

BAY AREA  
REGIONAL  
LOGISTICS  
PROGRAM

# Logistics Staging Area Field Operations Guide

February 2014

## About This Guide

This Logistics Staging Area Field Operations Guide (LSA FOG) explains how to activate, operate and demobilize a logistics staging area operation. This FOG outlines assigned responsibilities and job functions and provides context for each LSA staff member.

## DO NOT READ THIS DOCUMENT FROM COVER TO COVER!

### FOG Organization

This document contains position guides for more than 50 positions, with tasks organized into common goals during:

- **Activation**
  - **Operations**
  - **Demobilization**
- 

### Using the LSA FOG

Readers of this FOG should only read the **single** position guide for their assigned position. Each reader can expect to read no more than 20 pages, including:

- **Introduction** (8 pages)  
Introduces the operation, common goals, processes and components of an LSA.
- **Section Overviews** (4 pages maximum)  
Includes an overview and the organization of your assigned section.
- **Position Guides** (5 pages maximum)  
Covers the specific responsibilities and job functions of your assigned position.

### TOTAL PAGES: 17-20

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This LSA FOG is intended to provide structure to disaster logistics operations and is neither prescriptive nor comprehensive. The actions described in this guide will not necessarily be completed during every disaster event nor is every activity that may be required described in this guide. Federal, state, and local agency personnel will use judgment and discretion to determine the most appropriate actions at the time of the event.

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# **CHAPTER 1**

# **INTRODUCTION**

# LSA Overview

An LSA is a way-station to receive and stage shipments, typically consisting of critical commodities, supplies and equipment that have not yet been assigned to an incident.

**It is important to distinguish between a resource that supports the incident and one that supports operations at the LSA:**

- Resource: any staff, supplies or equipment available to support LSA operations that are under the control of the LSA Commander.
- Shipment: any commodities, supplies or equipment en route to, received at, or stored at the LSA for assignment to the incident.
- Deployment: an assigned shipment that is deployed by LSA staff.

The LSA does not traditionally serve as a mobilization point for large numbers of personnel (e.g. Base). These two operations are considered to be different for the purposes of this FOG.

## General Responsibilities for All LSA Personnel

- Check-in with the Resource Unit at the LSA Command Post.
- Ask to see your LSA supervisor when you arrive.
- Become familiar with shipments and the deployment process.
- Remember that safety is your top priority.
- Note when, where, and to whom reports must be submitted and complete all assigned reports – these are critical.
- Always use clear and common language.
- Set up your work area and ask your supervisor for the supplies and equipment you need to get your job done.
- Test all assigned communications or computer equipment, learn how to use it, and discuss problems with your supervisor.
- Transition with the person taking your place on the next shift using the [Staff Briefing Checklist](#) (page 247).

## Supervisor Responsibilities

- Organize, assign, and brief subordinates using the [Staff Briefing](#) (page 247).
- Review the LSA mission and determine requirements.
- Monitor progress, address issues immediately, and share best-practices.
- Participate in leadership meetings.
- Follow the resource ordering process established by the Logistics Section to submit requests for upcoming operational periods.
- Assist in the development of the LSA Action Plan.
- Coordinate communication with the emergency operations center (EOC).
- Ensure the accountability, safety and security of your subordinates.
- Provide rest and relief to your subordinates.
- Communicate information to staff and stress the importance of documentation and status reports.

## Concept of Operations and Staffing

The LSA is activated at the direction of the local or state EOC. The EOC executes, or delegates authority to execute, the following tasks:

- Identify an EOC-based LSA Coordinator, who serves as the main conduit of information between the LSA and the EOC.
- Select the LSA site.
- Identify and activate LSA staff.
- Order LSA resources.
- Route uncommitted shipments to the LSA.

**LSA staffing is scalable and does not necessarily require all of the positions included in this FOG. Staff members are assigned based on operational need.**

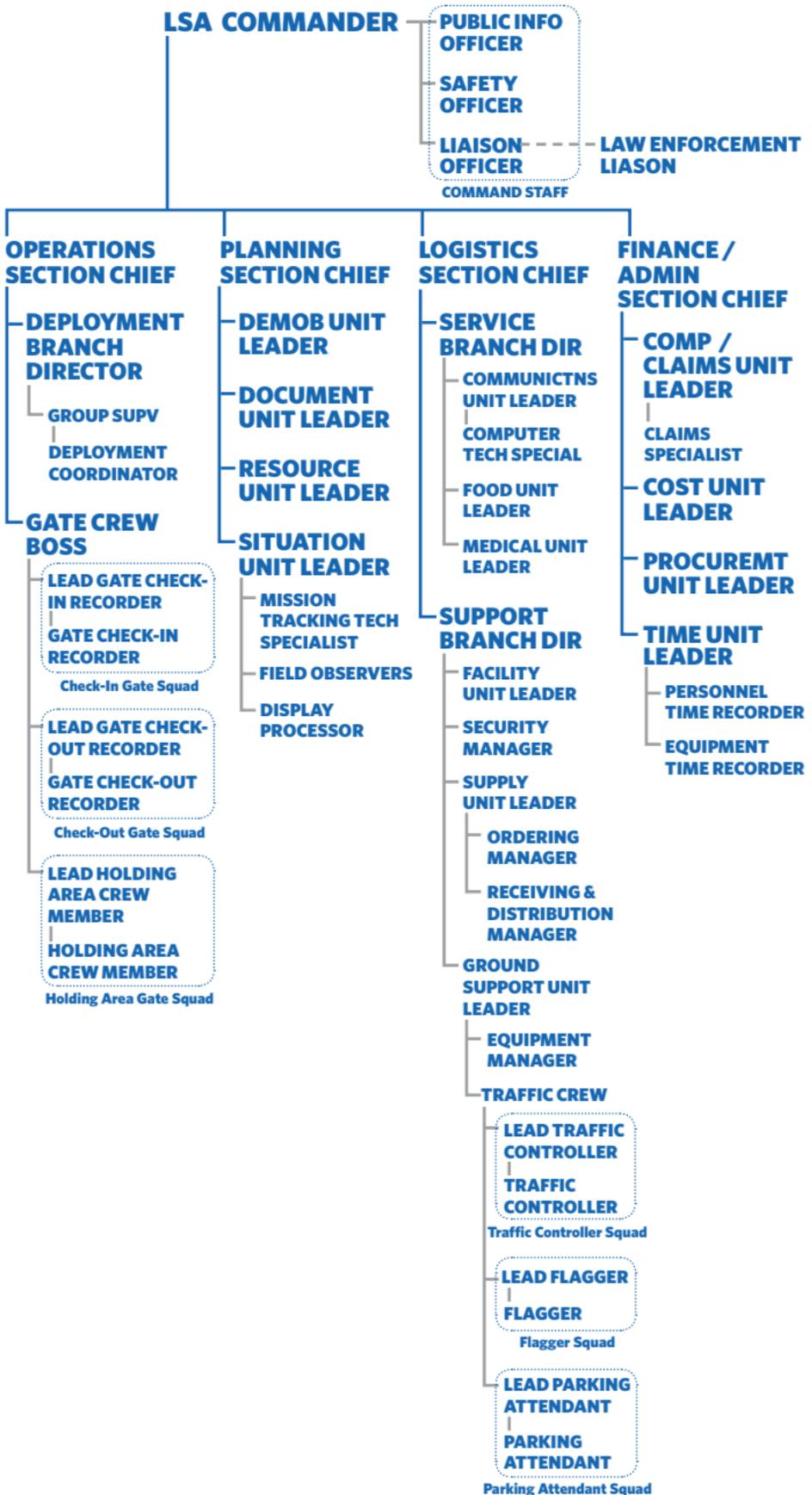
As the EOC mobilizes staff, supplies and a physical site for LSA operations, the LSA Commander organizes arriving resources as follows:

- Command Staff: manages the LSA.
- Operations: receives shipments at the LSA and prepares deployments for departure from the LSA using the following organization:
  - Deployment Branch: prepares or coordinates deployments.
  - Gate Crew: receives shipments as they arrive at the LSA and oversees deployments as they depart the LSA.
- Planning: provides reports to the EOC on shipments and deployments and prepares the LSA Action Plan.
- Logistics: receives and readies shipments for deployment and manages LSA facilities, services and materials.
- Finance/Administration : maintains administrative, financial and cost information.

Staff is organized using Incident Command System principles:

- Unity of Command: staff report to one supervisor.
- Flexible and Modular Organization: staff requirements expand and contract based on operational requirements; only required positions are established.
- Span-of-Control: supervisors ideally manage between three and seven individuals.

The size of an LSA staff organization can range from 40 to 172 personnel. The organization chart on the next page shows all positions that may be assigned at an LSA.



## Hours of Operation

Hours of operation are determined by the EOC based on need. For 24-hour operations, the following schedule may be used:

<b>COMMAND &amp; SUPERVISORY STAFF</b> (Section Chiefs, Branch Directors, Group Supervisors, Unit Leaders)	Day Shift	06:30 - 19:00
	Night Shift	18:30 - 07:00
<b>ALL OTHER LSA STAFF</b>	Day Shift	07:30 - 20:00
	Night Shift	19:30 - 08:00

## Site Layout and Functional Areas

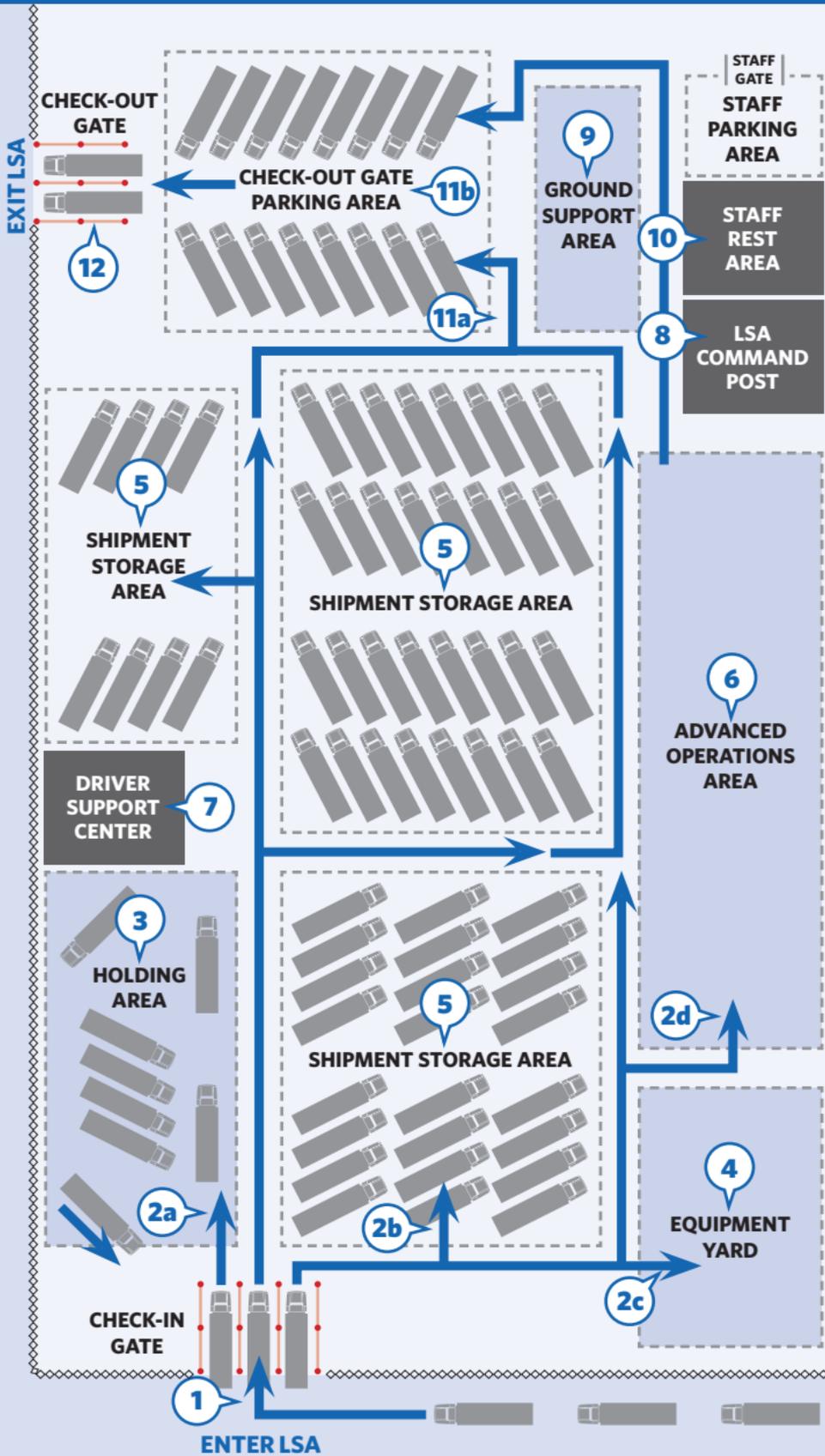
This document provides example layouts for staging resources transported to the LSA by ground. Following a catastrophic earthquake, rotary-wing aircraft or marine resources may be required to transport supplies to LSAs in areas that become isolated due to infrastructure damage. Ground transport is typically used to transport deployments from these LSAs to their destinations.

**The LSA layout depends on the specific characteristics of the site and mode(s) of transport used to move shipments to the LSA.**

**There is no “standard” layout for an LSA.** However, the Functional Areas shown in the sample layout that follows are included at each LSA.

In the event that rotary-wing aircraft or marine resources are used to transport shipments to the LSA, the LSA Commander will be assigned a liaison from the Department of Defense, California National Guard or other entity responsible for transporting shipments to the LSA. The liaison will assist in improvising a layout to accommodate landing or docking these resources.

# LSA SAMPLE LAYOUT



# LSA Sample Layout

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- 1 Check-In Gate :** Shipments enter and are checked by the Gate Crew.
  - 2** The Traffic Crew uses color-coded markings to direct shipments:
    - a. **Holding Area:** Shipments needing further review are directed here.
    - b. **Shipment Storage Areas:** Accepted shipments are directed here.
    - c. **Equipment Yard:** Shipments with equipment may be directed here.
    - d. **Advanced Operations Area:** At LSAs with advanced operations, certain shipments may be directed here.
  - 3** Shipments with problems are resolved at the **Holding Area**.
  - 4** Shipments of equipment requiring special handling are maintained at an **Equipment Yard**.
  - 5** Shipments ready for deployment are parked and staged at **Shipment Storage Areas**.
  - 6** Shipments may be directed to an **Advanced Operations Area** when an LSA is coordinating advanced operations, such as cross-docking, shuttle fleets, leased trailers and intermodal connections.
  - 7 Driver Support Center:** Drivers may use restrooms and showers. Water and information is provided to drivers awaiting deployment.
  - 8 LSA Command Post:** A field office for LSA activities, which includes work stations and space to hold LSA Action Planning meetings.
  - 9 Ground Support Area:** Fuel, tool kits, spill kits, repair parts, vehicles and material handling equipment used at the LSA are available to help resolve issues that may obstruct operations at the LSA.
  - 10 Staff Rest Area:** Staff find basic amenities including food (if required), restrooms, showers, phones, computers and power outlets. Staff may also enter and exit the LSA at a **Staff Parking Area**, served by a **Staff Gate**.
  - 11 Check-Out Parking Area:**
    - a. Trailers are released and parked here when needed for deployments.
    - b. Deployments are organized and documentation finalized prior to departure.
  - 12 Check-Out Gate:** All deployments are checked prior to departure by the Gate Crew and leave the LSA through the Check-Out Gate.
-

If you are assigned to the **Command Staff**, turn to page 14.

If you are assigned to the **Operations Section**, turn to page 30.

If you are assigned to the **Planning Section**, turn to page 103.

If you are assigned to the **Logistics Section**, turn to page 137.

If you are assigned to the **Finance/Admin Section**, turn to page 223.

For general **Checklists, Guidelines and Quick Sheets**, turn to page 244.

To review the **LSA Action Planning process**, turn to page 269.

For **Forms** used at the LSA, turn to page 279.

For LSA **Resource Requirements**, turn to page 299.

For a **Glossary of Terms or Acronyms** used in this FOG, turn to page 337.

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# Command Overview

Each LSA has an LSA Commander who is authorized by the EOC to manage LSA operations. The LSA Commander is supported by the Command Staff as shown below.

## Command Staff Organization



A Law Enforcement Liaison with jurisdictional law enforcement authority may also be assigned to the LSA as needed.

If you are the **LSA Commander**, turn to page 16.

If you are the **Public Information Officer**, turn to page 20.

If you are the **Liaison Officer**, turn to page 22.

If you are the **Safety Officer**, turn to page 24.

If you are the **Law Enforcement Liaison**, turn to page 27.

# LSA Commander

The LSA Commander reports directly to the EOC and is responsible for all activities at the LSA during activation, operations and demobilization. The LSA Commander is specifically responsible for:

- Setting LSA objectives for each operational period.
- Identifying overflow options to handle shipment surges.
- Determining when to implement advanced operations, such as cross-docking.
- Maintaining safe, effective and responsive operations.
- Reporting the LSA status to the EOC.
- Appointing a Deputy Commander to serve as relief or execute specific tasks delegated by the LSA Commander.

**The LSA Commander does not control where, or to whom, shipments are deployed. That is the responsibility of the EOC.**

## ACTIVATION GOALS

### Receive assignment

---

- Discuss the LSA assignment, including Delegation of Authority, with the EOC and review the:
  - Current situation reports and the Incident Action Plan (IAP).
  - Shipments en-route and estimated times of arrival (ETAs).
  - ICS 201: LSA Briefing.

### Establish command

---

- Set up an LSA Command Post.
- Establish communication with the EOC.
  - Provide contact information for the LSA Command Post.
  - Agree to reporting times.
- Account for all personnel on-scene, or delegate this task to the Planning Section Chief.
- Establish the LSA Action Plan meeting schedule with the Planning Section Chief.

- Meet with the Command and General Staff to review and discuss the initial ICS 201: LSA Briefing and present the meeting schedule.
- Attend an EOC Incident Briefing with LSA and EOC staff; refer to the [EOC Incident Briefing Agenda](#) (page 272).

### **Coordinate with the site manager**

---

- Arrange a site walk-through and discuss requirements and limitations with Command Staff and LSA Section Chiefs. Use the [Site Discussion and Assessment Checklist](#) (page 248).
- Complete the [Site Activation Condition Checklist](#) (page 251).

### **Identify and address safety and security concerns**

---

- Assess any immediate hazards, threats or vulnerabilities that pose a safety risk to LSA personnel and operations with the Safety Officer.
- Review the ICS 208: Site Safety and Control Plan and ICS 206: Site Medical Plan.
- Brief members of the Command and General Staff on security and safety concerns. Remind them to emphasize these concerns when briefing subordinates.
- Obtain federal, state or local safety regulations from the EOC and pass them on to the Logistics Section Chief and Safety Officer.

### **Request resources to support operations**

---

- Ensure the request process is clear, included in the LSA Action Plan and followed by all LSA staff.
- Discuss significant needs with the Command and General Staff; approve requests sent from the LSA Logistics Section to the EOC.

### **Assign staff members**

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- Ensure all members of the Command and General Staff have arrived or will arrive on-site within 24-hours of activation.
- Approve use of trainees.

### **Organize the site**

---

- Use the [Site Layout Checklist](#) (page 253) to determine and approve a site layout with members of the Command and General Staff.

### **Prepare for operations and establish procedures**

---

- Review the LSA mission and determine requirements, considering:
  - Expected commodity types and quantities.
  - Generator staging requirements.
  - Cross-docking, intermodal, or shuttle fleet operations.
- Identify available mobile communications equipment and

capabilities with the Logistics Section Chief.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Work with the Logistics Section Chief to ensure that communications equipment and procedures meet operational requirements.
- Maintain coordination with the EOC.
  - Respond to information requests using the most current ICS 209: LSA Status Summary.

### Receive and retain control of shipments

---

- Ask the Planning Section Chief for the anticipated volume of shipments over the next operational period and discuss with the Operations and Logistics Section Chiefs.
- De-conflict agency or contractor issues raised by the Liaison Officer.
- Ensure coordination among the Operations, Planning and Logistics Sections. Troubleshoot any communications issues.

### Deploy shipments as directed by the EOC

---

- Ask the Planning Section Chief for the anticipated volume of deployments over the next operational period and discuss with the Operations and Logistics Section Chiefs.

### Ensure safety and security of operations

---

- Review and update the ICS 208: Site Safety and Control Plan, ICS 206: Site Medical Plan, ICS 205: LSA Communications Plan, and LSA Traffic Plan, as needed.
- Discuss security escort availability with the Law Enforcement Liaison. Facilitate assignments with the EOC, if necessary.

### Assess and report status

---

- Review and approve distribution of the LSA Action Plan.
- Monitor work flows to identify potential choke-points.
- Provide reports to the EOC for each operational period.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Confirm the demobilization order from the EOC.
- Coordinate demobilization planning with the Planning Section Chief.
- Oversee demobilization of personnel and equipment.

- Ensure the site manager has written notice of the demobilization.
- Lead the After-Action Process as requested by the EOC.

### **Coordinate removal of on-hand shipments**

---

- Receive EOC guidance on proper removal of unassigned shipments still staged at the LSA.
- Coordinate with the Logistics Section Chief to prepare an excess supplies list and submit to the EOC for disposal or transfer.

### **Submit documentation**

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- Prepare an LSA narrative for the Documentation Unit Leader to include in the LSA Documentation Package.
- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.

### **Restore site to pre-activation condition**

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- Inspect the LSA site with the site manager; note any damage.
  - Coordinate with the Logistics and Finance/Administration Section Chiefs to return the site to its original condition.
  - Arrange and oversee breakdown of the LSA Command Post.
- 

For the **Site Discussion & Assessment Checklist**, turn to page 249.

For the **Site Activation Condition Checklist**, turn to page 251.

For the **Site Layout Checklist**, turn to page 253.

For the **EOC Incident Briefing Agenda**, turn to page 272.

For the **ICS 201: LSA Briefing**, turn to page 280.

# Public Information Officer

The Public Information Officer reports directly to the LSA Commander. The Public Information Officer is primarily responsible for:

- Providing information to LSA staff, the media and other relevant individuals.
- Coordinating with the Joint Information Center.
- Coordinating visits by Very Important Persons (VIPs).
- Preparing information for public release, when needed.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the LSA Commander and discuss limits on the release of information to the public.

### Establish command

---

- Set limits on public information with the LSA Commander.
- Receive a meeting schedule from the Planning Section Chief.
- Review and discuss the initial ICS 201: LSA Briefing with the Command and General Staff.
- Establish coordination with the Joint Information Center (if activated).
- Meet with LSA and EOC leadership for an official EOC Incident Briefing. Refer to the [EOC Incident Briefing Agenda](#) (page 272).

### Coordinate with the site manager

---

- Clarify site restrictions on media access and photography.

### Identify and address safety and security concerns

---

- Discuss media access with the Safety Officer and Security Manager and post any restrictions at site entry and exit points.

### Prepare for operations and establish procedures.

---

- Prepare public information releases on designated routes for LSA shipments, including road closures and anticipated impacts to the public.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Maintain coordination with the EOC.
  - Coordinate public information releases, VIP tours and other visits with the EOC or Joint Information Center, if necessary.
- Enforce restrictions on media access, including prohibitions on photography; ensure the media does not obstruct check-in operations.
- Prepare public information releases on designated routes for LSA shipments, including road closures and anticipated impacts to the public.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner.

---

- Support the execution of the LSA Demobilization Plan.

### Submit documentation.

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.
- 

For the **EOC Incident Briefing Agenda**, turn to page 272.

# Liaison Officer

The Liaison Officer reports directly to the LSA Commander. The Liaison Officer is preferably a member of the local emergency management agency and is primarily responsible for:

- Coordinating among different agencies and contractors supporting operations at the LSA.
- Serving as the primary POC for assisting agencies and contractors and addressing questions.
- Providing agencies and contractors with status updates.
- Monitoring LSA operations and mediating conflicts among agencies, contractors and LSA staff.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the LSA Commander that includes a list of assisting agencies or contractors that are on or off-site and indicates whether a Law Enforcement Liaison is assigned.

### Establish command

---

- Provide assisting agencies and contractors with the LSA Command Post location and contact information.
- Review and discuss the initial ICS 201: LSA Briefing with the Command and General Staff.
- Receive a meeting schedule from the Planning Section Chief.
- Meet with LSA and EOC leadership for an EOC Incident Briefing.

### Identify and address safety and security concerns

---

- Brief all agency representatives and contractors on-site using the [Staff Briefing Checklist](#) (page 247).

### Request resources to support operations

---

- Discuss resource needs with onsite agency representatives.
- If assisting agencies and contractors are able to offer resources, share this information with the Logistics Section Chief.

## Organize the site

---

- Coordinate with the Facilities Unit Leader to identify work areas for agency and contractor representatives. Trucking or driver contractor representatives should be located at the Driver Support Center.

## Prepare for operations and establish procedures

---

- Identify assisting agencies and contractors on-site.
  - Obtain an updated listing of contractors from the EOC and assisting agencies and determine a POC for each agency.
  - Ensure agency representatives are allowed to enter the LSA site.
  - Obtain contact information, and contact representatives.
  - Share contact information with the Public Information Officer, Resource Unit Leader, Receiving and Distribution Manager and Procurement Unit Leader.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- De-conflict agency or contractor issues at the Check-In Gate.

### Assess and report status

---

- Provide updates on status, capabilities, and limitations of resources provided by assisting agencies and contractors.
- Brief agency representatives on any updates to the LSA Action Plan and the status of operations.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Brief agency/contractor representatives on demobilization plans.
- Coordinate with the Demobilization Unit Leader to ensure the return of resources belonging to assisting agencies or contractors.

### Submit documentation

---

- Request documents from agency representatives.
- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.

---

For the **Staff Briefing Checklist**, turn to page 272.

# Safety Officer

The Safety Officer reports directly to the LSA Commander and is primarily responsible for:

- Ensuring the safety of personnel and operations at the LSA.
- Complying with all applicable safety laws and regulations.
- Assessing and correcting unsafe situations or actions.
- Developing the ICS 208: Site Safety and Control Plan.
- Approving the ICS 206: Site Medical Plan.
- Determining and requesting appropriate personal protective equipment (PPE) for LSA staff.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the LSA Commander and address site safety.

### Establish command

---

- Prepare initial procedures for response to on-site emergencies.
- Receive a meeting schedule from the Planning Section Chief.
- Meet with LSA and EOC leadership for an EOC Incident Briefing.

### Coordinate with the site manager

---

- Discuss safety issues with the site manager, including any site-specific safety requirements, hazards, and past safety concerns.

### Identify and address safety and security concerns

---

- Assess the site for safety concerns and mitigate.
- Identify hazards that may require PPE. Ensure staff members are trained on correct usage and limitations of PPE.
- Address security issues with the Security Manager.
- Agree on media restrictions with the Public Information Officer.

### Request resources to support operations

---

- Ensure sufficient quantities of PPE are available in a variety of sizes on-site and stored in sanitary, ready-to-use condition.
  - Request additional PPE, if required.

- Consider equipment needs for night operations, including high-visibility vests, glowcones and additional lighting.

### **Organize the site**

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- Post warning signs and establish “hard-hat zones,” etc.
- Assess the site for night operations and lighting needs.
- Place fire extinguishers in storage areas used for fuel or hazardous material.

