issues (see detail on page 37)
<input type="checkbox"/>	Discuss resource requesting, approval and ordering process (see detail on page 37)
<input type="checkbox"/>	Discuss Logistics Section needs (see detail on page 38)
<input type="checkbox"/>	Discuss support facilities (see detail on page 38)

Preparing for the Tactics Meeting

<input type="checkbox"/>	Verify support requirements for the next meeting with PSC (see detail on page 69)
<input type="checkbox"/>	Conduct Family meeting (see detail on page 50)
<input type="checkbox"/>	Status/availability of tactical resources (see detail on page 39)
<input type="checkbox"/>	Status of ordered resources (see detail on page 40)
<input type="checkbox"/>	Summarize support capabilities, facilities, communications, etc (see detail on page 40)
<input type="checkbox"/>	Clarify processes (see detail on page 40)

Tactics Meeting

<input type="checkbox"/>	Review proposed tactics (see detail on page 42)
<input type="checkbox"/>	Identify resource needs & reporting locations (see detail on page 42)
<input type="checkbox"/>	Discuss availability of needed resources (see detail on page 42)
<input type="checkbox"/>	Identify resource shortfalls (see detail on page 43)
<input type="checkbox"/>	Identify resource support requirements (see detail on page 43)
<input type="checkbox"/>	Recommend reconvening before Planning meeting to validate plan (see detail on page 43)

Preparing for the Planning Meeting

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

Planning Meeting

<input type="checkbox"/>	Validate resources available for next operational period (see detail on page 46)
<input type="checkbox"/>	Provide support for the proposed Incident Action Plan (see detail on page 46)

Post-Planning Meeting Actions

<input type="checkbox"/>	IAP information to PSC ICS-205 (see detail) (see example on page 75) ICS-206 (see detail (see example on page 76 Transportation Plan Traffic Plan
<input type="checkbox"/>	Validate resource availability (see detail on page 24)
<input type="checkbox"/>	Communicate work locations and times to all on-coming personnel (see detail on page 25)
<input type="checkbox"/>	Critical Information reporting (see detail on page 25)

Operations Briefing

<input type="checkbox"/>	LSC covers logistics issues
<input type="checkbox"/>	Food (see detail on page 48)
<input type="checkbox"/>	Transportation Plan (see detail on page 49)
<input type="checkbox"/>	Communications Plan (ICS-205) (see detail on page 49)
<input type="checkbox"/>	Medical Plan (ICS-206) (see detail on page 49)
<input type="checkbox"/>	Supply updates (see detail on page 49)

Personnel Evaluation Criteria

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

Demobilization

<input type="checkbox"/>	Provide input to Demob Plan (see detail on page 61)
<input type="checkbox"/>	Brief Replacement, as necessary (see detail on page 61)
<input type="checkbox"/>	Replenish supplies (see detail on page 68)
<input type="checkbox"/>	Provide documentation to Documentation Unit <ul style="list-style-type: none"><input type="checkbox"/> ICS-213RR(s)<input type="checkbox"/> Contracts<input type="checkbox"/> Reports of Survey<input type="checkbox"/> ICS-214s<input type="checkbox"/> Decision Memos
<input type="checkbox"/>	Turn in equipment, as appropriate
<input type="checkbox"/>	Complete ICS 221

General Tasks

Initial Actions

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

1. Check-in: Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS-211.
 - a. Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:
 - i. Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics).
 - ii. In some cases the incident may be using the 16 digit government Travel Order Number (TONO) assigned to you as the Order Number.
 - b. Additional information. The incident will want a phone number where you can be

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

reached, your home base, how you got to the incident, as well as any additional qualifications you may have.

- c. Receive assignment if available. Although you probably know why you are at the incident, Check-in may have a different assignment (e.g. DIV A Supervisor, Salvage Group Supervisor, Supply Unit Leader, etc).
- d. Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is issuing credentials, you should receive them when you check-in.

2. Finance Check-in:

- a. Travel Orders: Provide a copy of your orders or other travel documents to the FSC or Admin Officer. Orders written on a home unit TONO must be amended to use the funding source for the incident. Take care of this soon so it doesn't hold you up when you are ready to leave!

3. Logistics Check-in:

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

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

- b. Meal schedule: The size, complexity and location of an incident will impact the availability of meals. You should become familiar with this information since the LSC has this responsibility.
 - i. On most Coast Guard responses, meals are the responsibility of the individual since they are on per diem, BAS or Separate Rations.
 - ii. If meals are provided the incident FDUL generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim. The government is prohibited from providing a meal at no cost while paying the responder per diem for food.
- 4. Safety - Review and sign the Site Safety Plan: As a member of the command cadre, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards, knowledge can be the difference between zero accidents and preventable injuries.

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- a. Each incident should have a Site Safety Plan where the Safety Officer (SOFR) has elaborated on these hazards.
 - b. These hazards should be factored into the development of the Medical Plan, Transportation and Traffic Plans, and design of incident facilities.
 - c. Review and sign the Site Safety Plan indicating your awareness and understanding.

Situation Assessment

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

1. Review the current ICS 201 and/or IAP for an overview of current operations. You need to find out the Who, What, When, and Where related to the incident:
2. **What** is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This gives the LSC an idea of the resources that Operations will probably be requesting.
3. **Who** are key players (Federal, State, local, industry)? This may give you some insight into why Command is setting particular objectives. One of the LSC’s key functions is to ensure that the support you are requested to provide is aligned with Command’s objectives.

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4. **When** did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc. As the LSC you need to know if the incident is expanding, steady state, or contracting.
 5. **Where** did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit/agency AOR and the incident AOR? Generally, there should be a difference.
 6. **What** is the **incident organization**? You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Finance Section Chief (FSC), and Safety Officer (SOFR).
 7. What **resources** are on-scene and/or enroute? This is not about memorizing resources. However, the LSC should have a ballpark idea of what is currently available to support the operations on-scene and the broad categories of resources that will be required. For example:

a. Resources

- i. Vehicles (sedan, buses, trucks, fire, etc)
- ii. Vessels (law enforcement, deck cargo barges, oil recovery, etc)
- iii. Helicopters (overflight, passenger carrying, heavy lift, etc)
- iv. Expertise (environmental, salvage, law enforcement, fire, etc)

b. Support

- i. Personal Protective Equipment
- ii. Radios, Cell phones, Porta Johns, etc
- iii. Admin equipment (copy machines, printers, fax machines, etc)
- iv. Fuel, food, lodging, transportation, etc
- v. Facilities (base, camps, staging areas, etc)

c. Sources of information

- i. Contingency Plans (ACP, AMSP, etc)
- ii. Local Emergency Management
- iii. Local Police, Fire
- iv. Contractors

8. **When** is the next scheduled meeting (check the ICS-230, which should be posted in various locations around the ICP but always on the Situation Status boards)?

Meetings and Briefings

Initial Brief

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

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

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

- a. Do you have expertise in Logistics for this type of incident?
 - b. Does command want a briefing from you on the process and procedures you typically use?
 - c. How often does command want to be updated? What are their trigger points?
4. Limitations and Constraints (e.g. are you the right LSC for the job?). While this may seem intuitive, you should always ask yourself this question. Even if you lack experience or expertise, can you bring on a Deputy and/or Unit leaders with the appropriate background?
 - a. Special concerns (e.g. reporting criteria)
 - b. Resource request process (see Appendix on page 77).
 - c. Resource ordering process
 - d. Critical information reporting expectations

Activate Logistics Section

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

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

- a. Do's

- i. Setup close to Planning and Finance. You have a very close relationship with the PSC and FSC and your Supply Unit Leader (SPUL) has a very close relationship with the Resource Unit Leader (RESL) and the Procurement Unit Leader (PROC).
- ii. Think about how big your organization (the Logistics section) may get and plan accordingly. Moving once is disruptive but typical during the early stages of the incident. Moving once the organization settles in can be very problematic.

-
- iii. Factor in flow of information to your design.
 - iv. Ensure your space is a safe place to work.
 - b. Don'ts
 - i. Setup shop away from the ICP.
 - ii. Forget to have the SOFR evaluate your facilities.
2. Organize and brief subordinates: If you have anyone working for you at this point, don't leave them hanging. Get together and assign position responsibilities if possible (see Family Meeting on page 50. If your staff doesn't have the ICS skills then tell them what you need done in the few hours while you are waiting for qualified unit leaders.
3. Acquire work materials:
- a. Equipment: Ideally, you should have a starting point with supplies that are already in your go-kit. See Appendix B – Go-kit Supply List on page 68). While there are many boxes available, a Pelican Case (model 1650) will get you started with the items identified in the Appendix.
 - b. Personnel: With the exception of simple Type 3 incidents you should get an initial order in ASAP for the following. You may

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

Position	Quantity
SPUL & staff	5
FACL & staff	10
COML & staff	7
GSUL & staff	6
VSUL & staff	6
MEDL & staff	1
FDUL & staff	1

4. Forecast requirements: This is one of the most critical points in the work that you (the LSC) do to help the Incident Management Team move from a crisis to managed phase.
 - a. Transportation – How are responders getting around the incident (to/from hotels, to/from work sites, etc). If the incident is small this may be a moot point. However, as an incident grows (even a Type 3 incident) you should consider every vehicle that the

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

- i. Do you want to manage this process? If not, you need a GSUL.
 - ii. Do you need an incident process to describe how responders and their vehicles support the IMT?
 - iii. Transportation Plan (for responders – how do I get from my hotel to the incident when my shift starts)
 - iv. Traffic Plan (for vehicle drivers to ensure safety)
- b. Medical – Does the incident need a simple medical plan (ICS-205) that just describes where local hospitals are? Or do the complexities of the incident suggest that you (or a MEDL) contact the local hospitals and ensure they have the capability to support potential trauma, chemical exposures or other more serious injuries?
- c. Communications – Incident communication is not just about radios. Almost all incidents now use at least computers and cellular telephones. More complex incidents use computer servers, Cellular-on-wheels (COWs), tele-conferencing and video conferencing. As the LSC your job is to

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

- d. Facilities – Every incident has an ICP, even if the ICP is on the hood of a truck! If your incident ICP involves more than the “hood of a truck” GET A FACL! You won’t regret it. The FACL is responsible for every incident facility from cradle to grave, including management.
- e. Processes – How many processes does this incident require? Below are just some that you should be thinking about.
 - i. Resource request process (see discussion on page 54 and example on page 77)
 - ii. Resource ordering process (see discussion on page 54 and example on page 80)
 - iii. Agency cost sharing agreement (this may be driven by the FSC).
 - iv. Vehicle management plan (including a safety plan)
 - v. Classified communication management plan (different from the ICS-205, this plan describes how the incident

manages, tracks and secures classified equipment and information).

