
NIMS ICS Logistics Section Chief

Training Guide

Course Number 4967



FEMA



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Introduction

The Logistics Section Chief (LSC) is responsible for ensuring that incident personnel have everything they need to meet the objectives of an incident. They should be resourceful, punctual, and proactive. Strong written and verbal communication skills are necessary. The team the LSC leads can be as small as two to three people or as large as 250. It all depends on the requirements of the incident.

The LSC's ability to apply the concepts, methods, and guidelines provided in this document and the National Incident Management System (NIMS) Incident Command System (ICS) structure will guide them through many challenging events. As a leader of groups, it will be important to complement this knowledge with continued education and experience in the field of leadership.

In your role as an LSC, the team will rely on your decisions and the pace you set for your section. They will also expect you to be an active listener. Your words will count just as much as your empathy — people will take notice if you lead by example. Most notably, your main task is to *empower* the operation. To do that, you will empower people. This learned skill should be practiced and honed throughout your career.

This training guide is a resource that prepares those taking on the role of an LSC to conduct their duties and effectively manage the Logistics Section. The guide is designed to complement the ICS Training Reference Guide, which is heavily relied upon in this course. Students will use this training guide to help support the completion of pre-work for the NIMS ICS Logistics Section Chief Course.

Chapter 1: Roles and Responsibilities — Logistics Section and Logistics Section Chief

The Logistics Section provides the facilities, services, personnel support, and resources necessary to sustain incident operations. Responsibilities may include ordering resources, establishing incident facilities, providing communications and information technology support, coordinating transportation, supplying equipment and materials, and ensuring responder medical support and nourishment.

By the end of this chapter, you will be able to:

- Recall the purpose, function, and structure of the Logistics Section.
- Identify the core responsibilities of the Logistics Section Chief based on the LSC Position Task Book.
- Identify the functions of the Logistics Section Units and the oversight the LSC provides.
- Distinguish between mission functions and support functions.
- Identify how the LSC's responsibilities relate to leader's intent, incident objectives, strategies, and tactics.

Purpose, Function, and Structure of the Logistics Section

The Logistics Section supports the accomplishment of incident objectives by ensuring that personnel, equipment, facilities, supplies, services, and support systems are available when and where they are needed. As incidents increase in size and complexity, the Logistics Section expands to provide the resources and services necessary to sustain current operations and support future operational periods.

While the structure of the Logistics Section may vary based on incident requirements, it is commonly organized into two branches and six units. Figure 1 provides an example of a typical Logistics Section organization. The *National Incident Management System: Information and Communications Technology Functional Guidance* provides a framework for incorporating an Information and Communications Technology (ICT) Services Branch to meet the increasing demands and expectations for ICT capabilities. In this structure, depicted in Figure 2, the ICT Branch Director reports directly to the LSC and provides oversight for three units that have become exceptionally important to incident response capabilities in recent years: Communications, Information Technology, and Cybersecurity.

Another organizational option that could impact the Logistics Section is the Intelligence/Investigations (I/I) function. In some circumstances, the I/I may be established as the Investigative Support Group: a separate ICS Section with its own internal support element. This group is responsible for providing distribution, maintenance, safeguarding, storage, and return of investigative support resources. If this Investigative Support Group is established, coordination between it and the Logistics Section will be necessary to provide coordinated support and to prevent duplication of effort.

Other variations of the organizational chart may include a stand-alone security unit that reports directly to the LSC instead of the Facilities Unit Leader (FACL). The ICS allows the LSC some flexibility when it comes to section organization. For instance, the LSC may assign a Deputy LSC to assume the supervision of four units within the Logistics Section, while the LSC provides supervision for only two units that may need a bit more attention than the other four. The structure of the Logistics Section is dependent on the needs of the incident and oversight requirements.

Although the Logistics Section may be organized in different ways to meet incident needs, its structure should remain consistent with ICS principles, including modular organization, unity of command, manageable span of control, and accountability.



Refer to the *National Incident Management System: Information and Communications Technology Functional Guidance* for ICT Functional Guidance at this URL:

https://www.fema.gov/sites/default/files/documents/fema_ict-functional-guidance.pdf.

Figure 1: Basic Logistics Section Organizational Chart

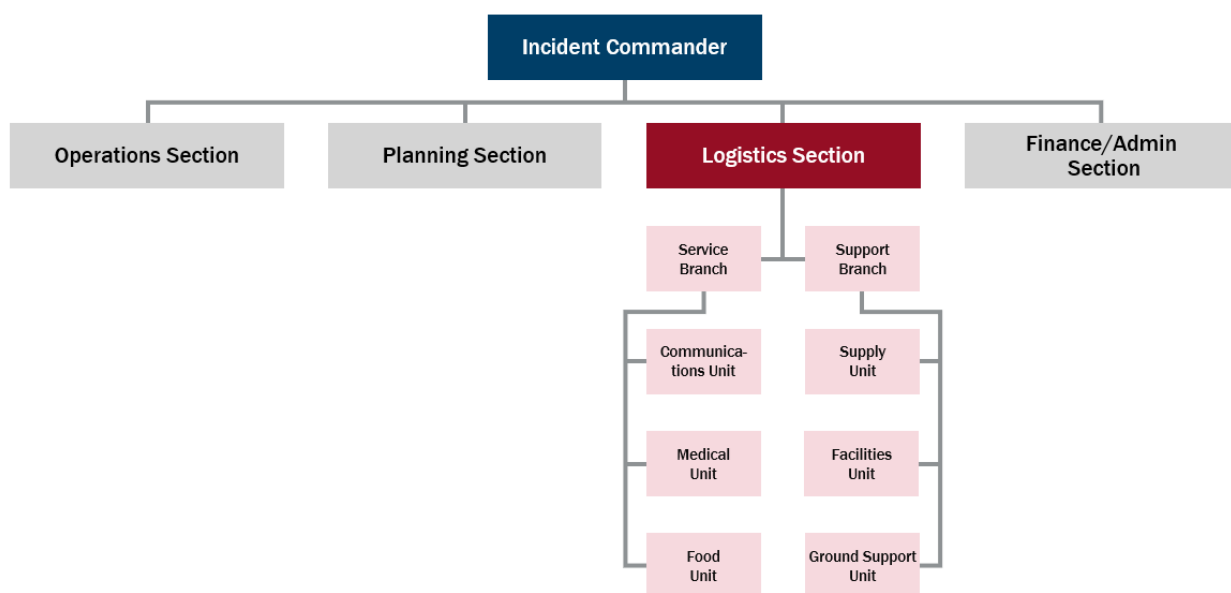
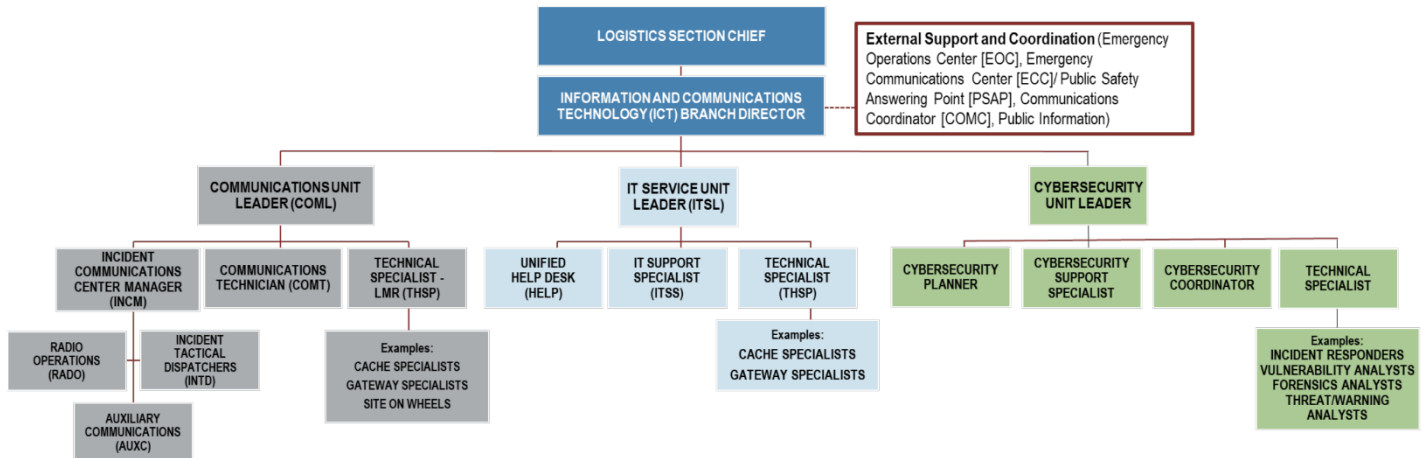


Figure 2: Example of the Optional ICT Branch Organizational Chart



LSC Core Competencies and Responsibilities

Core Competencies



The National Qualification System (NQS) Position Task Books (PTB) detail the competencies and tasks associated with various roles. Use FEMA's Resource Typing Library Tool (RTL) to locate the PTB for a given position at this URL: <https://rtlt.preptoolkit.fema.gov/Public>.

Note: The PTBs assigned by your agency or jurisdiction may vary.

Responsibilities

Below is a summary of the core responsibilities of the LSC.

- Provide facilities, security, incident ordering, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel and resources.
- Manage all incident logistics functions, ensure proper span of control, and supervise and ensure the well-being of section staff.
- Provide logistics input for the Incident Action Plan (IAP).
- Provide vendor contract and Land Use Agreement (LUA) information to the Finance/Administration Section's Procurement Unit Leader (PROC).
- Brief Logistics Staff as needed, continually collecting and distributing relevant information.
- Provide opportunities for mentoring, training, and succession planning.
- Anticipate incident service and support requirements.
- Request additional Logistics Section resources as needed.

- Ensure and oversee the development of communications plans, the Medical Plan, the Security Plan, and the Traffic Plan as required.
- Plan for and supervise demobilization of the Logistics Section and associated resources.

Refer to the Appendix section of this training guide for a summary of the LSC's Primary Responsibilities.

The LSC may also be responsible for ensuring land use agreements are in place for leased portions of airport facilities, ad hoc helibase or helispots, crash-kits, helicopter support trailers, helicopter firing devices, slings, swivels, nets, drinking water, food, and many other items that support air operations. Logistics may also work closely with the Air Operations Section to carry out support functions such as equipment and food delivery.

Characteristics of an Effective LSC

- Detail-oriented
- Organized
- Resourceful
- Self-motivated
- Strong communicator/public speaker
- Task-oriented
- Disciplined
- Flexible
- Collaborative
- Diligent

Roles of an LSC as an Effective Supervisor

- Problem-solver
- Advisor
- Mediator
- Motivator
- Bridge builder
- Facilitator/coach
- Active Listener
- Communicator
- Information seeker

Day-in-the-Life

The table below shows how the Logistics Section Chief will apply the chief responsibilities and key elements of the position when structuring the initial day.

Table 1: A Logistics Section Chief Day-in-the-Life

Step	Task	Task Details
1.	Check in to the incident.	Complete the Incident Check-In List (ICS Form 211) or the check-in process used by the incident/event.
2.	Meet with the Incident Commander (IC) and other Command and General Staff members.	Obtain situational awareness, the common operating picture (COP), and team direction.
3.	Conduct a logistics-centered size-up of the incident.	Obtain information from current Logistics personnel or other sources. Evaluate the incident size, complexity, and possible support requirements. If available, send subordinate staff to evaluate locations in use.
4.	Attend the Agency Administrator Briefing. If available, retain a copy of any transition documents such as the delegation of authority, Leader's Intent statement, or special requests.	Receive direction from the Agency Administrator. Then, utilize the briefing document to collect information specific to the Logistics Section. Ensure you obtain relevant contact information of personnel who may assist you throughout the incident.
5.	If not already a part of the Agency Administrator Briefing, attend the Initial Incident Command/Unified Command or Operations Section Chief (OSC) Briefing.	Learn details of the incident, current objectives, priorities, and the existing operations organization. Find out what Logistics resources can remain as part of the incident and for how long.
6.	Determine if there are any critical issues the Incident Management Team (IMT) needs to address immediately.	Consider communication issues that need to be resolved, such as feeding, hydration, day-sleeping arrangements for nighttime responders, maintenance and fueling needs, and Incident Command Post (ICP)/Operations Center needs.

Step	Task	Task Details
7.	Attend the Strategy Meeting/Command and General Staff Meeting.	Obtain direction and incident objectives from the Incident Commander/Unified Command (IC/UC). Brief Command and General Staff on the status of the support operations.
8.	Manage and support current operations.	Modify, adjust, or terminate unsafe and/or ineffective methods. Ensure new methods continue to adequately support the mission.
9.	Assign LSC deputies, when needed.	Consider adding a Deputy LSC to manage the span of control. Night operations or a fully built-out Logistics Section may require additional oversight.
10.	Prepare for the Tactics Meeting.	The OSC will advise you of the time and location of the meeting. They should also advise you on current strategies so you can begin to explore available support options. Anticipate what additional resources will be needed. These strategies are not yet for public distribution, so please keep them confidential and share them only with your relevant unit leaders.
11.	Attend the Tactics Meeting.	At the Tactics Meeting, the OSC will present their plan for the next operational period. The LSC should go into the meeting with a solid understanding of the potential support options available for the incident, as well as what additional resources are needed and where they can be obtained/ordered. If the Communications Unit Leader (COML) and Medical Unit Leader (MEDL) positions are staffed, some LSCs will bring those personnel to the meeting to provide first-hand support information.
12.	Take action between the Tactics and Planning Meetings.	This is an ideal time to visit your units and ensure that everyone has a common operating picture. The plan for the next operational period is not set in stone yet, but this is a good time to formulate plans to support the operation. This includes determining whether additional resources that Operations needs are available and can be supported. These plans will be solidified once the Command and General Staff express support and the IC/UC approves the plan at the Planning Meeting.
13.	Attend the Planning Meeting.	There are two distinct phases of the Planning Meeting: 1) the presentation of the plan and 2) seeking relevant information and support for the plan. Typically, the COML

Step	Task	Task Details
		and MEDL will have a briefing piece during the presentation portion. During the portion of the meeting that involves seeking relevant information and support, the COML, MEDL, and LSC are called on to support the plan. If you do not have the COML and MEDL positions filled, you will need to fulfill this task. During the initial operational periods, the LSC will usually have relevant information to add, such as when and where to fuel vehicles. The LSC confirms that logistics support requirements can be met for the proposed plan.
14.	Complete the Logistics portions of the IAP in time for printing.	At the end of the Planning Meeting, the Planning Section Chief (PSC) will announce the deadline for IAP section submission. The LSC should ensure the Incident Radio Communications Plan (ICS Form 205) and Medical Plan (ICS Form 206), base maps, logistics informational page, and any other items necessary for effective and efficient operations are drafted and are accurate for inclusion in the IAP.
15.	Continue to manage current support operations.	Modify, adjust, or terminate unsafe and/or ineffective strategies. This is a good time to assess support requirements against available resources and evaluate the effectiveness of the individual units. Be sensitive to workload, span of control, and work/rest ratio within the sections. Make suggestions or adjustments, as necessary.
16.	Prepare for and contribute to the Operational Period Briefing.	The Operational Period Briefing typically initiates the operational period. It informs and aligns supervisors with a plan and relevant support information. The COML, MEDL, and LSC will have presentations for this well-choreographed briefing. Anyone who will be part of the presentation should arrive at the briefing location at least 15 minutes prior to the event and should check in with the PSC. The PSC will inform you of when you will present your portion and where you should be standing.
17.	Monitor and review support methodologies.	Once the operational period begins, your most important task will be to monitor the operation and support methods to ensure effectiveness. Make adjustments, as necessary. Keep personnel informed of relevant changes. Listen intently to the input from your individual unit leaders. React realistically and appropriately.

Logistics Section Unit Leaders and LSC Oversight

The LSC builds the Logistics Section by using a variety of positions based on incident needs and the availability of personnel. This section covers the unit leaders' duties and discusses the important LSC tasks of oversight and supervision.

In addition to your oversight responsibilities for each unit leader, as the LSC, always ensure you and your staff are checked into the incident.