### **Prepare for operations and establish procedures**

---

- Determine procedures for handling emergencies on-site.
  - Create an evacuation plan, and a notification plan to quickly alert personnel of accidents or urgent safety concerns on site.
- Establish Just-in-Time safety training for LSA staff, as necessary.
- Establish procedures for handling and storing HAZMAT (including fuel). Obtain copies of material safety data sheets and prepare a Hazardous Material Spill Plan using guidelines on page 256.
- Review the Site Traffic Plan with the Ground Support Unit Leader.
- Establish a process to check deployments that are subject to HAZMAT transportation regulations using the [HAZMAT Deployment BOL Quick Sheet](#) (page 258).
  - Brief the Lead Gate Check-Out Recorder on the process.
  - Obtain a copy of the Emergency Responder Guidebook for reference during operations, if necessary.
- Work with the Liaison Officer to ensure agency representatives and contractors on-site have received the required safety briefings.
- Discuss equipment and fueling safety needs with the Ground Support Unit Leader and ensure operators are certified according to all local, state and federal regulations.
- Work with the Security Manager to complete the ICS 208: Site Safety and Control Plan using the instructions on page 285.
- Approve the ICS 206: Site Medical Plan or post information on local hospitals, phone numbers and/or radio frequencies.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

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- Maintain a safe environment. Stop or prevent unsafe acts.
  - Periodically inspect the site for new or developing hazards.
  - Comply with local, state and federal laws and regulations.

- Report unsafe drivers to the Law Enforcement Liaison.
- Ensure traffic lanes and directional signage remain clearly visible.

### **Deploy shipments as directed by the EOC**

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- Coordinate with the Lead Gate Check-Out Recorder to ensure all deployments containing hazardous materials comply with applicable transportation regulations. Use the [HAZMAT Deployment BOL Quick Sheet](#) (page 258).

### **Ensure safety and security of operations**

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- Remind supervisors to ensure safe operation of vehicles/equipment.
- Supervise handling and use of hazardous materials.
- Ensure proper use of personal protective equipment (PPE).
  - Inspect PPE prior to re-use; ensure items are clean and reusable.
  - Request additional PPE from the EOC, as needed.
- Monitor weather forecasts.

### **Assess and report status**

---

- Report ongoing changes in safety and security requirements, as well as staff compliance, to the LSA Commander.
- Complete accident investigations according to EOC procedures.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Ensure safety throughout demobilization.
- Decontaminate and dispose of used PPE.

### **Coordinate removal of on-hand shipments**

---

- Ensure any hazardous materials departing the LSA comply with applicable transportation regulations.

### **Submit documentation**

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.

---

To review the [HAZMAT Spill Plan](#), turn to page 256.

To review the [HAZMAT Deployment BOL Quick Sheet](#), turn to page 258.

To review the [ICS 206: Site Medical Plan](#), turn to page 282.

To review the [ICS 208: Site Safety and Control Plan](#), turn to page 285.

# Law Enforcement Liaison

The Law Enforcement Liaison is a representative of the local law enforcement agency with jurisdictional authority over the LSA site and is primarily responsible for:

- Coordinating all actions requiring jurisdictional law enforcement authority at the LSA, including investigations, detentions and arrests.
- Facilitating the legal towing of trucks as required.
- Addressing unsafe drivers on-site or on roadways serving the LSA.
- Monitoring road closures and ground conditions in delivery areas and recommending escorts for deployments, as warranted.
- Arranging for law enforcement officers to escort deployments from the LSA as requested by the Deployment Branch.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Liaison Officer and discuss LSA objectives and strategies, and the delivery area for LSA deployments.
- Meet with the LSA Commander and discuss the:
  - Initial ICS 201: LSA Briefing.
  - Current Situation Reports and Incident Action Plan.
  - Anticipated deployments and their delivery location(s).

### Identify and address safety and security concerns

---

- Coordinate with the Security Manager and discuss any requirements for an on-call duty officer who has jurisdictional law enforcement authority.
- Receive internal reports on ground conditions, road closures or restrictions, and the security situation in the delivery area.
  - Identify delivery areas in which deployments may require security escorts and include this information in the LSA Action Plan.

### Request resources to support operations

---

- Request that law enforcement officers escort deployments.

- Instruct officers on the LSA location, where to enter the site, and the name of the individual to whom they report.
- Request relief, as necessary, so that a Law Enforcement Liaison is available at the LSA at all times.

### **Assign staff members**

---

- Brief incoming law enforcement officers using the [Staff Briefing Checklist](#) (page 247).

### **Organize the site**

---

- Identify an area at the site where law enforcement officers can stage their vehicles while awaiting deployment.

### **Prepare for operations and establish procedures.**

---

- Meet with the Deployment Branch Director and:
  - Provide guidelines on which deployments require escorts.
  - Establish a process for requesting escorts.
  - Assess the Check-Out Parking Area and ensure the process for connecting security escorts to deployments is clear.
- Provide the Security Manager with the process for addressing reports of unsafe drivers.
- Meet with the Ground Support Unit Leader and discuss any legal requirements or stipulations for towing trucks off the site in situations where the driver is unable or unwilling to do so.
- Connect law enforcement officers with deployments at the Check-Out Parking Area.
- Ensure the Lead Parking Attendant has information for drivers on road closures/restrictions, ground conditions and security situations.
- Identify reports and establish timelines for submission as required by your internal procedures.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Receive frequent updates from your law enforcement agency or the appropriate chain of command and pass them on to the Lead Parking Attendant. Include updates on:
  - Road closures or restrictions.
  - Ground conditions.
  - Security situations.

- Assist the Traffic Crew, as needed.
- Assist the Ground Support Unit Leader with towing trucks off-site.
- Review the LSA Action Plan for any updates and advise law enforcement officers of updates.

### **Deploy shipments as directed by the EOC**

---

- Respond to Deployment Branch requests for security escorts and:
  - Confirm the time of deployment and the designated location to which the law enforcement officer should report.
  - Arrange for an officer to be present at the appointed time and location and advise the requestor of any delays.

### **Ensure safety and security of operations**

---

- Address reports of unsafe drivers; brief the Safety Officer, Security Manager, and Traffic Crew Boss, as necessary.
- Assist with any investigations, detentions or arrests requiring jurisdictional law enforcement authority.

### **Assess and report status**

---

- Discuss the anticipated volume of deployments with the Planning, Operations and Logistics Section Chiefs.
  - Estimate the number of law enforcement officers that will be needed in upcoming operational periods to escort deployments.
- Submit reports as required by your internal procedures.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Support the execution of the LSA Demobilization Plan.
- Debrief with the Liaison Officer or LSA Commander prior to departure.
- Evaluate law enforcement officers, as required by your agency

### **Submit documentation**

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.
- 

For the **Staff Briefing Checklist**, turn to page 247.

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# CHAPTER 3

## OPERATIONS SECTION **29**

# Operations Section Overview

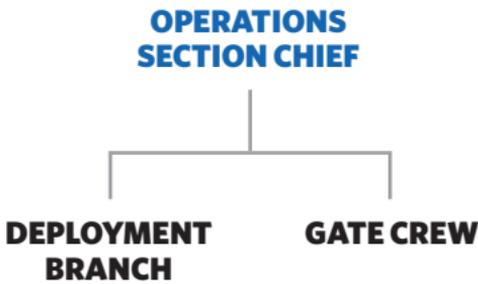
The Operations Section is responsible for:

- Receiving shipments.
- Preparing and coordinating deployments.
- Clearing deployments or vehicles for departure.

The Operations Section Chief supervises and defines staffing requirements for the section.

## Simplified Operations Section Organization

---



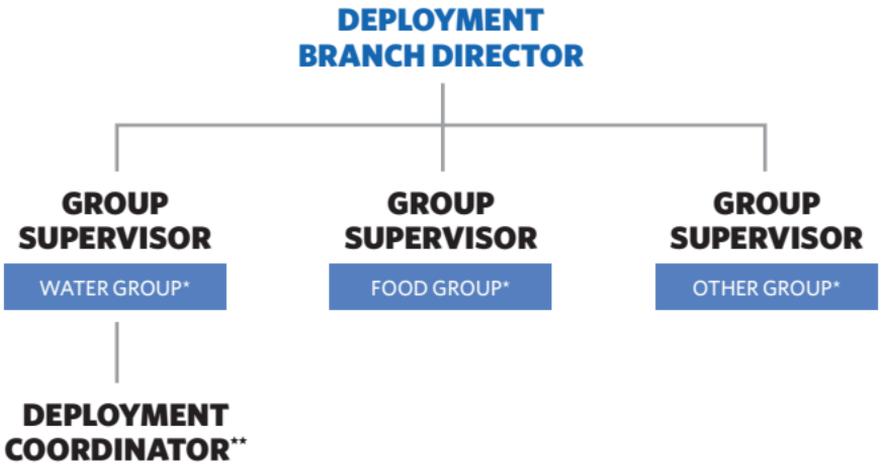
## Deployment Branch

The Deployment Branch prepares and coordinates deployments that have been ordered by the EOC. It is managed by a Deployment Branch Director and staffed by Deployment Coordinators. Group Supervisors are activated as needed to maintain span of control.

The Deployment Branch Director may organize the branch into groups responsible for shipments with similar characteristics, such as delivery location or commodity type (water, food, etc.).

## Sample Deployment Branch Organization

---



\*Up to 7 groups may be activated within the branch.

\*\*Up to 7 Deployment Coordinators may be assigned to a group.

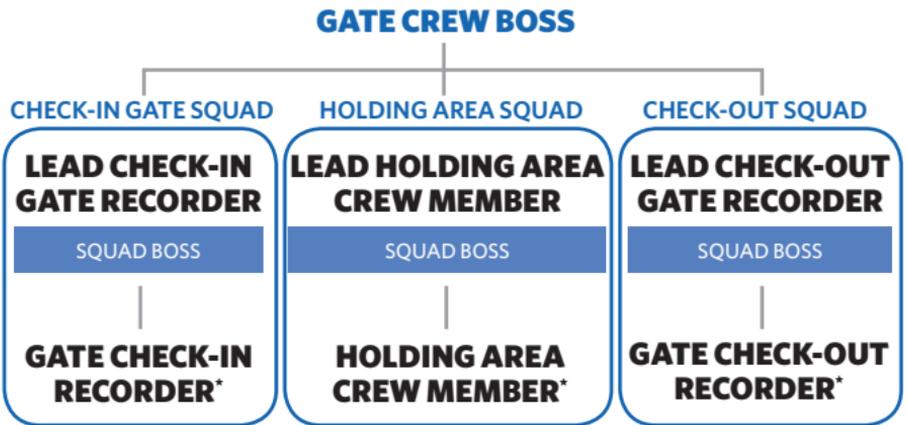
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## Gate Crew

The Gate Crew receives shipments at the Check-In Gate, resolves problematic shipments in the Holding Area, and clears deployments for departure at the Check-Out Gate. It is managed by a Gate Crew Boss and is usually organized into three squads, but may be organized into three squads. The Gate Crew Boss may organize the crew as needed to meet operational requirements.

SQUAD	SQUAD BOSS	CREW MEMBERS
<b>Check-In Gate Squad</b> Receives shipments at the LSA Check-In Gate.	Lead Gate Check-In Recorder	Gate Check-In Recorders
<b>Holding Area Squad</b> Resolves problematic shipments that are flagged at the Check-in Gate for further review.	Lead Holding Area Crew Member	Holding Area Crew Members
<b>Check-Out Gate Squad</b> Clears deployments for departure at the Check-Out Gate.	Lead Gate Check-Out Recorder	Gate Check-Out Recorders

## Sample Gate Crew Organization



\*Up to 7 crew members or recorders may be assigned to each squad.

## Receiving Shipments at the Check-In Gate

The Gate Crew manages the Check-In Gate, where shipments are accepted, rejected or flagged as they arrive at the LSA.

- Shipment contents are indicated by the application of a vertical piece of tape or label at eye level on the driver-side trailer door.
- Directions are indicated by the application of a horizontal piece of tape or label on the truck's bumper to the left of the license plate.

Flagged shipments proceed to the Holding Area, where Holding Area staff review, accept or reject them. Rejected shipments are escorted out of the LSA. Accepted shipments proceed to the appropriate Shipment Storage Area to be staged for deployment.

## Preparing and Coordinating Deployments

- Shipments are deployed on orders from the EOC.
- The EOC order comes to a Mission Tracking Technical Specialist in the Planning Section who prepares a preliminary Bill of Lading (BOL) and submits it to the Deployment Branch to be completed by a Deployment Coordinator.
- The Deployment Coordinator contacts a Parking Attendant at the Storage Area to confirm that there are trailers to deploy and secures a vehicle escort if needed.
- The Deployment Coordinator gives a reporting time and location to the Parking Attendant, who relays the information to the driver. All parties meet at the specified Check-Out Parking Area location.

## Clearing Deployments or Vehicles for Departure

At the Check-Out Parking Area, the Deployment Coordinator meets with the driver and security escort (if needed) to:

- Complete the BOL and provide the original to the driver.
- Brief the driver and answer questions.
- Direct the driver to the Check-Out Gate.

The Gate Crew checks all vehicles departing from the Check-Out Gate, cross-checks information on BOLs and clears deployments for departure. Staff members record the departure of each vehicle from the LSA. The Deployment Coordinator confirms the deployment's departure, and submits copies of the BOL to his or her supervisor.

If you are the **Operations Section Chief**, turn to page 36.

If you are the **Deployment Branch Director**, turn to page 39.

If you are a **Group Supervisor** in the Deployment Branch, turn to page 43.

If you are a **Deployment Coordinator**, turn to page 46.

If you are the **Gate Crew Boss**, turn to page 54.

If you are assigned to the **Check-In Gate**, turn to page 57.

If you are assigned to the **Holding Area**, turn to page 75.

If you are assigned to the **Check-Out Gate**, turn to page 90.

# Operations Section Chief

The Operations Section Chief reports directly to the LSA Commander and is primarily responsible for:

- Organizing and managing Operations Section staff.
- Requesting and releasing Operations Section resources.
- Managing shipments and deployments at the LSA.
- Developing and executing the tactics in the LSA Action Plan.
- Completing the ICS 215: Operational Planning Worksheet.
- Appointing a Deputy Operations Section Chief to serve as relief for, and execute tasks delegated by the Operations Section Chief.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the LSA Commander on:
  - LSA objectives and strategies.
  - Available LSA resources and personnel.
  - The request ordering process.
  - Lines of communication to the EOC.
  - Advanced or intermodal operation requirements.

### Establish command

---

- Receive a meeting schedule from the Planning Section Chief.
- Meet for an EOC Incident Briefing with LSA and EOC staff; refer to the [EOC Incident Briefing Agenda](#) (page 272).

### Coordinate with the site manager

---

- Perform a site walk-through with the LSA Commander, Planning and Logistics Section Chiefs, and site manager using the [Site Discussion and Assessment Checklist](#) (page 249).
- Confirm that adequate lighting is available for night operations.
- Request access to gate controls or ensure that any automatic gates remain open for the duration of LSA operations.

### Identify and address safety and security concerns

---

- Discuss site safety, security and personal protective equipment

(PPE) requirements with the Safety Officer and Security Manager.

- Brief Operations staff on security procedures.

### **Request resources to support operations**

---

- Receive planning assumptions (anticipated deployments and shipments) for the first operational period from the Planning Section.
- Determine initial staffing requirements for the Operations Section using the [ICS 215: Operational Planning Worksheet](#) (page 291).
- Discuss resource needs with the Deployment Branch Director and Gate Crew Boss.

### **Assign staff**

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief the Deployment Branch Director and Gate Crew Boss on:
  - Shipments currently en-route to the LSA and ETA.
  - Anticipated shipments and deployments for the first operational period.
  - Special requirements for advanced or intermodal operations.
  - Timelines for completing the ICS 215 Operational Planning Worksheet.
  - Policies for identifying and handling problematic shipments.

### **Organize the site**

---

- Assist the LSA Commander and Logistics Section Chief in selecting functional areas; refer to the [Site Layout Checklist](#) (page 253).
- Work with the Ground Support Unit Leader on the Site Traffic Plan.
- Prepare for operations and establish procedures.
- Work with the LSA Commander to address:
  - The process for managing donations approved by the EOC.
  - Current priorities for resolving shipments at the Holding Area.
  - The process for addressing shipments with broken security seals.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Review the LSA Action Plan for the current operational period.
- Receive updates from the LSA Commander on any changes to priorities or processes for dealing with compromised security seals.

### **Receive and stage shipments**

---

- Monitor Check-In Gate and Holding Area throughput and work with

the Gate Crew Boss to make improvements.

### **Deploy shipments as directed by the EOC**

---

- Monitor Check-Out Gate throughput and recommend improvements to the Deployment Branch Director and Gate Crew Boss.

### **Ensure safety and security of operations**

---

- Enforce site safety and security procedures.
- Monitor site traffic patterns and work with the Safety Officer to implement safety modifications.

### **Assess and report status**

---

- Complete the LSA Status Information section of the [ICS 215: Operational Planning Worksheet](#) (page 291) and provide to the Deployment Branch Director and the Gate Crew Boss.
- Make staffing changes and re-assign personnel based on anticipated needs for the upcoming operational period.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Work with the Deployment Branch Director and Gate Crew Boss to demobilize staff, retaining enough staff to manage the return of unused shipments.
- Submit recommendations for the LSA Demobilization Plan to the Demobilization Unit Leader.

### **Coordinate the removal of on-hand shipments**

---

- Return unused shipments following the same procedures used for coordinating deployments.

### **Submit documentation**

---

- Submit all documents, including Operational Planning Worksheets to the Documentation Unit Leader, ensuring that all records are current and complete.

---

For a **Staff Briefing Checklist**, turn to page 247.

For the **Site Layout Checklist**, turn to page 253.

For a modified version of the **ICS 215: Operational Planning Worksheet** that has been specifically tailored to LSA, turn to page 291.

# Deployment Branch Director

The Deployment Branch Director reports to the Operations Section Chief and manages the Deployment Branch, which includes:

- Managing all LSA deployments.
- Supporting operational planning for the Deployment Branch.
- Organizing the branch to establish appropriate span of control.
- Supervising subordinates, including Group Supervisors and Deployment Coordinators.
- Requesting and releasing Deployment Branch resources.

## ACTIVATION GOALS

### Receive assignment

---

Receive a briefing from the Operations Section Chief on anticipated deployments, special requirements for advanced LSA operations and other considerations.

### Identify and address safety and security concerns

---

- Meet with the Law Enforcement Liaison to identify delivery areas where security escorts are recommended, and establish a process for requesting escorts.
- Review the Site Traffic Plan and identify areas where extra caution may be required.

### Request resources to support operations

---

- Discuss resource needs with the Operations Section Chief and use instructions for the [ICS 215: Operational Planning Worksheet](#) (page 291) to estimate staff requirements for the next operational period.
- Ensure personal protective equipment (PPE) is available. Request any additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.

### Assign staff members

---

- When there are more than seven branch personnel, organize staff into deployment groups by delivery area or by commodity type.

- Use the [Staff Briefing Checklist](#) (page 247) to brief subordinates on:
  - The anticipated workload for the first operational period.
  - The responsibilities of each group, with each group managing deployments for either a delivery location or commodity type.
  - Delivery areas where escorts are recommended and the process for requesting and matching escorts to deployments.

## Organize the site

---

- Coordinate with the Facilities Unit Leader to identify work areas for Deployment Branch staff that are:
  - Located near the Mission Tracking Technical Specialists.
  - Large enough to accommodate all Group Supervisors and Deployment Coordinators.
- Perform a site walk-through to become familiar with the LSA layout.
- Review a layout of the Check-Out Parking Area provided by the Gate Crew Boss.
  - Assign numbered parking spaces to Groups or Deployment Coordinators as needed. Document assignments in the LSA Action Plan.

## Prepare for operations and establish procedures

---

- Set up a process to receive and complete bills of lading (BOL) including:
  - Receiving preliminary BOLs from Mission Tracking Technical Specialists.
  - Assigning preliminary BOLs to Deployment Coordinators, or Group Supervisors, if activated.
  - Gathering completed BOLs from Deployment Coordinators.
- Meet Parking Attendants and exchange contact information.
- Identify any requirements for advanced operations.
- Meet with Deployment Branch personnel and review:
  - The process for receiving and completing BOLs.
  - The contact information for Parking Attendants.
  - Requirements for any advanced operations.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Identify when changes to the branch organization are necessary and reassign personnel to meet staffing needs.

- Maintain up-to-date contact information for Parking Attendants in the Shipment Storage Areas.

### **Receive and retain control of shipments**

---

- Review the ICS 209: LSA Status Summary for the available shipment inventory and provide this information to subordinates.

### **Deploy shipments as directed by the EOC**

---

- Use the [Deployment Coordination Checklist](#) (page 48) to supervise deployment activities.
- Receive preliminary BOLs from Mission Tracking Technical Specialists and assign them to Deployment Coordinators or Group Supervisors, if activated.
- Monitor the Check-Out Parking Area for bottlenecks and reassign parking spaces as needed.
- Share any changes in traffic pattern or layout with Group Supervisors and Deployment Coordinators.
- Ensure that the Safety Officer reviews the BOL of any HAZMAT deployment.
- Collect completed BOLs from Deployment Coordinators when deployments depart the LSA.

### **Ensure safety and security of operations**

---

- Direct Deployment Coordinators to visually inspect trucks and trailers for obvious safety issues at the Check-Out Parking Area.
- Work with the Law Enforcement Liaison to make any updates to the identified delivery areas where security escorts are recommended and the process for requesting escorts.
- Ensure PPE is available and used appropriately. Identify delivery areas where security escorts are recommended, and establish a process for requesting escorts.

### **Assess and report status**

---

- Solicit staff feedback on work processes and make improvements as needed.
- Complete the Deployment Operational Planning section of the [ICS 215: Operational Planning Worksheet](#) (page 291).
- Meet with Operations Section Chief & the Gate Crew Boss to discuss changes in staffing requirements and re-assignment of personnel.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Advise the Operations Section Chief on staffing requirements to manage the return of unused shipments.

### Coordinate removal of on-hand shipments

---

- Return unused shipments following the same procedures used for coordinating deployments.

### Submit documentation

---

- Contact the Mission Tracking Technical Specialists to learn if any remaining shipments will be deployed by the EOC.
  - Submit final BOLs for all completed deployments to Mission Tracking Technical Specialists.
  - Coordinate with Group Supervisors and Deployment Coordinators to address any questions or deal with incomplete documents.
  - Submit all remaining documents, reports and ICS 2015: Operational Planning Worksheets to the Documentation Unit Leader, ensuring that all records are current and complete.
- 

For the **Deployment Coordination Checklist**, turn to page 48.

For the **Staff Briefing Checklist**, turn to page 247.

For the **ICS 215: Operational Planning Worksheet**, turn to page 291.

# Group Supervisor

Group Supervisors report directly to the Deployment Branch Director and manage groups within the Deployment Branch, which includes:

- Managing Deployment Coordinators as they prepare and coordinate deployments requested by the EOC.
- Assigning responsibility for preliminary bills of lading to Deployment Coordinators.
- Reporting group information for operational planning.
- Ensuring that all deployments assigned to the group are completed and reported back to Mission Tracking Technical Specialists in a timely manner.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Deployment Branch Director on:
  - The anticipated workload for the first operational period.
  - Responsibility of each group for shipments of similar characteristics (such as delivery location or commodity type).
  - Security escort requirements and the escort request process.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan and identify areas where extra caution may be required. Include this information in the ICS 208: Site Safety and Control Plan.
- Request resources to support operations.
- Discuss resource needs with the Deployment Branch Director.
- Ensure personal protective equipment (PPE) is available. Request additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.

### Assign staff members

---

Use the [Staff Briefing Checklist](#) (page 247) to brief Deployment Coordinators on:

- The anticipated workload for the first operational period.
- Types of shipments for which your group is responsible.
- Any escort requirements and the escort request process.

### **Organize the site**

---

- Set up a workspace where your group can complete bills of lading and coordinate deployments with LSA staff.
- Review the LSA site layout, Check-Out Parking Area and the locations of numbered parking spaces assigned to your group.
- Meet with the Deployment Branch Director to review:
  - The process for receiving and completing BOLs.
  - The contact information for Parking Attendants.
  - Requirements for any advanced operations.
- Implement a process for receiving and completing preliminary BOLs assigned to the group.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Advise the Deployment Branch Director of any mobile communications issues.
- Review the LSA Action Plan with the Deployment Branch Director, noting key information for the current operational period.

### **Deploy shipments as directed by the EOC**

---

- Review the ICS 209: LSA Status Summary for the available shipment inventory and provide this information to subordinates.
- Receive and assign preliminary BOLs to a Deployment Coordinator within the group.
- Submit the BOL of any HAZMAT deployment to the Safety Officer for review.
- Use the [Deployment Coordination Checklist](#) (page 48) to ensure that staff members properly prepare shipments for deployment.
- Supervise group operations at the Check-Out Parking Area:
  - Ensure drivers and escorts know their parking space number at the Check-Out Parking Area.
  - Collect completed BOLs from Deployment Coordinators upon each deployment's departure from the LSA.

### **Ensure safety and security of operations**

---

- Direct Deployment Coordinators to visually inspect trucks and trail-

ers for obvious safety issues at the Check-Out Parking Area.

- Ensure PPE is available and used appropriately. Request additional equipment, as needed.

### **Assess and report status**

---

- Solicit staff feedback on work processes and make improvements as needed.
- Submit an ICS 213: General Message to the Deployment Branch Director each operational period, with:
  - Total number of deployments completed by your group.
  - Number of deployments remaining to be completed by your group.
  - Actual hours worked by each member of the group for the current operational period and expected work hours for the upcoming operational period (not including breaks, meetings or other periods when the group was not performing deployments).
  - Requests for fewer or additional staff.
  - Requests for additional spaces at the Check-Out Parking Area.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Advise the Deployment Branch Director on staffing requirements to manage the return of unused shipments.

### **Coordinate removal of on-hand shipments**

---

- Return unused shipments following the same procedures used for coordinating deployments.

### **Submit documentation**

---

- Contact the Mission Tracking Technical Specialists to learn if any remaining shipments will be deployed by the EOC.
  - Submit final BOLs for all completed deployments to Mission Tracking Technical Specialists.
  - Submit all remaining documents to the Deployment Branch Director, ensuring that all records are current and complete.
- 

For the **Deployment Coordination Checklist**, turn to page 48.

For the **Staff Briefing Checklist**, turn to page 247.

# Deployment Coordinator

Deployment Coordinators report to the Deployment Branch Director, or to Group Supervisors when groups are activated. Their job functions include:

- Identifying on-hand shipments for deployment.
- Preparing and coordinating deployments from the LSA.
- Completing and submitting bills of lading to the Deployment Branch Director, or Group Supervisor (if activated).

## ACTIVATION PHASE

### Receive assignment

---

- Receive a briefing from the Branch Director or Group Supervisor on:
  - The anticipated workload for the first operational period.
  - The responsibilities of each group within the Deployment Branch.
  - Any security escort requirements and the escort request process.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan and note areas where extra caution may be required.
- Request resources to support operations.
- Ensure personal protective equipment (PPE) is available. Request additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.

### Organize the site

---

- Review the site layout, Check-Out Parking Area, and the locations of numbered parking spaces assigned to your group.