- vi. Property management plan
(coordinated with the FSC)
- f. Safety issues – You should establish a close working relationship with the SOFR to ensure you minimize the potential for safety hazards. Slips, trips and falls, inadequate or overloaded circuits, food safety, vehicle and vessel safety are all support areas to the incident that require oversight of some type. Depending on the size of the incident you may ask for an Assistant Safety Officer whose only job is evaluating each facility and ensuring potential problems are corrected.
- g. Environmental issues – The footprint made by the incident management team will have an impact on the environment, even if a very small one. Be aware of your short and long term impacts and consider those things that can mitigate your presence.
- h. Food and shelter – Remember that good food and sleep can cure a lot of responder generated problems. Fail to look after your people and they will fail you!

Business Management Meeting

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

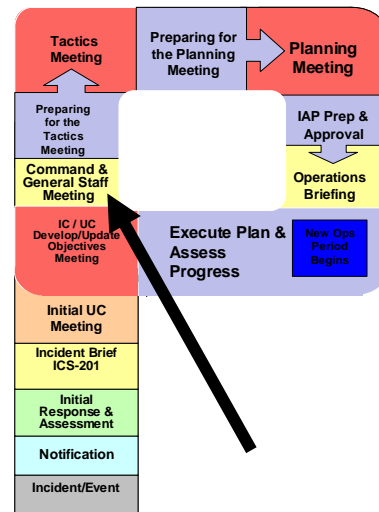
1. Are resource orders keeping up with requests?
If not, why not.
 - a. Are all incident personnel using the request process? Including other shift personnel?
 - b. Are specific agency procedures causing problems?
2. Is there an adequate incident cost sharing agreement between parties?
3. Funds availability: Generally the LSC and FSC should have a tree-top view of this issue.
 - a. What is the ceiling for each funding stream?
A rule-of-thumb is when costs have reached 80% of the current ceiling, the ceiling should be increased.

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- b. What is the burn rate? This is calculated by the FSC and staff and always includes direct costs but may include indirect costs.
 - 4. Effective property tracking: This is a key indicator of a successful resource management system. An inadequate property tracking system, or not having a system at all, will likely result in unexplained losses, an increase in the time for responders to demobilize, and provides plenty of opportunity to come back after the incident to clean up loose ends. Get this started early!
 - 5. Practicing good stewardship: You must strike a balance between providing timely support and doing so in the most cost effective way. During the early phase of an incident, it is harder to be cost effective due to the emergent nature of operations. However, as the incident progresses, the Business Management Team should be striving to improve this balance. This includes smart buying and recycling.
 - 6. Attendees must include FSC and LSC. Others may include COST, PROC, SPUL, SITL, RESL, and DOCL.

Command and General Staff Meeting

The Command and General Staff meeting is the opportunity for all staff members to see command's assessment of the incident, how everyone will work together to achieve command's objectives, and specific priorities and assignments for each section. This is YOUR

opportunity to have face time with the Incident Commander(s) and to clarify expectations (i.e. what they want and what you can provide).



1. Incident Situation: Generally the LSC should just listen to this briefing with the following in mind.
 - a. Does Operations have what they need for this Operational Period?
 - b. Are there any factors that may cause you to change the Logistics game plan (i.e. a weather system moving in that may drive the need for additional foul weather gear)?
2. IC opening remarks: This is usually inspirational but the remarks can be indicative of how the UC is working and short-term versus long-term expectations.

3. Incident Decisions, Priorities, Limitations and Constraints, Objectives, and Procedures:

These key documents are usually presented by specific members of Command. You should keep the following in mind during this presentation.

- a. Decisions – Has Command made any decisions that will impact your world of work (e.g. this member of command wants First Right of Refusal, all purchases/expenditures projected to be in excess of \$xxxK must be cleared through UC, etc)?
- b. Priorities – Usually this is more geared towards Operational activities IF resources are not available. In a perfect response, resources for all objectives are available when they are needed. If not all resources are available, the OSC can shift resources to the highest priority mission. For the LSC, the Priority may impact which resources get ordered ahead of others.
- c. Limitations and Constraints – Examples of these that impact Logistics might include;
 - i. no unit funding is available to support this incident,
 - ii. the limitation of liability for the Responsible Party is \$xxx million,

- iii. the location of the incident relative to the ICP will require an extensive transportation network,
- iv. state/local permits will be required to transport waste from the incident to an approved site.

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

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

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

you think a procedure should be in place for this particular incident, this is the time to suggest it. Planning will probably add your item to the Open Action Tracker (ICS-233) form. If you have questions regarding clarification of responsibilities for the next operational period, ASK! Also, get into the habit of asking Command if there is anything Logistics can do to optimize their activities.

a. Do they need anything in their room?

- i. Television monitors
- ii. Special communications
- iii. Furniture

b. Do they have special transportation needs?

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

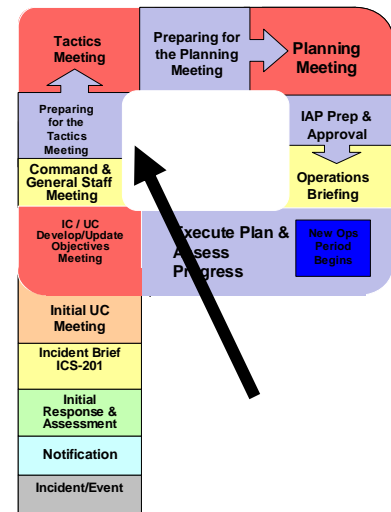
5. Interagency issues – It is highly likely that you will be coordinating with other agencies (e.g. ordering personnel and equipment, making decisions on which agency will fund certain items, acquiring Critical Incident Stress Management (CISM) for responders, etc). Discuss with Command the issues for which they want visibility and those for which you have authority to proceed.
6. Incident processes – If Command has not made any decisions about incident processes,

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

7. Logistics Section needs – Do you have authority to staff and manage your section? You don't want to go to Command every time you need a resource and Command is usually not interested in every single person or resource that you need. However, they may place some broad constraints on you given the size of the incident.
8. Support facilities – You should be evaluating the merits of all support facilities on at least a daily basis and making recommendations to establish, modify or demobilize facilities. For instance, for the ICP:
 - a. is it large enough for current operations,
 - b. are all of the sections laid out to optimize flow of information and movement of people,
 - c. does it have good communications (telephones, computers, etc),
 - d. are there enough restrooms,
 - e. has the SOFR evaluated the work space.

Preparing for the Tactics Meeting

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



1. Conduct Family meeting with Logistics staff personnel. Ensure you have connected the dots between Command's intent and what Logistics must do to meet that intent. While this may seem extraneous (don't my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you get into the habit of holding this meeting daily.
2. Status/availability of tactical resources: The RESL has the detail on all tactical resources. You should have a broader view of the kinds and types being used on the incident. Most importantly, you should know from the RESL if there are resources consistently in short supply and/or any resources consistently going out of service (e.g. they are breaking, not useful, underutilized, etc.). With this

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

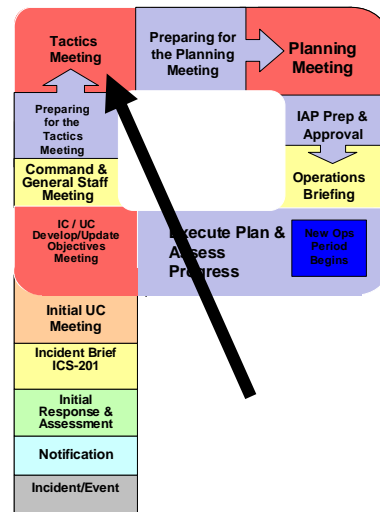
3. Status of ordered resources: By the same token, are ordered resources keeping pace with requests generally, and/or are there orders more than 72 hours old. While this is a gross rule of thumb, an order more than 72 hours old may have lost its value to the incident. Some LSCs require orders more than 72 hours old to be resubmitted. Or, if very few orders fall into this category, the SPUL can simply validate the original request for the resource.
4. Summarize support capabilities: Are the support capabilities (ICP, Base, Camp, Helibase, Staging Areas, comms equipment, transportation, etc) sufficient (number, capability, etc.) to meet the needs of the incident? More often than not this is a gut check by the LSC although there may be specific feedback from incident personnel.
5. Clarify processes:
 - a. You should be asking if the processes currently in place are working well.
 - b. If the processes are not in place, then the LSC develops as appropriate:

- i. Resource Request Process – this process delineates how requesting of resources internal to the incident is accomplished. It can include items such as; who on the incident can submit a request, who has authority to approve requests, which form will be used (i.e. ICS-213RR, and any limitations on funding that may be imposed by Command. See the example on page 77 for an eighty percent solution.
- ii. Resource Order Process – this process delineates how ordering of resources external to the incident is accomplished. It can include how the Supply Unit and Procurement Unit will work together, how the resource order number is developed and tracked, Right of First Refusal, etc.
- iii. Cost Sharing Agreement – this process delineates how funding from multiple agencies and organizations will be managed and/or shared.