Utilizing Branches within the Logistics Section

As previously discussed, the Logistics Section may use branches as a means to manage the span of control for the units. These branches are only implemented if they are needed to meet the needs of the incident. The standard division would be two branches, Service and Support, each with three units. If the ICT branch is activated, the Communications Unit, IT Service Unit, and Cybersecurity Unit would fall under it. Note that if an ICT Branch is not activated, these functions would still occur and would be delegated to the Communications Unit, IT Service Unit, and Cybersecurity unit leaders, depending on the organizational structure utilized in the incident.

Supervising Units Within the Logistics Section

As with any supervisory position, it will be incumbent upon the LSC to develop a system of tracking section personnel, unit leaders, and the personnel within the units they supervise. This should be considered a high priority. The LSC will work toward providing procurement guidelines early in the incident and ensure unit leaders are aware of these procedures.

If any position within the Logistics Section has not yet been staffed but clearly has a growing list of pending tasks, the LSC will need to complete those tasks or find someone in the interim to fulfill them. The LSC needs to know how to perform each unit leader's basic tasks in the event that there is no appointed unit leader.

Once staffed, the LSC will likely have collected important information from formal and informal discussions and meetings with peers, agency representatives, fellow IMT Section Chiefs, and the IC. This information will need to be clearly communicated to the respective unit leaders in a timely manner. Additional supervisory tasks include assuring each unit maintains appropriate work/rest cycles consistent with agency policy and incident requirements. Unit functionality and support of the responders rely on the health of the section.

The LSC should monitor the synergy between personnel within the unit. Keep an eye on relationships within the units and ensure personnel feel supported. Issues involving

inappropriate or discriminatory treatment should be addressed immediately, with messaging conveying intolerance toward such behavior. The units within the Logistics Section will rely on the LSC for solid leadership and direct communication.

Facilities Unit Leader (FACL)

The FACL plans, coordinates, and manages incident facilities based on the requirements for each section. They should coordinate closely with the Command and General Staff to meet the needs of each section and support the team process.

The purpose of the Facilities Unit is to provide incident personnel with incident facilities. Facilities can include but are not limited to the ICP, incident base, camps, a helibase, helispots, drop points, and staging areas. The FACL will also need to ensure that facilities are equipped with power, lighting, sanitation, maintenance, security, and all services required to support a functional base of operations. It is important to understand that acquiring and building facilities can take time.

The FACL should be able to forecast the facilities' needs of the incident. Incident complexity will dictate the length of time an IMT may require the use of a facility. A FACL should plan ahead for this and ensure that any secured facility or site can be used for the expected duration of an incident.

An important task of the FACL is to provide LUA information to the Finance/Administration Section's PROC. It is important to conduct and document pre-use and post-use inspections of facilities that require an LUA.

Roles and Responsibilities

The following summarizes the roles and responsibilities of the FACL:

- Establishes, maintains, operates, and demobilizes incident facilities.
- Supervises personnel assigned to the Facilities Unit:
 - Incident Base/Camp Manager (BCMG)
 - Security Manager (SECM), if not reporting directly to the LSC
 - Camp Crews
- Works with Command Staff to design a proper facility layout for the following:
 - Incident Base
 - Camp(s)
 - ICP
- Provides facility layouts to sections and units and posts informational or directional signs early in the incident.
- Maintains an Activity Log (ICS Form 214).

LSC Oversight of the FACL

The following summarizes the LSC's oversight of the FACL:

- The LSC will supervise the FACL's efforts to ensure the completed facility meets the operational support requirements of the management team and responders.
- Once the base of operations is near completion, the LSC and Safety Officer (SOFR) should complete a thorough safety inspection of the base and provide guidelines to mitigate any safety issues.
- The LSC should provide insight from the viewpoint of the Command Staff regarding the efficiency of the newly built base of operations. They should solicit (and provide) suggestions from the rest of the management team to make proper adjustments.
- The LSC will ensure that any change in incident tempo, scope, activity level, or pending Demobilization Plans is immediately communicated to the FACL so they can make the appropriate adjustments.
- The LSC should ensure that important information regarding the Facility Unit's service capabilities, hours of operations, and closure of facilities are conveyed to incident supervisors at the Operations Briefings.

Ground Support Unit Leader (GSUL)

The GSUL can be thought of as the red blood cells of the incident. Just as blood cells move oxygen through the body, the GSUL ensures essential resources move within the incident. They are responsible for the safe, effective, and efficient movement of supplies, equipment, and personnel. They are tasked with keeping vehicles and other mechanical items, such as generators, in safe working condition. The GSUL is also tasked with providing vehicle fueling, safety inspections, repairs, and, if needed, a decontamination or washing station so hazardous materials do not leave the incident or seeds from one forest or wildland location are not spread to another.

The Ground Support Unit ensures adherence to safety procedures and proper handling of hazardous materials (e.g., gasoline, diesel, and motor oil) that may be needed to support the unit. They also determine requirements, as appropriate, for the personal protective equipment (PPE) of contractors, drivers, and others in their unit and may also provide environmental protection items (e.g., for fuel spill containment). The GSUL should be familiar with the rules, regulations, and contract stipulations of vendors working within the section.

The GSUL provides pre-incident and post-incident vehicle safety inspections. The pre-incident inspection can be viewed as a way to validate that the equipment being assigned is in good working order and that there are no obvious deficiencies. This creates an inspection document that can be referred to at demobilization if compensation or claims issues arise.

The post-incident or demobilization inspection is conducted to validate that the equipment is leaving the incident in a similar condition as when it was assigned. It also allows any incident-created deficiencies to be documented and the proper paperwork for compensation or claim to be filed. If a vehicle is being inspected for demobilization, it is important to ensure that equipment is leaving the incident in good working order and can safely return home.

Roles and Responsibilities

The following summarizes the roles and responsibilities of the GSUL:

- Supervises assigned personnel:
 - Equipment Managers (EQPM)
 - Mechanics
 - Contracted equipment
 - Drivers (contracted or agency)
- Arranges and supports fueling, maintenance, and repair of ground resources.
- Maintains an inventory of support vehicles.
- Maintains incident roads and works closely with Operations to agree on appropriate drop points throughout the incident.
- Develops and implements the Transportation Plan (note that the traffic pattern within the ICP is usually developed by the FACL).
- Maintains the Activity Log (ICS Form 214).

LSC Oversight of the GSUL

The following summarizes the LSC's oversight of the GSUL:

- The LSC should ensure the GSUL has provided resources to meet the transportation requirements for the incident. This includes the movement of people and supplies and occasionally providing key staff with a vehicle as required.
- The LSC will convey host agency directives that apply to the Ground Support Section. Examples of this might include a list of restrictions for ad hoc fueling locations or guidelines for a weed-wash station.
- The LSC should ensure current and planned operations that may affect the Ground Support Unit are quickly communicated to the GSUL. An example of this would be the number of strike teams that the Operations Section would plan on demobilizing during the next day's operational period.
- The LSC should ensure that the GSUL communicates with the Operations Section regarding the installation and support of drop points throughout the incident.
- The LSC should ensure that important information regarding the Ground Support Unit's service capabilities, hours of operations, and final closure are conveyed to incident supervisors at the Operations Briefings.



Traffic Plan: establishes the flow of traffic in and around an incident base or camp. It is typically developed by the FACL.

Transportation Plan: sometimes includes the Traffic Plan and shows traffic in and around the incident area of operations. This may include who is assigned to each vehicle, position assignments, drop points, and other items. If the LSC works with GIS staff, they may be able to provide a helpful transportation map.

Supply Unit Leader (SPUL)

The SPUL places the orders needed to get the required supplies, personnel, or equipment for the incident. They monitor the incident to anticipate decreases and increases in needed supplies and document everything related to the orders.

The IC establishes resource ordering authority and may delegate ordering responsibilities through the Logistics Section in accordance with agency policy and incident procedures. The LSC may delegate this duty to whomever they deem appropriate (usually the SPUL). There will be situations where the IC will need to approve orders. This is typically due to an order exceeding a cost threshold or for approval of certain types of equipment and personnel.

Ordering Manager and Receiving and Distribution Manager

Supplies required for the incident may be ordered through the SPUL, who may delegate to the Ordering Manager (ORDM). In fact, the ORDM may be considered one of the most important positions within the entire Logistics Section. It should be one of the first positions established early in the incident. The ORDM's location and pre-arranged ordering process should be communicated to the IMT members as soon as possible.

The ORDM will process orders for all personnel, services, and items. Supplies and equipment will be received and accounted for by the Receiving and Distribution Manager (RCDM). The RCDM will also be tasked with the issuance and return of small generators, 2-stroke powered hand tools, fuses, and many other items that may be regulated as hazardous materials for transport according to the 49 CFR Transportation Regulations. If either one of these two unit-level positions is required for the incident but is not filled, the SPUL should provide these services themselves.



Use the Resource Typing Library Tool (RTLTL) to access an online catalog of national resource typing definitions, position qualifications, PTBs, and skillsets provided by the Federal Emergency Management Agency (FEMA) National Integration Center (NIC).

<https://rtlt.preptoolkit.fema.gov/Public>

Roles and Responsibilities

The following summarizes the roles and responsibilities of the SPUL:

- Supervises the following:
 - Ordering Manager
 - Receive and Distribution Manager
 - Typically, 1 Camp Crew
- Establishes a single ordering point for the incident and informs the IMT of the process for the acquisition of personnel, equipment, or services.
- Establishes a relationship with and ensures an ordering process is established and maintained between the ordering desk and the Emergency Operations Center (EOC), Agency Ordering Point (AOP), sometimes called Expanded Dispatch.
- Ensures spending limits and acquisition policies for the host agency are followed.
- Provides accountability and tracking of all items acquired by the incident.
- Provides accountability of sensitive and durable supplies.
- Establishes a supply location for responders and provides proper staffing.
- Provides for the recovery and return of unexpended items.
- Tracks and accounts for damaged and destroyed items.

LSC Oversight of the SPUL

- The LSC should keep the SPUL informed of incident status, such as increased complexity or a new demobilization date.
- The LSC will typically initiate the relationship between the incident and the assigned dispatch center. This should be done as early as possible.
- Retrieve a list of the resources from the dispatch center that have already arrived at the incident or are on order. Be sure your ORDM and/or SPUL have a copy to avoid double ordering.
- If the host agency uses a dispatch system to track resources, such as the U.S. Forest Service's IROC system (Incident Resource Ordering Capability), the LSC should be sure to acquire user accounts and authentication for the ordering desk. Even if the ORDM does not place orders directly into the system, they can quickly look up request status and cut down on inquiries and other interruptions at the dispatch center.
- The LSC should be sure to staff the Supply Unit at an appropriate level, making sure to include Camp Crews and additional ORDMs or RCDMs as needed based on incident complexity.
- The supply area and ordering desk can be overwhelmed quickly. The LSC should ensure a proper work/rest ratio is maintained.

When the LSC communicates with the assigned dispatch center, it is a best practice to acquire contact information and introduce the SPUL or ORDM to the dispatch center to ensure the center knows, by name, who is approved to place orders. The LSC should routinely visit the dispatch center to maintain good relations.

Food Unit Leader (FDUL)

The FDUL provides the nutrition and hydration requirements for responders for the duration of the incident. They are responsible for ordering, relocating, reducing, releasing, reassigning, or canceling all food-related supplies and equipment. Meals should be safe and provide enough food to adequately nourish highly active responders. Meals should also include a variety of options to meet all nutritional requirements, dietary restrictions/preferences, and/or religious requirements.

Meals Ready-to-Eat (MREs) and other shelf-stable rations are an easy option but should be limited to situations where providing a freshly prepared meal is not possible and supplemented with fruits and vegetables. MREs also make a great “backup” if there are problems with meal prep, so be sure to have enough to feed the incident if there is a major problem with the kitchen. Pre-made sack lunches are also a workable backup plan and a great go-to for an unplanned increase in resources. Stored properly within a refrigerated trailer, they can keep fresh for up to three days, so consider over-ordering if you know the incident will last for a few days.

The most important item to have at the incident is drinking water. Always have a backup pallet or two. Drinking water is typically provided in 500 ml bottles purchased by the pallet but can also be provided through trailer-based services that use high-tech filtering methods and reusable canteens to drastically cut down on the amount of plastic waste. Any bulk water used should be tested to ensure it is sanitary. Water quality should be checked regularly for chlorine levels and contaminants. Although the LSC does not typically have the training and certifications to provide this testing, you can always work with your local health department or an on-site potable water handler certified to provide testing. ***Do not take it upon yourself to chlorinate or treat drinking water in any way without proper training and certification.***

Roles and Responsibilities

The following summarizes the roles and responsibilities of the FDUL:

- Supervises the following:
 - Cooks and servers
 - Kitchen and feeding area cleanup crews
 - Food vendors
 - Food safety inspections
- Acquires the meals for the incident. This includes arranging for prepared meals to be delivered to the incident or establishing a whole kitchen at the incident to prepare and serve the meals. Whatever method is used, it should be safe.
- The FDUL usually acquires sack lunches with a nutritional profile and calories that adequately nourish the *most active* responder.
- Works closely with the Finance/Administration Section to ensure vendors are properly acquired, meal costs are cost-efficient, meal count guarantees are documented, and daily invoices are paid.
- Acquires water, electrolyte replacement, and ice and ensures a sufficient supply of drinking water.
- Uses accredited vendors with USDA-certified food handlers.
- Works closely with the Medical Unit to recognize trends in food-born illnesses as early as possible.

Some helpful estimates for food and hydration are shown below:

- **Water:** A typical bottle of water is 16.9 oz or 500 ml.
 - These usually come in cases of 24 to 40.
 - One pallet of 54 cases (35 bottles per case) equals 1890 bottles.
 - One pallet weighs just over 2000 lbs. and is typically 40" x 48" (Do not stack).
 - You will need a forklift for this!
 - The average person needs about 6 to 8 bottles per day.
 - One pallet may be OK for 235 to 315 people.
 - The average athlete (responder) needs about 8 to 12 bottles per day.
 - One pallet may be fine for 157 to 235 people per day.
 - So, one pallet of bottled water might be good for about 200 people – BUT...
 1. You should NEVER run out of water!
 2. You should ALWAYS have more water than you need – so order up!
- **Ice:** A pallet of ice might be appropriate for 150 to 200 people in a moderate climate when used in coolers to chill drinks. A hot or cold environment will dramatically change this equation.
- **Lunches:** Sack lunches should be approximately 1200 to 1500 calories (the intent is for the responder to continually maintain food intake throughout the day).

- **Breakfast and dinner** selections should also have plenty of calories, good nutritional value, and have a changing menu that does not repeat for at least three days. Keep in mind that “fast food” might suffice for the first meal, but when responders are entirely dependent on you for their nutritional intake, be sure you feed them safely and appropriately.

One of the FDUL's most important jobs is to ensure that food and drinks served at the incident are safe and delivered to responders in a manner that adheres to Food and Drug Administration (FDA) and health department regulations and standards. Food should not only be safe but should also have a complete nutritional profile, especially if responders are completely reliant on the FDUL for more than a couple of meals.

LSC Oversight of the FDUL

- If you do not have an FDUL, it will be up to you to make all the arrangements for hydrating and feeding the team. If you have not worked as an FDUL in the past, do not assume it is an easy task. Even if you cannot find a qualified FDUL, you will need help. Do not hesitate to ask.
- Be sure the FDUL is aware of any of the host agency's existing contracts or obligations. The host agency may have already determined what the FDUL will begin work on.
- The FDUL may be providing support and oversight for a kitchen, scullery, prepared food holding area, lunch prep trailer, cold food storage, feeding area, hand wash station, and several items that support the kitchen staff like showers, sleeping areas, laundry units, and large dumpsters. These areas require the proactive application of safety measures to avoid injuries whenever possible. Schedule a safety walk-through with the IMT SOFR as soon as possible. They are trained for specific safety-related items in these types of installations.
- Be sure to keep the FDUL updated on any rapid increases or decreases in the number of personnel being fed. Let them know the demobilization date as soon as possible so they can realistically plan for the last meal.
- Many food vendors that prepare meals on-site will require the host agency to dispose of the used grease and oil. Be sure to have the FDUL prepare for this, keeping in mind the different requirements for vendors. For example, some vendors will remove clean cooking oil but will not take dirty cooking grease.