### Prepare for operations and establish procedures

---

- Meet with the Deployment Branch Director to review:
  - The process for receiving and completing BOLs.
  - The contact information for Parking Attendants.
  - Requirements for any advanced operations.

## OPERATIONAL PHASE

### Maintain command, control and communication

- Meet with the Deployment Branch Director to review the current LSA Action Plan. Note key information for the current operational period, and any updated contact information for Parking Attendants.

### Deploy shipments as instructed by the EOC

- Review the ICS 209: LSA Status Summary for information on current shipment inventories at the LSA.
- Use the [BOL Completion Quick Sheet](#) (page 50) to complete preliminary BOLs.
- Complete the [Deployment Coordination Checklist](#) (page 48).
- Ensure safety and security of operations.
- Use PPE appropriately. Request additional equipment as needed.

### Assess and report status

- Advise the Group Supervisor if a substantial backlog of deployments develops and request assistance as needed.
- Submit all completed BOLs to the Group Supervisor at the end of each operational period or when requested and report on:
  - Remaining deployments to be completed (provide the preliminary BOL).
  - Time spent processing deployments (do not include lulls in activity).
  - The number of shipments deployed over the operational period.

## DEMOBILIZATION PHASE

### Coordinate removal of on-hand shipments

- Return unused shipments following the same procedures used for coordinating deployments.

### Submit documentation

- Submit all documents to your Group Supervisor or the Deployment Branch Director, ensuring that all records are current and complete.

For the [Deployment Coordination Checklist](#), turn to page 48.

For the [BOL Completion Quick Sheet](#), turn to page 50.

## Deployment Coordination Checklist

---

- Receive and review the preliminary bill of lading (BOL).**

---
- If the deployment contains hazardous materials (indicated in the “HM” column of the BOL), submit the BOL to the Safety Officer.**

---
- Determine trailers needed for the deployment.**
  - Review the “Number of Packages” and “Kind of Package, Description of Articles, Special Marks and Exceptions” noted on the preliminary bill of lading.
  - Confirm trailer availability with the Parking Attendant at the shipment storage area(s).

---
- Request security escorts, if needed.**
  - “ESCORT BY LAW ENFORCEMENT OFFICER REQUIRED” may be noted on the bill of lading if requested by EOC.
  - Follow guidance in the LSA Action Plan or as advised by the Law Enforcement Liaison to request security escorts.

---
- Schedule the Deployment Briefing.**
  - Provide the time (e.g. 15-20 min) and location (specific numbered space in the Check-Out Parking Area) to the Parking Attendant.
  - When the deployment requires a security escort, consult the Law Enforcement Liaison when scheduling the deployment briefing.

---
- Complete the following items on the bill of lading:**
  - Date of Shipment
  - Truck / Freight
  - Route
  - Number of packages (trailers)
  - Your name and signature

---
- Meet driver(s) and any escorts at the Check-Out Parking Area.**

---
- Fill in the carrier and vehicle/car number to complete the BOL.**

---

**Provide copies of the bill of lading to the:**

- Driver (original, plus a copy to submit to the Gate Check-Out Recorder upon departure).
  - Security escort (if applicable).
  - Deployment Coordinator (retain a copy).
- 

**Inspect trucks / trailers for any obvious safety issues.**

---

**Confirm delivery location of deployment with driver (and escort) and address any final questions or concerns.**

---

**Direct driver (and escort) to the Check-Out Gate.**

---

**Submit completed BOLs to the Group Supervisor or Deployment Branch Director upon each deployment's departure from the LSA.**

---

# BOL Completion Quick Sheet

Each bill of lading (BOL) includes a number of items, each of which must be filled in by a specific staff member.

<p><b>RECEIVED</b>, subject to individually determined rates or contracts that have been agreed upon by the carrier and the shipper in effect on the date of issue of this bill of lading, if applicable; otherwise, to the rates, classifications and rules that have been established by the carrier, pursuant to all applicable local, state and federal regulations available and available to the shipper.</p>				<h2>BILL OF LADING</h2>																																							
<p><b>1 SHIP FROM (SHIPPER)</b></p> <p>Shipper Name: _____</p> <p>Address: _____</p> <p>City: _____</p> <p>State: _____ ZIP Code: _____</p>				<p><b>4</b> Date: _____</p> <p>Bill of Lading #: <b>5</b></p> <p>[OPTIONAL BARCODE SPACE]</p>																																							
<p><b>2 SHIP TO (CONSIGNEE)</b></p> <p>Consignee / Operation Name: _____</p> <p>Address: _____</p> <p>City: _____</p> <p>State: _____ ZIP Code: _____</p> <p>Contact Name: _____</p> <p>Contact Phone / Radio Frequency: _____</p>				<p><b>6 CARRIER INFORMATION</b></p> <p>Carrier Name: _____</p> <p>Trailer #: <b>7</b></p> <p>Seal Number #: <b>8</b></p> <p>Standard Carrier Alpha Code: <b>9</b></p> <p>[OPTIONAL BARCODE SPACE]</p>																																							
<p><b>3 THIRD PARTY FREIGHT CHARGES BILL TO</b></p> <p>Agency Name: _____</p> <p>Address: _____</p> <p>City: _____</p> <p>State: _____ ZIP Code: _____</p> <p>Deployment Order #: _____</p>				<p><b>10</b> Freight Charge Terms:</p> <p><input type="checkbox"/> PREPAID <input type="checkbox"/> COLLECT <input type="checkbox"/> 3<sup>RD</sup> PARTY</p> <p>(Freight charges are 3<sup>rd</sup> party unless marked otherwise.)</p> <p><b>11</b> Driver Name: _____</p> <p>Driver Phone / Radio Frequency: <b>12</b></p>																																							
<p><b>SPECIAL INSTRUCTIONS</b></p> <p><input type="checkbox"/> Check here if a <b>SECURITY ESCORT</b> with jurisdictional law enforcement authority is required. <b>13</b></p> <p>Special delivery instructions, routing, or other information: _____</p> <p><b>15</b> <b>16</b> <b>17</b> <b>18</b> <b>19</b> <b>20</b> <b>14</b></p>																																											
<p><b>SHIPMENT CONTENTS</b></p> <table border="1"> <thead> <tr> <th colspan="2">HANDLING UNIT</th> <th rowspan="2">WEIGHT</th> <th rowspan="2">HM</th> <th rowspan="2">ERG NO.</th> <th rowspan="2">COMMODITY DESCRIPTION</th> <th rowspan="2">TRAILER LOADS</th> </tr> <tr> <th>TYPE</th> <th>QTY</th> </tr> </thead> <tbody> <tr> <td> </td> </tr> <tr> <td> </td> </tr> <tr> <td> </td> </tr> <tr> <td colspan="2"><b>TOTAL</b></td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><small>Commodities requiring special or additional care or attention in handling or stowing must be so marked and packaged as to ensure safe transportation with ordinary care.</small></p>							HANDLING UNIT		WEIGHT	HM	ERG NO.	COMMODITY DESCRIPTION	TRAILER LOADS	TYPE	QTY																						<b>TOTAL</b>						
HANDLING UNIT		WEIGHT	HM	ERG NO.	COMMODITY DESCRIPTION	TRAILER LOADS																																					
TYPE	QTY																																										
<b>TOTAL</b>																																											
<p><b>24-HOUR CONTACT INFORMATION FOR HAZARDOUS MATERIAL EMERGENCY INCLUDING SPILL, LEAK, FIRE, EXPOSURE OR ACCIDENT</b></p> <p>Name: _____ Contact Phone / Radio Frequency: <b>23</b></p>																																											
<p><small>NOTE: Liability limitation for loss or damage in this shipment may be application of 49 USC Sec 14706(c)(1)(A) and (B).</small></p>																																											
<p><b>24 SHIPPING CERTIFICATION</b></p> <p>Signature: _____</p> <p>Name: _____ Date: _____</p> <p><small>This is to certify that the above named materials are properly described, packaged, marked and labeled, and are in proper condition for transportation according to all applicable US DOT regulations.</small></p>		<p><b>25 CARRIER CERTIFICATION</b></p> <p>Signature: _____</p> <p>Name: _____ Date: _____</p> <p><small>Carrier acknowledges receipt of packages and required placards. Carrier certifies emergency response information was made available and / or carrier has the US DOT emergency guidebook or equivalent documentation in the vehicle.</small></p>		<p><b>26 DELIVERY CERTIFICATION</b></p> <p>Signature: _____</p> <p>[OPTIONAL RECEIVING STAMP SPACE]</p> <p>Name: _____ Date: _____</p> <p><small>Received as described above, excepted as noted.</small></p>																																							

<b>BILL OF LADING INSTRUCTIONS</b>		<b>DEPLOYMENT COORDINATOR</b>	<b>MISSION TRACKING TECHNICAL SPECIALIST</b>	<b>SAFETY OFFICER</b>
<i>COMPLETING FIELDS IN THE BILL OF LADING</i>				
1	Shipper (From)		X	
2	Ship to (Consignee)		X	
3	Third Party Freight Charges Bill To		X	
4	Date		X	
5	Bill of Lading Number		X	
6	Carrier <i>Enter the name of the contracting truck carrier.</i>	X		
7	Trailer # <i>Enter the trailer number on the nose of the trailer; do not use numbers on the trailer's door.</i>	X		
8	Seal # <i>Enter the number noted on any seals on the trailer door, if present.</i>	X		
9	Standard Carrier Alpha Code (SCAC) <i>The SACA is a unique four-letter code assigned to the carrier by the National Motor Freight Traffic Association (NMFTA) to identify each carrier operating trucks in North America.</i>	X		
10	Freight Charge Terms		X	
11	Driver Name <i>Enter the name of the driver operating the truck.</i>	X		

<b>BILL OF LADING INSTRUCTIONS</b>		<b>DEPLOYMT. COORD.</b>	<b>MT TECH. SPECIALIST</b>	<b>SAFETY OFFICER</b>
12	Driver Phone / Radio Frequency <i>Enter contact information for the driver operating the truck.</i>	X		
13	Security Escort Required <i>Mark an "X" if a security escort is specifically requested by the LSA Law Enforcement Liaison.</i>	X	X	
14	Special Instructions <i>Note information that may help the driver while en-route, including specific geographic coordinates, special routes, geographic features / signs, ground conditions or agencies in the receiving jurisdictions to coordinate with.</i>		X	
15	Handling Unit Type <i>If contents are palletized, enter "PALLETES." If contents are single items (such as pieces of equipments), enter "PIECES." Use your best judgment and ensure the contents of the deployment are clear.</i>	X		
16	Handling Unit Quantity <i>Enter the quantity of handling units included in the deployment.</i>	X		
17	Weight	Not completed at the LSA		
18	HM <i>Use an "X" to mark items which may be classified as hazardous materials. Ensure that shipments with hazardous materials are reviewed by the Safety Officer.</i>		X	X

BILL OF LADING INSTRUCTIONS		DEPLOYMT. COORD.	MT TECH. SPECIALIST	SAFETY OFFICER
19	ERG Guide No.		X	X
20	Commodity Description <i>Describe items in the trailer.</i>		X	
21	Trailer Loaded <i>Mark "Said to contain" if the trailer has not been checked or opened since arriving at the LSA. If the trailer has been opened and checked, mark "By Shipper".</i>	X		
22	Freight Counted <i>Mark "Said to contain" if the freight has not been counted/checked arriving at the LSA. If the trailer has been opened and checked, mark "By Shipper".</i>	X		
23	Emergency Contact		X	X
24	Shipping Certification <i>Ensure that the deployment is compliant with all transportation regulations. If the deployment contains HAZMAT, this section must be signed off by the Safety Officer.</i>	X		X
25	Carrier Certification <i>Have the driver or a carrier representative sign the bill of lading, and print their name and the date of deployment.</i>	X		X
26	Delivery Certification	Not completed at the LSA		

# Gate Crew Boss

The Gate Crew Boss reports to the Operations Section Chief and manages the Gate Crew, which includes:

- Managing the Lead Gate Check-in Recorder, Lead Holding Area Crew Member and Lead Gate Check-Out Recorder.
- Supporting operational planning for the Gate Crew.
- Coordinating with squad bosses to monitor and facilitate shipment movement in areas under the Gate Crew's control.
- Requesting and releasing Gate Crew resources as necessary.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Operations Section Chief on anticipated deployments, any special requirements for advanced LSA operations and the process for managing donations approved by the EOC.

### Identify and address safety and security concerns

---

- Meet with the Security Manager to discuss any procedures to limit access to the Check-In or Check-Out Gate, especially if any automated gates will be left in an "open" position.

### Request resources to support operations

---

- Discuss resource needs with the Operations Section Chief and use the [ICS 215: Operational Planning Worksheet](#) (page 291) to estimate staff requirements for the next operational period.
- Ensure personal protective equipment (PPE) is available. Request any additional equipment needed for night operations, including high visibility vests, glow cones and additional lighting.

### Assign staff members

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief staff members on:
  - The process for managing donations approved by the EOC.
  - The process for addressing shipments with broken security seals.
  - The color-coding scheme to mark and identify trailer contents.
  - Traffic patterns and the importance of visually confirming

positions of nearby personnel before directing trucks to proceed.

- Assign a Lead Gate Check-In Recorder to manage the Check-In Gate and brief them on all shipments ordered and en-route, with ETAs.
- Assign a Lead Holding Area Crew Member to manage the Holding Area and brief them on priorities for resolving shipments at the Holding Area.
- Assign a Lead Gate Check-Out Recorder to manage the Check-Out Gate and brief them on:
  - The information that should be on each BOL prepared by the Deployment Branch.
  - Expectations and procedures for managing HAZMAT shipments.

### **Organize the site**

---

- Direct the Lead Gate Check-Out Recorder to prepare a map of the Check-Out Parking Area showing all parking space numbers; approve the map and submit it to the Deployment Branch Director.

### **Prepare for operations and establish procedures**

---

- Receive operational guidance from the Operations Section Chief and brief Gate Crew squad bosses on:
  - The process for managing donations approved by the EOC.
  - Current priorities for resolving shipments at the Holding Area.
  - The process for addressing shipments with broken security seals.
- Consult with the Logistics Section Chief to determine the color-coding scheme to mark and identify trailer contents.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Receive staffing assignments and any updates to operational guidance from the Operations Section Chief. Pass any updates on to the Gate Crew squad bosses.
- Share any updated Check-Out Parking Area maps with the Deployment Branch Director.

### **Receive and retain control of shipments**

---

Monitor crew activities at the Check-In Gate and Holding Area and address any delays or backlogs.

### **Deploy shipments as instructed by the EOC**

---

Monitor crew activities at the Check-Out Gate and address any

delays or backlogs.

### **Assess and report status**

---

- Meet with Gate Crew personnel to discuss operational updates and review the LSA Action Plan, noting key information for the current operational period.
- Complete the Deployment Operational Planning section of the [ICS 215: Operational Planning Worksheet](#) (page 291).
- Meet with the Operations Section Chief and the Deployment Branch Director to discuss changes in staffing requirements and re-assignment of personnel.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss demobilization with the Operations Section Chief.
  - Create a timeline for demobilizing the Holding Area and the Check-In Gate.
  - Identify any new demobilization procedures that affect the Gate Crew during retrograde operations.

### **Submit documentation**

---

- Collect and organize the following documents:
    - Check-In Gate Logs
    - Check-Out Gate Logs
    - Holding Area Logs
    - ICS 213: General Messages
    - BOLs for each shipment arriving at the LSA
  - Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.
- 

For the **Staff Briefing Checklist**, turn to page 247.

For instruction for completing the **ICS 215: Operational Planning Worksheet**, turn to page 291.

# Check-In Gate Squad

The Check-In Gate Squad receives shipments at the Check-In Gate according to the following steps:

- 1** The Traffic Crew directs the shipment to enter the LSA.
- 2** Security personnel perform security checks as needed.
- 3** The Check-In Gate Squad staff:
  - Review and write unique sequence number at the top of each BOL.
  - Check driver IDs and record driver contact details and BOL information on the Check-In Gate Log.
  - Inspect the shipment, noting broken security seals, obvious safety issues, and any transponder information on the BOL.
  - Mark the trailer door with a vertical strip of colored tape or label to identify contents.
- 4** The Check-In Gate Squad accepts, rejects or flags each shipment and marks the front bumper with a horizontal strip of colored tape or label (usually placed to the left of the license plate) to indicate the shipment's destination within the LSA.
- 5** The Check-In Gate Squad staff:
  - Retain BOLs for accepted shipments.
  - Secure BOLs to the trailer on the driver-side if flagged for review at the Holding Area.
  - Copy and return original BOLs to the driver, if rejected, noting the reason for rejection on the copy to be saved at the Check-In Gate).
- 6** The Check-In Gate Squad provides drivers with a Driver Information Sheet and directs them to a Shipment Storage Area or the Holding Area. Rejected shipments are directed to exit the LSA and are escorted out of the site.

If you are the **Lead Gate Check-In Recorder**, turn to page 58.

If you are a **Gate Check-In Recorder**, turn to page 62.

# Lead Gate Check-In Recorder

The Lead Gate Check-In Recorder reports to the Gate Crew Boss and manages the Check-In Gate, which includes:

- Managing Gate Check-In Recorders as they receive inbound shipments at the Check-In Gate.
- Organizing the physical layout of the Check-In Gate.
- Reporting information for operational planning.
- Maintaining the Check-In Gate Log and Transponder Log.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Gate Crew Boss on:
  - Any site specific protocols, procedures, and safety/security issues.
  - The process for managing donations approved by the EOC.
  - All shipments ordered and en-route, with ETAs.
  - The process for addressing shipments with broken security seals.
  - The color-coding scheme to mark and identify trailer contents.

### Identify and address safety and security concerns

---

- Assess the Check-In Gate for safety/security issues:
  - Determine if a security detail is needed at the Check-In Gate, especially when automated gates are left in the “open” position.
  - Send requests for security details or any additional security procedures to the Gate Crew Boss.

### Request resources to support operations

---

- Discuss resource needs with the Gate Crew Boss.
- Assign staff members.
- Organize staff at the Check-In Gate. Assign at least two Gate Check-In Recorders to each operational lane at the Check-In Gate.
- Use the [Staff Briefing Checklist](#) (page 247) to brief the Check-In Recorders on items discussed with the Gate Crew Boss.
- Provide required work materials to assigned staff.
- Request Traffic Crew Members from the Traffic Crew Boss as needed to facilitate traffic flow at the Check-In Gate.

## Organize the site

---

- Use the [Check-In Gate Organization and Layout](#) (page 65) to organize the Check-In Gate.
  - Ensure that onsite lighting supports safe night operations.
  - Ensure that layout minimizes staff crossing the traffic lanes.
- Check automatic gates to ensure they are deactivated and set to the “open” position.
- Establish an exit path for rejected shipments and a process to escort rejected shipments out of the LSA.
- Assess the Check-In Gate and photograph existing damage or wear, if possible.

## Prepare for operations and establish procedures

---

- Meet with the Gate Crew Boss to confirm donations approved by the EOC for the first operational period.
- Meet with the Lead Parking Attendant and request information that should be provided to drivers at the Check-In Gate.
- Receive Driver Information Sheets from the Display Processor.
- Provide work materials and Driver Information Sheets to the Gate Check-In Recorders and discuss:
  - Donations approved by the EOC for the first operational period.
  - Information that should be given to drivers at the Check-in Gate.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Receive staffing assignments for the Check-In Squad and operational updates from the Gate Crew Boss, including information on EOC-approved donations.
- Receive updates from the Lead Parking Attendant on any information that should be given to drivers at the Check-In Gate.
- Meet with Check-In Gate personnel to discuss operational updates and the current LSA Action Plan, noting key information including:
  - Staff assignments.
  - The color-coding scheme for marking and identifying trailer content.
  - Expected shipments for the current operational period, and ETAs.
  - Any advanced intermodal or ground operations.

- Any information that should be given to drivers at the Check-In Gate such as an updated Driver Information Sheet.
- Work with the Traffic Crew to control traffic at the check-in gate. Identify and report traffic problems to the Traffic Crew Boss.

### **Receive and retain control of shipments**

---

- Receive the Check-In Gate Log from the previous operational period's Lead Gate Check-In Recorder and provide the logs to the current Check-In Gate Squad.
- Use the [Check-In Gate Checklist](#) (page 70) to supervise the check-in and recording of shipments by Gate Check-In Recorders.
- Review shipments that are rejected by Gate Check-In Recorders.

### **Ensure safety and security of operations**

---

- Ensure Gate Check-In Recorders are aware of traffic patterns and brief crew members on the importance of visually confirming positions of nearby personnel before directing a truck to proceed.
- Reject shipments from unknown sources unless the shipment was likely arranged by the EOC or is a donation approved by the EOC. Use the [Check-In Gate Checklist](#) (page 70).
- Ensure personal protective equipment (PPE) is available and used appropriately. Request additional equipment as necessary.

### **Assess and report status**

---

- Monitor workload and performance of Gate Check-In Recorders. Receive staff feedback and make improvements, as needed.
- Report information for operational planning by submitting an ICS 213: General Message to the Gate Crew Boss with:
  - The designated letter of each lane at the Check-In Gate and the number of hours that it is open, staffed and receiving shipments during the current operational period.
  - Expected work hours for each staff member at the Check-In Gate for the upcoming operational period (not including breaks, meetings or other lulls in activity).
  - Request fewer or additional staff.
- Collect the following documents:
  - Check-In Gate Logs, for collection by Field Observers during each operational period or to handover to the relief Lead Check-In Gate Recorder for the next operational period.
  - Each shipment's BOL, to be collected by the Documentation Unit.

- Identify and share lessons learned from the previous operational period, including frequent problems, vendor mistakes etc.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Discuss demobilization needs with the Gate Crew Boss.

### Submit documentation

---

- Submit all documents, including any Check-In Gate Logs or BOLs, to the Gate Crew Boss, ensuring that all records are current and complete.

### Restore site to pre-activation condition

---

- Restore the Check-In Gate to pre-activation condition.
    - Advise the Demobilization Unit Leader of any damage.
- 

For the **Check-In Gate Organization and Layout**, turn to page 65.

For the **Check-In Gate Checklist**, turn to page 70.

For guidance on **Check-In Gate Log Instructions**, turn to page 73.

For the **Staff Briefing Checklist**, turn to page 247.

# Gate Check-In Recorder

Gate Check-In Recorders report to the Lead Gate Check-In Recorder. Their job functions include:

- Recording information on each arriving shipment.
- Checking shipments and determining if they should be accepted, rejected or flagged for additional review.
- Marking trailers so that LSA staff can identify their contents and direct shipments appropriately.
- Maintaining the movement of shipments in their assigned lane.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Lead Check-In Gate Recorder on:
  - Any security procedures.
  - The process for managing donations approved by the EOC.
  - All shipments ordered and en-route, with ETAs.
  - Any advanced intermodal or ground operations.
  - The color-coding scheme to mark and identify trailer content.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan and identify areas where extra caution may be required.

### Organize the site

---

- Use the [Check-In Gate Organization and Layout](#) (page 65) to organize your lane. Confirm that adequate lighting is available for operations.
- Prepare for operations and establish procedures.
- Obtain work materials and Driver Information Sheets from the Lead Check-In Gate Recorder and review:
  - Donations approved by the EOC.
  - Information that should be given to drivers at Check-in Gate.
- Review the site layout to easily provide directions to drivers.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Review operational updates and key information with the Lead Gate Check-In Recorder, including any updates to the information that should be given to drivers at the Check-In Gate.
- Work with the Traffic Crew to control traffic at the Check-In Gate. Identify and report traffic problems to the Traffic Crew Boss.
- Check that markings on your lane remain clear to approaching drivers. Replace cones, re-apply stripes, replace or re-position signs.

### Receive and retain control of shipments

---

- Use the [Check-In Gate Checklist](#) (page 70) to check in each shipment as it arrives.
- Continue to record information on each shipment arriving at your lane, following the [Check-In Gate Log Instructions](#) (page 73):
  - Review the BOL, write the sequence number at the top of the BOL, and retain for the Documentation Unit Leader.
  - Record the transponder serial number or Electronic Serial Number (if applicable) with the sequence number on the Transponder Log. Follow the instructions on page 74.
- Review the Bill of Lading (BOL) and accept, reject, or flag the shipment for further review at the Holding Area.
  - Notify the Lead Gate Check-In Recorder of each rejected shipment.
  - Provide notes on flagged shipments to assist Holding Area staff.
- Mark trucks and trailers with color-coded labels or markings to direct shipments within the LSA.

### Ensure safety and security of operations

---

- Inspect trucks and trailers for obvious safety issues before directing drivers to proceed into the LSA.
- Instruct drivers to use flashing amber lights during night operations.
- Use personal protective equipment (PPE) appropriately. Request additional equipment as necessary.

### Assess and report status

---

- Submit any uncollected Check-In Gate Logs or BOLs to the Lead Check-In Gate Recorder.
  - Transition with the incoming Gate Check-In Recorder and indicate which sequence number should be assigned next.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

#### Submit documentation

---

- Submit all documents, including any remaining BOLs, Check-In or Transponder Logs, to the Lead Gate Check-In Recorder, ensuring that all records are current and complete.

#### Restore site to pre-activation condition

---

- Restore your lane to pre-activation condition.
  - Advise the Lead Check-In Gate Recorders of any damage
- 

For the **Check-In Gate Organization and Layout**, turn to page 65.

For a **Check-In Gate Checklist**, turn to page 70.

For **Check-In Gate Log Instructions**, turn to page 73.