Tactics Meeting

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

1. PSC opens meeting, covers ground rules, and reviews objectives.
2. Proposed tactics - As the OSC presents the plan, listen for and make note of issues of concern. Generally, the PSC will ask that you allow the OSC to finish their briefing before the questions start so as not to derail the presentation of the overall plan.
3. Identify resource needs –
 - a. Has the OSC included shift work in their plan?
 - b. Which resource(s) does the OSC consider critical to the next operational period?
4. Discuss availability of needed resources – Quite often resources from a local area can be acquired for short periods of time to support an incident. This is especially true of personnel. The operative word is “short”. If you expect to use a resource in excess of a week, remember that you are impacting another agencies routine. Some resources

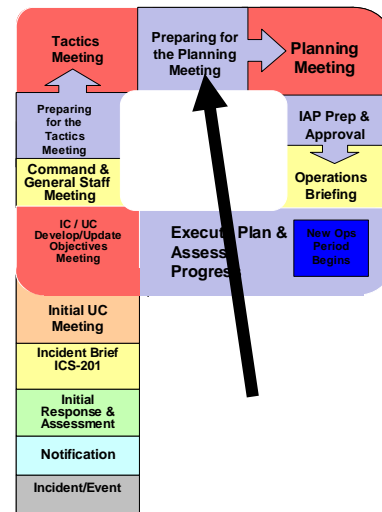


are scarce by their nature (e.g. helicopters, salvage resources, dive teams, etc.). Query the OSC to see how non-availability will impact the objective. Sometimes the OSC can create work-arounds if they have time to do so.

5. Identify resource shortfalls – In theory, any resource requested by the OSC has some impact on the operation. It is critical that you play an active role in this discussion. It is much better to under promise and over deliver in the emergency response environment.
6. Identify resource support requirements –
 - a. Has the OSC factored in the potential for different operating schedules (e.g. boat crew or aviation crew operating hours)
 - b. Has the OSC factored in logistics (fuel, personnel transport, lunches, etc)?
7. Agree on how and when to communicate the non-availability of any required resources to the OSC and PSC. Recommend to the OSC and PSC that you reconvene (along with the SOFR and FSC) for a few minutes just prior to the Planning Meeting. This will ensure you are all on the same page prior to presenting your plan.

Preparing for the Planning Meeting

This period of time is for the Logistics Section staff to source and order resources for the next operational period. The most important question for the LSC, in preparing for the Planning Meeting, is if resources identified in the Tactics Meeting can be 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).



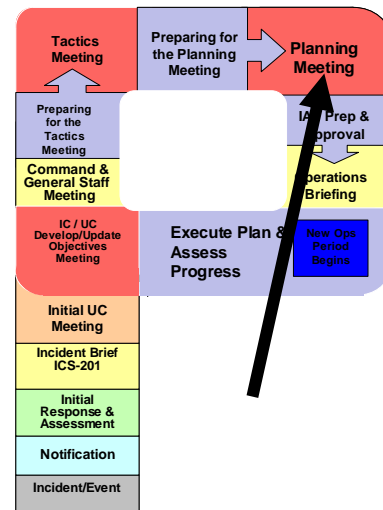
1. Confirm status and availability of required resources – The ICS-215 identifies required resources. While Logistics is waiting for the RESL to complete the ICS-213RR for identified resources, the SPUL can be sourcing unusual resources.
2. Determine additional resources to support objectives – Many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

3. Order necessary resources – By this time you should have approved 213RRs for the next operational period.
4. Update OSC on resource non-availability – This is critical to the success of the OSC's operations AND your relationship with the OSC and PSC. As indicated on page 43 of the Tactics meeting, follow through with your agreement on how you will notify the OSC and PSC of any resources that cannot be acquired in time for the start of the next operational period.
5. Order support for resources – Remember that fuel, food, transportation, communications, and a host of other items must all come together to make the next operational period work.
6. Identify contingencies as needed – While you can't plan for everything, you should ensure that your staff is aware of and using local contingency plans, and that they develop a mindset which is always asking, "what if this resource breaks/runs out of fuel, parts, etc". Do you have other solutions to potential problems?

Planning Meeting

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

1. PSC opens meeting, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), and then covers objectives.
2. By the time this meeting takes place, the LSC should be ready to validate that resources identified during the Tactics meeting for the next operational period will be available.
3. Validate your support for the proposed Incident Action Plan as presented by the OSC. Even if there are resources that cannot be acquired (which becomes a limitation or constraint that you have communicated to the OSC and PSC), in all other respects you should be ready to support the plan.



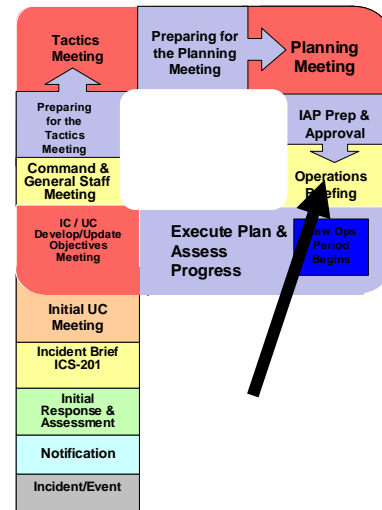
Post-Planning Meeting Actions

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

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

Operations Briefing

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



1. PSC opens briefing, covers ground rules and reviews agenda (example agenda in IMH Chapter 3).
2. PSC reviews IC/UC objectives and changes to IAP, i.e., pen and ink changes.
3. IC/UC provides opening remarks.
4. SITL conducts Situation Briefing.
5. OSC discusses current response actions and accomplishments.
6. LSC covers food, transportation plan, communications plan (ICS 205), medical plan (ICS 206), supply updates and resource request process (see example on page 78).
 - a. Food – how food is provided to responders depends on the nature of the response, assets on-scene, agency rules, etc. Regardless of how or who is responsible, the LSC must tell the DIVS the plan during their shift.

-
- b. Transportation plan – the plan is generally included in the IAP so the LSC should highlight any key points to DIVS.
 - c. Communications plan – the plan is included in the IAP with specific frequencies and phone numbers on each ICS-204.
 - d. Medical plan – the plan is included in the IAP. The LSC should highlight specifics to the DIVS.
 - e. Supply updates and resource requesting – ideally the resources necessary for the DIVS to perform operations have already been forecasted, ordered and delivered on-scene. However, if a DIVS identifies additional resources, the LSC should spell out the process for requesting resources BEFORE departing the Operations brief and after arriving on-scene.
7. PSC solicits final comments and adjourns briefing.

Family Meeting

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

1. If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction.
2. Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
3. Situation update – while they probably don't need or even want detail, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
4. Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.
5. Compliment – Praise their actions to date. Try to find something that each of your key staff or

other members of your team has done that is noteworthy.

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

Debrief

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

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

Other Meetings

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

- Demobilization – Depending on the volume of resources scheduled for demob, the Demobilization Unit Leader may schedule a briefing to go over important points.
- Town Hall meeting – This meeting enables Command to address specific issues in a community.

Resource Management

General - The primary role of the Logistics Section Chief is to oversee the resource management process 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 this process (see Appendix O – Resource Management “R” on page 89). Below are some of the processes that support the business of managing resources.

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, and what the requestor can expect from the process (see the example on page 77). 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.

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

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

Other Incident Command Post Activities

Lead Personnel

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

1. On-scene leadership is primarily a function of will and skill. You may have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (federal, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.
2. You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will. Sometimes you have personnel who have the skill but not the will to do the job.
3. Dealing with problems: Generally, you don't have a lot of time to get people to work together nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace the trouble spot if you can't. You need to deal

with problem personnel at the lowest level.

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

4. Communicate expectations: What are the key accomplishments that you expect to meet during the current operational period and/or future operational periods? Make sure you communicate them clearly. In an emergent environment keeping your expectations clear and simple is the path to success. If you have recurring expectations, write them down and post them (e.g. During the daily Family Meeting, all Logistics Unit Leaders will provide a written summary of support provided and issues of concern in the past 24 hours and resources / issues expected in the next 24 to 48 hours).
5. When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.
6. Foster Teamwork: There are many issues you will face in directing your section. Many are related to how well you can work as a team.

Safety

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

1. Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s).
2. Organizing your subordinates, equipment and tactics to minimize risk. As the Subject Matter Expert (SME), it is up to you to decide how to manage your assigned resources to safely and effectively accomplish the task.
3. Adapting to changing conditions including:
 - a. Weather
 - b. Fatigue
 - c. Unexpected hazards
4. Stopping unsafe actions
5. Reporting mishaps if they occur (see example on page 85, ICS-237-CG MISHAP Reporting Record).
6. Providing feedback – Make sure that everyone has an opportunity to learn about mishaps or

near-mishaps. It is good leadership and may avert accidents later.