Medical Unit Leader (MEDL)

The MEDL ensures incident responders receive a robust and effective medical response if and when needed. In addition to planning for a response and completing the incident Medical Plan (ICS Form 206) as part of the IAP, the MEDL should ensure systems, services, and personnel are in place to carry out the Medical Plan.

In planning for the upcoming operational period, it is advisable to have the MEDL attend the Tactics Meeting to verify that resources are available to provide appropriate medical services to incident responders. It is also incumbent on the MEDL to ensure the Medical Plan is shared with responders. The MEDL may achieve this by delivering a thorough message at the Operations Briefing.

The MEDL works closely with the SOFR, who also provides a signature on the ICS Form 206. The MEDL also maintains statistical data, such as patient contacts, reports of mild or major illnesses, or monitoring the issuance of certain medications like ibuprofen that may be offered by incident personnel under proper medical control and oversight. These statistics can become the basis for recognizing trends and developing mitigation strategies before a major issue develops. The MEDL will also ensure the Incident Within an Incident (IWI) plan and other contingency plans are adequately supported. They often play a leading role in coordinating the response to an IWI.

Roles and Responsibilities

The following summarizes the roles and responsibilities of the MEDL:

- Creates the Incident Medical Plan (ICS Form 206) and briefs incident responders during the Operations Briefing.
- Ensures the Medical Section is staffed and equipped well enough to provide a robust medical response to incident responders at the base and in the field:
 - Additional MEDLs as needed
 - Field or “line” medics and emergency medical technicians (EMTs)
 - Ground-based extraction teams (Rapid Extraction Module Support, or REMS, teams)
 - Ambulances
 - Mobile Medical Support Units
 - Contracted local medical clinics
- Maintains a close working relationship with the SOFR.
- Keeps accurate statistics and identifies trends in injury or illness.
- Plans for technical extraction, air-based medevac, and identifies specialized receiving centers based on incident requirements.
- Plays a lead role in providing medical support planning and response to IWIs.

- Works with local medical authorities to establish or communicate existing incident policies and guidelines. Most agencies will identify a local medical liaison as a direct incident contact for policy direction, relevant contacts, and proper billing assistance.
- Ensures medical responders are recognized by the local EMS authority to provide services.

The MEDL should always seek out the latest trends in caring for our responders. This includes supporting the mental well-being of responders to the extent possible. For an example of a website that provides current and relevant information for the MEDL community, refer to this URL: <https://www.nwccg.gov/positions/medical-unit-leader>.

- Ensure the MEDL receives any Agency Administrator direction relevant to medical operations.
- The LSC should help the MEDL establish the relevant contacts to inquire about any local or regional infectious disease issues that the IMT should be aware of and make arrangements for prevention and mitigation.
- Any identified potential infectious disease or injury trends should be communicated immediately to the LSC. These trends should also be communicated to the SOFR.
- The LSC should be sure the MEDL is invited to attend the Tactics Meetings (based on team policy), develop the ICS Form 206 in preparation for the IAP, and deliver the MEDL portion of the Operations Briefing.
- The MEDL has a significant role to play during an IWI. The LSC should be sure the MEDL contributes to the IWI policy and is prepared to engage when necessary.
- The LSC should ensure the MEDL has timely notification procedures for IWI events.
- The LSC should monitor the Medical Unit, as needed, to ensure they provide appropriate medical and extraction support to incident personnel.

Communications Unit Leader (COML)

The COML plays an important role in ensuring responders can communicate effectively while deployed on an incident. Historically, for incidents that have experienced a fatality, it is common for communication issues to be a factor. Therefore, providing a reliable Incident Radio Communications Plan (ICS Form 205) and presenting it at the Operations Briefing is important.

It is just as important to build a reliable communications system available to all responders. The COML should be working closely with the Operations Section Chief (OSC) in the development of their plan. As an LSC, it may be a good idea to bring the COML to the Tactics Meeting so you can provide proper advice in supporting the plan.

The COML supervises communications technicians (COMTs) who keep the radio systems running, incident communications center managers (INCMs) who are sometimes located at the incident, and radio operators (RADOs) who monitor command frequencies.

The COML has a specialized skillset. For any incident that requires a greater capability than the local dispatch center can comfortably provide and support, a COML should be requested, and a Communications Unit should be built to fit the requirements of the incident.

New technology has continued to evolve and has made its way into the base of operations and even into the incident area. From computer systems that support incident planning to internet streaming of briefings and meetings to presentations of these briefings in remote locations using Wi-Fi, it is apparent that support of these systems has become a huge lift.

Although the Communications Unit may seem to be the “go-to” unit for all things electronic, it does not mean they are as formally trained on these systems as they typically are on radio systems. More importantly, when the COML is required to pay attention to Wi-Fi, broadcasting, networking, computer connectivity, and internet access, they cannot concentrate on ensuring that responders can effectively communicate on the incident — which is a safety imperative. If you recognize that your COML is carrying a greater workload because of the information technology requirements, consider bringing in an IT specialist to allow your COML to concentrate on incident communication.

Roles and Responsibilities

The following summarizes the roles and responsibilities of the COML:

- Staffs the Communications Unit to meet the requirements of the incident, including COMTs, INCMs, and RADOs.
- Develops the Incident Communications Plan (ICS Form 205) and presents the plan at the Operations Briefing.
- Acquires a list of frequencies approved by local, state, and federal authorities.
- Anticipates and provides multiagency interoperability as needed.
- Provides, sets up, and maintains communications platforms such as repeater systems, ROIP (Radio over Internet Protocol) devices, and satellite telecommunications.
- Provides maintenance and frequency cloning for radios as needed.
- Staffs an incident dispatch entity if appropriate.
- Works with the SOFR to establish and support IWI protocol.

LSC Oversight of the COML

- Ensure the COML receives any Agency Administrator direction relevant current communications plans and infrastructure.
- Ensure the COML has all the contact information needed to get started, such as local dispatch names and numbers. Host agency Communications Technicians are a great source of information for the COML.
- Ensure that the COML builds a Communications Unit that meets the needs of the incident. It should be appropriately staffed to promote appropriate work/rest practices to support responder health and safety. This is especially important if responders are staffing the incident around the clock.
- The LSC should be sure the COML is continually monitoring the quality of the communications system they built, and they are ready to engage to make corrections if necessary.
- Be sure you inform the COML of any potential Demobilization Plans as early as possible so they can begin to plan for the breakdown and return of repeater systems. A large system can take a significant amount of time to break down — possibly more than one operational period.
- Be sure the COML attends the Operational Period Briefing and, when necessary, provides a briefing on the Incident Communications Plan.
- Plan to bring the COML to the Tactics Meeting (if the OSC supports this). When the OSC presents the plan, the COML should listen from a standpoint focused on ensuring everyone can communicate within various areas of the incident.

LSC Oversight of the Information Technology or Cyber Security Units (if utilized)

In an incident with large-scale communications requirements, the LSC may determine the need to activate the Information Technology or Cyber Security units in addition to the Communications Unit. Although the LSC oversight role is similar to that of the COML, the addition of units could easily exceed the manageable span of control. This may be a situation in which the activation of the ICT Branch can ensure that the span of control remains manageable.



For more information about the ICT concept, visit the March 2023 NIMS functional guidance document:

https://www.fema.gov/sites/default/files/documents/fema_ict-functional-guidance.pdf.

Mission vs. Support Functions

There is a distinct difference between mission and support functions. The LSC should recognize this difference. They should know whether the task should be assumed by the Operations Section or another supporting section like Logistics.

One way to understand this distinction is to determine whether the task supports *external customers* (the people and “values at risk”— which refers to potential loss or damage to assets, resources, or interests that an incident could cause — that are the focus and objective of the mission itself) or *internal customers* (emergency responders and staff).

Examples of Mission and Support Functions

Mission: *Provide medical care to victims of a mass casualty incident and transport them to the appropriate receiving facilities.*

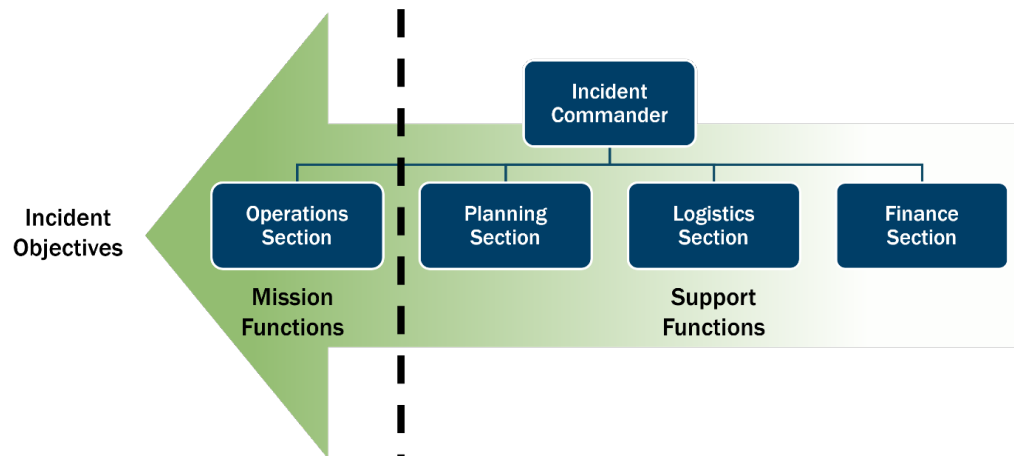
This is a mission function that supports external customers. It is the responsibility of the Operations Section to plan for and execute.

Support: *Provide EMTs or paramedics for responders working on the incident or “impact” area. These resources may be listed on the Assignments List (ICS Form 204) in the IAP and may report to the Division/Group Supervisor (DIVS) for the length of the operational period, but they remain within the Logistics Section working for the MEDL. This is why it is important to be sure your MEDL is part of the Tactics Meeting.*

This is an example of a support function that supports internal customers.

The figure below illustrates how IMT members “point” toward the incident objectives. With the IC/UC-approved incident objectives as guiding principles, the Operations Section *develops* the mission in the form of strategy and tactics with the intent of meeting the objectives. The dotted line shows the demarcation between those who *develop and execute* the mission and those positions on the IMT that *support* the mission. The remaining sections, including the Command Staff and IC, support the mission.

Figure 3: Mission vs. Support Functions



The distinction between mission and support functions can sometimes become unclear, especially in situations like mass casualty incidents where medical needs are paramount. In such cases, the MEDL should provide technical guidance to the Operations Section but would not be responsible for planning or managing the event. The exception is an IWI where the MEDL assumes a planning and supervisory role. For a large medical incident, the Operations Section should request medical resources and create divisions and groups of responders that report to Operations Supervisors, not the MEDL.

Leader's Intent, Incident Objectives, Strategies, and Tactics

Leader's Intent

Leader's intent describes the "why" and the desired end state of an event, task, or directive. Understanding the reasoning behind leader's intent is important, as its true purpose is to provide enough information to the individual or group executing the task to make proper decisions that support an end state.

An example of the LSC providing leader's intent might be: "We need to build a small stage for the Operations Briefing so that people may see the presenters." This statement has a(n):

Task: Build a stage...

Purpose: ...for the Operations Briefing...

End state: ...so people can see the presenters.

This leader's intent statement gives subordinates something to work with.

Thinking about the LSC leader's intent example above, consider what happens when there is not enough material to construct a stage. If the only directive to your FACL was to "build a stage" and there was no "end state," the FACL would need to return to the LSC for additional guidance. Since the end state was conveyed ("so people can see the presenters"), the FACL found a great alternative (a raised cement area that would be perfect for an Operations Briefing). As you can see, a well-articulated leader's intent statement can empower teams to engage and develop effective alternatives. This results in a resilient team.

Incident Objectives

The Incident objectives are a set of well-articulated high-level statements providing primary guidance and overall priorities for the IMT. The objectives are listed in the Incident Action Plan Incident Objectives (ICS Form 202).

Incident objectives describe administrative parameters, limits, operational guides, goals, a conceptual end state, and desires of the host agency.

The Incident objectives are typically drafted by the Incident Commander (IC) or Unified Commander (UC) group after the Agency Administrator Briefing has been completed and informational documents, such as the delegation of authority, have been conveyed to the incoming IMT.

Incident strategies, tactical priorities, and methods logically follow the guidance articulated by the incident objectives. The LSC may always fall back to the objectives to ensure the support they provide to the incident remains incident-specific. It is relatively easy to find yourself supporting another closely related entity, such as an evacuation center, which may not be included in the objectives. If you find your section in this position, you should go back to the IC/UC to ensure the objectives align with incident tasking or that support of the evacuation center is relinquished to another entity.

Strategies

Incident strategies are typically first discussed at the initial Strategy Meeting/Command and General Staff meeting. These statements provide a general direction for accomplishing the incident objectives and ultimately inform us of the tactics that will soon be crafted by the Operations Section Chief (OSC).

Examples of strategy statements might be: “Isolate and contain the hazardous material” or “We will implement a defensive strategy on this fire.”

These statements can provide the LSC with valuable and early insight regarding the extent of support required for the incident.

Tactics

At its core, a tactic is guided by the strategy and, in turn, informs the task that should be completed and the resources that are required.

An example of a tactic is to use a defensive strategy and build a fire break between the small backing fire and a riparian area.

Notice that the tactic “build a fire break” does not discuss the exact task but gives enough information for a supervisor to develop tasking to complete the tactical priority.

Tactics developed by the OSC will be presented to the LSC at the Tactics Meeting, giving the LSC a solid first look at the operations that will need to be supported.

The LSC assesses the intent, priorities, objectives, strategies, tactics, and resources to identify logistical support requirements for the incident. The LSC then identifies, secures, and employs logistics resources to provide this support for the incident personnel, equipment, and facilities.

Estimating Logistical Needs and Maintaining Situational Awareness

A continuous assessment of the current situation and direction of the incident should be a regular part of LSC tasking. Just as an emergency responder performs a continual size-up of an incident, so should the LSC, but from a *support* perspective. Although some tools and guides can help the LSC estimate the requirements of an incident, the estimate should always be compared to and potentiated by the always-unique incident you are working on.

A good example of this would be drinking water requirements. According to the U.S. National Academies of Sciences, Engineering, and Medicine, a male adult living in a temperate climate might drink 3 to 4 liters of water per day. An emergency responder might easily double that intake, while a support staffer in an air-conditioned trailer might need much less than average. Ice can be even more of a variable. If it is extremely hot, you may go through several pallets of ice. If it is cold, you may use half a pallet.

The same can be said for continually estimating incident requirements for everything from your supply cache to the shelter, power, and lighting you provide for the ICP. An emergency incident may be as simple as a single combined ICP, base, and staging location.

Alternatively, it may call for a stand-alone ICP in town and 3 or 4 fully supported remote bases with multiple staging locations and drop points. It will be up to the LSC to maintain situational awareness by deriving updated information from personnel within the Command and General Staff and from field resources to stay informed and ahead of incident requirements.

Running Logistics Estimate

Multiple tools are available to assist the LSC with maintaining situational awareness. The Running Logistics Estimate, an assessment of the current situation and direction of the incident, is one such tool. It can help you obtain situational awareness and reveal whether the incident is progressing in accordance with the IC/UC's intent and whether the Logistics Section can support planned future operations.

This tool should be started during the initial incident response and continuously updated throughout the incident. It should consider such needs as resources on hand, resources ordered, and possible future resource needs. This includes staging areas, physical locations for other functions, and basic life support functions. By continuously comparing acquired support resources to required support capabilities, the LSC can determine if capability gaps need to be addressed.

This “running” estimate of logistical support requirements — whether captured on a dedicated spreadsheet or a blank sheet of paper — should be considered an essential part of the LSC's toolkit.

Refer to the Appendix section of this training guide for a sample Running Logistics Estimate Worksheet.

Incident Open Action Tracker (ICS Form 233-CG)

The Incident Open Action Tracker (ICS Form 233-CG) is another tool the LSC can use to manage logistical needs. The LSC may use this form to record actions or tasks to be completed and to document when and to whom they were assigned, when they are due, and their current status.