# Layout Key

---



GATE CHECK-IN  
RECORDER



FLAGGER



GATE CHECK-OUT  
RECORDER



TRAFFIC  
DIRECTOR



53 FT TRACTOR  
TRAILER



HOLDING AREA  
CREW MEMBER



PARKING  
ATTENDANT



VEHICLE  
ESCORT

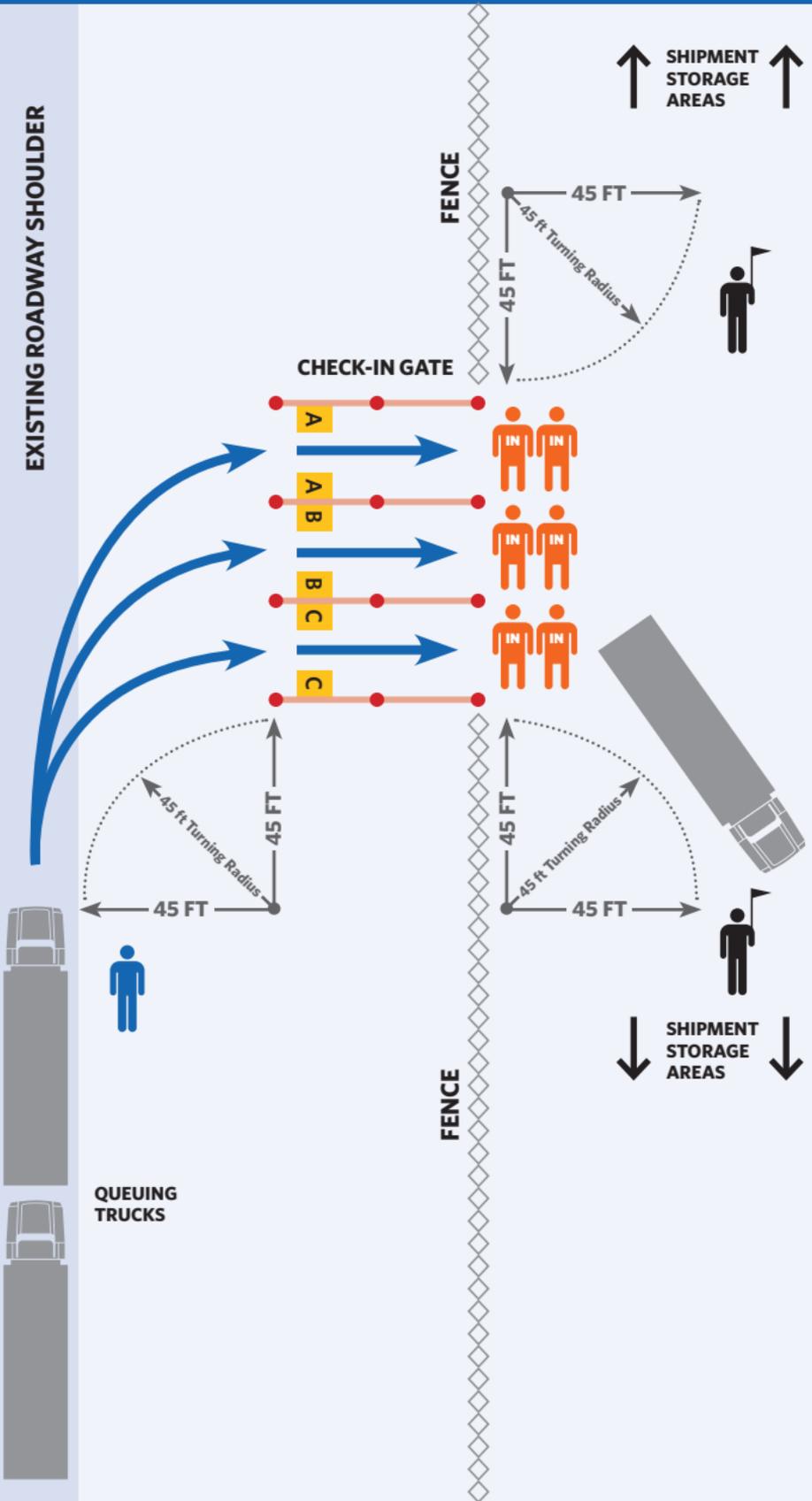


DEPLOYMENT  
COORDINATOR



TRAFFIC  
CONE

# CHECK-IN GATE: OVERVIEW



# CHECK-IN GATE: APPROACH

EXISTING ROADWAY - KEEP CLEAR OF LOCAL TRAFFIC

EXISTING ROADWAY SHOULDER

CHECK-IN GATE

A

Lanes marked with letters.

A

B

B

C

Cones, paint, or tape mark lanes.

C



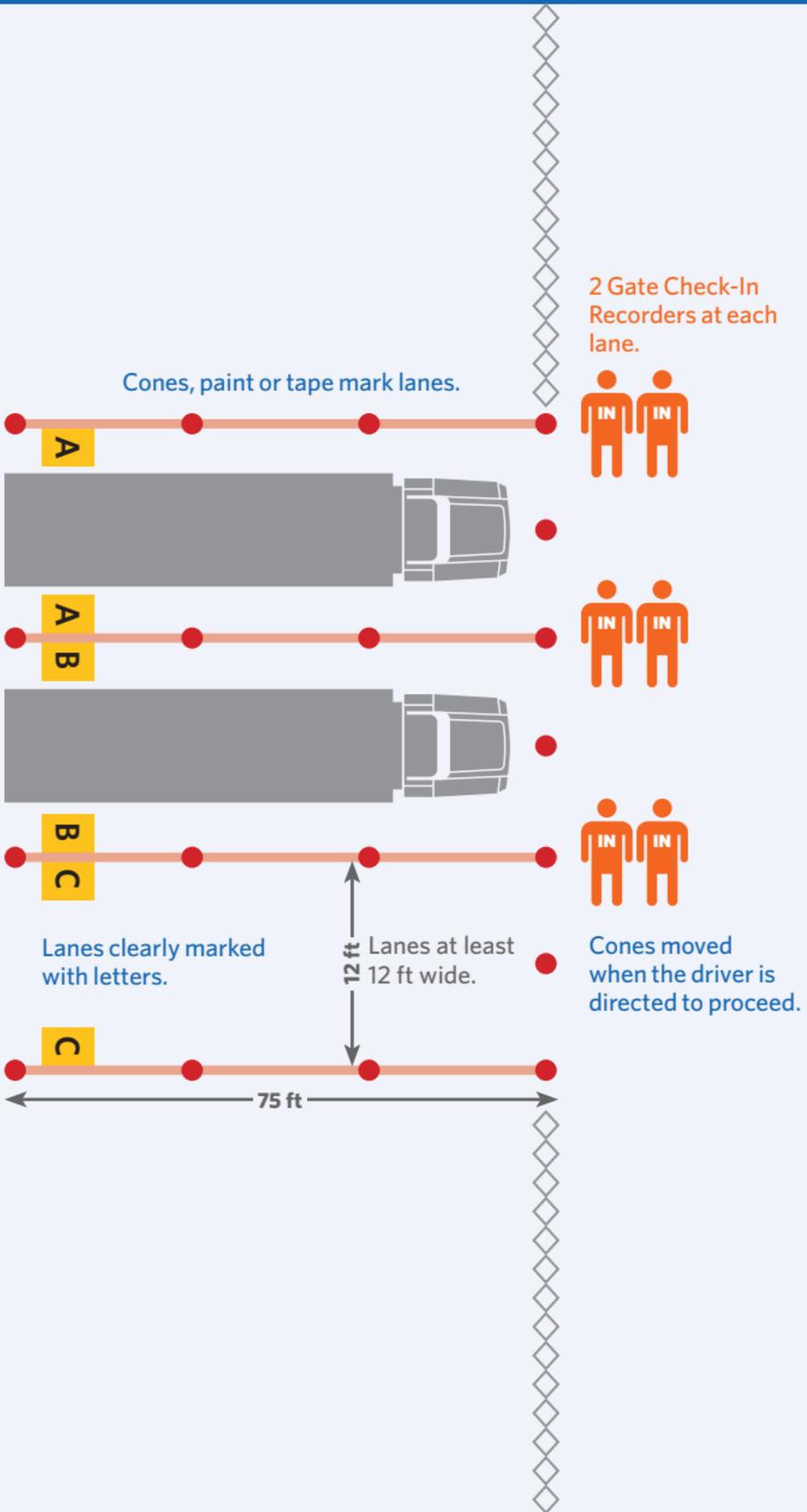
Traffic Director directs trucks to open lanes. "A, B, C..."



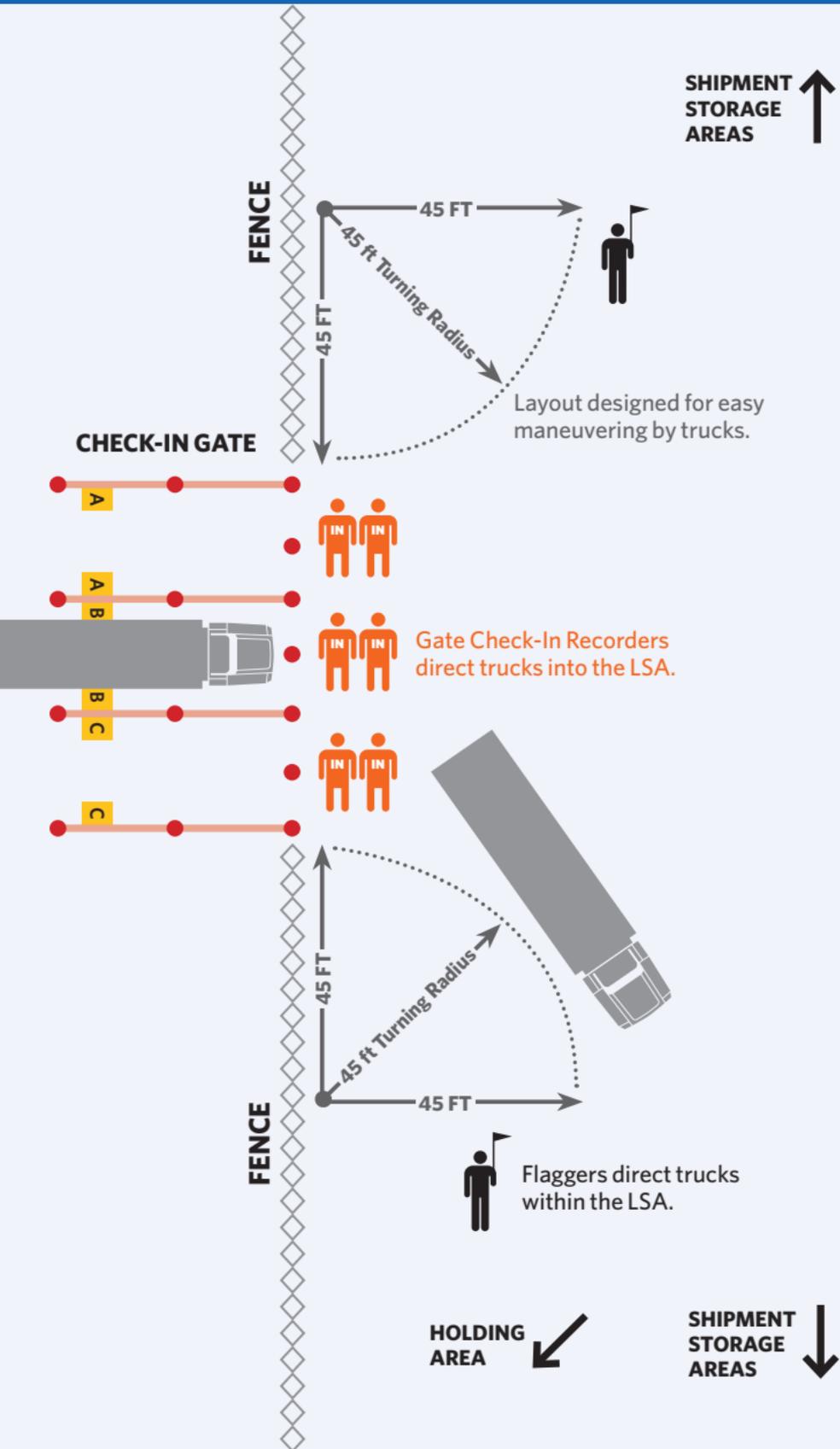
Trucks line up on the side of the road.

FENCE

# CHECK-IN GATE: LANES



# CHECK-IN GATE: EGRESS



# Check-In Gate Checklist

---

**Review bills of lading and assign a sequence number.**

- Assign sequence numbers to EVERY shipment. Sequence numbers begin with the letter of the lane in which the trailer is received, followed by a sequential four digit number. EXAMPLE: the first trailer arriving at lane A is A0001. The tenth trailer arriving at lane B is B0010.
  - Write the sequence number at the top of the bill of lading (BOL).
- 

**Record shipment details on the Check-In Gate Log.**

---

**Inspect the tractor and trailer equipment.**

- Look for damage or safety / mechanical issues.
  - Inspect security seals to see if they have been broken en-route.
  - Identify markings that indicate the shipment was previously rejected, such as a subtle "X" placed on the right of the rear trailer bumper.
- 

**Locate the transponder & record details on the Transponder Log.**

---

**Mark the trailer with a color-coded label or tape on the trailer door to indicate shipment contents.**

- Remove old tape, labels or markings from previous operations.
  - Place a label or ONE FOOT of tape vertically at eye-level on the driver side. Write the sequence number on the tape or label.
- 

**Accept, reject or flag shipments for review at the Holding Area:**

- If the BOL is AVAILABLE and the shipment contains items that are:
  - Ordered by the EOC, ACCEPT THE SHIPMENT.
  - Not ordered by the EOC, but donations approved by the EOC, FLAG FOR THE HOLDING AREA.
  - Not ordered by the EOC or noted above, REJECT THE SHIPMENT.
- If the BOL is UNAVAILABLE and the shipment contains items that are:
  - Donations approved by the EOC, FLAG FOR THE HOLDING AREA.
  - Expected items, with origin, trucking contractor, trailer equipment or supplier that match previously accepted shipments, ACCEPT THE SHIPMENT.

- Expected items, but with origin, trucking contractor, trailer equipment or supplier that DO NOT MATCH previously accepted shipments, REJECT THE SHIPMENT.
  - Hazardous materials (HAZMAT) with no safety information or details on proper handling or care, REJECT THE SHIPMENT.
  - When shipments are accepted using criteria noted above, FLAG FOR THE HOLDING AREA if any of the following is observed:
    - Broken security seals
    - Damage to the trailer while en-route
    - Equipment with safety or mechanical issues
- 

**Mark the truck to identify where shipments should be directed.**

- Remove old tape, labels or markings from previous operations.
  - Place a label or ONE FOOT of tape horizontally on the truck's front bumper to the left of the license plate.
- 

**Add notes to the BOL when flagging the shipment for further review at the Holding Area.**

- Note reasons for directing shipments to the Holding Area on bills of lading or on separate sheets of paper. Use codes such as:
    - DONATION – shipments containing approved donations.
    - BROKEN SEAL– shipments with broken security seals.
    - SAFETY ISSUE – obvious safety issues to address.
    - MECHANICAL ISSUE – mechanical issues to address.
    - DAMAGE – trailer appears to be damaged.
  - Secure weatherproofed BOLs / notes to the driver's side of the trailer.
- 

**When rejecting shipments from the LSA.**

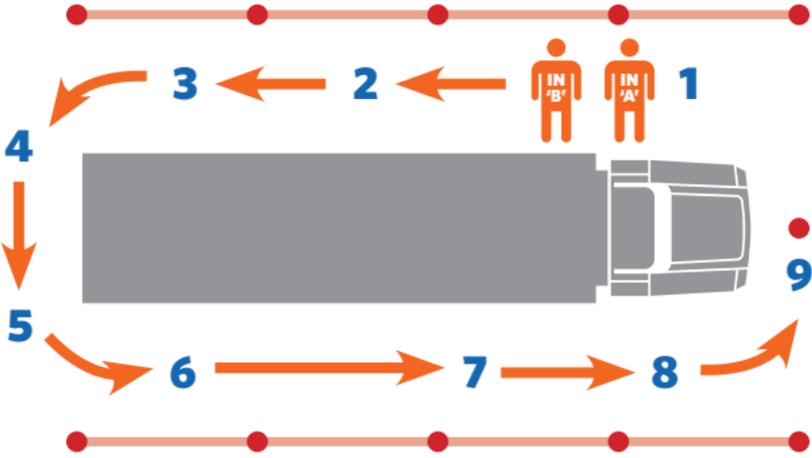
- Duplicate BOLs and return the original to the driver.
  - Note reasons for rejecting shipments on duplicate BOLs.
  - Notify the Lead Check-In Gate Recorder for a quick review.
  - Place an "X" or other marking on the right side of rear trailer bumper.
  - Request security escorts to direct drivers to depart the LSA site.
- 

**Direct all other shipments to their location within the LSA.**

- Provide drivers with Driver Information Sheets.
  - Direct drivers to the Shipment Storage Areas or the Holding Area.
-

# Gate Check-In Recorder Tasks

Two Gate Check-In Recorders check in trailers as shown below



## 1 Gate Check-In Recorder 'A':

- Review Bill of Lading and driver ID.
- Assign sequence number and notes on BOL.
- Determine trailer contents.
- Note shipment on the Gate Check-In Gate log.

## 2 Gate Check-in Recorder 'B'

- Note trailer contents and sequence number, then moves to rear of truck.
- 3** Look for damage or safety issues.
- 4** Inspect trailer and:
- Verify security seal is in tact.
  - Locate transponder electronic serial number (ESN) and sequence number for the Transponder Log.
- 5** Mark trailer door to identify contents and sequence number. Removes previous markings.
- 6** Move to front of truck.
- 7** Look for damage or safety issues.
- 8** Both staff members decide to accept, reject, or direct the truck to the Holding Area.
- 9** 'B' marks the front bumper with 1 ft of colored tape placed on front bumper and removes previous markings.

# Check-In Gate Log Instructions

The Check-In Gate Log is used by the Check-In Squad (maintained by the Gate Check-in Recorders) to record information on shipments entering the LSA.

DATE: 1      LANE: 2

SEQUENCE		TIME	TRAILER	LICENSE PLATE		CONTENTS	DRIVER NAME	DRIVER PHONE	ACCEPTED? REJECTED? FLAGGED?
LANE LETTER	NUMBER	:	NUMBER	STATE ABBR.	NUMBER		FIRST and LAST NAME	(AREA CODE) / - - - - -	
	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">3</span>	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">4</span>	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">5</span>		<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">6</span>	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">7</span>	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">8</span>	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">9</span>	<span style="border: 1px solid black; border-radius: 50%; padding: 2px 6px;">10</span>
		:					( )	( )	<input type="checkbox"/> ACCEPTED <input type="checkbox"/> REJECTED <input type="checkbox"/> FLAGGED
		:					( )	( )	<input type="checkbox"/> ACCEPTED <input type="checkbox"/> REJECTED <input type="checkbox"/> FLAGGED
		:					( )	( )	<input type="checkbox"/> ACCEPTED <input type="checkbox"/> REJECTED <input type="checkbox"/> FLAGGED
		:					( )	( )	<input type="checkbox"/> ACCEPTED <input type="checkbox"/> REJECTED <input type="checkbox"/> FLAGGED
		:					( )	( )	<input type="checkbox"/> ACCEPTED <input type="checkbox"/> REJECTED <input type="checkbox"/> FLAGGED

## Instructions for Completing the Log:

- 1 Date.** Enter the current date (month, day, year).
- 2 Lane.** Enter the designated letter of the Check-In Gate Lane where the Gate Check-In Recorder is assigned.
- 3 Sequence Number.** Enter a unique sequence number for every shipment. Sequence numbers begin with the letter of the lane in which the trailer is received at the Check-In Gate, followed by a sequential four digit number. EXAMPLE: the first trailer arriving at lane A is A0001, the tenth trailer arriving at lane B is B0010.
- 4 Time.** Enter the time of arrival at the LSA (24-hour clock).
- 5 Trailer Number.** Enter the trailer number on the nose of the trailer; do not use numbers on a trailer's door.
- 6 License Plate Number.** Enter the license plate number of the truck/tractor unit, beginning with the two-letter state abbreviation.
- 7 Contents.** Enter a brief description of the shipment's contents using information on the shipment's BOL or provided by the driver.
- 8 Driver Name.** Enter the first and last name of the driver.
- 9 Driver Phone.** Enter driver's mobile phone number (with area code).
- 10 Accepted/Rejected/Flagged.** Check the appropriate box to indicate if the shipment was accepted (directed to a shipment storage area or equipment area within the LSA), rejected (escorted out of the LSA), or flagged for further review at the Holding Area (HA).

# Check-In Transponder Log Instructions

The Transponder Log is an optional log used when transponders are installed on trailers to track their movement. The log is maintained by the Check-in Recorders and provides a record of transponders that are installed on trailers as they arrive at the LSA. The log includes numbered items as indicated below:

The diagram shows the layout of the Transponder Log form. At the top left, there are two fields: "DATE:" and "LANE:". Callout 1 points to the "DATE:" field, and callout 2 points to the "LANE:" field. Below these fields is a table titled "TRANSPONDER LOG". The table has three main sections, each with two columns: "SEQUENCE" and "TRANSPONDER SERIALNUMBER". Each of these columns has a sub-column for "LANE LETTER". Callout 3 points to the "SEQUENCE" column of the first section, and callout 4 points to the "TRANSPONDER SERIALNUMBER" column of the first section. The table has 10 rows in each section.

## Instructions for Completing the Log:

- 1 Date.** Enter the current date (month, day, year).
- 2 Lane.** Enter the designated letter of the Check-In Gate Lane where the Gate Check-In Recorder is assigned.
- 3 Seq. Num (sequence number).** Enter the unique sequence number from the Check-In Gate Log. Sequence numbers begin with the letter of the lane in which the trailer is received at the Check-In Gate, followed by a sequential four digit number. EXAMPLE: the first trailer arriving at lane A is A0001, the tenth trailer arriving at lane B is B0010.)
- 4 Transponder Number.** Enter the serial number or ESN found on the transponder, as applicable.

# Holding Area Squad

## Problematic shipments are resolved at the Holding Area:

- 1** Shipments flagged at the Check-In Gate are directed to the Holding Area.
- 2** The Holding Area Squad reviews the BOL (drivers to remain with their vehicles). Shipments are resolved in the following manner:
  - Shipments with no bill of lading: Drivers must obtain a BOL from dispatchers or contractor representatives, or the shipment is rejected. Resources are available at the Driver Support Center.
  - Shipments with broken security seals: Open trailers to verify that contents match the BOL. The shipment is rejected if items are missing or have invalid expiration dates.
  - Shipments with damage: Open trailers to inspect for damage. If items have been damaged, the trailer is rejected. Otherwise, the trailer is re-packed and accepted.
  - Shipments of donations approved by the EOC: Accept the trailer.
  - Shipments with safety or mechanical issues: Give drivers a deadline to resolve issues before the truck/trailer is towed.
  - Shipments that jeopardize staff safety: If staff members suspect a shipment is too dangerous to move, they contact the Safety Officer.
- 3** The Holding Area Squad completes an ICS 213: General Message.
- 4** The Holding Area Squad accepts or rejects the shipment:
  - Accepted shipments: Mark the front left bumper to indicate where the shipment should be directed.
  - Rejected shipments: Replace any old markings to mark the shipment as rejected; the BOL is copied and returned to the driver and the shipment is directed to exit the LSA.

For the **Holding Area Organization and Layout**, turn to page 82.

For a **Holding Area Checklist**, turn to page 83.

For **Holding Area Log Instructions**, turn to page 88.

# Lead Holding Area Crew Member

The Lead Holding Area Crew Member reports to the Gate Crew Boss and manages the Holding Area, which includes:

- Managing Holding Area Crew Members.
- Organizing the physical layout of Holding Area.
- Reporting information for operational planning.
- Maintaining the Holding Area Log.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Gate Crew Boss on:
  - Current priorities for resolving shipments at the Holding Area.
  - The process for managing donations approved by the EOC.
  - The process for addressing shipments with broken security seals.
  - Any timelines or deadlines for submitting reports.
  - The color-coding scheme to mark and identify trailer contents.

### Identify and address safety and security concerns

---

- Determine whether a security detail is needed at the Holding Area and request from the Gate Crew Boss as needed.
- Review the Site Traffic Plan and identify areas where extra caution may be required.
- Work with the Safety Officer to establish a process for addressing shipments with obvious safety issues.
- Request resources to support operations. Discuss resource needs with the Gate Crew Boss.

### Assign staff members

---

- Organize staff in the Holding Area. Assign at least one Holding Area Crew Member to maintain the Holding Area Log at the entry/exit.
- Use the [Staff Briefing Checklist](#) (page 247) to brief Holding Area Crew.
- Provide required work materials to assigned staff.
- Request Traffic Crew Members from the Traffic Crew Boss as need-

ed to facilitate traffic flow within, into and out of the Holding Area.

### **Organize the site**

---

- Use the [Holding Area Organization and Layout](#) (page 82) to organize the Holding Area. Confirm that adequate lighting is available for night operations.
- Assess the Holding Area and photograph any existing damage.

### **Prepare for operations and establish procedures**

---

- Review the LSA Action Plan or contact the Documentation Unit Leader for fax numbers or e-mail addresses that drivers can use to receive missing BOLs. Inform Holding Area Crew Members.
- Meet with the Ground Support Unit Leader to discuss the process for requesting ground support or assistance for shipments with safety or mechanical issues.
- Work with the Gate Crew Boss to establish a process for requesting assistance from the Mission Tracking Technical Specialist for shipments that arrive with no BOLs.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Receive staffing assignments for the Holding Area Squad and any operational updates from the Gate Crew Boss.
- Meet with Holding Area personnel to discuss operational updates and review the current LSA Action Plan, noting key information for the current operational period and any updates to staff assignments, the color-coding scheme, request processes, or any advanced inter-modal or ground operations.
- Identify and report traffic problems to the Traffic Crew Boss.
- Ensure drivers do not leave trucks / trailers unattended; drivers needing to use facilities at the Driver Support Center should notify a Holding Area Crew Member.

### **Receive and retain control of shipments**

---

- Receive the Holding Area Log from the previous Lead Holding Area Crew Member and provide it to the current Holding Area Squad.
- Accept donations approved by the EOC.
- Review shipments that have been rejected by Holding Area staff.

### **Ensure safety and security of operations**

---

- Assess the Holding Area for safety and security issues.
- Request assistance from the Ground Support Unit Leader for trucks with safety or mechanical issues.

### **Assess and report status**

---

- Monitor workload and performance of Holding Area Crew. Receive staff feedback and make improvements, as needed.
- Report information for operational planning by submitting an ICS 213: General Message to the Gate Crew Boss with:
  - Total shipments reviewed and processed by the Holding Area.
  - Total shipments directed to the Holding Area, awaiting review.
  - Actual hours worked by each staff member in the current operational period and expected work hours for the upcoming operational period (not including breaks, meetings or other periods when the group was not performing deployments).
  - Request fewer or additional staff.
- Collect the Holding Area Log (for Field Observers each operational period or to handover to the relief Lead Check-In Gate Recorder), as well as each shipment's BOL (for the Documentation Unit).
- Share lessons learned from the previous operational period, including frequent problems, vendor mistakes, etc.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss demobilization needs with the Gate Crew Boss.
  - Agree to a timetable for demobilizing the Holding Area.

### **Submit documentation**

---

- Submit all documents, including any Holding Area Logs or BOLs, to the Gate Crew Boss to the Documentation Unit Leader, ensuring that all records are current and complete.

### **Restore site to pre-activation condition.**

---

- Restore the Holding Area to pre-activation condition.
  - Advise the Demobilization Unit Leader of any damage.

---

For the **Holding Area Organization and Layout**, turn to page 82

For a **Holding Area Checklist**, turn to page 83.

For **Holding Area Log Instructions**, turn to page 88.

# Holding Area Crew Member

Holding Area Crew Members report to the Lead Holding Area Crew Member. Their job functions include:

- Recording information on shipments flagged at the Check-In Gate.
- Reviewing or inspecting flagged shipments and determining if they should be accepted or rejected.
- Marking trailers so that LSA staff can identify contents and direct shipments appropriately.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Lead Holding Area Crew Member on:
  - Current priorities for resolving shipments at the Holding Area.
  - The process for managing donations approved by the EOC.
  - The process for addressing shipments with broken security seals.
  - The color-coding scheme to mark and identify trailer content.

### Identify and address safety and security concerns

- Review the Site Traffic Plan and identify areas where extra caution may be required.

### Organize the site

- Use the [Holding Area Organization and Layout](#) (page 82) to organize the Holding Area. Confirm that adequate lighting is available.
- Review the site layout to easily provide directions to drivers.

### Prepare for operations and establish procedures

- Obtain work items from the Lead Holding Area Crew Member.
- Review the process for requesting assistance from Mission Tracking Technical Specialists.

## OPERATIONAL GOALS

### Maintain command, control, and communication

- Review operational updates and key information for the current

operational period with the Lead Holding Area Crew Member and note any updates to priorities or processes.