Documentation

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

1. List all personnel in attendance
2. Document key activities including:
 - a. Attendance at key meetings.
 - b. Resource breakdowns that impact command objectives.
 - c. Personnel injuries.
 - d. Completion or percent completion of work assignment.
 - e. Secure from ICP.
3. Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS-214(s) you generate for every incident you are on. DON'T count on the incident keeping track of your specific work product. If it is important to you, keep a copy for yourself.
4. Turn the original of the ICS-214 into the Documentation Unit daily.

Demobilization

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

1. What are the key processes and/or documentation that must be completed before a responder or resource is allowed to leave the incident?
 - a. What resources have been signed out to response personnel (e.g. radios, GPS units, special clothing, etc)?
 - b. What resources need to be checked and returned to pre-incident condition (e.g. facilities, vehicles, boom, etc)?
 - c. Equipment status when demobilized?
2. What other resource release considerations should you consider?
 - a. Could this resource be needed again?
 - b. If so, is it cheaper to keep it on standby or return it to its home base?
 - c. Are there other incidents that could use this resource?
3. Participate in IMT demobilization meeting.
4. Brief replacement as necessary.
 - a. Section resources (personnel, equipment)

- b. Section processes (Business Management Meeting, Order Process, Cost Sharing Agreement, etc)
 - c. Current assignments of note (ICS-233)
 - d. Key relationships with other IMT members
5. Replenish supplies.
 6. Forward documentation to Documentation Unit.
 7. Complete ICS 221, Demobilization Check-out sheet.

Notes

Appendices

Appendix A – Functional interactions
Appendix B – Go-kit supply list
Appendix C – Meeting layouts
Appendix C1 – Command and General Staff meeting
Appendix C2 – Tactics meeting
Appendix C3 – Planning meeting
Appendix C4 – Operations briefing
Appendix D – ICS-204, Assignment List Example
Appendix E – ICS-205, Comms Plan Example
Appendix F – ICS-206, Medical Plan Example
Appendix G – Resource Request Process Example
Appendix H – ICS-213RR Resource Request Message
Appendix I – Resource Order Process Example
Appendix J – Decision Memo Example
Appendix K – ICS-214, Unit Log Example
Appendix L – ICS-237, Incident Mishap Form
Appendix M – Conversions and Equivalents
Appendix N – Map Display Symbolology
Appendix O – Resource Management “R”
Appendix P – Logistics “P”

Appendix A – Functional Interactions

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

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

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

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

Appendix B – Go-kit Supply List

Item Name	Quantity	Unit	Description
Logistics Section Chief Vest	3	Ea	
Incident Management Handbook	2	Ea	
ICS Forms Catalog	1	Ea	
ICS Forms	20	Ea	Forms: 205, 205a, 206, 213, 213RR, 214, 216, 218, 235
ICS Laminated Form	1	Ea	Form 205 18" x 24"
Financial Calculator	1	Ea	
Masking Tape	1	RI	
Tape Dispensers	4	Ea	
Clear Tape Rolls	5	Ea	
Stapler	1	Ea	
Staples	2	Bx	
Post-it Notes	2	Dz	
Small Binder Clips	2	Dz	
8 ½" x 11" Notepads	9	Ea	
6 Part Folders	12	Ea	
Mechanical Pens	2	Dz	
Blue Pens	2	Dz	
Highlighters	18	Ea	
White-out Correction Pen	3	Ea	
Mechanical Pencil Leads	5	Dz	
Paper Clips	2	Bg	100 per Bag
Trombone Clamps	1	Bx	50 per Box
Post-it Flags	2	Ea	
Laser pointer	1	Ea	
Post-it Notes	1	Pk	3 x 3
Post-it Notes	1	Pk	3 x 5
Binder clips	3	Pk	Assorted Sizes
Red Pens	1	Bx	
Highlighters	2	Pk	
Post-it Tabs	4	Ea	
Writable Tabs	2	Pk	
"Sign Here" Arrows	1	Pk	

Appendix C – Meeting setup and layouts

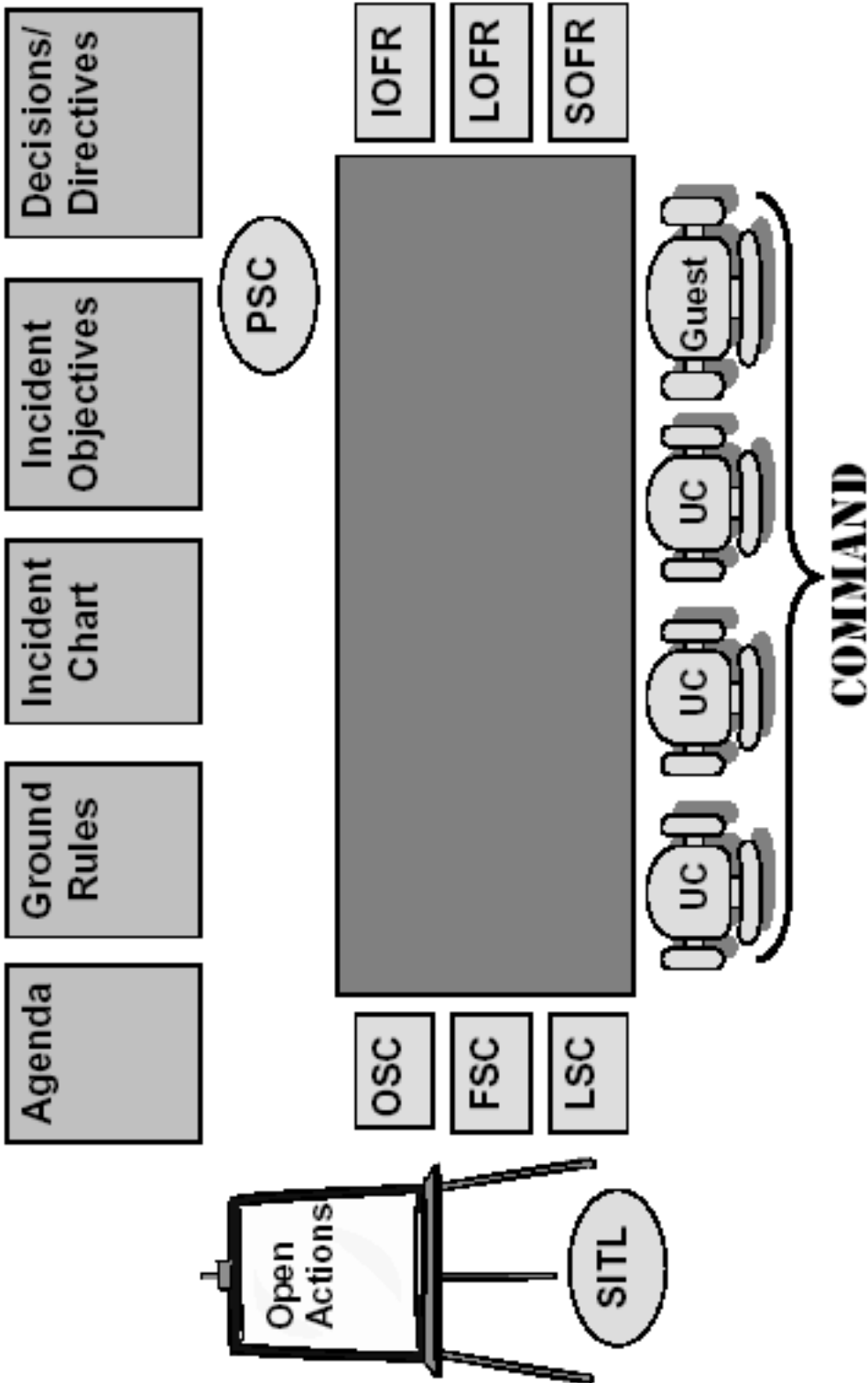
1. Verify support requirements for meeting with PSC: Meeting spaces and support (AV, lights, heat, etc) are provided by Logistics. Planning will usually setup the space but you should verify with the PSC prior to the meeting that they have everything they need. Common meeting space general requirements.