Blank ICS forms, including the ICS Form 233-CG, are available at this URL:
<https://training.fema.gov/icsresource/icsforms.aspx>.

Pause and Reflect



Being an LSC means not only understanding your responsibilities but also thinking critically about how you'll apply them. Let's take a moment to pause and reflect on what you've learned in this chapter.

1. What are some of the core responsibilities of an LSC?

2. List two or three key competencies you would expect an LSC to bring to an incident.

3. Reflect on the qualities an LSC would need to ensure effective leadership of the personnel within the Logistics Section's units.

4. In what ways do the LSC's responsibilities relate to leader's intent, incident objectives, strategies, and tactics?

Leader's Intent:

Incident Objectives:

Strategies:

Tactics:

Chapter 2: Information Gathering — Pre-Incident and Activation

By the end of this chapter, you should be able to:

- Recall sources and methods for gathering accurate, usable, and timely information and how to use the information throughout the incident.

Gather Supplies and Equipment

The LSC should arrive on time with a well-stocked Logistics Section go-kit. The LSC may divide responsibility for carrying the contents of the go-kit's forms and supplies among the team, with each kit being easily transportable and within agency weight limits. Some well-established IMTs maintain a small trailer containing many items necessary to begin work at an incident but too large or cumbersome to expect a single person to bring. These items may include a small battery-powered public address (PA) system, printers and scanners, a box of blank paper, base camp signs, plywood and 2x4s to make A-frames for maps, tool kits, extension cords, battery-powered lights, and many other items. LSCs also use online planning tools and fillable forms available on the FEMA website. A general list of items for a go-kit not specific to a particular ICS position is in the ICS Training Reference Guide.



To access FEMA ICS Fillable Forms, visit this URL:
<https://training.fema.gov/icsresource/icsforms.aspx>.

The LSC should be prepared to work in difficult situations, including times when electricity and internet are not available. In these instances, paper copies of most forms should be available.

LSC-Specific Go-Kit Items

The LSC should *always* bring with them a small stack of copies of the General Message (ICS Form 213) to an incident. Other forms that may be helpful to print and include in the LSC's go-kit include:

- Incident Radio Communications Plan (ICS Form 205)
- Medical Plan (ICS Form 206)
- Activity Log (ICS Form 214) (multiple copies)
- Incident Personnel Performance Rating (ICS Form 225)

The following documents may also be part of the LSC's go-kit and can be included electronically on a USB drive that you bring to the incident:

- A digital form (PDF or Word) that contains a list of any links to websites that you would use as references for the incident in which you are dispatched
- National Wildfire Coordinating Group (NWCG) Incident Response Pocket Guide (IRPG): <https://www.nwcg.gov/publications/pms461>
- U.S. Coast Guard Incident Management Handbook (and mobile application)
- All Hazards IMT Response and Planning Guide: <https://www.ahimta.org/Sys/Store/Products/287479>
- IMT Standard Operating Guides, Mobilization Guides, and/or Field Operations Guide
- Home agency guidance policy for deployment on an overhead assignment
- Federal Standards for Interagency Incident Business Management: <https://www.nwcg.gov/publications/pms902>
- U.S. Fire Administration/National Fire Academy Field Operations Guide: https://www.usfa.fema.gov/downloads/pdf/publications/field_operations_guide.pdf
- US. Coast Guard LSC job aid: <https://www.uscg.mil/Emergency-Management/Job-Aids/>
- Job aids for unit-level positions within the Logistics Section
- Position-specific checklists for each unit leader in Logistics
- Copies of vendor contracts and agreements
- Contact list for the LSC's team
- This training guide and any other reference document you may need

In addition to common support items listed in the ICS Training Reference Guide, there are other logistics-specific items to consider including in the go-kit:

- A laptop with accessories and a basic suite of software installed. Most software systems are cloud-based. Internet access is important for IMTs, but you should also be able to continue work without an internet connection. Therefore, it is recommended that you install *some* software locally on your computer.
- Programs with the ability to open, manipulate, and digitally sign PDF, Word, Excel, and other files.

Accessories may include:

- USB thumb drives. Have more than one. Be sure to have a larger solid-state backup drive with everything you need. Be sure to perform data backups continually to save all work.
- USB hubs with additional (newer and older style) USB outlets and an HDMI outlet.
- A portable power source.
- A portable printer.
- A portable scanner (most Documentation Unit Leaders request digital copies).

- A cellular modem or hot spot (most cellular phones have this option).
- Additional cables and cords for connection to printers, TVs, and projectors.
- Accordion file folder system.
- Steno pads (have one with you all the time and one in backup).
- Black and blue pens (note that some agencies prefer a specific color, so be sure you are aware of the requirements).
- Jumbo chisel black felt markers to (quickly) make signs (note that signs made with regular-sized felt tip markers are typically difficult to read).
- Large format chalk and a can of marking spray paint (inverted, water-based, bright color).
- Large manila envelopes (about 10 to get started).
- Basic base camp signs (e.g., showing IMT positions, arrows, “Do not enter,” “One way”).
- About 50 card stock blank sheets with plastic sheet protectors are a great way to get started.
- A few clipboards.
- Tape (blue painter tape, duct tape, fiber tape).
- A small tool kit including (fully charged) battery-operated hand tools, hammer, poster staple gun, 2” wood screws, nails, screwdriver set, and socket set.
- Paper road maps for the impact area.
- T-Cards (Resource Status Card [ICS Form 219]) and sorter racks. The LSC typically uses the gray ICS 219-1 “header card.”

Pre-Arrival

Before the Incident and Pre-Season

If you become a member of an established IMT, you may be tasked with pre-rostering your team. Certain incidents, like hurricanes and fires, are seasonal, while others, such as terrorist events, are unpredictable. A key advantage of seasonal or planned events is that we can often anticipate when our resources will be needed.

You may be tasked with preparing your Logistics Section for these events and team rotations. You will need to ensure that personnel assigned to the Logistics Section meet applicable qualification, certification, and agency requirements. Additionally, confirm their availability and readiness by reaching out directly. Before your rotation, your PSC will ask whether your Logistics Section is prepared to deploy based on your IMT’s staffing model. Always ensure your team is fully prepared and ready to deploy.

In addition to ensuring your Logistics team is ready for deployment, the pre-event period offers a valuable opportunity to focus on succession planning. This includes identifying and

recruiting new candidates and conducting training events. Consider maintaining a communication and information-sharing process appropriate to your team and agency policies, which can be used to keep your team updated on current events and actions before and during a deployment. Be sure to garner the support of your local agency to bring trainees with you to every training event and incident and strive to get position task books completed. As an LSC, one of your primary responsibilities is to actively train and support the personnel who will eventually succeed you.

Interface with the IC or IC/UC Before Arrival

When you are informed that you may be dispatched to an incident, you should coordinate with the IC/UC or other designated incident representative as appropriate. They will likely have already discussed a Transition Plan for your incoming IMT. If the incident is new and evolving, you should contact the IC or LSC of the incident and discuss immediate needs. In these circumstances, they may be thinking more about the operation than about support.

Your job will be to garner a solid understanding of the operation and translate that into robust support tasking. Your plan will be to support the *“now”* (e.g., feeding, transportation, supplies, and equipment) and the *“next”* (e.g., ICP, base, briefing area, continued feeding and hydration, repeaters and patched frequencies, working with the Finance/Administration Section for purchasing power). It may seem premature to think about additional support personnel, but if you have been given a synopsis of an event that already looks like it will surpass your current Logistics Section staffing, begin coordinating anticipated personnel needs as early as possible. It will take time for these individuals to receive their orders and get to the incident.

Gather Relevant Data Prior to Arrival

Another method to acquire relevant information might be searching the internet; be sure to reference reliable and credible information. You may also find that people you know are already on the incident or that personnel in the local EOC are providing support. If they are available to chat, they may be able to give you a realistic ground-level view of the support requirements. More importantly, they may be able to give you a rundown of support items and services that are already at the incident. The dispatch center supporting the incident will also be a great resource for information. They should be able to tell you who your contact will be for ordering and might even be able to give you a list of resources already en route to the incident. Stay connected with your Planning Section Chief. They are typically the central point for collecting, organizing, and distributing incident information.

Arrival On Scene

Check-in (using ICS Form 211 or an electronic system): The Resources Unit Leader (RESL) may provide useful information about incident resources being used on the scene or that are available, such as whether a kitchen or potable water service has already been ordered.

Size up the incident: Determine what key aspects of the incident are of interest for logistical planning purposes.

How large is the incident?

- Consider the size of the area affected by the incident.
- What areas of the incident are affected that may require PPE or special training to enter (e.g., hazardous materials, wildland fire)? Some Logistics support staff may not have the appropriate PPE or training to be near the affected area.
- What locations have already been established for incident support?
- Will these support locations be large enough for a potentially expanding incident?
- Might they soon be affected by the incident itself (e.g., smoke or HAZMAT plume)?

As the LSC, you should quickly evaluate this and secure safe support locations that are expandable if needed (sometimes more than one) where work can be carried out.

What type of incident is this?

Some incidents, such as wildland fires, occur in certain regions and are so common that many agencies already have pre-established agreements with various support services. However, there will be situations where it is not so routine for responders.

As the LSC, it is your responsibility to gather key information about the incident so that you can begin to build the situational awareness needed to support your section. It is your responsibility to ensure support plans are developed and set in motion early in the incident so your section can begin to develop realistic – and sometimes unique – solutions to support the incident.

Pause and Reflect



Preparation and gathering the right information before and after arrival are crucial for setting yourself up for success. Reflect on and answer the following questions to share with the class.

1. Building on the go-kit items outlined earlier in this guide, consider what additional equipment or supplies you would bring for the following types of deployments:

- A wind event, such as a tornado.

- A train derailment that involves hazardous materials.

- An explosion and subsequent fire during a county fair.

2. Brainstorm a list of questions you anticipate needing answers to both before arriving at the scene and once you are on-site as the Logistics Section Chief.

Pre-arrival:

Arrival on scene:

Chapter 3: Managing Current Operations and Planning for Future Operational Periods

By the end of this chapter, you should be able to:

- Identify the LSC's role and responsibilities when managing current operations and planning for the next operational periods.
- Identify the LSC's roles and responsibilities in preparing for and participating in the operational planning process, including meetings and briefings.

The first operational period during an emerging or expanding incident is one of the most challenging periods the IMT will face. As an LSC, you may be required to support current operations with minimal resources. At the same time, you should plan for the next operational period to progress from a reactive state to a proactive state. This section will discuss the management of the initial support operations and the progression into the first planned operational period. It will also briefly discuss the ICS forms that you should reference or develop during these important phases of the incident.

Managing the Current Operational Period and Planning for the Next One: The “Now” and the “Next”

From the very early start of an incident, the LSC should be able to support the current operation to the best of their ability. This may include utilizing available personnel to support logistics functions until qualified personnel arrive, while ensuring assignments are consistent with agency policy and safety requirements. In this case, give specific instructions and intent when tasking these individuals and track their progress. Verify these personnel are protected by their home agency for both liability and/or compensation until you can fill positions with qualified personnel.

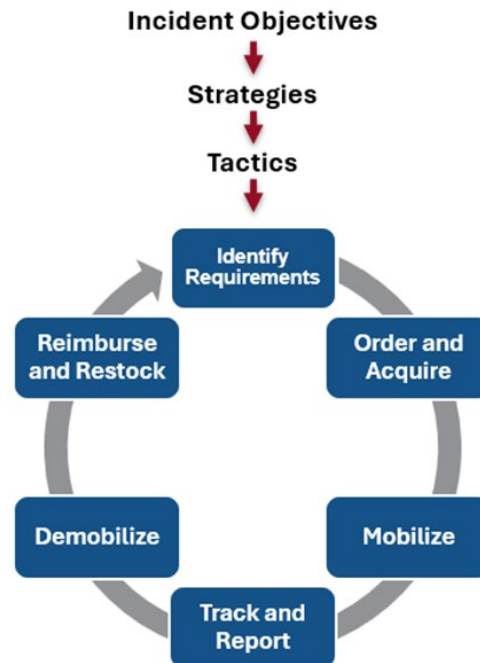
The “Now”

- **Obtain as much information as you can as quickly as possible.** You may be lucky enough to have an ICS Form 201 that contains some form of an initial plan and possibly a complete list of resources from a dispatch center. Other times, you may not have anything. In this case, you should connect with the initial IC, OSC, or outgoing LSC to garner some form of information to provide an adequate level of initial support.
- **Start planning for personnel needs.** Once you know what is on scene and en route to the incident, you should start planning where personnel will stage, obtain briefings, obtain water and meals, rest, and so on. Start working on these plans as soon as possible, making sure not to procure any items that have already been ordered.
- **Order initial meals and water.** Once you have the number of personnel on the incident and where they will be during a meal period, ensure initial meals and water are available at the incident. While you may lack exact headcounts, err on the side of having too much versus not enough.
- **Provide early direction.** Find out how many qualified Logistics personnel are responding to the incident and obtain their contact information. Start providing early direction to personnel to ensure coordinated efforts, reduce independent action, and control redundancy.
- **Start to develop a Logistics Section organization chart,** concentrating on qualified personnel wherever possible. Be sensitive to managing the span of control.
- **Keep in contact with the incoming IC and PSC.** They will let you know when the first meeting will occur. The initial Agency Administrator Briefing is typically the first meeting. This meeting will provide you with a current operational update on the incident, and it marks the start of planning for **the next** operational period.

The “Next”

When planning for the long haul, it would be beneficial to refer back to the ICS Training Reference Guide to review the Resource Management Process. The figure below is included to remind you of the necessary considerations in managing resources.

Figure 4: NIMS Resource Management Process



While you are hard at work supporting the ongoing and developing incident (the “now”), you should also begin to concentrate simultaneously on *the next* operational period. This begins with the initial meetings and briefings.

Ordering Process

The LSC plays an important role in establishing an effective ordering process early in the incident. Ordering procedures vary among agencies and jurisdictions, and the LSC should become familiar with the host agency's ordering processes, expectations, and guidelines as early as possible.

The LSC should ensure that resource requests are documented, approved, communicated, and tracked in accordance with agency procedures. Depending on the incident and staffing level, these responsibilities may be performed directly by the LSC or delegated to the SPUL, Ordering Manager (ORDM), or other Logistics personnel.

To establish an effective ordering process, the LSC should coordinate with the dispatch center, EOC, Agency Ordering Point (AOP), procurement personnel, or other designated ordering points, as appropriate. Communication between the incident and supporting organizations should be clear, timely, and consistent to reduce delays, prevent duplicate orders, and maintain accountability.

Examples of information and systems that should be established by the LSC include:

- Dispatch contact information
- Ordering process and accountability methods
- Dispatch hours of operation
- Ordering timeframes and deadlines

Once established, the LSC should communicate the ordering, accountability, and tracking procedures to the Command and General Staff and other relevant incident personnel.

Supply Unit Support of the Ordering Process

Although the LSC is responsible for establishing and overseeing the incident ordering process, many ordering functions are typically delegated to the Supply Unit. Depending on incident complexity and staffing, personnel such as the Supply Unit Leader (SPUL), Ordering Manager (ORDM), and Receiving and Distribution Manager (RCDM) may assist with resource ordering, tracking, receiving, and accountability. On smaller incidents or during the early stages of an incident, the LSC may be required to perform some or all of these functions until additional Logistics personnel arrive.

Resource Ordering Documentation

Resource requests may be initiated, documented, and tracked using a variety of forms and electronic systems. Agencies may use paper forms, electronic forms, email-based processes, or fully electronic ordering and tracking systems. Even when a Supply Unit is fully staffed, the LSC should understand how these tools support the ordering process. Common resource ordering forms are described below.

General Message (ICS Form 213)

The ICS Form 213 is used to communicate information and requests between incident personnel. Depending on local procedures, resource requests may originate on an ICS Form 213 and be routed through the appropriate supervisory channels for approval and action. The form provides a written record of requests, decisions, and communications.

Resource Request Message (ICS Form 213RR)

The ICS Form 213RR is specifically designed to document requests for personnel, equipment, teams, supplies, services, and other resources needed to support incident operations. The form captures critical information about the requested resource, the quantity needed, reporting instructions, delivery location, and priority. It serves as a standardized method for communicating resource needs to the ordering point.