- Identify and report traffic problems to the Traffic Crew Boss.
- Ensure that markings on your lane remain clear to approaching drivers. Replace cones, re-apply stripes, and replace or re-position signs as needed.
- Ensure drivers do not leave trucks or trailers unattended; drivers should notify a Holding Area Crew Member if they need to use facilities at the Driver Support Center.

### **Receive and retain control of shipments**

---

- Maintain the Holding Area Log by follow the [Holding Area Log Instructions](#) (page 88).
- Use the [Holding Area Checklist](#) (page 83) to address shipments that have been directed to the Holding Area.
  - Consult the list of donations approved by the EOC.
  - Help drivers obtain copies of missing BOLs.
  - Request assistance for trucks with safety or mechanical issues.
- Mark trailers to identify contents.
- Direct resolved shipments to exit the Holding Area and proceed to the appropriate shipment storage area.
- Notify the Lead Holding Area Crew Member of each rejected shipment.

### **Ensure safety and security of operations**

---

- Instruct drivers to use flashing amber lights during night operations.
- Report hostile or uncooperative drivers to the Security Manager.
- Use personal protective equipment (PPE) appropriately and request additional equipment as necessary.

### **Assess and report status**

---

- Submit any uncollected logs, ICS 213: General Messages or BOLs to the Lead Holding Area Crew Member.
  - At the end of the operational period, tell the Lead Holding Area Crew Member which shipment should be resolved next.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

#### Submit documentation

---

- Submit all documents, including Holding Area Logs, to the Lead Holding Area Crew Member, ensuring that all records are current and complete.

#### Restore site to pre-activation condition

---

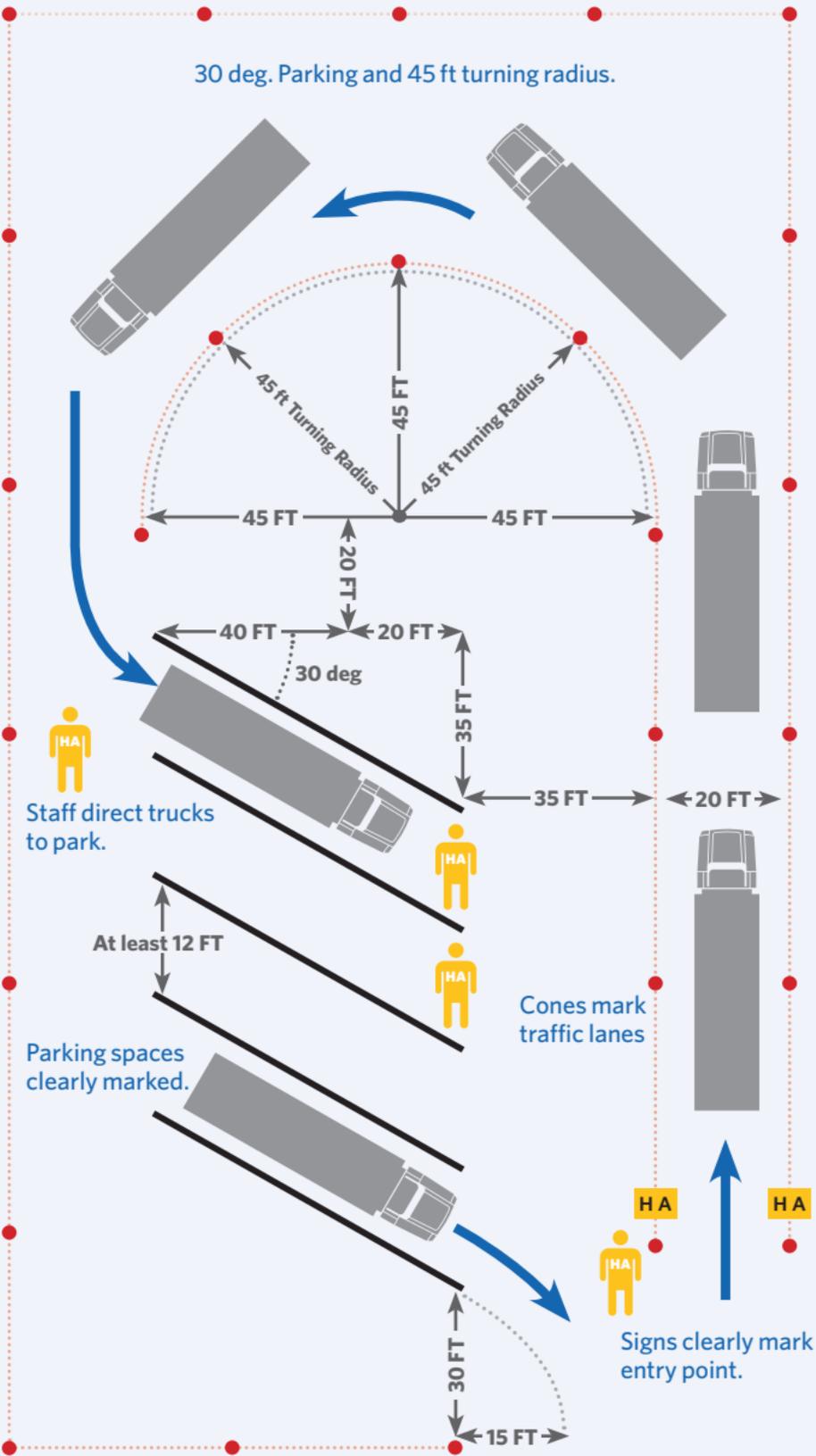
- Restore Holding Area to pre-activation condition; advise the Lead Holding Area Crew Member of any damage.
- 

For the **Holding Area Organization and Layout**, turn to page 82.

For a **Holding Area Checklist**, turn to page 83.

For **Holding Area Log Instructions**, turn to page 88.

# HOLDING AREA ORGANIZATION & LAYOUT



# Holding Area Checklist

---

Flagged shipments are reviewed in the Holding Area, where Holding Area staff either accept or reject them. Rejected shipments are escorted out of the LSA. Accepted shipments proceed to the appropriate Shipment Storage Area.

## RECEIVING & RESOLVING SHIPMENTS

---

- Record shipment details on the Holding Area Log.**

---

- Park the shipment.**
  - Park trucks/trailers with safety or mechanical issues to allow space for towing, repairs or transloading.

---

- Review notes from staff at the Check-In Gate. Retrieve bills of lading and notes secured to the driver side of the trailer. Notes may include:**
  - DONATION - shipments containing approved donations
  - BROKEN SEAL- shipments with broken security seals
  - SAFETY ISSUE - obvious safety issues to address
  - MECHANICAL ISSUE - mechanical issues to address
  - DAMAGE - trailer appears to be damaged

## SHIPMENTS WITH NO BOL

---

- Advise the driver to contact his or her dispatcher or contractor representative to obtain a duplicate BOL. Set clear time limits.**
    - Send the driver to the Driver Support Center for phones, fax machines or computers with internet access.
    - Have the driver request the following reference on any incoming documents: ATTN: HOLDING AREA - SEQUENCE#:

---

  - Receive and review the BOL, write the shipment's sequence number on the top, and accept or reject the shipment.**
-

**Accept the shipment if it contains items ordered by the EOC, or donations approved by the EOC.**

- If a driver cannot provide a BOL, as for assistance from the Mission Tracking Technical Specialist.
- If the issue cannot be resolved, reject the shipment.

## SHIPMENTS WITH SAFETY OR MECHANICAL PROBLEMS

Drivers of equipment with safety or mechanical problems must arrange for their own repairs, service calls, towing services, or other assistance. **The costs of any associated service calls, parts, labor, fuel, etc. will not be paid or reimbursed by the LSA or the EOC.** In certain circumstances, the Ground Support Unit at the LSA may offer limited assistance if:

- The costs of parts, equipment or fuel provided by the LSA will be charged back to the carrier or driver for reimbursement.
  - Any assistance rendered by the LSA is accepted by the driver on an "as-is" basis and at their own risk.
- Set clear time limits in which drivers may remedy the issue or solicit the assistance of local service providers. Advise drivers to use resources provided at the Driver Support Center.**
- 
- Coordinate with the Lead Check-In Gate Recorder to allow service providers on-site.**
- 
- Request assistance from the Ground Support Leader or Safety Officer if:**
- Local services, fuel, or spare parts are limited or unavailable.
  - Equipment is parked, stalled, or obstructing traffic at the LSA.
  - The issue may jeopardize the safety of LSA staff.
- 
- If the shipment contains high-demand items required for immediate deployment, request assistance from the Ground Support Unit Leader to immediately transload the shipment.**
- 
- If the driver is unable to resolve the issue within the set time limit, reject the shipment.**

- Coordinate with the Law Enforcement Liaison to tow the tractor/trailer away at the driver's expense.
- 

**Document shipments with safety or mechanical issues on an ICS 213: General Message:**

- Describe the safety or mechanical issue.
  - Note the shipment's sequence number.
  - Note ALL services, parts and fuel provided to the driver, and their resulting costs, to the LSA (including any equipment usage time).
- 

**Accept or reject shipments.**

**If any safety or mechanical issue violates any local, state, or federal regulation or law, minimize movement of the equipment at the LSA site. The driver may not exit the LSA or operate the equipment on public roadways until the issue has been resolved in compliance with all known laws and regulations.**

### **BROKEN SECURITY SEALS OR DAMAGED TRAILERS**

**Prepare an ICS 213: General Message with the shipment sequence number. Describe the damage. Include photographs, if possible.**

---

**Open trailers:**

- Note the time, date, & location that the seal is broken on the ICS 213.
  - Exercise caution, especially when damage appears to have shifted the packing of contents inside a trailer.
  - Request assistance from the Ground Support Unit Leader for trailer doors that cannot easily be opened.
- 

**Inspect the contents of the shipment:**

- Assess for damage and take photographs, if possible.
  - Assess for theft. Count contents or pallets, as time allows.
  - Ensure contents match items listed on the BOL and check the expiration date of perishable items.
-

- Re-pack the trailer, if necessary. Request assistance from the Ground Support Unit Leader for material handling equipment.**

---

- Note shortages or damages on the ICS 213: General Message, including the costs of any services / items supplied by the Ground Support Unit Leader, or equipment used.**

---

- Accept or reject shipments.**

## ACCEPTING SHIPMENTS

- Remove any old tape or markings and re-mark the truck to identify where the shipment should be directed. Place a new label (or one foot of tape) horizontally on the truck's left front bumper.**

---

- Ensure the sequence number is noted on the BOL.**

---

- Check that trailer door markings indicate shipment contents. Write the sequence number on the label or tape.**
  - Remove any old tape or markings and place a new label (or one foot of tape) vertically at eye-level on the driver side.
  - Write the sequence number on the label or tape.

---

- Note the time of exit on the Holding Area Log.**

---

- Retain BOLs and ICS 213: General Messages for collection by the Documentation Unit.**

---

- Direct drivers to the Shipment Storage Area.**

## REJECTING SHIPMENTS

- Remove any old tape or markings and re-mark the truck to identify where the shipment should be directed. Place a label (or one foot of tape) horizontally on the truck's left front bumper.**

---

- Mark the trailer with an "X" or other marking on the right rear bumper to indicate that the shipment is rejected.**

- Make a copy of the BOL and return the original to the driver.**

---
- Note the shipment's sequence number and the reasons for rejection on the duplicate BOL.**

---
- Notify the Lead Holding Area Crew Member of each rejected shipment.**

---
- Record the time the shipment exits the Holding Area on the Holding Area Log.**

---
- Retain documents, including BOLs and ICS 213: General Messages, for collection by the Documentation Unit.**

---
- Request escorts to direct drivers to exit the LSA site.**

---

# Holding Area Log Instructions

The Holding Area Log is used to record and track shipments that have been directed to the Holding Area for additional review.

**1**

DATE: \_\_\_\_\_

**HOLDING AREA LOG**

ENTRY TIME	SEQUENCE LANE LETTER NUMBER	TRAILER NUMBER	CONTENTS	DRIVER NAME AND PHONE	ISSUE	FOLLOW-UP / ACTIONS / NOTES	EXIT TIME
<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	NAME: _____ ( )	<b>7</b>	<b>8</b>	<b>9</b>
:				NAME: _____ ( )			:
:				NAME: _____ ( )			:
:				NAME: _____ ( )			:

## Instructions for Completing the Log:

- 1 Date.** Enter the current date (month, day, year).
- 2 Time.** Enter the time that the shipment entered the Holding Area (24-hour clock).
- 3 Sequence Number.** Enter the unique sequence number assigned by staff at the Check-In Gate. Sequence numbers begin with the letter of the lane in which the trailer is received at the Check-In Gate, followed by a sequential four digit number. EXAMPLE: the first trailer arriving at lane A is A0001, the tenth trailer arriving at lane B is B0010.
- 4 Trailer Number.** Enter the trailer number on the nose of the trailer; do not use numbers on a trailer's door.
- 5 Contents.** Enter a brief description of the shipment's contents based on information found on the shipment's BOL or provided by the driver.
- 6 Driver Name & Phone.** Enter the first and last name of the driver. Enter the driver's mobile phone number (with area code).
- 7 Issue.** Enter a brief description of the issue that has flagged the shipment for review at the holding area; the following codes may have been used by staff at the Check-In Gate:
  - MISSING BOL: shipments missing bills of lading.
  - DONATION: shipments containing approved donations.
  - BROKEN SEAL: shipments with broken security seals.
  - SAFETY ISSUE: obvious safety issues to address.

- **MECHANICAL ISSUE:** mechanical issues to address.
- **DAMAGE:** trailer appears to be damaged.

**8 Follow-Up / Action / Notes.** List the Holding Area Squad decision, including whether the shipment was accepted or rejected. Also note any additional actions, references, or recommended billing for services or support provided to trucks/trailers/drivers.

**9 Exit Time.** Enter the time that the shipment exited the Holding Area (24-hour clock).

---

# Check-Out Gate Squad

The Check-Out Gate Squad clears deployments for departure as follows:

- 1** The Traffic Crew directs exiting vehicles to the Check-Out Gate.
- 2** Security personnel perform security checks.
- 3** The Check-Out Squad executes the following check-out tasks for all deployments:
  - Check the driver's ID.
  - Review information noted on the BOL to:
    - Confirm that driver information matches the driver's ID.
    - Verify the referenced deployment's trailer number.
    - Confirm the presence of a security escort, when required
    - Confirm the delivery area with the driver (and escort).
  - Make any corrections to the BOL, writing "CORRECTED" at the top, initialing to the right of the Deployment Coordinator's signature on the "Shipper's Agent" line. Provide copies to the Material Tracking Technical Specialist and the security escort (if applicable), and give the original corrected BOL to the driver.
- 4** Verify that placards have been placed on any trailer that has HAZMAT noted on the BOL, and references the same UN code as noted on the BOL.
- 5** Record all vehicles departing the LSA (including deployments, tractor units without trailers, and rejected shipments) in the Check-Out Gate Log.

For the **Check-Out Gate Organization & Layout**, turn to page 98.

For a **Check-Out Gate Checklist**, turn to page 101.

For **Check-Out Gate Log Instructions**, turn to page 102.

# Lead Gate Check-Out Recorder

The Lead Gate Check-Out Recorder reports to the Gate Crew Boss and manages the Check-Out Gate, which includes:

- Managing Gate Check-Out Recorders as they check and release trucks from the Check-Out Gate.
- Organizing the physical layout of Check-Out Gate and Check-Out Parking Area.
- Reporting information for operational planning.
- Maintaining the Check-Out Gate Log.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Gate Crew Boss on the color-coding scheme to mark and identify trailer contents.

### Identify and address safety and security concerns

---

- Assess the Check-Out Gate for safety and security issues:
  - Determine if a security detail is needed at the Check-Out Gate, especially when automated gates are left in the “open” position and must not be left unattended. Send requests to the Gate Crew Boss.
  - Determine security procedures for the check-out process.

### Request resources to support operations

---

- Discuss resource needs with the Gate Crew Boss.

### Assign staff members

---

- Organize staff at the Check-Out Gate. Assign at least two Gate Check-Out Recorders to each operational lane at the Check-Out Gate.
- Use the [Staff Briefing Checklist](#) (page 247) to brief Gate Check-Out Recorders on items discussed with the Gate Crew Boss.
- Provide required work materials to assigned staff.
- Request Traffic Crew Members from the Traffic Crew Boss to facilitate traffic flow in the Check-Out Parking Area and exiting the LSA.

### Organize the site

---

- Use the [Check-Out Gate Organization and Layout](#) (Page 98) to or-

ganize the Check-Out Gate and Parking Area. Confirm that sufficient lighting is available to support operations.

- Prepare a map of the Check-Out Parking Area and submit it to the Deployment Branch Director. Ensure parking space numbers are clearly identified.
- Check any automatic gates to ensure they are deactivated and set to the “open” position.
- Identify a pull-off area where departing vehicles may be directed to resolve questions without delaying the departure of other vehicles.
- Assess the Check-Out Gate and photograph any damage if possible.

### **Prepare for operations and establish procedures**

---

- Discuss procedures for checking the BOLs of HAZMAT deployments with the Gate Crew Boss, using the [HAZMAT Deployment BOL Quick Sheet](#) (page 258).
- Obtain contact information for Deployment Branch staff.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Receive staffing assignments for the Check-Out Squad and operational updates from the Gate Crew Boss.
- Meet with Check-Out Gate personnel to discuss operational updates and review the current LSA Action Plan, noting key information for the current operational period, including:
  - Staff assignments.
  - The color-coding scheme to mark and identify trailer contents.
  - Expected deployments for the current operational period.
  - Any advanced intermodal or ground operations.
  - Updates to procedures for checking HAZMAT deployments..
- Work with the Traffic Crew to control traffic at the Check-In Gate.
- Modify the layout of the Check-Out Parking Area, as needed;
  - Provide an updated map to the Gate Crew Boss and Deployment Branch Director, and include in the LSA Action Plan.

### **Deploy shipments as instructed by the EOC**

---

- Receive the Check-Out Gate Log from the previous operational period’s Lead Gate Check-Out Recorder and give it to the current Check-Out Gate Squad.
- Supervise Gate Check-Out Recorders. Ensure they are following

procedures outlined in the [Check-Out Gate Checklist](#) (page 101).

- Review and resolve questions or issues for departing vehicles or deployments flagged by Gate Check-Out Recorders.
- Maintain a Check-Out Gate Log for each lane using the [Check-Out Gate Log Instructions](#) (page 102).

### **Ensure safety and security of operations**

---

- Ensure Gate Check-In Recorders are aware of traffic patterns and brief crew members on the importance of visually confirming the positions of nearby personnel before directing a truck to proceed.
- Review procedures for checking the BOL of HAZMAT deployments with the Safety Officer. Provide any updates to the Gate Check-Out Recorders.
- Ensure personal protective equipment (PPE) is available and used appropriately. Request additional equipment as needed.

### **Assess and report status**

---

- Monitor workload and performance of Gate Check-Out Recorders. Receive staff feedback and make improvements, as needed.
- Report information for operational planning by submitting an ICS 213: General Message to the Gate Crew Boss with:
  - The hours that each lane is open, staffed and verifying deployments/departing vehicles for the current operational period.
  - Expected work hours for each staff member at the Check-Out Gate for the upcoming operational period (not including breaks, meetings or other lulls in activity).
  - Request fewer or additional staff.
- Collect the following documents:
  - Check-Out Gate Logs, for collection by Field Observers during each operational period or to hand over to the relief Lead Check-Out Gate Recorder for the next operational period.
  - Each shipment's BOL, to be collected by the Documentation Unit.
- Share lessons learned from the previous operational period, including common errors found on BOLs or typical HAZMAT items.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss demobilization needs with the Gate Crew Boss and consider staff needed to manage the Check-Out Gate until all unused

shipments have been returned.

### **Coordinate removal of on-hand shipments**

---

- Return unused shipments following the same procedures used for coordinating deployments. Ensure that all departing vehicles are recorded on the Check-Out Gate Log.

### **Submit documentation**

---

- Submit all documents, including any Check-Out Gate Logs or BOLs (or corrected BOLs) to the Documentation Unit Leader, ensuring that all records are current and complete.

### **Restore site to pre-activation condition**

---

- Restore the Check-Out Gate to pre-activation condition.
    - Advise the Demobilization Unit Leader of any damage.
- 

For the **Check-Out Gate Organization and Layout**, turn to page 98.

For a **Check-Out Gate Checklist**, turn to page 101.

For **Check-Out Gate Log Instructions**, turn to page 102.

# Gate Check-Out Recorder

Gate Check-Out Recorders report to the Lead Gate Check-Out Recorder and are responsible for:

- Recording information on each departing vehicle.
- Checking deployments prepared by the Deployment Branch.
- Verifying and releasing all traffic from the LSA.
- Preventing unauthorized vehicles from departing.
- Maintaining the movement of shipments at their assigned lane.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Lead Gate Check-Out Recorder on:
  - The information that should be on each BOL prepared by the Deployment Branch.
  - Expectations and procedures for managing HAZMAT shipments.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan and identify areas where extra caution may be required.
- Organize the site.
- Use the [Check-Out Gate Organization and Layout](#) (page 98) to organize your lane at the Check-Out Gate. Confirm that adequate lighting is available for night operations.
- Set up the Check-Out Parking Area as directed by the Lead Gate Check-Out Recorder.

### Prepare for operations and establish procedures

---

- Discuss the following with the Lead Gate Check-Out Recorder:
  - The procedure for handling questions about deployments or departing vehicles that require further review.
  - The procedure for checking BOLs for HAZMAT deployments using the [HAZMAT Deployment BOL Quick Sheet](#) (page 258).
  - Contact information for Deployment Branch staff who can address questions about departing deployments.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Review operational updates and key information for the current operational period with the Lead Gate Check-In Recorder.
- Work with the Traffic Crew to control traffic at the Check-In Gate.
- Confirm that markings on your lane remain clearly visible to approaching drivers. Replace cones, re-apply stripes, and replace or re-position signs as needed.

### Deploy shipments as instructed by the EOC

---

- Record all vehicles departing the LSA and check each BOL. Refer to the [Check-Out Gate Checklist](#) (page 101).
- Notify the Lead Gate Check-Out Recorder of any departing vehicles or deployments directed to the pull-off area for questions, issues or further review.

### Ensure safety and security of operations.

---

- Instruct drivers to use flashing amber caution lights while moving during night operations.
- Report hostile or uncooperative drivers to the Security Manager.
- Check the BOLs of HAZMAT deployments using procedures provided by the Lead Gate Check-Out Recorder and the [HAZMAT Deployment BOL Quick Sheet](#) (page 258).
- Visually inspect trucks and trailers for obvious safety issues before directing drivers to depart the LSA.
- Use personal protective equipment (PPE) appropriately and request additional equipment as needed.

### Assess and report status

---

- Submit any uncollected Check-Out Gate Logs or BOLs (or corrected BOLs) to the Lead Check-Out Gate Recorder.
  - Transition with the incoming Gate Check-Out Recorder and indicate where to continue recording departing vehicles.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

#### Coordinate removal of on-hand shipments

---

- Transition from checking deployments to checking retrograde for the return of unused shipments, following the same procedures used for deployments.
- Continue to record departing vehicles on the Check-Out Gate Log.

#### Submit documentation

---

- Submit all documents, including any remaining BOLs (or corrected BOLs) and Check-Out Gate Logs to the Lead Gate Check-Out Recorder, ensuring that all records are current and complete.

#### Restore site to pre-activation condition

---

- Restore the check-out lane to pre-activation condition; inform the Lead Gate Check-Out Recorder of any damage.
- 

For the **Check-Out Gate Organization and Layout**, turn to page 98.

For a **Check-Out Gate Checklist**, turn to page 101.

For **Check-Out Gate Log Instructions**, turn to page 102.



# CHECK-OUT GATE

Cones prevent left-hand turns.

EXISTING ROADWAY

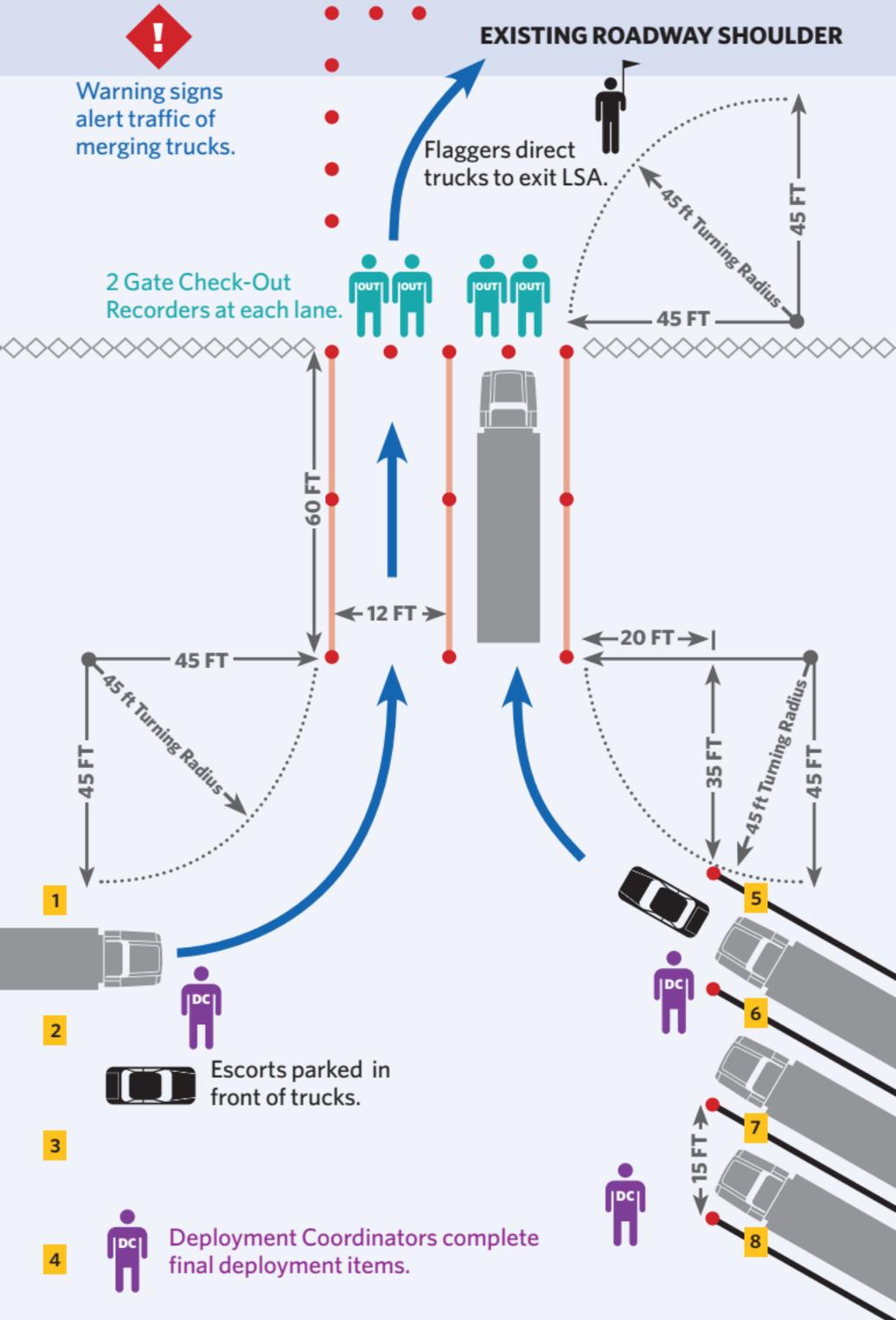


Warning signs alert traffic of merging trucks.