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

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

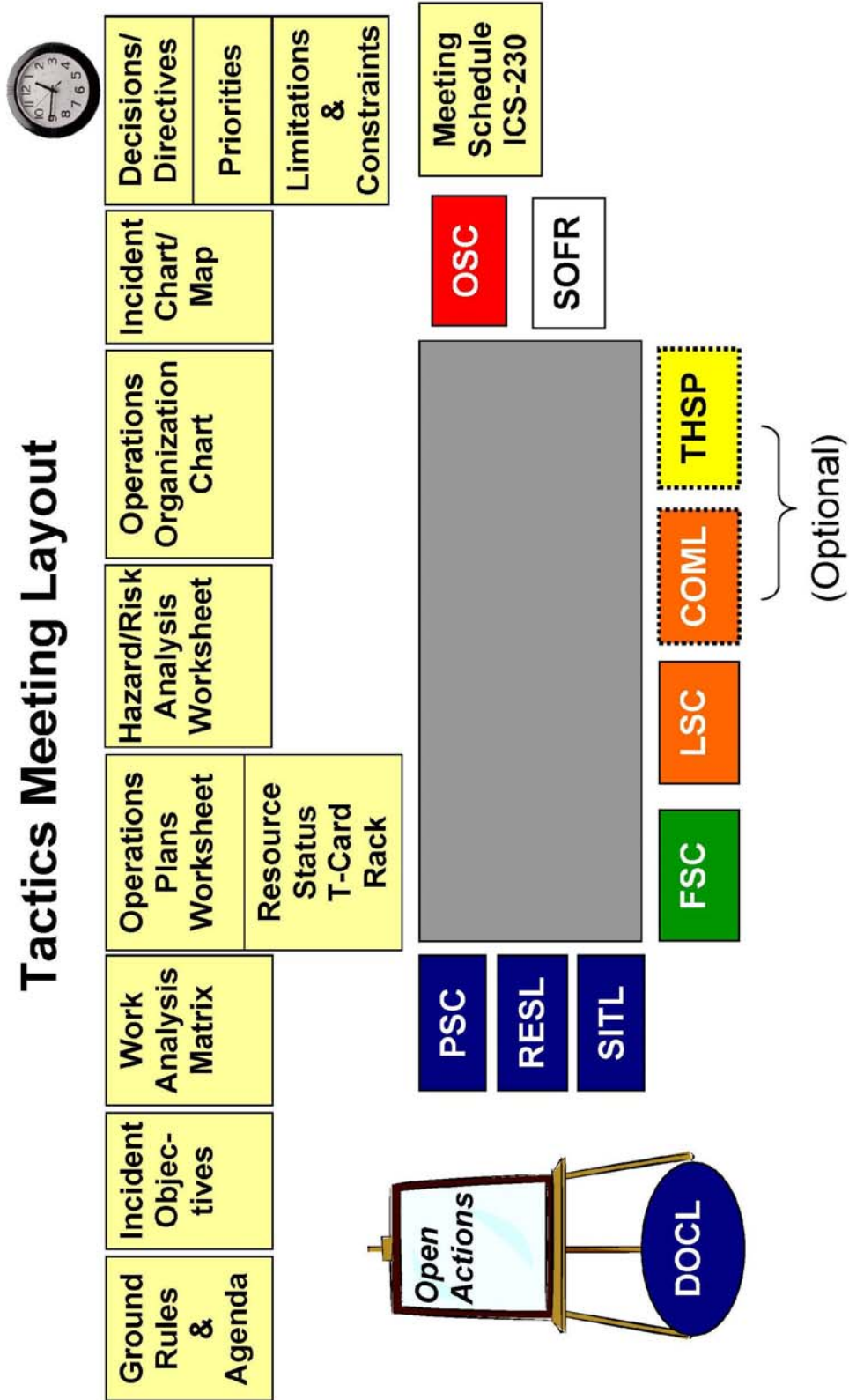
C1 – Command & General Staff meeting

Command and General Staff Meeting Layout



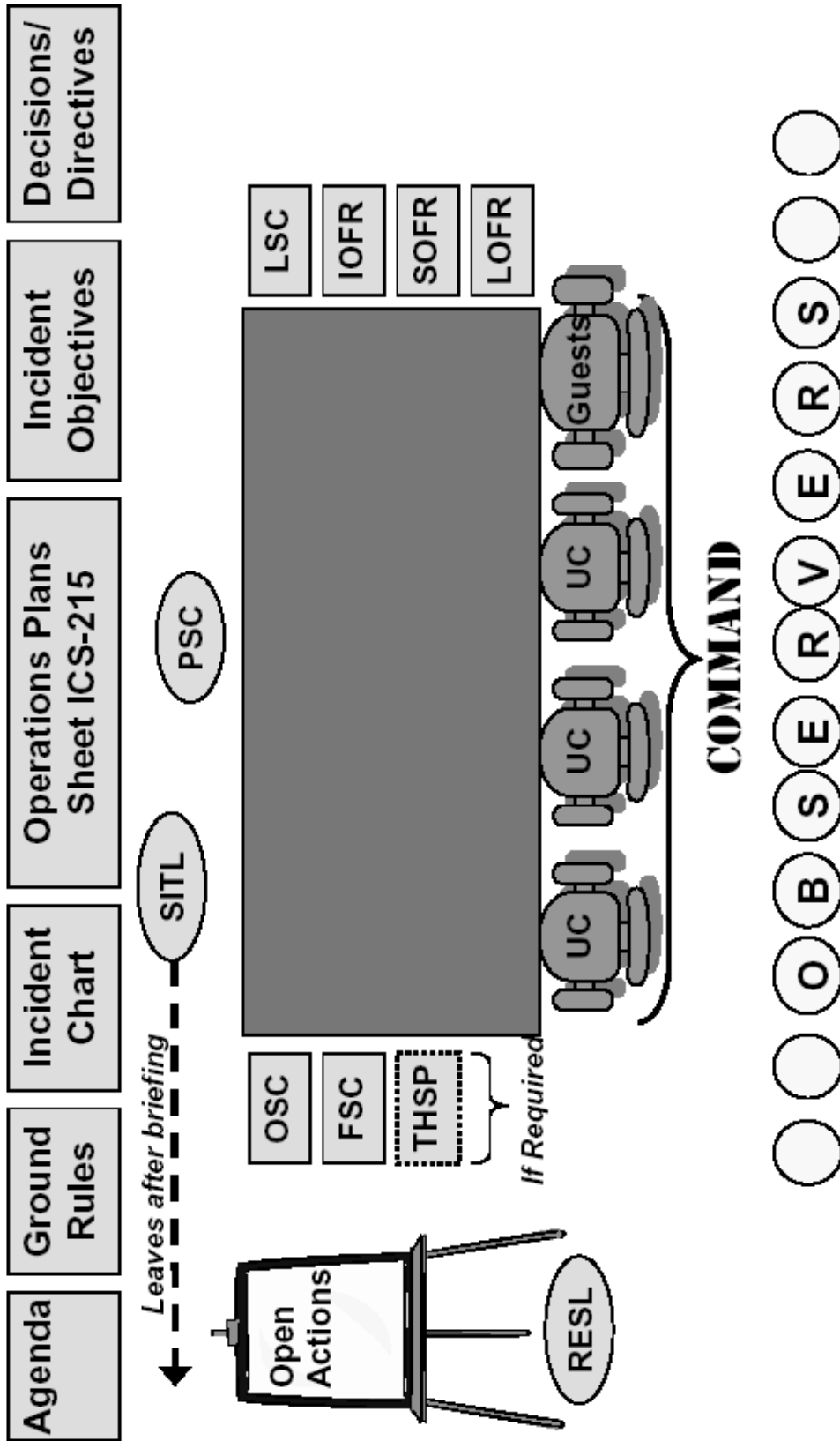
C2 – Tactics meeting

Tactics Meeting Layout

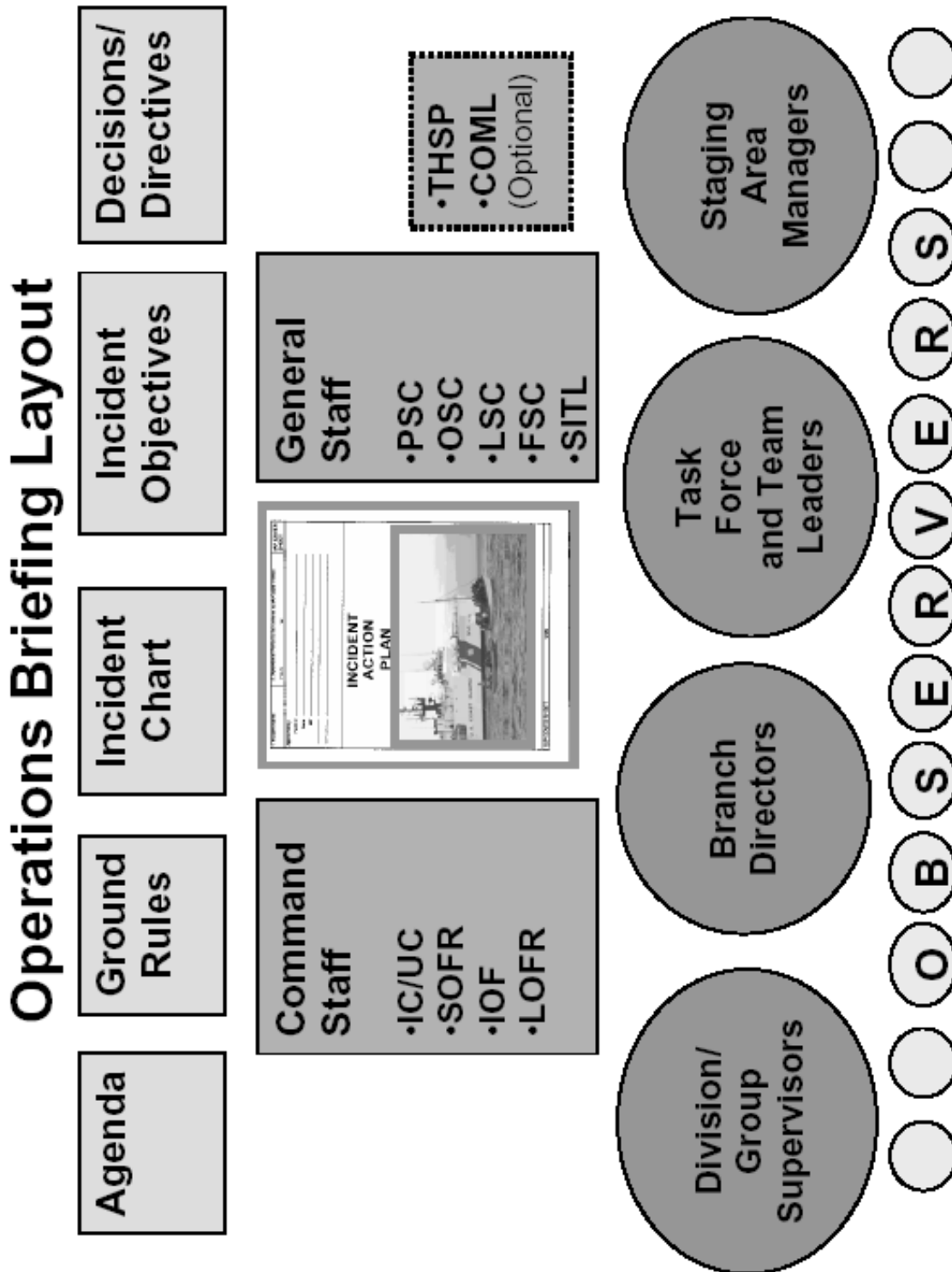


C3 – Planning meeting

Planning Meeting Layout



C4 – Operations briefing layout



Appendix D – ICS-204, Assignment List Example

1. Incident Name MIRLO INCIDENT		2. Operational Period (Date/Time) From: MM/DD/YYYY 0900 To: MM/DD/YYYY 0900		Assignment List ICS 204-CG	
3. Branch		4. Division/Group/Staging SECURITY GROUP			
5. Operations Personnel					
Name		Affiliation		Contact # (s)	
Operations Section Chief: LT. J. RUBINI		USCG		302-589-6161	
Branch Director:					
Division/Group Supervisor/STAM: LT R. Freed		USCG		302-213-1766	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# Of Persons	Reporting Info/Notes/Remarks	
USCG UTL 47603	BM2 WOOD	302-213-1785	4	Thumbs Point Staging 0500	<input type="checkbox"/>
USCG UTL 47715	BM1 HARRIS	302-213-1786	4	Thumbs Point Staging 0500	<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
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7. Work Assignments Security Zone in affect during EOD operations. Enforce security zone within 100 meters of sunken vessel with use of USCG LE boats only. Coordinate escort of commercial vessels through Security Zone. Notify OSC when escorts commence and when completed. Security Zone will be downgraded to Safety Zone when EOD operations are completed.					
8. Special Instructions a. Life Jackets required by all personnel. b. LE personnel must have current weapons quals (no exceptions). c. Use CG Use of Force Policy. d. No deviations from these instructions.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Name/Function	Radio: Freq./System/Channel	Phone	Cell/Pager		
Security Group	81A-157.075	302-213-1766			
Thumbs Point Staging	81A-157.075	302-213-1766			
Command Post	23A - 156.250	302-589-6161			
Emergency Communications					
Medical Channel 16	Evacuation Thumbs Point Staging	Other EMS Thumbs Point Staging 302-555-1313			
10. Prepared by: (RESL) F. Williams		11. Reviewed by (PSC): F. SHELLEY		12. Reviewed by (OSC): J. RUBINI	
Date/Time MM/DD/YYYY 0700		Date/Time MM/DD/YYYY 0700		Date/Time MM/DD/YYYY 0700	

Appendix E – ICS-205 Comms Plan Example

1. Incident Name HURRICANE KATRINA		2. Operational Period (Date / Time) From: 12SEP05 0700 To: 13SEP05 0700		INCIDENT RADIO COMMUNICATIONS PLAN ICS 205-CG	
3. BASIC RADIO CHANNEL USE					
SYSTEM / CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
SIPRNET INSTALLER		SIPRNET	703 313-5965		CWO RENE AUBUCHON ENROUTE
SWS III		SWS III SYSTEM MANAGER	314-539-3900 X 2360 CELL 314-324-0478		MIKE
UNIFIED COMMAND		USCG REPRESENTATIVE	703-669-7861 800-311-0947		LCDR GILREATH
TMACC SUPPORT		TMACC	757-575-6282		IT1 PECKHAM
TMACC SUPPORT		TMACC	757-620-6440		ET1 HERRING
TMACC ENGINEERING SUPPORT		TMACC	757-450-3745/IRIDIUM 00-881676326573		MK1 TILL - IS CURRENTLY IN BELLE CHASE ASSISTING W/GENERATOR.
CIVIL AIR PATROL		PHONE	(CELL) 337 304-2941/ 310-1603		COL ROCK PALERMO
4. Prepared by: (Communications Unit) COMMS Unit Leader		Date / Time 11SEP05			
INCIDENT RADIO COMMUNICATIONS PLAN					
ICS 205-CG (Rev.07/04)					

Appendix F – ICS-206 Medical Plan Example

ICS 206 - Medical Plan					
Incident: MV Athos I		Prepared By: Medical Unit Leader at 12/2/2004 09:00			
Period: Period 7 (12/3/2004 06:00 - 12/4/2004 06:00)		Version Name: Medical Plan			
First Aid Stations					
Name	Location	EMT (On-Site)	Phone	Radio	
Sick Bay	MSO/GRP Philadelphia	No			
Transportation (Ground and/or Ambulances Services)					
Name	Location	EMT	Phone	Radio	
Thomas Jefferson University Hospital	Philadelphia, PA - United S	Yes	(215) 955-6000		
Public Ambulance Service	Philadelphia, PA - United S	Yes	911		
Hospitals					
Name	Location	Helipad	Burn Center	Phone	Radio
Thomas Jefferson University Hospital	Philadelphia, PA - United	Yes	No	(215) 955-6000	
Pennsylvania Hospital	Philadelphia, PA - United	No	No	(215) 829-3000	
Methodist HospitalDiv, Thomas Jeffer	Philadelphia, PA - United	Yes	No	(215) 952-9000	