Resource Order (ICS Form 260)

The ICS Form 260 documents the ordering and tracking of incident resources. Once a request has been approved, the form may be used to document order numbers, resource status, fulfillment information, and other details needed to maintain accountability throughout the ordering process. The ICS Form 260 provides a mechanism for tracking resources from the time they are requested until they arrive, are assigned, and are eventually released from the incident.

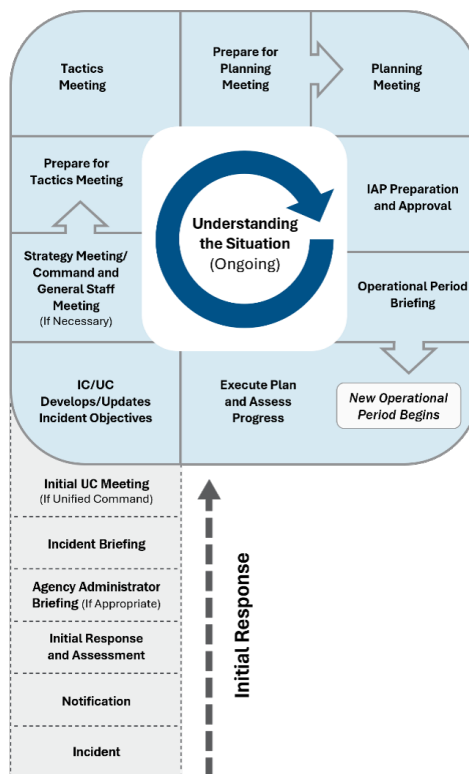
Initial Meetings and Briefings

The first phase of incident response begins in the stem of the Planning P. During the initial response phase, the LSC, along with the rest of the IMT members, gathers information regarding the location of the incident, what agencies and resources are responding, and which agency is taking the lead role in incident operations.



To view a video series as a refresher on the Planning P meetings, search for the “ICS Planning Cycle” video online.

Figure 5: The Planning P



As the LSC, you will be responsible for ensuring that appropriate personnel from the Logistics Section attend meetings as required. The LSC will attend several meetings and briefings throughout the operational period. Some unit leaders, like the COML and the MEDL, will attend meetings and contribute to products or “parts” of the IAP. If you have not staffed these positions, you should do these jobs yourself.

Types of information gathered at initial meetings/briefings include:

- Type of incident
- Contingency plans (if developed)
- Incident history
- Magnitude, potential, and estimated duration
- Area and Facility Plan
- Political, environmental, and economic constraints
- Command structure
- Status of communication infrastructure
- Agency Administrator, resource advisors, and financial arrangements and procedures
- Facilities already established
- Site safety plans
- Locally generated response actions or plans
- Evacuation plans
- Current plan, priorities, and objectives
- Other documents

Some of the documents/information you may acquire at the Agency Administrator Briefing are focused on the leader's intent of the host agency. For example, the U.S. Forest Service uses an application called WFDSS (Wildland Fire Decision Support System), which contains information such as a list of values at risk and fire behavioral models.

Agency Administrator Briefing

At the Agency Administrator Briefing, the LSC should effectively glean the information required for their section. Considering the functional areas the Logistics Section covers; this could be a significant amount of information. Be prepared to take notes and pass along any information to your section and beyond, as needed.

At the Agency Administrator Briefing, it is the LSC's job to:

- Acquire copies of the written Agency Administrator Briefing and the delegation of authority and ensure adequate copies are distributed to unit leaders within the Logistics Section.

- Ask questions. You represent all units in your section, so consider their needs and garner as much information as possible at the briefing.

There will usually be a breakout session after the briefing where you can speak face-to-face with people to discuss the subject matter in more detail. Take advantage of this opportunity.

After the Agency Administrator Briefing, the LSC should summarize the information gathered and distribute it to individual unit leaders as soon as possible so they can begin to make logical decisions that properly support the incident.

Incident Briefing (ICS Form 201)



To access FEMA ICS Fillable Forms, visit this URL:
<https://training.fema.gov/icsresource/icsforms.aspx>.

The ICS Form 201 is another form the LSC should be able to obtain at the Incident Briefing. In many cases, the Incident Briefing — containing an operational update and current incident status — will be combined with the Agency Administrator Briefing. The ICS Form 201 is used to track resources during the initial response and referenced when the incident transitions from the initial response to an IMT. The ICS Form 201 provides basic information regarding the incident status, situation, and resources allocated to the incident. The initial Incident Commander typically prepares it.

The 4-page form includes:

- Map/sketch of the incident area
- Situation Summary
- Health and Safety Briefing
- Current and planned objectives
- Current and planned actions, strategies, and tactics
- Current organization
- Resources summary

Examples of documents you may acquire at an Agency Administrator Briefing include:

- Delegation of authority
- Transition Directive (used for agencies that do not require a delegation since they are operating in their own responsibility area)
- Information from the Wildland Fire Decision Support System (WFDSS) that concerns the Logistics Section, ICS Form 201, or an existing IAP

Unless your team already has the authority to make decisions for the locality, a document similar to a delegation of authority will be necessary to empower you to start doing your job.

If the delegation of authority is not in place and signed by the representatives of the Authority Having Jurisdiction (AHJ) and you are not otherwise empowered by the host agency with proper authority, you *typically* do not have the authority to make decisions.

If transitioning into the incident from another team, a fully completed and current IAP may be obtained from the outgoing IMT. This is typically provided at the Incident Briefing. The current IAP provides information for the current operational period.

IC/UC Incident Objectives Meeting and Incident Objectives (ICS Form 202)

Drafted by the Planning Section after the incident objectives are created at the IC/UC Incident Objectives Meeting, the ICS Form 202 serves as the basis for the Incident Action Plan. This form contains the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period. It is signed by the IC or the UC, whichever is applicable.

Activity Log (ICS Form 214)

The ICS Form 214 should document important factors, decisions, and elements. This form may also serve as a time record and as part of an After-Action Report (AAR).

The LSC should complete an ICS Form 214 for each operational period they are assigned and date and sign the form.

It is recommended that the LSC maintain a copy of their ICS Form 214 for their own records; the Documentation Unit maintains master copies.

Planning for Future Operational Periods

Strategy Meeting/Command and General Staff Meetings

After developing or revising the incident objectives, the IC/UC typically meets with the Command and General Staff to discuss the incident objectives and provide direction.

Initial Strategy Meeting/Command and General Staff Meeting

The initial Strategy Meeting/Command and General Staff Meeting is held for the first time through the Operational Period Planning Cycle. This meeting is particularly important because it allows team members to share information and determine the initial approach to response operations. The meeting may include the initial Incident Commander and a representative from the Agency Administrator.

The LSC's role in the initial Strategy Meeting/Command and General Staff Meeting is to listen to the IC/UC's priorities, incident objectives, limitations, constraints, decisions, and directives and determine how they affect the formation of your section.

As you listen to the IC/UC, you may identify that certain support methodologies are not viable due to factors such as resource availability, costs, or safety concerns. You will be given an opportunity to discuss the challenges and capabilities of your section at this meeting. This will allow for an alignment of strategies and capabilities and the establishment of a common operating picture for the entire Command and General Staff early in the planning phase of the first operational period.

Subsequent Strategy Meetings/Command and General Staff Meetings

At *subsequent* Strategy Meetings/Command and General Staff Meetings, the IC/UC will present new or modified incident objectives. The OSC will discuss updated potential strategies if incident conditions change or current strategies are not successful. This is where the LSC can obtain a thorough understanding of the direction of the IAP and gauge the support that the Logistics Section should provide.

Preparation

In preparation for the Strategy Meeting/Command and General Staff meeting, the LSC will:

- Review the current objectives and status of the incident.
- Review the current IAP, paying close attention to the number and type of resources.
- Assess incident needs and challenges. Prepare to discuss support challenges.
- Coordinate with Logistics Section personnel and derive information on unit status.
- Anticipate questions and concerns.
- Prepare for decision-making discussions.

Tactics Meeting

The Tactics Meeting is an informal gathering of a select few incident personnel. It allows the OSC to convey strategies and tactics for the next operational period and obtain input from the following required attendees:

- The **LSC** determines if they can logistically support the plan proposed by the OSC.
- The **SOFR** shares how the team will mitigate the risks to a level that provides safe tactical operations.
- The **RESL** or **PSC** advises the OSC on available personnel and resources. The RESL often takes the place of the PSC during these meetings.

The Tactics Meeting is an opportunity to work out internal issues regarding the upcoming plan and should have controlled attendance. Only the OSC, LSC, Safety Officer, and RESL/PSC should be in attendance, although you may see a technical expert or two on certain types of incidents. As this meeting belongs to and is run by the OSC, they will have the final say on any additional personnel attending.

In some incidents, you may work with a Deputy Operations Section Chief (DOSC) assigned to support planning. They will likely be dedicated to future and strategic planning, so they will usually run the Tactics Meeting while the OSC can continue to manage current operations.

Preparing for the Tactics Meeting

The LSC will prepare for the Tactics Meeting by surveying the units within the Logistics Section to gain a solid understanding of the overall support capability. If there is a COML and/or a MEDL on the incident, have them attend the meeting with you to provide first-hand information regarding field-level support from these important functions. As noted above, this meeting is run by the Operations Section. Ensure the OSC is open to these additional personnel attending the meeting. Be prepared to address any potential logistical challenges as they relate to the plan presented to you by the OSC.

Although the OSC takes the lead in the development of the plan, the strategy on which the plan is predicated cannot be considered viable without a robust and collaborative team process behind it. The plan should be durable, understandable, and resilient, with significant consideration given to values at risk, probability of success, and risk to responders.

This collaboration does not happen without maintaining robust and constructive communication between the OSC, the SOFR, and the Logistics Section. The OSC should not be *telling* support personnel what tactics will be used. Rather, they should be *asking* personnel if they are safe, able to be supported, and whether the plan is worth the defined and recognized level of responder risk — all before including them as part of the final plan. As the LSC, you should maintain frequent and collaborative communications with your Operations Section throughout the incident.

During the Tactics Meeting

During the Tactics Meeting, the OSC (or Planning Operations) will present primary and alternate strategies for the incident, including any contingency and emergency plans as required. The OSC will be looking to you for support of their plan. They are expecting you to identify any logistical challenges and provide realistic solutions.

During the Tactics Meeting, it is important to identify logistical information when interacting with the OSC. For example, the OSC may inform you of their plan to split a division to support the span of control or to address other functional issues.

The OSC may or may not have considered that a new division may require a new tactical frequency – but you, as the LSC, would. As a “heads-up,” you should mention the need for any new tactical frequency in the meeting and let them know how you can help address this challenge.

Operational Planning Worksheet (ICS Form 215)

Figure 6: The ICS Form 215 Used During the Tactics and Planning Meetings

OPERATIONAL PLANNING WORKSHEET (ICS 215)																							
1. Incident Name:							2. Operational Period: Date From: _____ Time From: _____						Date To: _____ Time To: _____										
3.	Branch	4.	Division, Group, or Other	5.	Work Assignment & Special Instructions	6.	Resources									7.	Overhead Position(s)	8.	Special Equipment & Supplies	9.	Reporting Location	10.	Requested Arrival Time
						Req. Have Need																	
						Req. Have Need																	

ICS Form 215 is an operational planning worksheet that allows the OSC to plan for the next operational period. It is completed with input from other IMT members at the Tactics Meeting and will usually provide the LSC with the first glimpse of the type and number of resources that will require support during the next operational period.

Before the Tactics Meeting, the OSC will prepare a draft ICS Form 215 to save time at the meeting. The OSC should give the LSC advanced notification of the need for additional resources. Any advanced notice given to Logistics allows the section time to “source out” those resources.

Incident Action Plan Safety Analysis (ICS Form 215A)

Figure 7: SOFR Completes ICS Form 215A

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)					
1. Incident Name:			2. Incident Number:		
3. Date/Time Prepared:		4. Operational Period:			
Date:	Time:	Date From:	Date To:	Time From:	Time To:
5. Incident Area	6. Hazards/Risks			7. Mitigations	

Once the OSC completes ICS Form 215, the SOFR (with knowledge of the Operations Organization) will complete the Incident Action Plan Safety Analysis (ICS Form 215A), identifying the safety threats and risks and developing safety mitigations.

Once the SOFR identifies the mitigations, they will add them to the ICS Form 215A. The OSC will sign the form to document collaboration and approval. The RESL takes those mitigations and includes them in the “Special Instructions” section of the Assignment List (ICS Form 204).

The LSC should closely examine the mitigations required by the SOFR. They may include procurement of special PPE or other devices. Once identified, the LSC will work with the SOFR or technical experts to ensure these items are available for local procurement.

Organizational Assignment List (ICS Form 203)

The Organizational Assignment List (ICS Form 203) is the assignment list for staffing the incident. The PSC or RESL will be sure to ask the LSC for the names within the Logistics Section that belong on the list. Typically, they will want the names of all your unit leaders and possibly any trainees. As the incident progresses, remember to update this form with the PSC as personnel come and go. The Tactics Meeting is as good a time as any to update the form with the RESL or PSC.

After the Tactics Meeting

After the Tactics Meeting, the LSC should take several important actions (if they have not already) to ensure logistical support is aligned with the operational plan for the upcoming period. These include:

- Reviewing logistical needs, including transportation, communication, and medical support. If any resource gaps or additional needs arise from the Tactics Meeting, the LSC should adjust accordingly. The LSC also ensures that all necessary personnel, equipment, and supplies are ready to be deployed for the operational period.
- Coordinating with the Operations Section and other section chiefs to finalize the required resources and personnel. This includes coordinating with the PSC to ensure the logistics plan aligns with the overall IAP.
- Updating the Incident Organizational Chart (ICS Form 207) to reflect the structure of the logistics team and any specific roles or assignments needed to meet the objectives of the operational period.
- Preparing for the Planning Meeting by gathering updated information on resource status, availability, and support operations to present during the Planning Meeting. At this stage, the LSC should be ready to confirm that logistics can support the tactics developed and ensure all requests from the Operations Section will be met.

Planning Meeting

Following the Tactics Meeting, the PSC coordinates preparation for the Planning Meeting, facilitates the Planning Meeting, and then oversees the development of the IAP afterward.

“Planning” is an ordered sequence of events over a specific period to meet the objectives of the incident. It is the OSC’s role in the Planning Meeting to present the Operational Planning Worksheet (ICS Form 215) and the proposed tactical plan and to seek approval from the IC/UC and support from the Command and General Staff.

Preparing for the Planning Meeting

If a location has not been set up for the Planning Meeting yet, the PSC will ask you about this. Typically, the PSC will want a location, a place to hang at least one large map, the ICS Form 215, the ICS Form 215A, the incident objectives, and possibly a poster-sized technical detail document. They may also require a powered PA system, chairs for meeting attendees, and shade. Determine the PSC’s needs well before the meeting so you are not surprised by these requests.

The LSC provides the location and all the support items (e.g., display boards, a stage, audio/visual equipment) to ensure the overall Planning Meeting is successful.

During the Planning Meeting

Invite the Communications Unit and Medical Unit Leaders to attend the Planning Meeting. The LSC can also invite any trainees to the meeting. The PSC will usually call on them during the presentation of the plan to brief the team on their portions. When the PSC asks for support for the plan, these two unit leaders will once again be individually prompted for their support of the plan just before or after the LSC.

After the Planning Meeting

Following the meeting, the LSC will ensure that any documents the Logistics Section units are responsible for are submitted by the deadline set by the PSC. These documents may include the Communications Plan (ICS Form 205), the Medical Plan (ICS Form 206), the Traffic Plan, and/or the Transportation Plan.

Note that these plans are for the next operational period's Planning Meeting. Be sure your section understands their required inputs.

Additionally, the LSC ensures any properly requested tactical or support resources are on order. Challenges to acquiring resources should be conveyed to the requesting entity as soon as possible so they can modify plans as needed.

Occasionally, in exceptionally affected areas, you may find that resources are hard to come by, and several hours later, some of your requests come back to you with the status "UTF" (or Unable To Fill). If this happens and acquiring the item or overhead resource is critical, you may then work with your PSC to have the resource added to the Incident Status Summary (ICS Form 209) under Critical Needs.