EXISTING ROADWAY SHOULDER

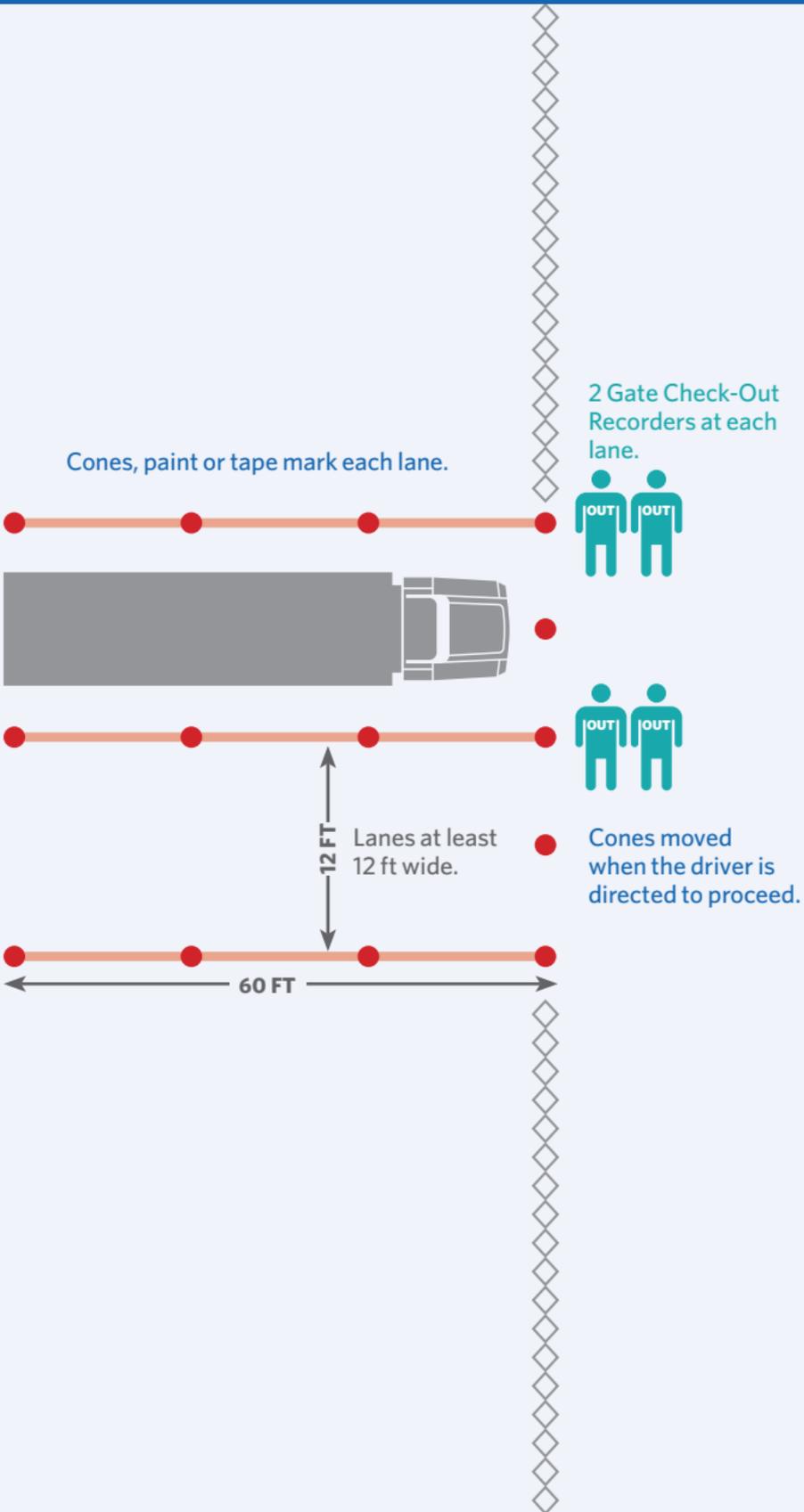
Flaggers direct trucks to exit LSA.

2 Gate Check-Out Recorders at each lane.



Find a layout key on page 65.

# CHECK-OUT GATE: LANES



## Check-Out Gate Checklist

---

- Check the driver's ID to confirm details noted on the BOL.**

---
- Verify that the deployment's trailer number matches the BOL.**
  - Use numbers on a trailer's nose; numbers on the door may differ.

---
- Confirm that the security escort is present, if indicated on the BOL.**

---
- Confirm the delivery location with the driver (and escort).**

---
- Perform additional safety checks for deployments that list HAZMAT on the BOL.**
  - Check for placards and reference the UN code noted on the BOL.
  - Follow procedures established by the Safety Officer and refer to the [HAZMAT Deployment BOL Quick Sheet](#) (page 258).

---
- Direct all vehicles with problems or questions to a pull-off area.**

---
- Report vehicles with problems or questions to the Lead Gate Check-Out Recorder.**

---
- Correct errors on the BOL and return it to the driver.**
  - Write "CORRECTED" at the top of the BOL.
  - Sign your initials to the right of the Deployment Coordinator's signature on the "Shipper's Agent" line at the bottom of the BOL.
  - Obtain a copy of the corrected BOL to retain at the Check-Out Gate and an additional copy for a security escort, if applicable.
  - Provide the original BOL with corrections to the driver.

---
- Confirm the departure of rejected shipments.**

---
- Record all departing vehicles on the Check-Out Gate Log.**

---
- Document all deployments, rejected shipments and any other staff or support vehicles exiting the site.**

---

# Check-Out Gate Log Instructions

The Check-Out Gate Log is used to record information on all vehicles departing the LSA, including deployments, empty trailers, tractor units (with no attached trailers), personnel vehicles, escort vehicles and retrograde shipments.

**1** DATE: \_\_\_\_\_ **2** LANE: \_\_\_\_\_

**CHECK-OUT GATE LOG**

TIME	VEHICLE TYPE	BILL OF LADING NUMBER	TRAILER NUMBER	LICENSE PLATE		DRIVER NAME	DRIVER PHONE
				STATE ABBR.	NUMBER		
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>		<b>7</b>	<b>8</b>	<b>9</b>
<input type="checkbox"/> DEPLOYMENT <input type="checkbox"/> TRACTOR <input type="checkbox"/> EMPTY TRAILER <input type="checkbox"/> RETROGRADE							( )
<input type="checkbox"/> DEPLOYMENT <input type="checkbox"/> TRACTOR <input type="checkbox"/> EMPTY TRAILER <input type="checkbox"/> RETROGRADE							( )
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<input type="checkbox"/> DEPLOYMENT <input type="checkbox"/> TRACTOR <input type="checkbox"/> EMPTY TRAILER <input type="checkbox"/> RETROGRADE							( )

## Instructions for Completing the Log:

- 1 Date.** Enter the current date (month, day, year).
- 2 Lane.** Enter the designated number of the Check-Out Gate Lane where the Gate Check-Out Recorder is assigned.
- 3 Time.** Enter the time of the vehicles departure from the LSA (24-hour clock).
- 4 Vehicle Type.** Check the appropriate box for the type of vehicle departing the LSA.
- 5 BOL Number.** Enter the "Shipper's Number" from the top right of the BOL when the departing vehicle is a deployment.
- 6 Trailer Number.** Enter the trailer number from the nose of the trailer; do not use numbers on a trailer's door when the departing vehicle includes a trailer.
- 7 License Plate Number.** Enter the license plate number of the departing vehicle, including the two-letter state abbreviation.
- 8 Driver Name.** Enter the first and last name of the driver for deployments.
- 9 Driver Phone.** Enter the driver's mobile phone number (with area code) for deployments.

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<b>Situation Unit Leader</b>	<b>109</b>
<b>Mission Tracking Technical Specialist</b>	<b>112</b>
<b>Field Observer</b>	<b>115</b>
<b>Display Processor</b>	<b>118</b>
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Preliminary BOL Quick Sheet	127
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# **CHAPTER 4**

## **PLANNING SECTION 102**

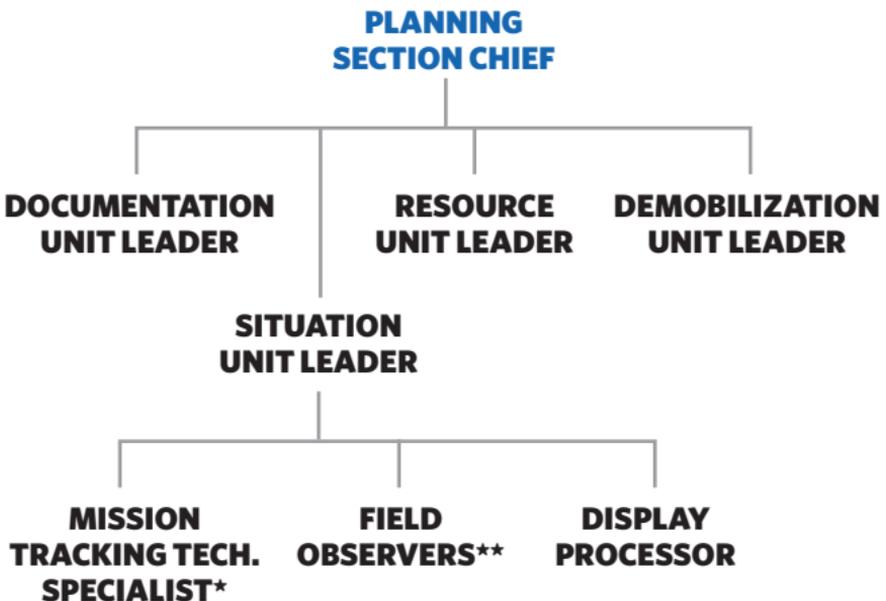
# Planning Section Overview

The Planning Section is responsible for gathering, organizing and reporting information on LSA operations, including:

- Anticipated shipments and deployments for the current and next operational period.
- Shipments received or on-hand at the LSA.
- Deployments made from the LSA.
- Resources assigned to the LSA.

## Organization

The section is managed by the Planning Section Chief who supervises and defines staffing requirements. The chart below provides an example of how the Planning Section can be organized:



\* Up to 5 staff members

\*\* Up to 2 staff members

## Sharing Information and Responding to Requests

Planning Section staff members share information and respond to requests for information about LSA operations. To avoid reports of conflicting information, members of the Planning Section should refer to the ICS 209: LSA Status Summary when responding to requests for information.

**Planning Section staff may also be required to address requests or questions that reference specific trailer numbers for shipments. Staff should always reference these against the number on the trailer's nose; numbers on trailer doors may differ.**

## LSA Action Plan

The Planning Section prepares the LSA Action Plan, which includes:

- Anticipated deployments to be fulfilled by the LSA.
- Anticipated shipments that will arrive at the LSA.
- Reports on the situation status at the LSA.
- Operational requirements at the LSA.
- Probable courses of actions and new operational strategies.

If you are the **Planning Section Chief**, turn to page 106.

If you are the **Situation Unit Leader**, turn to page 109.

If you are a **Mission Tracking Technical Specialist**, turn to page 112.

If you are a **Field Observer**, turn to page 115.

If you are the **Display Processor**, turn to page 118.

If you are the **Resource Unit Leader**, turn to page 120.

If you are the **Documentation Unit Leader**, turn to page 122.

If you are the **Demobilization Unit Leader**, turn to page 125.

# Planning Section Chief

The Planning Section Chief reports directly to the LSA Commander and is primarily responsible for:

- Organizing and managing the Planning Section.
- Requesting and releasing Planning Section resources.
- Managing the collection, analysis and reporting of information at the LSA.
- Guiding the preparation of LSA Action Plans.
- Appointing a Deputy Section Chief to serve as relief, and execute specific tasks delegated by the Planning Section Chief.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the LSA Commander on:
  - LSA objectives and strategies.
  - Available resources and personnel.
  - The request ordering process.
  - Lines of communication to the EOC.
  - Preparations for the initial LSA Action Plan.

### Establish command

---

- Work with the LSA Commander to establish a meeting schedule for the Command and General Staff.
- Review and update the initial ICS 201: LSA Briefing with the Command and General Staff before completing the first LSA Action Plan according to the instructions on page 269.
- Meet with LSA and EOC leadership for an EOC Incident Briefing. See the [EOC Incident Briefing Agenda](#) (page 272).

### Coordinate with the site manager

---

- Obtain a map, or have the the Situation Unit create one.

### Request resources to support operations

---

- Discuss resource needs with the LSA Commander.
- Obtain a photocopier, if needed, for use at the command post.

## Activate and assign staff members

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief arriving personnel.

## Organize the site

---

- Coordinate with the Facilities Unit Leader to identify work areas for Planning Section staff, and for the LSA Action Planning meetings.
- Provide computer and network requirements to the Computer Technical Specialist. Request capabilities, rather than specific items.

## Prepare for operations and establish procedures

---

- Discuss reporting requirements with the EOC. Brief the Situation Unit, Resource Unit, and Documentation Unit Leaders on:
  - Any special documents or reports required.
  - The timeline or general schedule for submitting reports.
  - The deadline for distributing copies of the LSA Action Plan.
  - Items for the first LSA Action Plan include the ICS 206: Site Medical Plan, ICS 208: Site Safety and Control Plan, ICS 205: LSA Communications Plan, Site maps and traffic layout, Site boundaries and off-limit areas, and anticipated shipments and deployments for the current and upcoming operational periods.
- Confirm any requirements for completing bills of lading (BOLs) with the EOC, and brief the Mission Tracking Technical Specialist and Deployment Branch Director accordingly.
- Ask the EOC for the quantity of anticipated deployments and shipments for the initial operational period and brief the LSA Commander, Operations Section Chief, Deployment Branch Director and Gate Crew Boss.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Share the anticipated volume of shipments and deployments for the upcoming operational period with the LSA Commander, Operations Section Chief, Deployment Branch Director and Gate Crew Boss.

### Ensure safety and security of operations

---

- Ensure staff members enforce and follow site safety and security procedures.
- Ensure personnel have been assigned personal protective equipment (PPE) and are trained on its appropriate use.

## Assess and report status

---

- Oversee the development of an LSA Action Plan for each operational period.
  - Establish a timeline and meeting schedule for preparing the LSA Action Plan.
  - Request the assistance of Planning Section personnel.
  - Ensure that the Documentation Unit Leader copies the LSA Action Plan on time.
- Review the ICS 209: LSA Status Summary received from the Situation Unit Leader.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Discuss any special requirements for demobilization with the EOC, including priorities, special procedures, and timelines; share these with the Demobilization Unit Leader.
  - Adjust to accommodate new objectives, priorities or constraints.
  - Monitor progress with the Demobilization Unit Leader.

### Submit documentation

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.
- Discuss any specific documentation requirements with the EOC.
- Monitor the Documentation Unit and ensure that enough staff members are assigned to ensure timely submission of all final documentation to the EOC.

### Coordinate removal of on-hand shipments

---

- Monitor retrograde activities throughout demobilization.

### Restore the site to pre-activation conditions

---

- Restore Planning Section work areas to pre-activation condition.
- 

For a **Staff Briefing Checklist**, turn to page 247.

For a **EOC Incident Briefing Agenda**, turn to page 272.

For the **ICS 201: LSA Briefing**, turn to page 280.

# Situation Unit Leader

The Situation Unit Leader reports directly to the Planning Section Chief and is responsible for:

- Organizing and managing the Situation Unit.
- Supervising Mission Tracking Technical Specialists, a Display Processor and Field Observers.
- Preparing the ICS 209: LSA Status Summary for each operational period.
- Providing information for the LSA Action Plan.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Planning Section Chief and discuss roles and responsibilities of the Situation Unit at the LSA.
- Request resources to support operations.
- Discuss resource needs with the Planning Section Chief.
- Request personal protective equipment (PPE) and any motorized transportation required for Field Observers.
- Confirm that Mission Tracking Technical Specialists have established communication with the EOC Resources Unit and do not require additional technology resources
- Obtain a printer for preparation of preliminary BOLs.

### Activate and assign staff members

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief assigned personnel.

### Organize the site

---

- Coordinate with the Facilities Unit Leader to identify work areas for the Situation Unit staff, with work stations for up to five Mission Tracking Technical Specialists, and desk space for preparing the ICS 209: LSA Status Summary.
- Direct Field Observers to determine a plan for physically counting shipments at the site.

- Request copies of the site map from the Planning Section Chief and provide these to field observers. If no map is available, instruct Field Observers to sketch one.
- Brief Field Observers on LSA boundaries; indicate areas of the site that may be off limits.

### **Prepare for operations and establish procedures**

---

- Meet with the Planning Section Chief to discuss expectations and deadlines, including the process for collecting and processing information, and the deadline for submitting the ICS 209: LSA Status Summary.
- Identify tasks and timelines needed to complete the [ICS 209: LSA Status Summary](#) (page 288), including physical counts of all shipments at the LSA and the collection of all logs maintained by the Gate Crew.
- Provide information to the Display Processor for inclusion on the LSA Status Board, including shipments received and on-hand at the LSA and deployments made from the LSA.
- Establish a process for providing Mission Tracking Technical Specialist assistance at the Holding Area; provide the Lead Holding Area Crew Member with a single point of contact.
- Ensure Field Observers have PPE and are trained to use it.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Address requests for information or questions. Refer to the Planning Section Chief, if necessary.

### **Receive and retain control of shipments**

---

- Supervise Field Observers and ensure that physical counts of all shipments on-site occur at least once per operational period.
- Discuss equipment inventories with the Equipment Manager and provide instructions to Field Observers if they are required to take physical counts of shipments containing equipment at the site.
- Route questions about specific trailers to Field Observers.

### **Deploy shipments as instructed by the EOC**

---

- Direct Mission Tracking Technical Specialists to prepare bills of lading (BOLs) or shipping documents.

## Ensure safety and security of operations

---

- Ensure personnel have PPE and are trained to use it.
- Instruct Field Observers to report any safety or security concerns to the Safety Officer or Security Manager.

## Assess and report status

---

- Complete the ICS 209: LSA Status Summary for each operational period. Include physical counts of on-hand shipments and logs collected from the Gate Crew.
- Participate in LSA Action Planning meetings. Ensure that a Mission Tracking Technical Specialist is available to answer questions about deployments.
- Provide reports as requested by the Planning Section Chief to support development of the LSA Action Plan.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Continue to prepare the ICS 209: LSA Status Summary at least once per operational period. Be sure to include physical counts of unused shipments remaining at the site and progress updates on retrograde activities.

### Submit documentation

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.
- 

For the **Staff Briefing Checklist**, turn to page 247.

For the **ICS 209: LSA Status Summary**, turn to page 288.

# Mission Tracking Technical Specialist

The Mission Tracking Technical Specialist reports directly to the Situation Unit Leader and is responsible for:

- Receiving deployment requests from the EOC.
- Updating the EOC Resources Unit once deployments have departed the LSA.
- Helping Holding Area staff resolve problematic shipments.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Situation Unit Leader.

### Request resources to support operations

---

- Discuss resource needs with the Situation Unit Leader.
- Identify and address safety and security concerns.
- Ensure hardware and equipment is secured against theft, etc.

### Organize the Site

---

- Coordinate with the Computer Technical Specialist to set up hardware, software and network connections to communicate with the EOC.

### Prepare for operations and establish procedures

---

- Review EOC requirements for preparing bills of lading (BOLs).
- Work with the Deployment Branch Director to determine how to submit preliminary BOLs and receive completed BOLs from the Deployment Branch.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Resolve computer and connectivity issues or problems communicating with the EOC Communications Unit.
- Maintain a back-up, basic paper record of all deployments and shipments.

- Meet with the Deployment Branch Director to discuss any updates to the processes for handling preliminary or completed BOLs.

### **Receive and retain control of shipments**

---

- Coordinate with the EOC Resources Unit to resolve issues with trailers that have arrived at the LSA with no BOL. As a starting point, inquire about:
  - EOC orders that should have had sufficient transit time to arrive at the LSA, but appear to be missing or incomplete.
  - New orders made under blanket purchase agreements.
  - Previous orders with shipments that arrived at the LSA without BOLs and with similar characteristics (such as origin, vendor or trucking carriers).

### **Deploy shipments as instructed by the EOC**

---

- Monitor communications with the EOC for new deployment requests and ensure that the following information is included in each request:
  - The agency or operation receiving the shipment.
  - A point of contact and phone or radio contact information.
  - The destination, including street address, cross streets, and longitude and latitude, if possible.
  - An itemized list of deployment contents, including quantity and unit of measure.
- Prepare preliminary BOLs based on deployment orders received from the EOC and submit to the Deployment Branch; use the [Preliminary BOL Quick Sheet](#) (page 127).
  - Determine the number of truckloads that are required.
  - Ensure a preliminary BOL is prepared for each outgoing truck.
- Review completed BOLs received from the Gate Crew after each deployment, and regularly communicate information to the EOC Resources Unit each operational period.
  - Compare each completed BOL against deployment orders from the EOC Resources Unit.
  - Contact the Deployment Branch with any questions.
- For EOC orders that may contain HAZMAT, highlight HAZMAT when submitting the BOL to the Deployment Branch.

## Ensure safety and security of operations

---

- Ensure that all HAZMAT BOLs include an emergency contact at the LSA to address any problems with the deployments.
- Follow information security protocols.

## Assess and report status

---

- Provide status reports and export data as needed.
- Track all pending deployment requests and advise the Deployment Branch Director if requests take an unusually long time to fulfill.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Assist with various demobilization tasks, as directed by the Situation Unit Leader.

### Coordinate removal of on-hand shipments

---

- Continue to prepare preliminary BOLs for shipments leaving the site and submit them to the Deployment Branch Director.
    - Update the EOC Resources Unit on the progress of retrograde activities and the removal of shipments from the site.
- 

For a **Preliminary BOLs Checklist**, turn to page 127.

# Field Observer

Field Observers report directly to the Situation Unit Leader and are responsible for:

- Collecting information on shipments and deployments.
- Performing physical counts of on-hand shipments at the LSA.
- Collecting shipment activity logs.
- Answering questions related to specific shipments that may be on hand at the LSA.

**When referencing trailer numbers, only use numbers on the trailer's nose; numbers on trailer doors may differ.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Situation Unit Leader.

### Identify and address safety and security concerns

---

- Become familiar with the LSA Traffic Plan and LSA site layout and identify any areas that are off-limits; pay extra attention to personal safety in high traffic areas.
- Use personal protective equipment (PPE).

### Request resources to support operations

---

- Request a vehicle for transit around the LSA site if necessary.
- Request any additional PPE needed for night operations, including high visibility vests and a flashlight or beacon.

### Organize the site

---

- Sketch a map of the site for use in the LSA Action Plan and the LSA Status Board and give it to the Situation Unit Leader.
- Walk through the site, noting the locations of Shipment Storage Areas, Check-In and Check-Out Gates, the Holding Area, and Equipment yard(s).

## **Prepare for operations and establish procedures**

---

- Meet with the Situation Unit Leader to confirm deadlines for completing and reporting the cycle-count of all trailers at the LSA.
- Perform an initial count of all shipments currently on-site.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Ensure that trailers are marked to identify their contents.
  - Review the LSA Action Plan for the color-coding scheme to mark and identify trailer contents.
- Visually confirm that trailers are on-site and answer questions about specific trailers as needed.

### **Receive and retain control of shipments**

---

- Perform physical counts of all shipments on-site at the LSA:
  - Note the quantity and type of commodities in each shipment.
  - Provide reports to the Situation Unit Leader in a timely manner.
- Check refrigerated trailers to ensure cooling units are functioning. Report any problems to the Equipment Manager.
- Coordinate with the Equipment Manager to obtain an inventory of all equipment on-hand at the LSA site, if required by the Situation Unit Leader.

### **Ensure safety and security of operations**

---

- Assess the site for safety and security concerns while performing physical counts of on-hand shipments for each operational period and report concerns to the Safety or Security Manager.

### **Assess and report status**

---

- Obtain logs from the Gate Crew each operational period and provide copies to the Situation Unit Leader:
  - The Check-In Gate Log, from the Lead Gate Check-In Recorder.
  - The Check-Out Gate Log, from the Lead Check-Out Gate Recorder.
  - The Holding Area Log, from the Lead Holding Area Crew Member.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Answer any questions about specific shipments or trailers.

### Coordinate removal of on-hand shipments

---

- Continue executing physical counts of shipments at the LSA as requested by the Situation Unit Leader.
- Continue collecting reporting logs from the Lead Check-Out Gate Recorder.

### Submit documentation

---

- Submit all documents, including any reports and logs, to the Situation Unit Leader, ensuring that all records are current and complete.
-

# Display Processor

Display Processors report directly to the Situation Unit Leader and are responsible for:

- Preparing and updating the Driver Information Sheets and Driver Information Board.
- Assembling and updating the LSA Status Board.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Situation Unit Leader.

### Request resources to support operations

---

- Follow the resource ordering process established by the Logistics Section to submit requests for items needed to set up the LSA Status Board and Driver Information Board.

### Organize the site

---

- Set up a Driver Information Board in the location designated by the Lead Parking Attendant.
- Set up an LSA Status Board in the location designated by the Situation Unit Leader.

### Prepare for operations and establish procedures

---

- Receive information from the Lead Parking Attendant for use on the Driver Information Board and Driver Information Sheets.
- Use the [Driver Information Quick Sheet](#) (page 263) to assemble the Driver Information Board and Driver Information Sheets.
- Work with the Documentation Unit Leader to make copies of the Driver Information Sheet for the Lead Parking Attendant.
- Receive information from the Situation Unit Leader on shipments received, on-hand, or deployed from the LSA to include on the LSA Status Board. Use the [LSA Status Board Checklist](#) (page 132) to assemble the LSA Status Board.
- Receive forms from the Resource Unit Leader that can be adapted to post on the LSA Status Board, including:

- ICS 203: Organizational Assignment List
- ICS 204: Division Assignment List
- ICS 207: LSA Organization Chart
- Include a map of the site (received from Field Observers) on the LSA Display Board.

## OPERATIONAL GOALS

### Maintain command, control and communication

- Update the Driver Information Board, Driver Information Sheets, and LSA Status Board when new information is received from the Lead Parking Attendant, Situation Unit Leader, or Resource Unit Leader.
- Post safety updates to the LSA Status Board in a timely manner, including:
  - Weather information
  - Site safety and security information
  - Medical support information

## DEMobilIZATION GOALS

### Demobilize in a timely manner

#### Coordinate removal of on-hand shipments

- Continue to maintain and update the LSA Status Board with the current shipments on-hand at the LSA until no shipments remain.

#### Submit documentation

- Submit all documents, including a copy of the Driver Information Sheet and a photographs or examples of the Driver Information Board and LSA Status Board to the Situation Unit Leader, ensuring that all records are current and complete.

For the **LSA Status Board Checklist**, turn to page 132.

For a **Driver Information Quick Sheet**, turn to page 263.

# Resource Unit Leader

The Resource Unit Leader reports directly to the Planning Section Chief and is responsible for tracking the status of all personnel and resources assigned to LSA.

**Shipments of commodities, supplies or equipment that are on-hand and available for deployment by the EOC are not considered to be “assigned” to the LSA itself.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Planning Section Chief.

### Request resources to support operations

---

- Discuss resource needs with the Planning Section Chief.

### Assign staff members

---

- Account for all personnel upon arrival at the LSA site. Coordinate with the Safety Officer and Planning Section Chief.