Hahnemann	Philadelphia, PA - United	No	No	(215) 762-7000	
St. Agnes Burn Treatment Center	Philadelphia, PA - United	No	Yes	(215) 339-4100	
University of Pennsylvania Hospital	Philadelphia, PA - United	Yes	No	(215) 662-3920	
Crozer Medical Center	Upland, PA	Yes	Yes	(610)447-2000	ER (610)4
Cooper Hostipal University Medical C	Camden, NJ - United Stal	Yes	No	(856-342-2345	
Christians Care Hospital	Wilmington, DE - United S	Yes	No	(302) 733-1000	
St. Francis Hospital	Wilmington, DE - United S	Yes	No	(302) 421-4590	
Special Medical Emergency Procedures					
<p>Document all incident related injuries/illnesses. Report to Medical Unit Leader and Safety</p> <p>Communicate any and all loss of degradation of medical services/resources to the Incident Commander (IC)</p>					
ICS 206 - Medical Plan		Printed: 12/2/2004 06:28		Page 1 of 1	© 1997-2004 dbSoft, Inc.

Appendix G – Resource Request Process Example

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

All requests must be made on the ICS 213 RR CG
Completely and accurately fill out blocks 1 – 6
(see reverse of form)

Be specific!

Where do you want it delivered?

How long do you need to have/use it?

Does this item need service/fuel, etc.?

Possible source of supply?

2. Command and General Staff member or Deputy must sign block 7.

3. Requests for tactical resources and personnel must be signed by RESL block 9. RESL retains yellow copy.

4. Place signed forms in Logistics box labeled “Incoming ICS 213”. Requestor retains blue copy.

5. Check back with SPUL for status of resource!

Appendix H – ICS 213RR CG, Resource Request Message Example

Resource Request Message										ICS-213RR 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.							
1		R		Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds.							
				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 Heliquest 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. <input checked="" type="checkbox"/> b. <input type="checkbox"/> Resources available as noted in block 12 c. <input checked="" type="checkbox"/> Resources not available							
10. Requisition/Purchase Order #: 24-06-276HXXQ016				11. Supplier Name/Phone/Fax/Email: Heliquest 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): <input type="checkbox"/> SPUL <input checked="" type="checkbox"/> PROC <input type="checkbox"/> OTHER				16. Finance Section Signature: Sam Chase 02 Apr 06 2100							
15. Reply/Comments from Finance: Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523											

Full instructions on back page. Requestor fills in blocks 1-5, except #3 & #4.g-i (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.

ICS 213RR-CG Instructions

REQUESTOR: The requestor must fill in blocks 1 through 7.

Block # 1	Incident name: This is the same as the name stated on the ICS-201 Form and Incident Action Plan (IAP).
Block # 2	Current date and time when submitting request.
Block # 3	Resource Request Number: Specific to the form & enables downstream tracking.
Block # 4a-c	Items requested: Must include quantity; Include Kind and Type if applicable.
Block # 4.d	Priority is either U – Urgent or R – Routine. Requestor: Urgent should ONLY be used if the resource must be checked-in and available within the specified time period or an <u>operational</u> objective will not be met. LSC: An Urgent request takes priority over all other requests. The requestor should be notified ASAP on the status of the request.
Block # 4.e	The detailed description of requirements. BE SPECIFIC AS POSSIBLE.
Block # 4.f	Delivery/Reporting Location and Times: This is self-explanatory and is required to ensure timely and accurate delivery of the resource.
Block #4g-i	Leave blank for SPUL/PROC to fill in.
Block # 5	Substitutes and/or Suggested Sources: Enter applicable information if known.
Block # 6	Requestor: Print name, position, sign and date.
Block # 7	Approval: This must be approved by the appropriate Section Chief or Command Staff Officer.

PLANNING SECTION: The RESL must fill in blocks 8 through 9.

Box # 8.a	RESL: Check box if request if for tactical resources
Box #8.b/c	RESL: If a tactical resource, check only one box as appropriate
Block # 9	RESL: Sign and date

LOGISTICS SECTION: Blocks 10 through 13 are filled out by the Supply Unit.