Incident Status Summary (ICS Form 209)

The ICS Form 209 is designed to provide incident information for sizeable incidents that cover extremely large areas and may involve multiple jurisdictions and ICS organizations.

If using an ICS Form 209 for an incident, units within the Logistics Section may provide information, such as injury or fatality statistics, to complete the document. Your ability to report your critical needs will be an asset in this role.

When multiple incidents challenge an area for resources, a Multiagency Coordination Group (MAC Group) will view the ICS Form 209 from each of the incidents to prioritize where scarce resources can be placed. If the Logistics Section has a critical need for a MEDL, RADO, or any other resource and attempts to acquire them have failed, you can include it as a critical resource on the ICS Form 209.

IAP Preparation and Approval

The IAP serves as a comprehensive guide for coordinating response efforts, ensuring consistency in decision-making, and facilitating effective communication and collaboration among all stakeholders involved in managing the incident. The primary audience for the IAP is field operators. The OSC uses the IAP as a tool to provide direction and support to field personnel.

LSC's Role in the IAP

As part of IAP preparation, the LSC should:

- Work with the PSC to fill their requests for clerical services. The PSC will typically need to print a sizeable stack of IAPs. They will also need to print poster-sized documents such as maps and a listing of the incident objectives. These products will be used to present the plan at the Operations Briefing.
- Validate the accuracy of the Communications Plan (ICS Form 205), the Medical Plan (ICS Form 206), the Transportation Plan, the Safety Plan, a base of operation map, and occasionally a Logistics insert outlining important information such as kitchen, shower, and fueling locations and hours. Another potential IAP insert describes the process for ordering supply items directly from the line. This is typically called a line order.

Gathering all the components for the IAP can be a challenging task. Make sure you clearly communicate section and PSC deadlines and allow ample time to follow up. These are necessary for the Operational Period Briefing, as the incident waits for no one.

Operational Period Briefing

Many OSCs conduct a short meeting with their branch directors and Division/Group Supervisors before the Operational Period Briefing. This is sometimes called a pre-ops meeting. The purpose is to review any changes that have occurred since the IAP was prepared, assign any unassigned personnel or equipment, and clarify any questions or issues with supervisors.

The pre-ops meeting is *for* Operations personnel *by* Operations personnel. However, if your OSC is open to allowing you as the LSC to attend, it is one of many ways that the Logistics Section can stay ahead of anticipated support needs. Anything that can help support the alignment of efforts within the management team is always beneficial.

The Logistics Section sets up the briefing area for the Operational Period Briefing, including displaying any signage. Logistics also ensures that rooms, tents, and canopies are secured for smaller gatherings like cooperators and planning meetings. The PSC creates the Operational Period Briefing agenda and leads the briefing. The briefing should be clear and concise. It should methodically present division or group assignments, safety concerns, and relevant incident information. The briefing is not intended to be comprehensive or detailed; there will be various breakout sessions for that purpose immediately following the briefing.

Speaking at the Briefing

The PSC will line everyone up on one side of the stage and tell you who you will follow to present *relevant* Logistics Section information. You should bring a written quick reference list, so you do not forget any important information. Key information the Logistics Section will brief on includes:

- Status of resources
- Updates on facilities, transportation, and communication
- Staffing considerations
- Status of equipment
- Safety and security considerations
- Any other relevant logistical issues/concerns

Here are some helpful tips for presenting at the Operational Period Briefing:

- When called up, quickly take your place on the stage and introduce yourself.
- Speak clearly.
- Be brief and concise.
- Avoid presenting more than your audience needs to know.
- Look directly at the audience (as opposed to looking only at a map or poster behind you).
- Have a simple closing at the ready, such as “Have a safe shift.”

Some personnel who may speak during the Operational Period Briefing include:

- OSC, Planning Operations, or DOSC
- Air Operations Branch Director
- Meteorologist — for the weather update
- SOFR — for the safety message
- COML — for the Communications Plan
- MEDL — for the Medical Plan
- Technical specialists
- Agency Administrator
- IC or Deputy IC — for opening and/or closing remarks

Not only is the Operational Period Briefing an opportunity to present the Logistics Section's plan, but it is also an opportunity to showcase the team that is now in command of the incident logistics. Be sure to stay focused and organized. You do not want your team to look uncoordinated — especially for that first impression.

Other Meetings the LSC May Attend

Public Meetings

Although it is uncommon for an LSC to attend a public meeting or forum, depending on the IMT's objectives, attendance by the LSC may be necessary. Be prepared to speak about items that are within your specialty. It is advisable to engage in a discussion with your Public Information Officer (PIO) regarding what items should or should not be discussed in an open public forum.

Logistics Section Meetings

A Logistics Section Meeting can be a productive way to ensure each member of the Logistics Section is communicating effectively with each other. Logistics Section Meetings are often used to:

- Learn about problems, issues, or concerns from unit leaders.
- Provide directives and assign tasks.
- Review the status of essential information, resources, and task completion.
- Ensure a common operating picture and situational awareness.

Although it is typically not necessary to have a face-to-face Logistics Section Meeting every shift, it is important to provide everyone in your section with the same situational awareness. Due to the number of units and positions within the Logistics Section, these types of meetings can be cumbersome. Be sure that you maintain control of your meeting, stay on subject, and ensure discussions that do not involve all sections are moved to individual sidebars after the meeting. Most of these personnel will likely need to return to their units as soon as possible, so maintain brevity.

A great way to ensure everyone in your section has real-time situational awareness is to use cloud-based discussion applications. These are a great way for everyone to have a continual discussion in support of the incident. It also greatly decreases the need for face-to-face meetings.

Transition Meeting

A Transition Meeting is typically conducted near the end of an incident or IMT rotation. Its purpose is to provide an opportunity for an outgoing IMT or supervisory group to convey current information about the operation to an incoming IMT or group of supervisors so they can effectively and efficiently assume control of the incident. An incoming IMT may refer to this meeting as a briefing. Immediately following the Transition Meeting, each section should have an opportunity to conduct a breakout session to discuss more detailed material pertaining specifically to the section.

Closeout Meeting

This meeting is conducted by the PSC with portions of the briefing presented by the outgoing IMT Section Chiefs and other relevant staff. It is intended as a final informational summary for the host agency and includes an incident narrative summary as well as any information regarding transitional items for operations that are still ongoing.

It also typically includes a document called an incident narrative, parts of which are drafted by each section of the IMT and collected by the Planning Section for formatting, printing, and distribution at the meeting. Typically, this meeting also includes a presentation by the host agency discussing the successes and challenges of the incident, as well as any statements of appreciation. This meeting may coincide with the written evaluation of IMT performance.

AAR Meeting

Every IMT should conduct an AAR meeting immediately following the conclusion of their time managing the incident. The AAR should be conducted by the PSC and attended by the Command and General Staff, who should have already discussed successes and challenges with their respective unit leaders, vetting subject matter relevant to the entire team before presenting it at the meeting. The typical AAR does not need to be extensive and requires each section to articulate four questions:

1. What was planned, or what was the mission?
2. What actually happened?
3. Why did it happen that way?
4. What can we do next time to improve?

An After-Action Report is typically generated from this meeting.

Executing the Plan and Assessing Progress

Following the Operational Period Briefing, if time permits, plan to meet with your unit leaders. Listen to their needs and do what you can to empower and support the personnel in your section. The following are recommended best practices for executing the plan and assessing progress:

Define, assign, and track tasks.

- Clearly define and communicate Logistics Section objectives to unit leaders using leaders' intent and SMART methodologies.
- Ensure an open dialogue is encouraged between unit leaders and the LSC. Periodic status updates, successes, and complications should be communicated regularly.
- Use a tracking methodology such as the Incident Open Action Tracker (ICS Form 233-CG) to record and track assigned objectives through completion.
- Recognize when unit leaders may need assistance and support them as needed.

Contact unit leaders periodically for updates and progress reports.

- Maintain regular communication with your unit leaders and managers. Obtain situational updates, progress reports, and insights into challenges or successes within their unit.
- Monitor the environment for changes.
- Continuously monitor environmental conditions, such as weather patterns. It may be hot and sunny on day one, but as day four rolls around, you may be in the middle of a lightning storm. Be sure you have a plan when conditions change.
- Stay informed of resource availability, including the status of personnel, equipment, and supplies. Incidents are dynamic, so you may need to adjust support capabilities as necessary throughout the incident.

Recognize when to adjust.

- Monitor the operation's progress and assess whether the desired outcomes outlined in the IAP are being achieved. Is the incident expanding?
- Be alert for signs of changing incident conditions, unexpected developments, or emerging challenges that may necessitate adjustments to support strategies.

Have a contingency plan/alternate strategies.

- Anticipate potential disruptions or deteriorating conditions that could alter or impact the planned course of action, such as changes in weather, resource limitations, or unexpected hazards, such as a demonstration/protest progressing into civil unrest.
- Develop contingency plans and alternate strategies to address foreseeable challenges or contingencies that outline alternative approaches, resource allocations, and responses.

- Collaborate with other members of the IMT to ensure alignment and coordination of contingency plans with overall incident objectives and response priorities.

Coordinate with unit leaders on contingency and strategic planning efforts.

- Coordinate efforts to support alternative courses of action and contingency plans in preparation for potential challenges or changes in incident conditions.

Make adjustments/remain flexible.

- Exercise adaptability and flexibility in response to evolving incident conditions, shifting priorities, or unforeseen obstacles that may arise during the incident. For example, with short notice, you may be requested to provide fireline meals because the operation requires crews to spike out (camp on the line) and not return to base. You may also find out that the incident has just escalated, and multiple requests for equipment and manpower have hastily been placed. Think about where you are going to put these resources.

Conduct Logistics Section Meetings to ensure direction and situational awareness.

- Facilitate staff meetings, as needed, within the Logistics Section to provide directives, share situational awareness updates, and foster a sense of community among staff members.
- Staff meetings provide a forum for personnel to exchange information, discuss challenges, and collaborate on solutions to enhance response effectiveness and assist with making plans for the next operational period.

Complete appropriate personal timekeeping documents and review/sign for subordinates.

- Adhere to established timekeeping procedures and requirements to ensure you complete personal timekeeping documents promptly.
- Review and authorize timekeeping documents for subordinate staff members, verifying accuracy and compliance with organizational policies and regulations.
- Ensure timely completion and submission of required documentation, such as the Activity Log (ICS Form 214), to maintain comprehensive records of incident activities and resource utilization.

Meet informally with the IC/UC and other Command and General Staff members.

- Address any emerging issues, clarify directives, and resolve challenges affecting the Logistics Section when you meet with these individuals.
- Maintain a collaborative and cooperative spirit to promote effective decision-making, resource allocation, and incident coordination.

Attend team meetings as directed by the IC/UC.

- When the IC/UC requires participation in team meetings, be sure to attend them. They will likely address important topics such as team dynamics, communication protocols, performance evaluations, and coordination efforts.
- A daily Command and General Staff Meeting is typically the formal time/place where these discussions take place. On occasion, there may be a time for a spontaneous meeting to discuss emerging issues needing immediate attention.

Leverage software and applications.

- Learn to use specialized software and applications designed to support incident management and enhance operational efficiency within the Logistics Section. Always maintain the ability to fall back on “old school” methods, but capitalize on the benefits of new technology when it presents an obvious advantage.
- Ensure that all personnel are trained and proficient in using relevant software and applications and establish protocols for integrating technology solutions effectively into incident response operations.

Work with vendors and contracts.

- Be sure to maintain compliance with the existing procurement policy stipulated by the host agency.

Although some local agencies empower and authorize their own LSCs to make purchases and/or solicit vendor services, it should be emphasized that the Ordering Unit is not the Procurement Unit. Most agencies are likely to have a list of rules and regulations pertaining to the acquisition of goods and services. Some agencies strictly forbid anyone from independently negotiating or otherwise obligating the government to a verbal or written agreement unless that person has been warranted or certified as a recognized contracting officer. Know the rules and limitations of your agency.

- Some agencies should utilize a rotating list of vendors called an Emergency Response Directory (ERD). These lists typically contain a set of vendors ready to respond to incidents who expect to be hired based on criteria agreed upon before the incident has occurred. If you hire a closer resource or someone you know (which also presents a conflict of interest) and bypass a vendor that is #1 on the list, you will expose the local agency to litigation.
- Anyone ordering an item or service should understand the importance of including accurate details of what you are requesting on the order form. Avoid specifying a vendor by name; however, including a vendor's name and contact as a “suggested” option is generally accepted practice. This shows that you are providing procurement personnel with the liberty to properly utilize vendor lists *first*. If vendors are not

available or cannot meet the requested specifications, procurement personnel may use your suggestions ethically and lawfully.

Long-Term Strategic and Contingency Planning

Running the incident and planning for the next operational period are core duties of the IMT. Through the years, many working groups and advisory committees have refined these basic responsibilities and built on them, making IMTs a more resilient and resourceful group than they have ever been.

Part of the inevitable change has been the addition of tasking and planning processes that add to the workload of the IMT. Two prominent categories of these types of tasks are strategic planning and contingency planning. The LSC should always take part in developing these plans so they can be ready to support the strategy or contingency that may happen.

Long-Term Strategic Plans

Members of the IMT and the Agency Administrator concentrate efforts on developing a strategic plan that considers overall incident strategy and management. This plan may address values at risk, complexity, and agency objectives over several operational periods or even weeks after the IMT has relinquished the incident back to the host agency or another team.

As an IMT member, you will experience a planning process, guidance, and documentation product that focuses on informed risk-based decision-making that may remain valid throughout the incident. This is a distinctly separate process compared to the touchpoints discussed throughout the Planning P. The result is a product that guides the IMT on mitigation methodologies using a well-vetted and normalized process that considers values at risk vs. responder safety.

An example of a strategic planning process you may see in incidents throughout the U.S. is called the Incident Strategic Alignment Process (ISAP). In March 2017, the National Multiagency Coordinating Group (NMAC) addressed the challenge of developing and communicating a coordinated risk-informed strategy to the IMT, as many IMTs had different ideas and concepts regarding how to accomplish this. The document compelled the development of a risk management communication strategy process intended to be common to all IMTs. The result is the ISAP process.



To learn more about informed risk-based decision-making during an incident, visit this URL:

<https://storymaps.arcgis.com/stories/7e0b757bc6a4480cad008218d6448212>.

ISAP or similar strategic planning processes may be used on complex incidents requiring longer-term strategic decision-making. Of course, Type 3 IMTs frequently find that they are managing an incident well above their typing. With this in mind, take some time to visit the website to gain an understanding of a process that you are likely to experience sometime in your career.

Keep in mind that, over the years, many teams have developed their own systems of long-term strategic planning — each with an eye on a more holistic study of the incident to develop risk-informed mitigation strategies. As the LSC, you are an important part of this process. Learn the methods that your IMT uses to develop these strategies.

Contingency Plans

Contingency plans are created when there is a risk of a threat or hazard that may impede incident operations. Typical contingency plans include a list of actions intended to be taken in the event of a situation occurring and are designed to mitigate the effects of an emergency situation.

There are several examples of contingency plans. An evacuation plan is drafted with significant assistance from the LSC, as the Logistics Section should locate alternative locations for personnel and the route they should take to get there. Another example of contingency planning may include preparations for a secondary weather incident that may arrive after several operational periods. The plan may describe when and how operations cease, how that message is distributed, evacuation or shelter locations, how to get to those locations, how to account for personnel, and how normal operations are to be resumed.

The IWI Plan is a critical contingency plan that should be thoroughly vetted and initiated early in every incident. After a fatality incident called the Dutch Creek Fire in July 2008, it was recognized that a process should be standardized to respond to emergency incidents properly and effectively within an incident.

NWCG Memorandum #025-2010, dated May 25, 2010, called for such a policy. The National Incident Management Organization (NIMO) teams have accepted this challenge and, over several years, have developed a standardized plan available to all IMTs to use as an industry standard. The Logistics Section provides significant support to the development and implementation of this plan.

Pause and Reflect



Managing current operations while simultaneously planning for the future is no small feat. It's a balancing act that requires staying grounded in the present while keeping an eye on what's ahead.