### Organize the site

---

- Coordinate with the Facilities Unit Leader to identify a staff check-in area at or near the LSA Command Post and ensure that the area is clearly marked and easy to locate.

### Prepare for operations and establish procedures

---

- Establish a system to track assigned staff or resources. Begin to check-in and track the status of all staff and resources assigned to the LSA.
- Coordinate with the Planning Section Chief to establish a procedure for collecting and processing operational information, including requirements for data reporting and displays as well as scheduled deadlines and reporting times.
- Advise the Gate Crew to direct personnel arriving at the LSA to the command post to check in with the Resource Unit Leader.
- Complete the following forms and submit to the Display Processor to be posted on the LSA Status Board:

- ICS 203: Organizational Assignment List
- ICS 204: Division Assignment List
- ICS 207: LSA Organization Chart

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Track all resources assigned to the LSA until they are released from the operation.
- Post a sign at the Check-In Gate directing personnel assigned to the LSA to report to the Resource Unit Leader.

### **Assess and report status**

---

- Track the status of all assigned personnel and resources. Update the following documents, as needed for the LSA Action Plan:
  - ICS 203: Organizational Assignment List
  - ICS 204: Assignment List
  - ICS 207: LSA Organization Chart

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Coordinate with the Demobilization Unit Leader to:
    - Check-out demobilized personnel.
    - Identify LSA resources that require demobilization.
-

# Documentation Unit Leader

The Documentation Unit Leader reports directly to the Planning Section Chief, and is responsible for:

- Gathering, organizing and maintaining LSA documents.
- Turning documents over to the EOC after demobilization.
- Making copies at the LSA.

## ACTIVATION GOALS

### Receive assignment.

---

- Receive a briefing from the Planning Section Chief on:
  - Any EOC documentation requirements.
  - The current provisions for photocopying and services.

### Coordinate with the site manager

---

- Complete a site walk-through with the Planning Section Chief and document the site's condition and any preexisting damage. Take photographs if possible.

### Request resources to support operations

---

- Discuss resource needs with the Planning Section Chief. Consider requesting copiers for the Check-In Gate, Check-Out Gate, Command Post, and Planning Section work area.

### Assign staff members

---

- If Runners are needed to pick up and deliver documents within the LSA, request casual hires and brief them on safety issues and their primary responsibilities, which include:
  - Running preliminary bills of lading (BOLs) from the Mission Tracking Technical Specialists to the Deployment Branch.
  - Running final BOLs from the Deployment Coordinators to the Check-Out Gate.
  - Running final BOLs from the Check-Out Gate to the Mission Tracking Technical Specialists.
  - Completing assignments as requested by the Documentation Unit Leader.

## Organize the site

---

- Coordinate with the Facilities Unit Leader to identify work areas for:
  - Multiple copiers and supplies (ink cartridges, paper, etc.).
  - Assembling large print jobs.
  - Secure file storage to organize and store LSA documents.
- Set up and clearly mark an inbox for all documents requiring duplication.

## Prepare for operations and establish procedures

---

- Receive instructions from the Planning Section Chief on quantities and required times for duplicating the LSA Action Plan.
- Set up a process to receive incoming faxes or e-mails from truck dispatchers sending missing BOLs for shipments that have arrived at the LSA.
- Establish a dedicated fax line and e-mail address for the receipt of duplicate BOLs from trucking dispatchers and provide information to the Lead Parking Attendant and the Lead Holding Area Crew Member as requested.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Supervise Runners. Ensure they are collecting and delivering BOLs correctly and efficiently.
- Direct any incoming e-mails or faxes that contain missing BOLs to the Holding Area.

### Assess and report status

---

- Check reports and documents for errors and advise appropriate units of any required corrections.
- Duplicate LSA Action Plan as directed by the Planning Section Chief.
- Copy finalized BOLs for Deployment Coordinators at the Check-Out Gate.
- Coordinate with the Demobilization Unit Leader to locate missing documentation.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Demobilize Runners when appropriate.

## Coordinate removal of on-hand shipments

---

- Provide copier capabilities at the Check-Out Gate to support the documentation of retrograde activities.

## Submit documentation

---

- Collect and organize all outstanding reports and forms from LSA personnel and review for completeness and accuracy. Refer to the [Suggested Documentation Quick Sheet](#) (page 133).
- Submit all documents to the EOC, ensuring that all records are current and complete.

## Restore site to pre-activation condition

---

- Use photo documentation to ensure that the site is restored to its previous condition.
  - Coordinate with the Logistics Section, Finance/Administration Section and the Demobilization Unit Leader.
- 

For a list of [Suggested Documentation Quick Sheet](#), turn to page 133.

# Demobilization Unit Leader

The Demobilization Unit Leader reports directly to the Planning Section Chief and is responsible for:

- Preparing for demobilization of the LSA.
- Providing demobilization updates for the LSA Action Plan.
- Defining a clear process for dealing with retrograde, in coordination with the EOC.
- Leading the LSA demobilization process.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Planning Section Chief on demobilization objectives, timelines, priorities, constraints, procedures required by the EOC, and any agencies requiring specific demobilization support.

### Organize the site

- Coordinate with the Facilities Unit Leader to identify a work area.

## OPERATIONAL GOALS

### Maintain command, control and communication

- Prepare an LSA Demobilization Plan using the [Demobilization Guidelines](#) (page 261).
- Coordinate with the Resource Unit Leader to determine:
  - Resources assigned to the LSA that must be demobilized.
  - Available personnel for demobilization activities.
  - The process for checking out demobilized personnel.
- Prepare the ICS 221: Demobilization Check-Out Form for approval by the Logistics and Finance/Administration Section Chiefs.

### Assess and report status

- Review the demobilization plan with the Planning Section Chief and update as needed.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Finalize an LSA Demobilization Plan and instruct staff to follow the [Demobilization Guidelines](#) (page 261). Monitor progress and make adjustments, as necessary.
- Discuss the demobilization of LSA personnel with the Planning Section Chief; retain enough staff to manage the demobilization and prepare an ICS 221: Demobilization Checklist for all staff.
- Notify personnel of tentative and final release times.
- Provide release information for personnel to the Planning Section Chief to include in the LSA Action Plan.
- Ensure that released personnel have received all signatures required on the ICS 221: Demobilization Check-Out Form.

### Coordinate removal of on-hand shipments

---

- Work with the EOC to determine a clear process for dealing with retrograde, including options such as:
  - Return of retro-grade to the original shipper if the EOC and original shipper agree to terms.
  - Transfer of shipments to the EOC or to an assisting agency.
  - Donation of retrograde to a voluntary or nonprofit organization.
- Discuss the requirements for retrograde activities with the Logistics Section Chief, including on-hand shipments that will require specific support from the Logistics Section and special transportation or resources available for retrograde.

### Submit documentation

---

- Submit all completed documents to the Documentation Unit Leader.
- Work with the Computer Technical Specialist to develop a plan to transfer data to the EOC.

### Restore site to pre-activation condition

---

- Address any wear or damage caused by staff at the LSA with the Facilities and Situation Unit Leaders.
- 

For [Demobilization Guidelines](#), turn to page 261.

# Preliminary BOL Quick Sheet

<small>RECEIVED, subject to individually determined rates or contracts that have been agreed upon by the carrier and the shipper in effect on the date of issue of this bill of lading, if applicable; otherwise, to the rates, classifications and rules that have been established by the carrier, pursuant to all applicable local, state and federal regulations available and available to the shipper.</small>					<h2>BILL OF LADING</h2>				
<b>1 SHIP FROM (SHIPPER)</b>					<b>4</b> Date:				
Name: _____ Address: _____ City: _____ State: _____ ZIP Code: _____					<b>5</b> Bill of Lading #: _____  [OPTIONAL BARCODE SPACE]				
<b>2 SHIP TO (CONSIGNEE)</b>					<b>6 CARRIER INFORMATION</b>				
Agency / Operation Name: _____ Address: _____ City: _____ State: _____ ZIP Code: _____ Contact Name: _____ Contact Phone / Radio Frequency: _____					Carrier Name: _____ Trailer #: _____ Seal Number #: _____ Standard Carrier Alpha Code: _____				
<b>3 THIRD PART FREIGHT CHARGES BILL TO</b>					<b>8</b> <b>9</b> [OPTIONAL BARCODE SPACE]				
Agency Name: _____ Address: _____ City: _____ State: _____ ZIP Code: _____ Deployment Order #: _____					<b>10</b> Freight Charge Terms: <input type="checkbox"/> PREPAID <input type="checkbox"/> COLLECT <input type="checkbox"/> 3 <sup>RD</sup> PARTY (Freight charges are 3 <sup>rd</sup> party unless marked otherwise.)				
<b>11</b> Driver Name: _____ Driver Phone / Radio Frequency: _____					<b>12</b>				
<b>SPECIAL INSTRUCTIONS</b>									
<input type="checkbox"/> Check here if a <b>SECURITY ESCORT</b> with jurisdictional law enforcement authority is required.									
Special delivery instructions, routing, or other information:									
<b>15</b> <b>16</b> <b>17</b> <b>18</b> <b>19</b> <b>20</b> <b>13</b> <b>14</b>									
<b>SHIPMENT CONTENTS</b>									
<b>HANDLING UNIT</b> TYPE    QTY		WEIGHT	HM	ERG NO.	<b>COMMODITY DESCRIPTION</b> <small>Commodities requiring special or additional care or attention in handling or stowage must be so marked and packaged as to ensure safe transportation with ordinary care.</small>			<b>TRAILER LOADS</b> <input type="checkbox"/> BY SHIPPER <input type="checkbox"/> BY DRIVER <input type="checkbox"/> "SAID TO CONTAIN"	
<b>FREIGHT COUNT</b> <input type="checkbox"/> BY SHIPPER <input type="checkbox"/> BY DRIVER <input type="checkbox"/> "SAID TO CONTAIN"								<b>21</b> <b>22</b>	
<b>TOTAL</b>									
<b>24-HOUR CONTACT INFORMATION FOR HAZARDOUS MATERIAL EMERGENCY INCLUDING SPILL, LEAK, FIRE, EXPOSURE OR ACCIDENT</b>									
Name: _____					Contact Phone / Radio Frequency: _____				
<small>NOTE: Liability limitation for loss or damage in this shipment may be application of 49 USC Sec 14706(c)(1)(A) and (B).</small>									
<b>24 SHIPPING CERTIFICATION</b> <small>Completed by the SHIPPER prior to transport of the shipment.</small>			<b>25 CARRIER CERTIFICATION</b> <small>Completed by the CARRIER prior to transport of the shipment.</small>			<b>26 DELIVERY CERTIFICATION</b> <small>Completed by the CONSIGNEE on delivery of shipment.</small>			
Signature: _____			Signature: _____			Signature: _____			
Name: _____ Date: _____			Name: _____ Date: _____			[OPTIONAL RECEIVING STAMP SPACE]			
<small>This is to certify that the above named materials are properly described, packaged, marked and labeled, and are in proper condition for transportation according to all applicable US DOT regulations.</small>			<small>Carrier acknowledges receipt of packages and required placards. Carrier certifies emergency response information was made available and / or carrier has the US DOT emergency guidebook or equivalent documentation in the vehicle. Property described above is received in good order, except as noted.</small>			<small>Received as described above, except as noted.</small>			

<b>BILL OF LADING INSTRUCTIONS</b>		<b>MISSION TRACKING TECHNICAL SPECIALIST</b>	<b>DEPLOYMENT COORDINATOR</b>	<b>SAFETY OFFICER</b>
<i>COMPLETING E FIELDS IN THE BILL OF LADING</i>				
1	Ship From (Shipper) <i>Enter LSA name and address.</i>	X		
2	Ship To (Consignee) <i>Enter the agency / operation name for the party receiving the deployment, including an address, contact name and contact phone / radio frequency.</i>	X		
3	Third Party Freight Charges Bill To <i>Enter the name and address of the ordering emergency management agency's (EMA's) office (not the address of the EOC, if different) to whom freight charges should be billed. Include the Deployment Order #, if specified and tracked by the EMA.</i>	X		
4	Date	X		
5	Bill of Lading Number <i>Enter a unique identifier. If the EOC provides a unique number, use this.</i>	X		
6	Carrier		X	
7	Trailer #		X	
8	Seal #		X	
9	Standard Carrier Alpha Code (SACA)		X	

BILL OF LADING INSTRUCTION		MT TECH. SPECIALIST	DEPLOYMT. COORD.	SAFETY OFFICER
10	Freight Charge Terms <i>Mark an "X" in "3RD PARTY" unless directed to do otherwise.</i>	X		
11	Driver Name		X	
12	Driver Phone / Radio Frequency		X	
13	Security Escort Required <i>Mark an "X" if a security escort is specifically requested by the EOC.</i>	X	X	
14	Special Instructions <i>Note information on the delivery location that may help the driver while en-route, including specific geographic coordinates, special routes to take, or geographic features / signs to look for.</i>	X		
15	Handling Unit: Type		X	
16	Handling Unit: Quantity		X	
17	Weight	Not completed at the LSA		
18	HM <i>Mark an "X" in this column for each line of the BOL containing HAZMAT.</i>	X		X
19	ERG Guide No. <i>Enter the following ERG Guide Numbers, only for deployments of fuel, as they apply. Otherwise, leave blank for completion by the Safety Officer:</i>	X		X
	<b>ERG GUIDE NO.</b>	<b>HAZARDOUS MATERIAL</b>		
	128	Gasoline or diesel fuel.		
	127	Gasoline mixture with more than 10% ethanol.		

BILL OF LADING INSTRUCTIONS		MT TECH. SPECIALIST	DEPLOYMT. COORD.	SAFETY OFFICER
20	Commodity Description <i>If 53 foot trailers are in use, enter the following statements as they apply:</i>	X		
CONTENTS	STATEMENT TO ENTER			
Water	"Trailer said to contain 18000 liters of bottled drinking water."			
MRE	"Trailer said to contain 21744 units of ready-to-eat meals (MREs)."			
Baby Formula	"Trailer said to contain 7300 units of baby formula."			
Ice	"Trailer said to contain 40000 pounds of ice."			
Blankets	"Trailer said to contain 6300 blankets."			
Cots	"Trailer said to contain 500 cots."			
Tarps	"Trailer said to contain approximately 2000 units of 20' x 25' tarps."			
Hygiene Kits	"Trailer said to contain 50000 hygiene kits."			
Wash Kits	"Trailer said to contain 5000 wash kits."			
Sleeping Bags	"Trailer said to contain 500 sleeping bags."			
Generators	For each line of the BOL, enter a unique piece of equipment, quantity and serial number, if available.			
Diesel Fuel	"[Number] gallons of diesel fuel. UN 1202. Page III. Class 3 Flammable Liquid."			
Gasoline	"[Number] gallons of gasoline fuel. UN 1203. Page II. Class 3 Flammable Liquid."			
Gasoline Mix (More Than 10% Ethanol)	"[Number] gallons of gasoline mixture, With more than 10% ethanol. UN 3475. Page 1. Class 3 Flammable Liquid."			
Other Items	Use your best judgment to complete the field and ensure the contents of the deployment are clear.			
21	Trailer Loaded	X		
22	Freight Counted	X		

FIELD ON BILL OF LADING	INSTRUCTIONS ON COMPLETING FIELD	MT TECH. SPECIALIST	DEPLOYMT. COORD.	SAFETY OFFICER
23	Emergency Contact <i>Enter an emergency contact (name and phone number) at the LSA.</i>	X		X
24	Shipping Certification	X		X
25	Carrier Certification	X		X
26	Delivery Certification	Not completed at the LSA		

# LSA Status Board Checklist

The LSA Status Board includes information on operations and safety guidance. The board is for LSA staff only and includes the following:

## Running totals on:

- Trailers received, by commodity or shipment type.
  - Trailers deployed, by commodity or shipment type.
  - Trailers on-hand, by commodity or shipment type.
- 

## An operations update on:

- Anticipated deployments over the operational period.
  - Anticipated inbound shipments over the operational period.
  - Any advanced LSA operations.
  - Donations approved by the EOC that can be accepted by the LSA.
- 

## Weather information

---

### Site safety, security, and medical support items:

- Current safety hazards, security threats and restricted areas.
  - What to do in case of an emergency or accident.
  - Medical facilities on site and the location of the first aid kit.
  - Nearest 24-hour urgent-care center and hospital.
- 

### Ground conditions or security issues in delivery areas:

- Road closures.
  - Alternative or preferred routings.
  - Fuel and service availability.
  - Delivery areas where security escorts are recommended.
- 

## LSA site map and meeting schedule

---

**Note:** A copy of the LSA Action Plan should be placed nearby.

## Suggested Documentation Quick Sheet

The Documentation Unit Leader must update the following documents each operational period. These documents should be submitted to the EOC upon demobilization.

DOCUMENT, FORM, OR REPORT	REQUIRED	PREFERRED	ONLY IF APPLICABLE
<b>PREPARED AND SUBMITTED BY THE COMMAND STAFF</b>			
Delegation of Authority	X		
ICS 201: Incident Briefing	X		
ICS 208: Site Safety and Control Plan (include all revisions)	X		
Criminal Incident Reports			X
Press Releases or Daily Media Updates		X	
Safety Officer Reports or Accident Logs			X
Traffic Incident Documentation (official legal documentation prepared by the Law Enforcement Liaison, if available)			X
Final LSA Narrative		X	
Performance Evaluations (when required by the EOC)		X	

DOCUMENT, FORM, OR REPORT	REQUIRED	PREFERRED	ONLY IF APPLICABLE
<b>PREPARED AND SUBMITTED BY THE OPERATIONS SECTION</b>			
ICS 204: Assignment List	X		
ICS 215: Operational Planning Worksheet	X		
Check-In Gate Logs (for entire operation)	X		
Check-Out Gate Logs (for entire operation)	X		
Holding Area Activity Logs (for entire operation)	X		
Incoming Bills of Lading (for all shipments, included those rejected)	X		
Completed Bills of Lading (for all deployments or retrograde shipments)	X		
<b>PREPARED AND SUBMITTED BY THE PLANNING SECTION</b>			
LSA Action Plans (original and corrected)	X		
ICS 203: Organizational Assignment List (for each operational period)	X		
ICS 207: LSA Organization Chart (for each operational period)	X		
ICS 209: LSA Status Summary (for each operational period)	X		

DOCUMENT, FORM, OR REPORT	REQUIRED	PREFERRED	ONLY IF APPLICABLE
<b>PREPARED AND SUBMITTED BY THE PLANNING SECTION (CON'T)</b>			
ICS 211: Check-in List	X		
ICS 221: Demobilization Checkout Form (for each staff member)	X		
Demobilization Plan	X		
Driver Information Sheets (all versions and revisions)	X		
<b>PREPARED AND SUBMITTED BY THE LOGISTICS SECTION</b>			
ICS 206: Site Medical Plan (all versions and revisions)	X		
ICS 212: Demob. Vehicle Safety Inspection			X
ICS 218: Vehicle Inventory			X
Medical Logs	X		X
Resource Orders	X		
Security Reports		X	
<b>PREPARED AND SUBMITTED BY THE FINANCE/ADMIN SECTION</b>			
Compensation / Claims Investigations			X
Contracts or Purchase Orders (only if executed at the LSA by LSA staff)			X
Equipment Time Reports	X		

DOCUMENT, FORM, OR REPORT	REQUIRED	PREFERRED	ONLY IF APPLICABLE
<b>PREPARED AND SUBMITTED BY THE FINANCE/ADMIN SECTION (CON'T)</b>			
Personnel Time Reports	X		
Extended Hours Justification			X
Final LSA Statement of Costs			X
<b>PREPARED AND SUBMITTED BY ALL LSA STAFF</b>			
ICS 213 General Message Forms			X
ICS 214 Unit Logs	X		
Photos (preferred)	X	X	X

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## CHAPTER 5

# LOGISTICS SECTION

# 136

# Logistics Section Overview

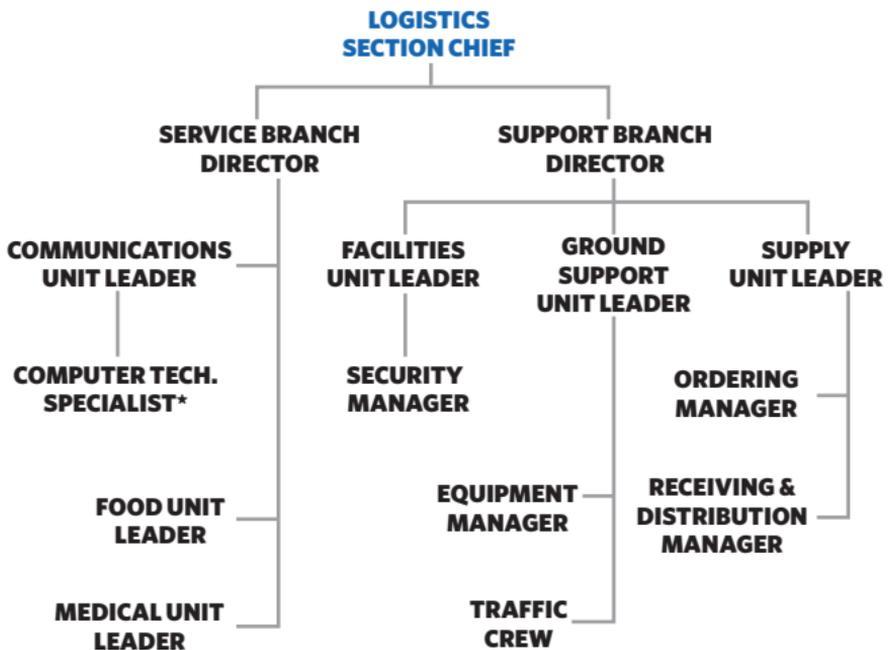
The Logistics Section is responsible for supporting operations and staff at the LSA, including:

- Establishing communications capabilities.
- Providing food, water and access to medical assistance.
- Providing ground support and traffic control.
- Managing the facility
- Managing supplies so the LSA can function.
- Securing the LSA site.

**The Logistics Section is ONLY responsible for supplies and equipment that have been assigned to support LSA operations.**

## Organization

The section is managed by the Logistics Section Chief who supervises and defines staffing requirements for the section. The chart below provides an example of how the Logistics Section can be organized:



\* Up to 2 staff members

- If you are the **Logistics Section Chief**, turn to page 140.
- If you are the **Service Branch Director**, turn to page 144.
- If you are the **Communications Unit Leader**, turn to page 146.
- If you are a **Computer Technical Specialist**, turn to page 149.
- If you are the **Medical Unit Leader**, turn to page 152.
- If you are the **Food Unit Leader**, turn to page 154.
- If you are the **Support Branch Director**, turn to page 157.
- If you are the **Supply Unit Leader**, turn to page 159.
- If you are the **Ordering Manager**, turn to page 161.
- If you are the **Receiving and Distribution Manager**, turn to page 163.
- If you are the **Facilities Unit Leader**, turn to page 166.
- If you are the **Security Manager**, turn to page 170.
- If you are the **Ground Support Unit Leader**, turn to page 174.
- If you are the **Equipment Manager**, turn to page 179.
- If you are assigned to the **Traffic Crew**, turn to page 183.

# Logistics Section Chief

The Logistics Section Chief reports directly to the LSA Commander, and is primarily responsible for:

- Organizing and managing the Logistics Section.
- Requesting and releasing Logistics Section resources.
- Providing services, facilities and material in support of LSA operations.
- Placing orders and ensuring that the LSA is supplied with the necessary resources.
- Managing all supporting tasks for LSA operations and staff.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the LSA Commander on:
  - Available resources and personnel.
  - Lines of communication to the EOC.

### Establish command

---

- Agree to a meeting schedule with the Planning Section Chief.
- Develop the map of the LSA site and select functional areas with the LSA Commander and the Operations Section Chief, using the [Site Layout Checklist](#) (page 253).
- Review and discuss the initial ICS 201: LSA Briefing with the Command and General Staff. Determine the amount and type of supplies en route to the LSA.
- Meet with LSA and EOC leadership for an EOC Incident Briefing. Refer to the [EOC Incident Briefing Agenda](#) (page 272).

### Request resources to support operations

---

- Discuss LSA resource needs with the LSA Commander.
- Meet with the Liaison Officer to learn if there are any restrictions on utilizing resources offered by assisting agencies and contractors.
- Discuss LSA communications needs (radios, cell phones, computers) with the Command and General Staff.

- Work with the Finance/Administration Section Chief to establish an ordering process for LSA resources:
  - Make a list of LSA personnel who have ordering authority and are approved to submit resource requests.
  - Explain procedures to the Command and General Staff.

### **Coordinate with the site manager**

---

- Perform a site walk-through with the LSA Commander, Operations and Planning Section Chiefs, and site manager. Refer to the [Site Discussion and Assessment Checklist](#) (page 249).
- Confirm that adequate lighting is available for night operations.
- Request access to gate controls, or ensure that any automatic gates remain open for the duration of LSA operations.
- Identify and address safety and security concerns.
- Discuss the following with the Safety Officer:
  - Anticipated medical service needs at the LSA.
  - Site safety or security hazards.
  - Personal protective equipment (PPE) requirements.
- Brief Logistics staff on security procedures, including safety checks for vehicles entering and exiting the LSA.

### **Organize the site**

---

- Coordinate with the Facilities Unit Leader to identify work areas for Logistics Section staff and a location for the Driver Information Center.

### **Assign staff**

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief the Service Branch Director on:
  - Overall communications needs for the LSA, including any computer and mobile technology requirements for data reporting.
  - Data connections available to the LSA.
  - The staff feeding strategy.
  - The LSA Medical Plan.
- Brief the Support Branch Director on:
  - The role of the LSA in the current incident.
  - The expected duration and scope of the incident.
  - The amount and type of supplies en route to the LSA over the next four operational periods.
  - Any anticipated facility needs.

## Prepare for operations and establish procedures

---

- Develop the following documents for the LSA Action Plan:
  - ICS 205: LSA Communications Plan
  - ICS 206: Site Medical Plan
  - ICS 208: Site Safety and Control Plan
  - Site maps and traffic layout
  - Site boundaries and off-limit areas
- Work with the Service Branch Director to determine a staff feeding strategy.
- Work with the Operations Section Chief to determine a color-coding scheme to mark trailers. Use the [Color-Coding Scheme Guidelines](#) (page 245), and develop instructions for LSA staff.
- Meet with the Medical Unit Leader to discuss:
  - The number and location of required aid stations, stand-by ambulances, helicopters, and medical personnel to assign to the LSA.
  - The potential for specific medical issues, such as hypothermia, dehydration, heat stroke, exposure to HAZMAT, etc.
  - Any needed medical supplies.
- Approve and facilitate communication between the EOC and Computer Technical Specialists to obtain any EOC requirements on information security.
- Request EOC forms or reports to document accidents, injuries or other situations, and provide them to the Medical Unit Leader.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Meet with Logistics Section personnel to review the current LSA Action Plan.
- Discuss communications options with the LSA Commander and Command Staff. Work with the Communications Unit Leader to troubleshoot problems and improve communications.
- Receive updates from the LSA Commander on any changes to priorities relating to donations or shipments with compromised security seals.

### Ensure safety and security of operations

---

- Ensure staff members resolve safety issues and enforce site safety and security procedures.

- Monitor site traffic patterns and work with the Safety Officer to implement any modifications.
- Receive reports of theft or loss of sensitive data or equipment, and forward to the Security Manager for follow-up.