Note: Blocks 4 G and H are to be filled out by the Supply Unit or Procurement Unit upon ordering.

Block # 10	Requisition/Purchase Order Number: To be assigned by Supply Unit.
Block # 11	Supplier Point of Contact, Phone Number and Fax Number.
Block # 12	Notes: additional information on the supplier, when contacted, etc.
Block # 13	Signature: As specified by the Resource Request Process. Usually the signature of the SPUL but may also be the LSC or Deputy LSC.
Block # 14	Orderer (SPUL or PROC). Other block is checked if SPUL/PROC positions not filled. If this block is checked, fill in position.

FINANCE SECTION: Blocks 15 and 16 are filled out by the Procurement Unit.

Block # 15	Comments concerning request from FSC, Deputy FSC, or PROC.
Block # 16	Approval: This must be approved in accordance with Resource Request Process.

Note: Cost associated requests will not be ordered without approval in accordance with the Resource Request Process.

Appendix I – Resource Order Process Example

1. Described below is the “**Resource Ordering Process**” as agreed upon at the Business Management Meeting held on 6 July 2007 between the LSC and FSC.
2. The following procedures will be adhered to:
 - a. SPUL has a purchase card and \$25,000.00 warranted for supply purchases and \$3,000.00 authority for services.
 - b. PROC has unlimited purchase authority and will be on-site for the duration of the incident.
 - c. Any questions on correct funding source(s) shall be referred to FSC for resolution:
 - i. All HAZMAT related orders shall use CERCLA accounting information.
 - ii. All Oil related orders shall use the OSLTF accounting information.
 - d. All orders over \$100,000.00 must be approved by the IC prior to obligation.
 - e. SPUL is responsible for all personnel orders, equipment and supply purchases within warrant capability.
 - f. PROC is responsible for all others including any Basic Ordering Agreement (BOA) or Pollution Removal Funding Authorization (PRFA).
 - g. PROC and SPUL shall maintain “order documentation” at a single location, filed by 213RR number and cross-referenced by “Order Number”.
 - h. A single DCN (Document Control Number) Log shall be used by PROC and SPUL regardless of the funding source. It should be clearly annotated in the log, which are FPN related and which are CPN related.
 - i. All Orders shall be tracked on a Resource Tracking Matrix by the PROC & SPUL.
 - j. SPUL shall receive all orders and notify requestors of status. SPUL shall maintain close contact with RESL to keep updates on resources checked-in.
 - k. PROC is responsible for all incident accountable property tracking.
 - l. PROC and SPUL shall coordinate with RESL and TIME & COST for resource demobilization based on DEMOB PLAN.
 - m. ICS 213 RR Processing procedures:
 - i. LSC/ SPUL reviews for accuracy, determines funding, validates need etc.
 - ii. LSC signs all ICS 213s block 13.
 - iii. For items that fall within parameters of “a” above, SPUL takes all action necessary, provide copy of all documents to COST, FSC/PROC
 - iv. PROC takes all action on items covered in “b” above
 - v. If request is denied or cancelled, requestor is provided written explanation & Resource Tracking matrix is updated to reflect it
 - n. FSC will assign 1 member to perform audits of random sample of ICS 213 file documentation at least every 3rd day. Report results to LSC and FSC.

Appendix J – Decision Memo Example

U.S. Department of
Homeland Security
United States
Coast Guard




Commander
United States Coast Guard
Sector Seattle

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

16480
01 Sep 2005

MEMORANDUM

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

To: File

Subj: EMERGENCY ENVIRONMENTAL RESPONSE DECISION MEMO,
HARBORVIEW MARINA FIRE

Ref: (a) FPN S05049; MISLE # 156353

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

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

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

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

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

#

[JA-8-3-1]

U.S. Department of
Homeland Security

United States
Coast Guard




Commander
United States Coast Guard
Sector Seattle

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

16480
08 Sep 2005

MEMORANDUM

From: 
S. P. METRUCK, CAPT
CG Sector Seattle, FOSC

To: File

Subj: EMERGENCY RESPONSE DECISION MEMO #2, HARBORVIEW MARINA FIRE

Ref: (a) FPN S05049; MISLE # 156353
(b) Emergency Response Decision Memo, Harbor View Marina Fire, dtd 01 Sept 2005
(c) National Contingency Plan, 40 CFR Part 300.322

1. In response to the Harborview Marina fire (FPN S05049) which occurred on 31 August 2005, this decision memorandum has been developed.
2. As per ref (b), approximately 30 vessels have been removed to date. As per ref (c), I have determined that the discharge from the remaining vessels continues to pose a substantial threat to public health or welfare of the United States. Plugging vents or other openings will not be effective due to the condition of these vessels. Accordingly, as the FOSC, I have decided to utilize the trust fund to expedite removal of the remaining vessels using one contractor, vice allowing the opportunity for individual owners/insurance companies to delay the process and result in further damage to the environment.
3. Each of the affected owners has been issued an Administrative Order explaining that the removal of their vessel from the water was due to the emergency response. Each individual owner will be required to develop a comprehensive plan that outlines the removal of their vessel from the barge or temporary storage location for final disposition to the satisfaction of the cognizant Captain of the Port.
4. The above points were discussed and agreed upon by Mr. Greg Buie and Mr. Robert Hildebrand of the National Pollution Funds Center on this date.

#

[JA-8-3-2]

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

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

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

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

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

Appendix L – ICS 237-CG, Incident Mishap Form

INCIDENT MISHAP REPORTING RECORD			ICS 237-CG (rev 2/09)
1. Incident: <u>MIRLO</u>	2. Date/Time: <u>16 Feb 09, 0830</u>	3. Local CG Command: <u>Sector Mustang Point</u>	
4. OPFAC: _____ <small>(If known)</small>	5. Name of Injured: <u>Johnson, Thomas E</u> <small>(If Applicable - Print Last, First, MI)</small>	6. Age: <u>30</u> <u>Y</u> <u>M</u> <u>F</u> <small>(If Applicable) (circle)</small>	8. Rank/Rate (mil): <u>MST2</u> Grade (CG civ)/Aux: _____ <small>(If Applicable)</small>
9. Narrative of Mishap: <u>MST2 Johnson slipped & fell on wet dock surface at Thumbs Point Staging. He injured his left pinky finger. Mbr sent to med unit for treatment.</u>			
10. Body part injured/Nature of injury: <u>Left pinky finger - jammed or broken</u>			
11. List Damaged Property/Estimated Cost: <u>N/A</u>			
12. Signature: <u>[Signature]</u> <small>(Person completing form)</small>	13. Name: <u>Kim P. Smith</u> <small>(Person completing form - Print)</small>	14. Rank/Rate (mil): <u>BML</u> Grade (CG civ)/Aux: _____	
15. ICS Position: <u>Thumbt STAM</u> <small>(Person completing form - Print)</small>	16. Email: <u>Kim.P.Smith@uscg.mil</u> <small>(Person completing form - Print)</small>	17. Report #: <u>M-002</u>	
Original - Safety Officer - completes MISHAP report		Copy 1 - HSWL SUPACT SEH	
Copy 2 - Retained by member			

FOR OFFICIAL USE ONLY (FOUO) - <http://apps.mlca.uscg.mil/KDIV/kseMISREP/>

INCIDENT MISHAP REPORTING RECORD			ICS 237-CG (rev 2/09)
1. Incident: <u>MIRLO</u>	2. Date/Time: <u>17 Feb 09, 0830</u>	3. Local CG Command: <u>Sector Mustang Point</u>	
4. OPFAC: _____ <small>(If known)</small>	5. Name of Injured: <u>N/A</u> <small>(If Applicable - Print Last, First, MI)</small>	6. Age: <u>N/A</u> <u>Y</u> <u>M</u> <u>F</u> <small>(If Applicable) (circle)</small>	8. Rank/Rate (mil): <u>N/A</u> Grade (CG civ)/Aux: _____ <small>(If Applicable)</small>
9. Narrative of Mishap: <u>CB-25253 while enforcing safety/security zone as part of SZ Group encountered floating debris in water and port engine was damaged. Vessel returned to staging, contacted VSUL for repair, lower unit of port engine replaced.</u>			
10. Body part injured/Nature of injury: <u>N/A</u>			
11. List Damaged Property/Estimated Cost: <u>Port Engine, Lower Unit, unk. cost.</u>			
12. Signature: <u>[Signature]</u> <small>(Person completing form)</small>	13. Name: <u>Kim P. Smith</u> <small>(Person completing form - Print)</small>	14. Rank/Rate (mil): <u>BML</u> Grade (CG civ)/Aux: _____	
15. ICS Position: <u>SZ Group Sup</u> <small>(Person completing form - Print)</small>	16. Email: <u>Kim.P.Smith@uscg.mil</u> <small>(Person completing form - Print)</small>	17. Report #: <u>M-005</u>	
Original - Safety Officer - completes MISHAP report		Copy 1 - HSWL SUPACT SEH	
Copy 2 - Retained by member			

FOR OFFICIAL USE ONLY (FOUO) - <http://apps.mlca.uscg.mil/KDIV/kseMISREP/>

ICS-237 Instructions

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG REV 2/09)

Purpose. This record is designed to record incident MISHAPs. This is used only when directed by the incident Safety Officer. This is a Coast Guard specific form to comply with COMDTINST M5100.47 during incident response. This is not a replacement for the MISHAP system used by parent commands.