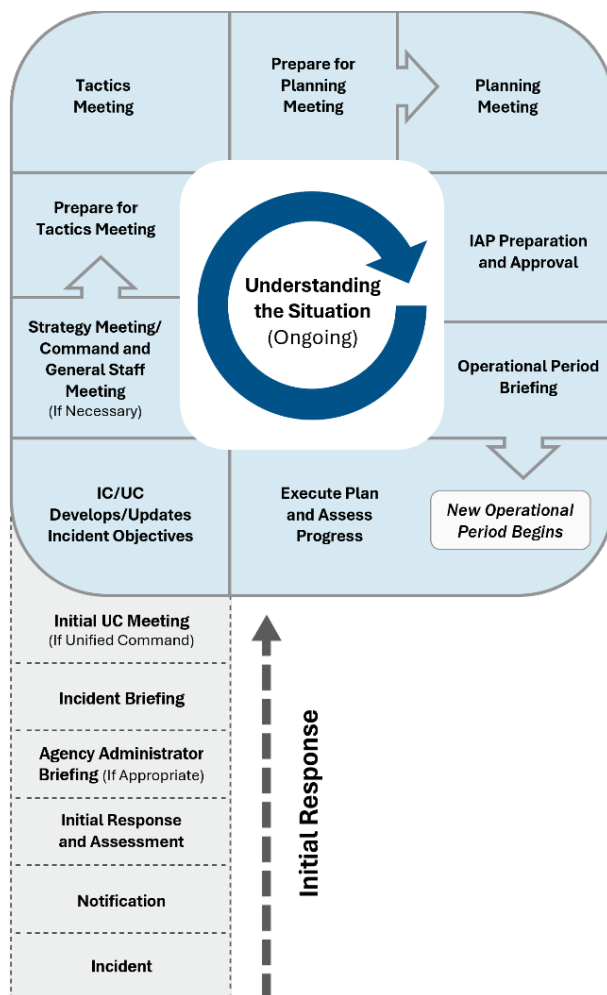
Now, it's time to take a step back and reflect on what you've just learned and how you might apply it to your role.

You receive the following Incident Briefing (ICS Form 201). Review the information in the form and answer the question that follows.

INCIDENT BRIEFING (ICS 201)																					
1. Incident Name: High Wind Event	2. Incident Number: XXXX																				
3. Date/Time Initiated: Date: 09/13/XX Time: 1830																					
7. Current and Planned Objectives: Clear roadways of all debris within the next four hours. Work with utility companies to restore power, internet, and water pressure before the end of the next operational period. Establish a call center to assist dispatch with non-emergency calls and incident information by 09/14/XX - 0700.																					
8. Current and Planned Actions, Strategies, and Tactics: <table border="1"> <thead> <tr> <th>Time:</th> <th>Actions:</th> </tr> </thead> <tbody> <tr> <td>1700</td> <td>Established command.</td> </tr> <tr> <td>1730</td> <td>Notified utility companies of downed wires all throughout the community.</td> </tr> <tr> <td>1745</td> <td>Search and rescue has been started to find missing people in the collapsed buildings.</td> </tr> <tr> <td>1800</td> <td>Notified Roads and Bridge that the roads needed to be cleared for response personnel.</td> </tr> <tr> <td>1830</td> <td>Advised Dispatch that we would be setting up a call center to assist with non-emergency calls.</td> </tr> <tr> <td>1900</td> <td>Operations is currently working under a UC with fire and law enforcement.</td> </tr> <tr> <td>1925</td> <td>Requested LE to provide perimeter control for the main areas downtown where the majority of the damage has occurred.</td> </tr> <tr> <td>1945</td> <td>Roads and Bridge advised that they do not have the proper equipment to move the debris and there are still down electrical wires that are charged with electricity.</td> </tr> <tr> <td>2000</td> <td>Dispatch notified command that there has been a partial collapse in their building. They can still use the center but power is limited at the building and they are on generator power.</td> </tr> </tbody> </table>		Time:	Actions:	1700	Established command.	1730	Notified utility companies of downed wires all throughout the community.	1745	Search and rescue has been started to find missing people in the collapsed buildings.	1800	Notified Roads and Bridge that the roads needed to be cleared for response personnel.	1830	Advised Dispatch that we would be setting up a call center to assist with non-emergency calls.	1900	Operations is currently working under a UC with fire and law enforcement.	1925	Requested LE to provide perimeter control for the main areas downtown where the majority of the damage has occurred.	1945	Roads and Bridge advised that they do not have the proper equipment to move the debris and there are still down electrical wires that are charged with electricity.	2000	Dispatch notified command that there has been a partial collapse in their building. They can still use the center but power is limited at the building and they are on generator power.
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1. Based on the information in the ICS Form 201, what do you think would be the primary concern of Logistics at this point?

2. Outline what LSC might need to do to prepare for each meeting or briefing in the Operational Period Planning Cycle.



Strategy Meeting/Command and General Staff Meeting

Tactics Meeting

Planning Meeting

Operational Period Briefing

Chapter 4: IMT and External Stakeholders

By the end of this chapter, you should be able to:

- Identify the various personnel the LSC may engage with during the operational period.

As the leader of the Logistics Section, you will interact with various internal and external partners and stakeholders.

IMT Members' Expectations of the LSC

IC/UC's Expectations of the LSC

The IC/UC is your immediate supervisor. Ensure you have established good formal and informal communication with the IC/UC.

The IC/UC's expectations of the LSC:

- Exercise effective leadership, organization, and oversight of the section.
- Ensure that units within the Logistics Section follow the established planning process by maintaining awareness of meeting times, briefing times, and deadlines that pertain to the section.
- Maintain a thorough overview of all incident activities and plans to ensure that complete and accurate information is provided to the relevant units within the Logistics Section.
- Ensure service and support needs are met within logical timeframes, with complications, delays, and relevant resolutions efficiently communicated to affected sections.

OSC's Expectations of the LSC

Communication with the OSC on every incident is extremely important. The OSC creates the plan, but without the active support of the Logistics Section, their plans would be quite a challenge to carry out.

The OSC's expectations of the LSC:

- Maintain a close working relationship in preparing and supporting the tactical plan.
- Maintain strong communication throughout the incident.
- Provide the service and support resources requested.

- Prioritize important resource requests and communicate delays or problems to the OSC.
- Provide relevant input in the Strategy Meeting/Command and General Staff Meeting and Tactics Meeting. Consider including the COML and MEDL in the Tactics Meeting if you have staffed these positions. You will want their first-hand intelligence to support the operation.

The Operations Section divides its supervisory responsibilities. It will be up to you to establish good communication with these leaders so you can plan how the Logistics Section can effectively support the operation.

PSC's Expectations of the LSC

The PSC typically works closely with the LSC to ensure the established team process is supported and carried out effectively and efficiently.

The PSC's expectations of the LSC:

- Provide complete and accurate IAP parts, including transportation and base of operations maps, a Medical Plan (ICS Form 206), an Incident Radio Communications Plan (ICS Form 205), and any Logistics messages relevant to responders for the respective operational period.
- Ensure resource requests are processed and coordinated through established ordering procedures.
- Provide close coordination on the demobilization of surplus Logistics resources.
- Ensure timely acquisition of service and support items relevant to the Planning Section.
- Be presentable, well-spoken, early, and prepared to deliver the Logistics portion of the Operational Briefing.
- Attend all meetings on time, as required by the planning process.

Finance/Administration Section Chief's (FSC) Expectations of the LSC

The LSC should work closely with the FSC starting early in the incident. They will advise the LSC on many important concepts, including the procurement process, agency reimbursement, vendor contracts, incident claims, and approval processes.

The FSC's expectations of the LSC:

- Provide inspection of contracted resources assigned to the incident to ensure pre-identified equipment has arrived and is ready to go to work.
- Ensure all vendor and responder time documents are accurately completed and turned in each day or as the Finance/Administration Section stipulates.
- Ensure effective communication between relevant Finance/Administration Section units and Logistics Section units, such as the Supply Unit and the Procurement Unit, or the Medical Unit and Compensation/Claims.
- Provide accurate accountability of property acquired by the incident.
- Maintain fiscal responsibility.
- Facilitate the origination and accurate documentation of LUAs.

PIO's Expectations of the LSC

It is important to understand how the PIO operates on an incident to properly support this position. For instance, PIOs may need the Logistics Section's support in creating several wooden A-frames that can be used to post incident information in public areas. They may also require a location and support for media briefings. Additional ways the Logistics Section can support the PIO include:

- Possibly assisting with information technologies such as Wi-Fi in a remote location.
- Ensuring that the section has appropriate facilities and equipment.
- Filling requests promptly.

SOFR's Expectations of the LSC

The LSC should have a close working relationship with the Safety Officer (SOFR) to ensure a safe base of operation, approval of the Medical Plan, and other advisement as needed. This involves:

- Coordinating efforts to ensure effective risk mitigation strategies developed in the Tactics Meeting are well supported.
- Ensuring that appropriate safety inspections and walkthroughs are conducted.
- Advising the Safety Officer of any recognized safety concerns.
- Ensuring timely reporting of any illness or injury.
- Supporting the collection and communication of responder illness and injury information, as appropriate.
- Ensuring that the Logistics Section is ready to support the IWI plan as written.

LOFR's Expectations of the LSC

The Liaison Officer (LOFR) is an extremely helpful resource to assist the LSC. They may be the first person to guide you toward the appropriate responsible party for just about any locality, public or private. The LSC should:

- Ensure that the LOFR has the appropriate workspace for private meetings with dignitaries and agency representatives, as well as larger spaces for cooperators' meetings.
- Keep the LOFR informed of any potential disagreements or any other challenges between agencies, landowners, stakeholders, or cooperators.

LSC's Expectations of IMT Members

LSC's Expectations of the Incident Commander/Unified Command

- Ensure the Logistics Section has been delegated the appropriate authority, including spending limits and procedural expectations established by the Agency Administrator. When possible, these details should be documented in the Delegation of Authority if one has been issued.
- Keep the Logistics Section informed early and often regarding potential changes in objectives that may require support.
- Provide guidance regarding personnel issues when a human resources person has not been staffed.
- Keep Logistics Section expectations realistic. Some operations may be small in the Operations Section, but large in the Logistics Section. If this is the case, the IC/UC should recognize this and support an increase in Logistics Section staffing.

LSC's Expectations of the SOFR

- Coordinate with the LSC in Strategy and Tactics Meetings and in support of the mitigation strategies outlined in the Incident Action Plan Safety Analysis (ICS Form 215A).
- Continually update the LSC on section safety issues.
- Provide advice and assist with oversight of the Medical Unit and the creation and approval of the Medical Plan (ICS Form 206), including IWI procedures and the position's respective expectations.
- Assist the LSC with safety inspections, evaluations, and suggestions for safe operations within the Logistics Units.

LSC's Expectations of the PIO

- Provide a realistic list of support needs for the PIO early in the incident.
- Coordinate with the Medical Unit for accurate responder injury information and ensure the information has been approved for public release.
- Ensure that the LSC has been notified of any public announcements, civic activity, or social media efforts that may affect the safe and effective operation of the base, ICP, support camps, helibase, helispot, spike camp, or any other location controlled by the incident.

LSC's Expectations of the LOFR

- Ensure the LSC is aware of the facilities needs of the Liaison Officer.
- Assist the LSC with establishing contact with relevant landowners or managers of all areas in use by the incident.

LSC's Expectations of the PSC

- Provide and post IMT meeting times.
- Be sure the LSC is aware of the number of personnel on scene and en route to the incident.
- Advise the LSC of any special scheduling of responders, such as night-shift operations. These responders will likely need support, such as a day-sleeping location.
- Ensure the Logistics Section has advanced knowledge of the list of resources being demobilized so they can support the demobilization process.

LSC's Expectations of the FSC

- Coordinate with the host agency to establish guidelines for incident acquisition. For example, the LSC and the SPUL will likely be given the autonomy to purchase items up to a previously negotiated cost point. When making larger purchases, an approval process should be established. This direction should be included in the delegation of authority or letter of expectation to the IMT.
- Provide support for material and service acquisition by establishing contracts, agreements, purchasing, and micro-purchasing early in the incident.
- Ensure the Finance/Administration Section is working closely with the ordering desk to support and track local purchases.
- Work closely with the Medical Unit, Ground Support Unit, Supply Unit, and other Logistics Section units to ensure compensation and claims processes are properly enacted as needed.

LSC's Expectations of the OSC

- Provide the LSC with timely updates on strategy and tactics and the relevant support needed.
- Provide timely, complete, and accurate orders of resource needs to the ordering desk.
- Provide the Ground Support Unit with the necessary staging, traffic, and drop point information to support the creation of the transportation map.
- Work closely with the MEDL to ensure proper medical response coverage is in place for all responders in all locations where incident activity is occurring. Any potential specialty response capabilities should also be addressed, such as mitigating a hazardous materials spill, including staffing key locations with personnel trained and credentialed to respond.
- Ensure the LSC has been allowed to provide input for the development of the operational plan. The OSC should never assume that the Logistics Section will be able to support a planned operation without being actively involved in the planning process. The LSC should be an integral and proactive part of the plan.

Interactions with External Stakeholders

There are various external partners and stakeholders involved with incidents who are not part of the IMT. These individuals and groups can gather information to support the IMT and the agency or organization's goals and objectives.

Examples include:

- Local law enforcement
- Public works or transportation departments
- Vendors and contractors

Additionally, EOCs often provide coordination, situational awareness, and resource support before and during IMT involvement.

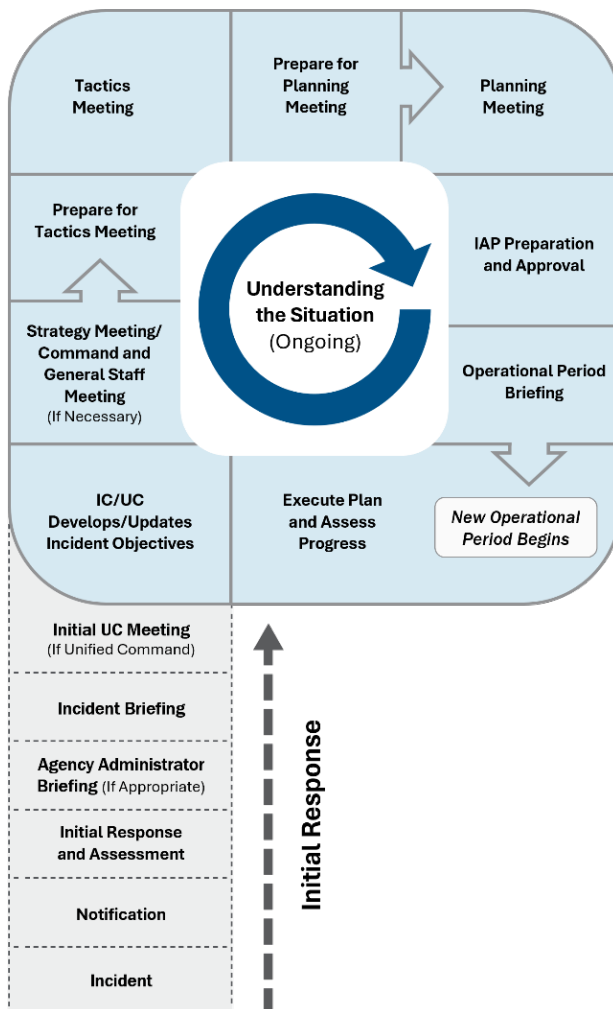
Pause and Reflect



Collaborating with the IMT and external stakeholders is a critical aspect of your role as an LSC. Building strong relationships and clear communication lines can make all the difference in achieving successful outcomes.

Before moving on, let's pause to reflect on the material and how you might apply it in your role.

Think about the IMT and external stakeholders you anticipate interacting with as you move around the Planning P. Referring to the Planning P image below, list each individual's role and when you would expect to engage with them.



Chapter 5: Transition and Demobilization

By the end of this chapter, you should be able to:

- Identify the LSC's responsibilities regarding transition and demobilization.