Preparation. The "Incident MISHAP Reporting Record" is initiated when documenting any of the following: injury, illness, property damage, or high potential (HIPO) accident occur. Use additional records for multiple members injured or suffering illness from one occurrence. Information contained in this form is considered For Official Use Only (FOUO).

Distribution. The Person filling out the record submits these as MISHAPs occur (as required). The original and first copy goes to the incident Safety Officer, the second copy is kept by the person completing the record (member). The incident Safety Officer or assistant (CG member) will enter appropriate information in CG e-MISHAP reporting system and send the first copy to Health Safety Work-Life Support Activity, Safety & Environmental Health (HSWL SUPACT SEH).

Instructions

Item # Item Title

1. Incident Enter the name assigned to the incident.
2. Date/Time Enter the date and time of the MISHAP
3. Local CG Command Enter the Coast Guard command where the injured person or unit damaged property was assigned/working.
4. OPFAC Enter the OPFAC of the local command, if known.
5. Name of Injured (PRINT) Enter last name, first name and middle initial of injured person (if applicable)
6. Age Enter age of injured person (if applicable)
7. M/F Circle appropriate sex of injured person (if applicable)
8. Rank/Rate/Grade/AUX Enter Rank/Rate (military), Grade (CG civ) or Auxiliary of injured person (if applicable).
9. Narrative of MISHAP Describe the circumstances surrounding the injury/illness or property damage. Describe CG operations being conducted. Indicate personal protective equipment being utilized.
10. Body part injured/Nature of injury Describe the part(s) of body injured or illness suffered. Describe the nature of injury or illness (if applicable).
11. List of Damaged Property/Est Cost Describe damage to government property or civilian property and estimated cost.
12. Signature Signature of person completing the record.
13. Name of Person Completing Form Self-explanatory.
14. Rank/Rate/Grade Enter Rank/Rate (military) or Grade of person completing the record.
15. ICS Position Enter ICS Position held by the person completing the record.
16. Email Email of person completing the record.
17. Report Number Locally generated number to assist in tracking MISHAP reports.

Appendix M – Conversions and Equivalents

CONVERSIONS AND EQUIVALENTS

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

TEMPERATURE-	
Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F

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

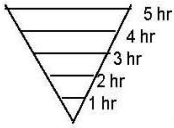
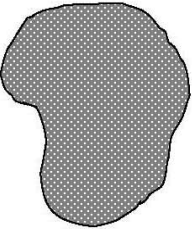
WEIGHT-		
multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS-		
	Barrels/Long Ton	
	Range	Average
Crude Oils	6.7-8.1	7.4
Aviation Gasolines	8.3-9.2	8.8
Motor Gasolines	8.2-9.1	8.7
Kerosenes	7.7-8.3	8.0
Gas Oils	7.2-7.9	7.6
Diesel Oils	7.0-7.9	7.5
Lubricating Oils	6.8-7.6	7.2
Fuel Oils	6.6-7.0	6.8
Asphaltic Bitumens	5.9-6.5	6.2
Notes: • 1 Long Ton equals 2,200 lbs. • As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil. • 6.4 barrels/long ton is neutrally buoyant in fresh water. Open ocean neutral buoyancy values are generally in the 6.21-6.25 barrels/long ton range.		
Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API Gravity = (141.5/Specific Gravity) - 131.5		
Weight of Fresh Water: pounds/gallon	8.3	Note: Exact weight depends on temperature and salinity.
Weight of Sea Water: pounds/gallon	8.5	

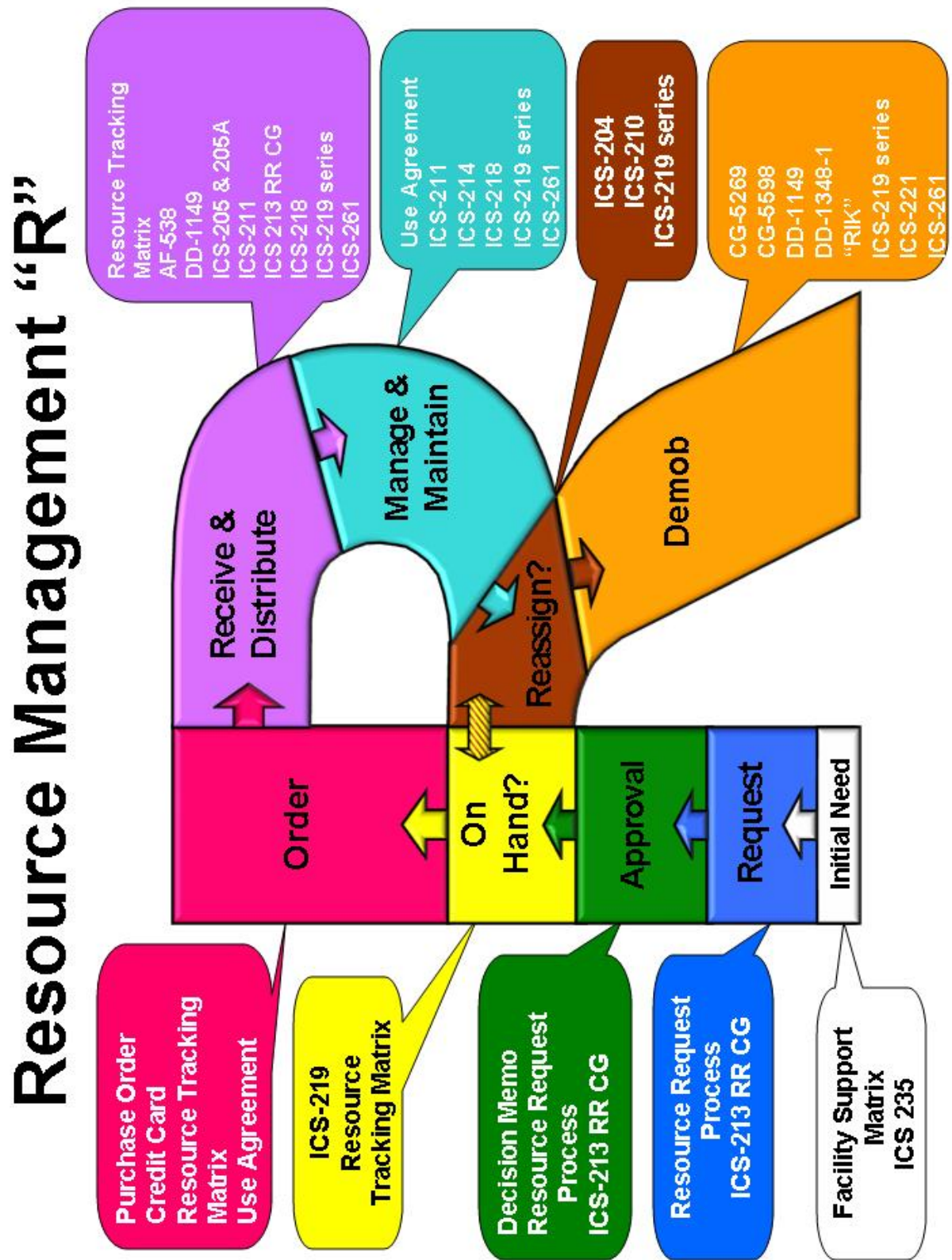
OIL THICKNESS ESTIMATIONS-				
Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	Inches	Mm		
Barely Visible	0.0000015	0.00004	25 gals/mile ²	44 liters/km ²
Silvery	0.000003	0.00008	50 gals/mile	88 liters/km ²
Slight Color	0.000006	0.00015	100 gals/mile ²	176 liters/km ²
Bright Color	0.000012	0.0003	200 gals/mile ²	351 liters/km ²
Dull	0.00004	0.001	666 gals/mile ²	1,168 liters/km ²
Dark	0.00008	0.002	1,332 gals/mile ²	2,237 liters/km ²
Thickness of light oils: 0.0010 inches to 0.00010 inches.				
Thickness of heavy oils: 0.10 inches to 0.010 inches.				

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

Appendix N – Map Display Symbolology

ICS MAP/CHART DISPLAY SYMBOLOGY	
<p>MINIMUM RECOMMENDED</p> <p>BLACK</p> <ul style="list-style-type: none"> Proposed Boom Completed Boom XXX Absorbent Material <p>RED</p> <ul style="list-style-type: none"> 10 Aug ⊗ Hazard Origin 1430 <p>BLUE</p> <ul style="list-style-type: none"> Incident Command Post Incident Base HOLT Camp (Identify by Name) REDFERN Staging Area (Identify by Name) JIC Joint Information Center Helispot (Location & Number) Helibase Mobile Relay <p>OPTIONAL</p> <p>BLUE</p> <ul style="list-style-type: none"> Police Station Telephone Fire Station Mobile Weather Unit EOC Emergency Operations Center Fire Aid Section Hospital 	<p>ORANGE</p>  <p>Oil Spread Prediction</p> <p>BLACK</p>  <p>Actual Oil or Chemical Plume</p> <p>BLACK</p> <ul style="list-style-type: none"> [I] [I I] Branches (Initially numbered clockwise from Incident origin) (A) (B) Divisions (Initially lettered clockwise from Incident origin) Division Boundary Branch Boundary W/10 1600 9/7 Wind Speed and Direction <p>Safety/Security Zone</p> <p>Boat Ramp</p> <p>All overlays must contain registration marks. These may consist of identified road intersections township/range coordinates, map corners etc.</p>
TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS/CHARTS	

Appendix O – Resource Management “R”



Appendix P – Logistics “P”