Transition and demobilization are two different stages of an incident:

- **Transition** is the process of transferring command from the current IMT to an incoming IMT or transferring the incident back to the local AHJ. This chapter will describe a transition document that will assist IMTs in providing a smooth transfer of command from one IMT to another.
- **Demobilization** is the process of releasing resources from the incident. It occurs throughout the incident as the mission changes from response and mitigation to recovery, typically culminating in a final demobilization day in which most response personnel, equipment, and services are released.



Refer to the ICS Training Reference Guide for more general information about the transition and demobilization processes.

Preparing the Logistics Section for Transition and Demobilization

As either the operational period or the incident as a whole winds down and the prospect of IMT transition or demobilization begins to enter the discussion, the LSC should prepare their unit leaders for the coming change. This is a time when all units within the Logistics Section typically see an *increase* in requests for support services due to demobilization activity.

The host agency will likely have a list of requests to be fulfilled before final demobilization. Properties that the team occupied will need to be cleared, cleaned up, and inspected. Depending on the incident phase, documents such as a Transition Plan and incident narrative may need to be drafted. Evaluations will need to be completed, and a proper rightsizing of the section should be initiated.

Considerations for the LSC

- Some Logistic Section units will need to maintain a robust staffing level to support a smooth and efficient transition. Be sure each unit maintains a proper span of control and work/rest ratio.
- The host agency will likely have additional requests for assistance before the team packs up. These requests may be verbal and informal or come as a document called

turnback standards and/or repair guidelines. The LSC should consolidate these requests and inform the relevant units of the additional tasking.

- The LSC should complete any Incident Personnel Performance Ratings (ICS Form 225) and PTB entries well before demobilization day.
- All personnel within the Logistics Section will need to finalize and submit financial reimbursement documents. Since the Finance/Administration Section will likely be quite busy during demobilization, finalize any documents that can be completed ahead of time (ideally before the final day).
- Any General Message (ICS Form 213), schedules, vendor lists, narratives, approvals, or any other official incident documentation you are responsible for should be turned in to the Documentation Unit.

Note that some host agencies are now requesting that all incident documentation be scanned into a PDF format, with each file given a specific naming convention. It is best to discuss this with your PSC early in the incident so you can create a system of scanning and naming files. You do not want to wait until the last day to find out that every document your section created should now be scanned, saved, and uploaded to a cloud folder.

- Your IMT will likely conduct an AAR meeting at some point just before or after release. Throughout the incident, you should have been documenting the successes and challenges of the Logistics Section in preparation for this meeting. Not only will you be discussing these items at the AAR, but the PSC will ask for your Logistics AAR summary so it can be recorded and improvement plans can be drafted later.
- Be sure to communicate with your units early and often. Inform them of any requests for information to be included as part of the Transition Plan or any specifics of the impending demobilization that pertain to their units. Give them as much time as possible to discover any issues or challenges and support them however you can. Always maintain a constructive two-way discussion between yourself and your unit leaders.

Closeout Documents

As part of transition and demobilization activities, the LSC may be responsible for completing, reviewing, or providing input to several closeout documents.

- **Personnel demobilization list.**
The Demobilization Unit Leader (DMOB) will likely request a personnel demobilization list. This document reflects information such as name, home unit, travel home time, transportation method, ground/air transport, and number of days that personnel and equipment are still available to work without days off. Personnel may also ask if they

wish to be reassigned. Personnel that require flight reservations should give the Demobilization Unit sufficient notice of their demobilization day.

- **Demobilization Plan template.**

The Planning Section will have a Demobilization Plan template ready for your input. Once the plan has been compiled, formatted, and printed for signatures, you will have one last chance to view the plan before you add your signature along with the rest of the Command and General Staff. Share this completed document with the personnel in your section as soon as possible.

- **Activity Log (ICS Form 214).**

Complete your ICS Form 214 and submit it to the Documentation Unit Leader (DOCL).

Transition Plan

One of the most dangerous periods of an incident is during a transition from one team to another. The Transition Plan should serve to prevent any procedural problems by using a well-articulated guidance document.

The Transition Plan is written by the current ICS organization to guide the incoming team or AHJs in assuming responsibility and accountability for the incident. The Logistics Section should contribute relevant information necessary for the incoming Logistics Section to understand and successfully function upon transfer of command.

The Transition Plan is different from the incident narrative. Each member of the current ICS organization is responsible for writing their piece of the Transition Plan and explaining their current specific actions and methods to support the incident so that the next group of personnel to staff the section understands their role. The document may serve as a reliable printed outline when briefing incoming unit leaders with more detailed information on a one-on-one basis. The plan should provide an organized cadence for transitioning personnel and prevent any disruption in the incident workflow during the transition period.

The Transition Plan is not the venue to tell the story of the incident. Instead, it focuses on ensuring continuity and clarity during personnel transitions.

Incident Narrative

The incident narrative is a document that begins with an executive summary and continues with each section contributing a historical recital and summary of the incident. The Planning Section typically compiles this document. The LSC should draft their portion near the end of the incident as the IMT relinquishes its delegated authority and returns command and coordination back to the host agency.

The incident narrative may be shared with a broad audience and should be prepared in accordance with agency policy and information release procedures. Each section typically

begins with a short summary followed by a narrative of the important or noteworthy events of each unit. Examples of statistics that may be included in the narrative are the number of hoses deployed, cleaned, and returned or costs associated with supporting a hazardous materials event.

The document is usually well formatted and may include pictures of work conducted within sections and units to emphasize the actions taken on the incident. Limited mention of successes and challenges may also be discussed but avoid expressing opinions or airing grievances. The audience for this document is extremely broad.

LSC Oversight of the Units in Preparation for Demobilization

Demobilization of the Facilities Unit

- Ensure the FACL is aware of the dates and times that portions of property used by the IMT should be vacated, inspected, and relinquished back to the property owner.
- Assist the FACL by informing them about which IMT desks, offices, or trailers will be vacated first. Keep in mind that due to the nature of the work, finance personnel may be the last to complete their assignment.
- Be sure you have maintained enough staffing in the Facilities Unit to support the breakdown and documentation of all main and remote bases.

Demobilization of the Supply Unit

- Be certain that the Supply Unit has been working on finalizing a list of incident-purchased items and is fully aware of where these items should be delivered at the close of the incident. This delivery should be accompanied by a signed waybill or manifest reflecting when, where, and who took delivery of the items.
- It is customary for IMTs to develop a list of items that the local agency has used for the incident and has made an effort to replace while the incident is still ongoing. The intent is to bring local agency stock levels back to pre-incident status so items used during the initial response are replenished and charged to the incident.
- The Supply Unit may have a collection of hazardous materials such as road flares, firing devices, mixed or unmixed fuel, propane, oils, bleach, and many other materials. Plan ahead regarding how these items will be redistributed or properly disposed of.
- The ordering desk will likely need to go through pending orders and either terminate the orders or ask the Agency Administrator or incoming team if they want the orders to remain in the system.
- As the Supply Unit begins to decrease its stock of equipment, the SPUL may not have replacement items for assisting agency unit inventories. In this case, they will need to provide documentation for cooperating agencies to replace items that were left at the

incident site or damaged and require repair or replacement. This will require coordination with the Finance/Administration Section so items may be replaced once they return to their home agency.

Demobilization of the Ground Support Unit

- The Ground Support Unit is usually impacted heavily at the end of an incident because of all the inspections and fueling required as equipment demobilizes. Be sure to maintain the services necessary to support safe travel from the incident.
- As the Ground Support Unit begins to conclude support, this information will need to be shared with response personnel so they know how to obtain these services before they are gone. This is done through the Logistics portions of the Operational Period Briefing and through the use of a Logistics IAP supplement detailing dates and times of closures.
- Rental fleet vehicles can be difficult to return if the incident closes quickly. Be sure to make advance plans for the return of these vehicles or a temporary location to stage them until they are retrieved by the rental agency.
- Be sure vendor inspections have been completed and submitted to both the Documentation Unit and the Procurement Unit.

Demobilization of the Medical Unit

- IWLs can happen anytime, even up to the last minute of an incident. An IWL response plan needs to be available and valid until the incident is relinquished back to the home agency. Be sure this is maintained.
- If the local agency is assuming continuing operations, find out if they would like a portion of Medical Unit equipment or staffing to remain with the local organization. They may need assistance or advice in this area before the IMT departs.
- When the IMT relinquishes an incident to the local agency, they may prepare an IAP that takes the incident through a two- to five-day plan. Be sure the MEDL works with the PSC to draft any required IAP products for this plan.
- Be sure the MEDL has completed all documentation and status reports, such as injury logs, and turned them into the proper entity, making certain that no patient care reports or Personally Identifying Information (PII) of patient contacts are part of the typical incident documentation. This type of documentation is usually kept by the EMS authority and licensed medical providers who were hired to staff the incident.

Demobilization of the Communications Unit

- Communications infrastructure can take some effort to take down. Be sure that you have discussed this with the COML so you are aware of this possible increased workload close to the end of the incident. If communications capabilities should

remain in place until the end of the incident, it will certainly impact when your Communications Unit can go home.

- Communications equipment should be returned to its original location. Considering the value of these devices, security will be important — especially if they should be staged or stored before transport. Be sure to utilize waybills and/or property transfer documents whenever valuable items are relinquished to another person or entity.
- When the IMT relinquishes an incident to the local agency, they may prepare an IAP that takes the incident through a two- to five-day plan. Be sure the COML works with the PSC to draft an ICS Form 205 for this plan.

Demobilization of the Food Unit

- Incident personnel need proper hydration and nutrition up to the final meal. Large kitchens will need several hours to break down. If you need to vacate a piece of land by a certain date or time, you will need to work with the IMT to come to an agreement on when the last meal is served. If additional meals are required, you will need to work this out ahead of time with local restaurants or mobile food vendors.
- Keep in mind that some systems, such as the U.S. Forest Service, have pre-existing contracts in place. Be sure you know when contracts are required to provide meal services and follow host agency contract requirements.
- Transition and demobilization can be a time of confusion for responders because of the changing status of support services. Be sure to keep personnel informed of the last meal served and where to find meal services if required beyond IMT tenure.
- Contract kitchens typically do not provide for the proper removal of used cooking grease and oil. This is typically the responsibility of the IMT. Be sure you know how to dispose of any hazardous materials. Keep in mind that the proper removal of grease and oil may take several days of planning.
- Be sure you can send pallets of water and electrolyte replacement drinks to a new location so the local agency can continue existing operations if needed. Help them plan for continuing hydration and meals if needed.

Performance Ratings

Performance evaluations should be completed in accordance with agency policy and IMT procedures. The Incident Personnel Performance Rating (ICS Form 225) may be used for this review. It provides supervisors with a structured format to formally review and rate their subordinates' performance and share where individuals can improve. These forms are often used by team members as justification for currency and relevancy in their position.

Formal reviews are not the only way a supervisor can share performance evaluation information. Simply saying, "Great job putting together all the copies of ICS Form 205" during informal discussions can not only boost a team member's confidence but will also raise their morale and keep them driving forward under high pressure and long days.

Whether formal or informal, performance reviews should address any identified problems with constructive guidance for improvement. Simply pointing out mistakes is not enough. Instead, provide specific areas for improvement, share effective strategies for addressing those areas, and outline a clear path to competency. This ensures the individual being reviewed understands what steps they need to take to enhance their performance in the future.

In a formal setting, feedback can be used to evaluate whether the subordinate has made progress in achieving the goals associated with an improvement plan. Performance evaluations are important at every level of IMT succession planning. They provide ways to improve performance and could ultimately be used in deciding whether a person should or should not be allowed to continue to work on an IMT.

Pause and Reflect



Your understanding of your role during both transition and demobilization will help achieve a smooth handoff and the efficient conclusion of incident operations. This is where your skills in forward planning, clear communication, and effective prioritization truly shine.

Let's take a moment to pause and reflect on the key takeaways from this chapter and how you might apply them moving forward in your role.

1. What are your main responsibilities as the Logistics Section Chief during the transition and demobilization stages of an incident?

Transition:

Demobilization:

2. Brainstorm a list of closeout documents, forms, and/or plans you would expect to be responsible for completing and/or overseeing during the transition and demobilization stages of an incident.

3. What are some challenges you might anticipate during demobilization (e.g., issues related to resources, personnel, other IMT members)?

Appendix

Summary of LSC's Primary Responsibilities

1. Obtain briefing from Incident Commander/Unified Command:
 - Review the situation and resource status for the number of personnel assigned to the incident.
 - Review current organization.
 - Determine which incident facilities have been/should be activated.
2. Ensure the Incident Command Post and other incident facilities are physically activated, as appropriate.
3. Confirm resource ordering process.
4. Assess the adequacy of the current Incident Communications Plan (ICS Form 205).
5. Organize and staff the Logistics Section, as appropriate, and consider the need for facility security, Communication, and Supply Units.
6. Assemble, brief, and assign work locations and preliminary work tasks to Logistics Section personnel:
 - Provide a summary of the emergency situation.
 - Provide a summary of the kind and extent of logistics support the Logistics Section may be asked to provide.
7. Notify the Resources Unit of other units activated, including names and locations of assigned personnel.
8. Attend Planning Meetings.

Agenda Item	Responsible Party
Briefing on situation/resource status.	Planning/Operations Section Chiefs
Discuss safety issues.	Safety Officer
Set/confirm incident objectives.	Incident Commander
Plot control lines and Division boundaries.	Operations Section Chief
Specify tactics for each Division/Group.	Operations Section Chief
Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs

Agenda Item	Responsible Party
Develop resource order.	Logistics Section Chief
Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
Provide a financial update.	Finance/Administration Section Chief
Discuss interagency liaison issues.	Liaison Officer
Discuss information issues.	Public Information Officer
Finalize/approve/implement plan.	Incident Commander/All

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

- Provide input on resource availability, support needs, identified shortages, and response timelines for key resources.
- Identify future operational needs (both current and contingency) to anticipate logistical requirements.
- Ensure the Incident Communications Plan (ICS Form 205) is prepared.
- Ensure the Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of the Transportation Plan.

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

11. Research availability of additional resources.

12. Hold Logistics Section meetings, as necessary, to ensure communication and coordination among Logistics Section branches and units.

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

14. Ensure general welfare and safety of Logistics Section personnel.

15. Provide briefing on current activities and unusual situations.

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

17. Ensure all Logistics Section functions are documenting actions on the Activity Log (ICS Form 214).

18. Submit all Logistics Section documentation to the Documentation Unit.

Running Logistics Estimate Worksheet

Date or Operational Period: _____

Category	Description	Estimated Quantity or Explanation	Notes	Forward-Looking Trends
Incident Type and Description	What type of incident is this, and what challenges does it include (e.g., HAZMAT, Search and Rescue, Wide Area Search, Wildfire, Flooding)?			
Physical size of the incident	Size of the operational area and travel distance (in time and miles) to the most distant portion requiring support.			
Community Lifelines	Which essential Community Lifelines have been disrupted, and which are available to you?			
Total Incident Personnel	Number of personnel the IMT is charged with supporting. Consider all responders, including incident support, assisting, cooperating, dignitary, and agency representative personnel that are not usually listed on an IAP.	On scene: En route:	Number on 24-hour shifts: Number on 8, 12, or 16-hour shifts:	

Category	Description	Estimated Quantity or Explanation	Notes	Forward-Looking Trends
Large Vehicles	Approximate number of large tactical and support vehicles.	On scene: En route:		
Small Vehicles	Approximate number of small tactical and support vehicles,	On scene: En route:		
Fueled Support Equipment	Equipment the incident is required to fuel via a portable (pony) pump. Some hired vendors maintain their own equipment.	On scene: En route:		
Other Support Equipment	Equipment requiring sustainment, such as propane refueling, HAZMAT, mixed fuel, or grease disposal.	On scene: En route:		
Medical Services	What resources are available to you to react to an emergency responder that needs medical assistance?			
Transportation Services	Services available to the incident to transport personnel (e.g., bus company).			

Category	Description	Estimated Quantity or Explanation	Notes	Forward-Looking Trends
Communication Services	Repeaters (Portable or Fixed) that require power and maintenance (e.g., a cache of radios, cloning services, portable cell towers).			
Information Technology	Is broadband internet available?			
Supplies and Materials	What basic supplies are currently available?			
	<i>Continue to add additional categories, as necessary.</i>			