### **Assess and report status**

---

- Collect and approve the following reports for the LSA Action Plan:
  - ICS 205: LSA Communications Plan
  - ICS 206: Site Medical Plan
  - ICS 208: Site Safety and Control Plan
  - Site Traffic Plan

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Approve the ICS 221: Demobilization Check-Out Form.
- Work with branch directors, the Ground Support Unit Leader and the Traffic Crew Boss to develop recommendations for the LSA Demobilization Plan. Use the [Demobilization Guidelines](#) (page 261).
- Submit recommendations for the LSA Demobilization Plan to the Demobilization Unit Leader.

### **Coordinate removal of shipments**

---

- Ensure that enough supplies and equipment are available to facilitate the demobilization process.
- Support the Operations Section as it transitions from managing deployments to managing retrograde shipments.
- Return unused shipments following the same procedures used for coordinating deployments.

### **Submit documentation**

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.

### **Restore the site to its pre-activation condition**

---

- Work with the Service Branch Director to develop demobilization actions for equipment and supplies.
  - Support the Facilities Unit during demobilization of the site.
-

# Service Branch Director

The Service Branch Director reports directly to the Logistics Section Chief and manages the Service Branch. This includes:

- Organizing and managing the Communications Unit, Medical Unit, and Food Unit.
- Providing communications equipment for LSA personnel and procedures for their proper use.
- Coordinating staff access to medical assistance, food and water.
- Requesting and releasing Service Branch resources.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Logistics Section Chief on:
  - Available resources, personnel, and the resource ordering process.
  - Lines of communication with the EOC.
  - Overall communications needs for the LSA, including any computer or mobile technology requirements for data reporting, lines of communication with the EOC, and available data connections.
  - The staff feeding strategy.
  - The LSA Medical Plan, and HAZMAT storage locations at the site.

### Assign staff members

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- Use the [Staff Briefing Checklist](#) (page 247) to brief the Communications Unit Leader on overall communications needs for the LSA, including any computer and mobile technology requirements for data reporting, lines of communication with the EOC, and available data connections.
- Brief the Medical Unit Leader on lines of communication with the EOC, the LSA Medical Plan, and HAZMAT storage locations.
- Brief the Food Unit Leader on staff feeding strategy (be sure to take into account staff who have not yet been assigned to the LSA).

### Organize the site

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- Obtain site maps from the Planning Section Chief and distribute

copies to staff members.

- Work with the Facilities and Communications Unit Leaders to identify a location for the LSA Communications Center.
- Prepare for operations and establish procedures.
- Approve the ICS 205: LSA Communications Plan and ICS 206: Site Medical Plan. Submit to the Planning Section Chief for inclusion in the LSA Action Plan.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

- Approve updates to the ICS 205: LSA Communications Plan and ICS 206: Site Medical Plan to the Planning Section Chief.

### **Ensure safety and security of operations**

- Address reports of theft or the loss of sensitive data or equipment; update the Logistics Section Chief and ensure continuity of operations.
- Work with the Communications Unit Leader to ensure that proper radio and documentation procedures are followed in emergencies.

### **Assess and report status**

- Review any reports of accidents or injuries and update the Logistics Section Chief.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

- Consult with the Logistics Section Chief on recommended demobilization of resources remaining at the LSA.
- Ensure that the Communications Unit Leader is able to support communications requirements throughout demobilization.

### **Submit documentation**

- Submit documents from all units to the Documentation Unit Leader.

### **Restore the site to its pre-activation condition**

- Coordinate with the Communications, Medical, and Food Unit Leaders to remove all communications equipment, medical supplies and food / water for LSA staff.

# Communications Unit Leader

The Communications Unit Leader reports to the Service Branch Director, and sets up and manages communications at the LSA. This includes:

- Developing the ICS 205: LSA Communications Plan.
- Establishing on-site communications for LSA personnel.
- Managing the check-in and check-out of equipment, including computers, mobile devices (smart phones and tablets), radios etc. to LSA staff.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Service Branch Director on:
  - Available resources, personnel, and the resource ordering process.
  - Overall communications needs for the LSA, including any computer and mobile technology requirements, lines of communication with the EOC, and available data connections.

### Request resources to support operations

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- Determine resource needs and submit requests based on the advice of Computer Technical Specialists and other Communications Unit personnel as they prepare for operations at the LSA.
- Request radio-based equipment.

### Assign staff members

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- Use the [Staff Briefing Checklist](#) (page 247) to brief the Computer Technical Specialist(s) on lines of communication with the EOC and overall communications needs for the LSA, including any computer or and mobile technology requirements for data reporting, lines of communication with the EOC, and available data connections.

### Organize the site

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- Obtain site maps for the Computer Technical Specialists.
- Assist Computer Technical Specialists with the set up and activation of data connections and coordinate with the Site Manager

for permissions, activation and other steps.

- Set up an LSA Communications Center:
  - Work with the Security Manager and Facilities Unit Leader to identify a secure location where equipment can be stored.
  - Ensure that the site can support any technical requirements for radio transmission and reception.
- Coordinate with the Facilities Unit Leader to establish mobile communications equipment charging stations.

### **Prepare for operations and establish procedures**

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- Ensure that Computer Technical Specialists receive any EOC information security protocol. Facilitate communication with the EOC.
- Obtain an ICS 207: LSA Organization Chart from the Resource Unit Leader that lists all staff members assigned to the LSA.
- Prepare the ICS 205: LSA Communications Plan and submit to the Service Branch Director for review and approval:
  - Provide a list of all LSA staff members who require access to computers or technology to the Computer Technical Specialists.
  - Assign phone numbers and radio frequencies.
  - Coordinate with the Operations Section to ensure that the ICS 205: LSA Communications Plan effectively supports operations; make modifications to the ICS 205: LSA Communications Plan as needed.
- Establish procedures to check-in and check-out communications equipment, including computers and other mobile technology.
- Issue communications equipment to staff and brief them on:
  - Correct usage of equipment.
  - Check-in and check-out procedures.
  - Any tracking or maintenance requirements.
  - Radio frequencies and channel assignments, air-to-air frequencies (for advanced operations), or additional formats (narrowband).
- Coordinate with the Medical Unit Leader to establish any specific communication protocols for medical emergencies.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

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- Supervise the LSA Communications Center.
- Maintain an LSA message board.

- Troubleshoot communications issues:
  - Monitor communications channels and modify the ICS 205: LSA Communications Plan as necessary.
  - Address any misuse of communications resources with the Service Branch Director.
  - Notify LSA staff of any communications equipment limitations.
- Track the status of communications equipment:
  - Maintain an equipment log that lists the serial number, location and responsible staff member for each piece of equipment.
  - Monitor the use of radio batteries and battery requests.
  - Replenish equipment as needed, using the established resource ordering process.

### **Ensure safety and security of operations**

---

- Document and address reports of theft or the loss of sensitive data or equipment. Notify the Service Branch Director and Security Manager.
- Ensure that emergency communications capabilities are in place.

### **Assess and report status**

---

- Update the ICS 205: LSA Communications Plan as needed.
- Maintain all LSA communications reports and documentation.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss ongoing communications requirements with the Service Branch Director; ensure equipment is available during demobilization.
- Ensure that staff members return equipment.
- Ensure technology waste is disposed of appropriately. Use a special disposal or recycling bin for batteries or other spare parts.

### **Submit documentation**

---

- Submit all documents to the Service Branch Director, ensuring that all records are current and complete.

### **Restore site to pre-activation condition**

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- Disassemble all LSA communications. Work with the Computer Technical Specialist to disassemble network communications tools.

# Computer Technical Specialist

Computer Technical Specialists report directly to the Communications Unit Leader and set up all computers, mobile technology and network capabilities at the LSA. This includes:

- Installing and managing computer hardware and software.
- Deploying a network and shared data storage capabilities
- Supporting and providing technical assistance to LSA staff.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a brief from the Communications Unit Leader on:
  - Available resources, personnel, and the resource ordering process.
  - Lines of communication with the EOC.
  - Overall communications needs for the LSA, including any computer or and mobile technology requirements for data reporting, and available data connections.

### Identify and address safety and security concerns

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- Implement any electronic information security protocols required by the EOC; coordinate through the chain of command to obtain requirements directly from the EOC for clarification as needed.
- Request resources to support operations.
- Identify all hardware and network connectivity requirements for computer or mobile technology needed on site to support requirements outlined by the Communications Unit Leader. Make requests using the established resource ordering process.

### Organize the site

---

- Identify any available data connections at the site and work with the site manager and the Communications Unit Leader to arrange for their use to support LSA operations.
- Use the [Computer Information Security Checklist](#) (page 210) to implement information security as directed by the EOC.
- Prioritize the set-up of communications equipment for Mission

Tracking Technical Specialists.

- Coordinate with the Situation Unit Leader in the Planning Section.
- Ensure reliable communication with the EOC Resources Unit.

### **Prepare for operations and establish procedures**

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- Review the ICS 205: LSA Communications Plan for a list of all LSA staff who will require access to LSA computer resources.
- Create new accounts with username and password for staff.
- Ensure that staff accept a use agreement. Use the [Computer Use Agreement Guidelines](#) (page 211) as an example.
- Set up and configure computer and network capabilities:
  - Administer user and group permissions and access to the network.
  - Develop plans for backups, patches and upgrades.
- Issue equipment to staff members and provide default usernames, passwords and any information-security protocols.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Troubleshoot computer and network issues.
- Maintain hardware, software and network connectivity:
  - Administer user and group permissions for access to the network. Receive and fulfill requests for new accounts as additional staff members are assigned to the LSA.
  - Maintain servers and databases used at the LSA.
  - Provide support for users.
  - Perform installations, backups, upgrades and patches as needed.
  - Follow established check-in and check-out reporting procedures.
  - Request additional equipment, as needed, following the established resource order process.

### **Ensure safety and security of operations**

---

- Maintain and enforce EOC information security requirements using the [Computer Information Security Checklist](#) (page 210).
- Report the loss of sensitive data or equipment to the Security Manager and the Communications Unit Leader.

### **Assess and report status**

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- Assist staff in the Planning Section with advanced data retrieval as

time allows.

- Maintain accounts, usernames and passwords as necessary to accommodate changing staff assignments at the LSA.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Check in equipment and update equipment log.

### **Submit documentation**

---

- Submit all documents to the Communications Unit Leader.

### **Restore site to pre-activation condition**

---

- Remove all LSA data, restore to default settings and return equipment in its original condition,
  - Ensure technology waste is disposed of appropriately. Use a special disposal or recycling bin for batteries or other spare parts.
  - Restore all site data connections to their original condition.
-

# Medical Unit Leader

The Medical Unit Leader reports directly to the Service Branch Director. Responsibilities include:

- Providing medical support services to the LSA staff.
- Developing a plan for accessing medical aid and transporting LSA staff in the event of illness or injury.

## ACTIVATION GOALS

### Receive assignment

---

Receive a brief from the Service Branch Director on:

- Available resources, personnel, and the resource ordering process.
- Lines of communication with the EOC.
- The LSA Medical Plan.
- HAZMAT storage locations at the site.

### Identify and address safety and security concerns

---

- Meet with the Safety Officer to discuss:
  - Any gaps in access to medical aid and assistance for LSA staff.
  - Any medical problems to watch for, such as hypothermia, dehydration, heat stroke or potential exposure to HAZMAT.

### Request resources to support operations

---

- Identify current medical kits and supplies available at the LSA and request additional resources as needed.
- Receive a list of all HAZMAT items (including fuel) at the LSA from the Ground Support Unit Leader and request any additional supplies needed to treat medical emergencies or exposure to HAZMAT.
- Request staff and resources to support Medical Unit activities for upcoming operational periods.

### Organize the site

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- Identify and confirm that hospitals, 24-hour emergency care facilities, and stand-by medical transport such as ambulances and helicopters, are available to provide assistance for medical emergencies.

- Prepare and organize first aid stations at the LSA Command Post, Driver Support Center and other locations.

### **Prepare for operations and establish procedures**

---

- Follow instructions (page 282) to prepare the ICS 206: Site Medical Plan, and submit it to the Service Branch Director for approval. Obtain any EOC protocol or requirements for documentation.

## **OPERATIONAL GOALS**

### **Ensure safety and security of operations**

---

- Coordinate medical aid for ill or injured personnel, and request medical transportation services according to the Site Medical Plan.
  - Notify the Service Branch Director of all accidents and injuries.
  - Coordinate with the Liaison Officer as necessary in the event of injury to personnel from external agencies.
- Confirm that emergency services and facilities (24-hour emergency care, hospitals, ambulances, etc.) remain available.

### **Assess and report status**

---

- Review and update the Site Medical Plan as necessary. Submit updates or changes to the Service Branch Director for approval.
- Observe protocols for retention of medical records and reports.
  - Coordinate with the Compensation / Claims Unit in the Finance/ Administration Section to review claims.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

Dispose of medical waste, including used supplies or clean-up kits, in compliance with local, state, and federal regulations.

### **Submit documentation**

---

- Maintain confidentiality of all medical forms according to EOC and all local, state, or federal medical privacy regulations; submit records according to protocols required by the EOC.
- Submit all other documents, including the Site Medical Plan, to the Service Branch Director.

---

For instructions for the **ICS 206: Site Medical Plan** turn to page 282.

# Food Unit Leader

The Food Unit Leader reports directly to the Service Branch Director and is responsible for:

- Providing water for LSA staff.
- Evaluating local dining options, or establishing feeding or vendor services at the site as necessary.
- Establishing for-sale catering services to drivers when they remain on-site for longer than 24-hours.

**The provision of food is a complex and costly task that is not necessary when access to food and dining facilities is available through businesses and services in the vicinity of the LSA. In most cases, local restaurants and catering services can deliver food to LSA staff during their shifts.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a brief from the Service Branch Director on:
  - Available resources, personnel, and the resource ordering process.
  - Lines of communication with the EOC.
  - The staff feeding strategy for the upcoming operational periods.

### Identify and address safety and security concerns

---

- Consult with the Safety Officer on:
  - The potential for dehydration and heat stroke and how to supply or distribute water at the LSA. Refer to the [Supply Guidelines for Water](#) (page 213).
  - The need to supply coffee, especially for night operations.

### Request resources to support operations

---

- Determine if food and water are sufficiently available to staff.
- Work with the Logistics Section Chief and Service Branch Director to determine an appropriate feeding strategy that considers:
  - Existing food delivery, catering, mobile vendors and other services

available to staff within a 10 minute drive.

- Inviting a mobile food vendor (if approved by the site manager).
- Coordinating with dining establishments to set up group ordering and delivery so that personnel may order and pay for their own food that is delivered to the site.
- Arranging for a local establishment to prepare and serve food on-site at the LSA's expense.
- Providing meals-ready-to-eat (MRE) or shelf-stabilized meals (SSM) to staff for shorter-term LSA assignments when no other food or dining options are available.
- Activating a food contract with a mobile kitchen to prepare food for LSA staff, in coordination with the EOC, for extended LSA operations when no other food or dining options are available.
- Submit orders for food, food-related resources or services, water and coffee, as needed.
- Request additional staff or resources, as needed.

### **Organize the site**

---

- Coordinate with the Facilities Unit Leader to set up water stations at all LSA functional areas.
- Establish locations for:
  - Mobile feeding, ensuring that food vendors are located near the Driver Support Center, if food will be sold to drivers.
  - Receiving delivery orders placed by LSA staff.
  - Catering services, if requested by the LSA.
  - Coffee stations, for staff only.

### **Prepare for operations and establish procedures**

---

- Ensure that any local food establishment used by the LSA is licensed according to local food preparation safety regulations.
- Set up a group ordering and delivery service to provide prepared food to LSA staff during work hours:
  - Contact the local business to confirm readiness to handle the potentially large volume of orders placed by the LSA staff.
  - Simplify the menu and provide limited options.
  - Adjust prices to include tax and tip; round up to standard amounts that minimize the need for making change (\$5, \$10, etc).
  - Provide ordering information in the LSA Action Plan, such as time and location for placing and collecting food orders.
  - Do not allow drivers to order through the group ordering process.

- Minimize disruptions to site operations.
- If appropriate, coordinate the set-up and preparation of any contracted or local catering services for LSA staff.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

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- Implement the feeding strategy:
  - Address payment procedures with the Procurement Unit Leader in the Finance/Administration Section, for any LSA-borne costs.
  - Discuss location, needs and issues with the service representative.
  - Post changes to timing or location in the LSA Action Plan.

### **Ensure safety and security of operations**

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- Address any risk or reports of food-borne illnesses appropriately. Discuss any problems with the Safety Officer.

### **Assess and report status**

---

- Determine inventories and place requests for more water, MRE/SSMs, coffee and related supplies.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Facilitate the demobilization and departure of any food-related service providers at the site:
  - Coordinate with the Procurement Unit Leader to determine required timelines (24-hour notice, etc.) that must be contractually accommodated with vendors.

### **Submit documentation**

---

- Submit all documents to the Service Branch Director, ensuring all documents are current and complete prior to demobilization.

### **Restore site to pre-activation condition**

---

- Ensure that all waste and remaining food or water has been collected and disposed of appropriately.
-

# Support Branch Director

The Support Branch Director reports directly to the Logistics Section Chief and manages the Support Branch. This includes:

- Organizing and managing the Supply Unit, Ground Support Unit, and Facilities Unit.
- Establishing and securing LSA facilities and areas.
- Ensuring that resource requests are ordered and fulfilled.
- Providing ground support and traffic control for the site.
- Requesting and releasing Support Branch resources.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Logistics Section Chief on:
  - Incident scope and expected duration.
  - Resources en-route to the LSA.
  - The resource ordering process.
  - Current and anticipated facility needs.

### Identify and address safety and security concerns

---

- Ensure that all areas are maintained in compliance with LSA safety policies and regulations.
- Review the HAZMAT Spill Plan and determine if it impacts any units within the branch. Use the [HAZMAT Spill Plan Checklist](#) (page 256).

### Request resources to support operations

---

- Discuss resource needs with all Service Branch units and request staff and resources to support upcoming operational periods.

### Assign staff members

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief the Supply, Facilities, and Ground Support Unit Leaders on incident scope and expected duration, resources en-route to the LSA, current and anticipated facility needs, and special ground support responsibilities at the LSA, including management of a Traffic Crew.

## **Prepare for operations and establish procedures**

---

- Approve the Site Traffic Plan and submit it to the Planning Section Chief for inclusion in the LSA Action Plan.
- Facilitate a discussion between the Supply and Procurement Unit Leaders to designate responsibilities for requesting resources.
- Obtain a current list of contractors from the Procurement and Supply Unit Leaders.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

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- Receive updates or modifications to the Site Traffic Plan from the Ground Support Unit Leader.
- Resolve any questions or problems; ensure that EOC requirements for resource orders are met.

### **Ensure safety and security of operations**

---

- Coordinate with the Operations Section Chief to assess Traffic Crew activities and recommend changes as needed.
- Resolve any issues between the Traffic Crew and Operations Section.
- Discuss the anticipated volume of shipments and deployments over the next operational period with the LSA Commander and Operations Section Chief. Request additional personnel or equipment, as needed.

### **Assess and report status**

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- Monitor the Site Traffic Plan to ensure that it provides for the efficient movement of shipments and deployments at the site.
- Give updates to the Site Traffic Plan to the Planning Section Chief.

## **DEMobilIZATION GOALS**

### **Demobilize in a timely manner**

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- Discuss Support Branch staffing requirements during demobilization with the Logistics Section Chief.

### **Submit documentation**

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- Submit all documents to the Documentation Unit Leader, ensuring all documents are current and complete prior to demobilization.

# Supply Unit Leader

The Supply Unit Leader reports to the Support Branch Director and manages the Supply Unit. This includes:

- Ordering personnel, equipment and supplies to support LSA operations.
- Receiving and storing all supplies assigned to the LSA.
- Maintaining an inventory of supplies for LSA operations.
- Managing the Ordering Manager, and the Receiving and Distribution Manager.

**The Supply Unit Leader is ONLY responsible for managing supplies and equipment that have been assigned to support LSA operations. This position has no responsibility for managing shipments and deployments that support incident operations, except to assist the Planning Section in demobilizing unused shipments.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Support Branch Director on:
  - Incident scope and expected duration.
  - Resources en-route to the LSA.
  - The resource ordering process.

### Identify and address safety and security concerns

---

- Work with the Facilities Unit Leader and Security Manager to identify a secure location with controlled access that can be used to store supplies.

### Request resources to support operations

---

- Request staff and resources, such as barricades, lighting, and signage, to support operations for upcoming operational periods. Follow the resource management process established by the EOC.

### Activate and assign staff members

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief the Ordering

Manager and Receiving and Distribution Manager on incident scope and expected duration, and resources en-route to the LSA.

### **Prepare for operations and establish procedures**

---

- Establish record-keeping procedures for ordering, receiving, distribution and storage of supplies and brief the Supply Unit staff.
- Meet with the Procurement Unit Leader to clarify the process for ordering supplies with the EOC's Finance/Administration Section and, if required, determine an appropriate billing or payment method for ordering. Brief the Ordering Manager on this process.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Manage ordering, receiving, distribution and storing of supplies and equipment for LSA operations.

### **Ensure safety and security of operations**

---

- Monitor the work area for unsafe situations; develop and implement safety and security procedures, as required.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Approve the ICS 221: Demobilization Check-Out Form received from the Demobilization Unit Leader.
- Cancel any unfilled orders that are no longer needed.

### **Coordinate removal of shipments**

---

- Support the Deployment Branch Director as they transition from coordinating deployments to coordinating unused shipments away from the site.
- Identify and ship specific trailers to specific suppliers as required for retrograde.

### **Submit documentation**

---

- Submit all documents to the Support Branch Director, ensuring all documents are current and complete prior to demobilization.
  - Submit all accountable property documents to the Finance/Administration Section.
-

# Ordering Manager

The Ordering Manager reports to the Supply Unit Leader and orders resources, supplies and equipment for LSA operations. This includes:

- Receiving and validating orders received from LSA staff.
- Placing orders, monitoring their fulfillment and advising requestors of anticipated delivery times or delays.

**The Ordering Manager is ONLY responsible for ordering supplies and equipment that have been specifically requested to support LSA operations. This position is NOT responsible for ordering shipments or deployments that support incident operations, except to assist with retrograde activities during demobilization.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Supply Unit Leader on:
  - Incident scope and expected duration.
  - Resources en-route to the LSA.
  - The resource ordering process.

### Prepare for operations and establish procedures

---

- Receive record-keeping requirements from the Supply Unit Leader and establish a filing system for orders.
- Determine expected delivery times for typical orders and brief the Supply Unit Leader.
- Meet with the Finance/Administration Section Chief and obtain a list of LSA personnel who have been given authority to request resources for LSA operations.
- Obtain a current list of EOC-approved contractors and their contract specifications from the Procurement Unit Leader.
- Obtain agency-specific ordering and procurement forms, as required by the EOC.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Receive and validate requests for resources, supplies and equipment to support LSA operations:
  - Confirm that the request is still valid.
  - Check that all required specifications are noted by the requestor.
  - Verify the ordering authority of the requestor.
- Place orders in a timely manner using the authorities and processes required by the EOC:
  - Ensure that order forms are filled out correctly.
  - Consolidate orders and resolve duplicate orders, when necessary.
  - Advise the Receiving and Distribution Manager of all orders placed.
- Advise vendors of the physical delivery area and specific entrance to use at the LSA.

### Assess and report status

---

- Monitor the delivery status of orders en-route to the LSA.
  - Provide anticipated delivery times to requestors.
  - Notify requestors if an order is delayed or unavailable.
- Maintain and reconcile files of all ordering documents.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Discuss orders that should be canceled with the Supply Unit Leader.

### Submit documentation

---

- Submit all ordering documents to the Supply Unit Leader, ensuring all documents are current and complete prior to demobilization.

# Receiving and Distribution Manager

The Receiving and Distribution Manager reports to the Supply Unit Leader and is responsible for receiving and distributing all supplies and equipment ordered by, or assigned to, the LSA.

**The Receiving and Distribution Manager is ONLY responsible for receiving and distributing supplies and equipment that support operations at the LSA. This person is NOT responsible for shipments or deployments that support incident operations, except to assist with retrograde activities during demobilization.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Supply Unit Leader on:
  - Incident scope and expected duration.
  - Resources en-route to the LSA.
  - The resource ordering process.

### Identify and address safety and security concerns

---

- Ensure that the storage location identified by the Supply Unit Leader is secure and request security personnel, if required.

### Request resources to support operations

---

- Request staff and resources such as barricades, lighting and signage to support receiving and distribution for upcoming operational periods; consider needs for casual hires to provide assistance with general warehousing operations.
- Ensure personal protective equipment (PPE) is available and request any additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.

### Assign staff members

---

- Brief casual hires on general safety issues and their primary responsibilities, as needed.

### Organize the site

---

- Organize the storage area, ensuring sufficient space for loading

and unloading, receiving, storing, and distributing equipment and supplies.

### **Prepare for operations and establish procedures**

---

- Receive record-keeping requirements from the Supply Unit Leader and establish a filing system for all documents, including dock receipts, packing lists, bills of lading, or picking tickets.
- Meet with the Liaison Officer for a list of assisting agencies and contractors authorized to receive supplies or equipment at the site.
- Learn the process for recording personnel working hours from the Personnel Time Recorder and brief casual hires on time-keeping.
- Establish procedures for check-in and check-out of supplies and equipment at the storage area and brief casual hires.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Receive and distribute all supplies and equipment requested by or assigned to support LSA operations.
- Inform the Ordering Manager of the delivery area and entrance that vendors should use at the LSA; troubleshoot delivery problems.
- Receive updates on the use of contractors or assisting agencies from the Liaison Officer.
- Receive updates on any new orders placed by the Ordering Manager and prepare to receive them.
- Advise the Ordering Manager as orders are received and note shortages or damage that should be resolved with the supplier.

### **Ensure safety and security of operations**

---

- Ensure PPE is issued to all casual hires, if required.
- Monitor for unsafe situations in the work area; discuss and resolve any safety or security issues with the Supply Unit Leader.

### **Assess and report status**

---

- Maintain an inventory of resources, supplies, or equipment assigned to the LSA.
- Maintain files of documents for delivery (dock receipts, packing lists) or issuing (bills of lading or picking tickets).
- Follow the procedures provided by the Personnel Time Recorder for recording casual hire work hours. Approve time reports, as needed and submit to the Personnel Time Recorder.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

#### Coordinate removal of shipments

---

- Coordinate retrograde of unused shipments and supplies.
- Coordinate service of equipment with the Equipment Manager prior to return or removal from the site.

#### Submit documentation

---

- Submit remaining personnel time reports to the Personnel Time Recorder.
- Submit all accountable property documents to the Finance/Administration Section.
- Submit all other documents to the Supply Unit Leader, ensuring that all records are current and complete.

#### Restore the site to its pre-activation condition

---

- Return the storage area to pre-activation condition.
-

# Facilities Unit Leader

The Facilities Unit Leader reports directly to the Support Branch Director and manages facilities at the LSA site. This includes:

- Determining facility requirements and activating facilities.
- Maintaining facilities and providing sanitation, indoor lighting, and clean-up services.
- Demobilizing facilities.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Support Branch Director on:
  - Incident scope and expected duration.
  - Resources en-route to the LSA.
  - The resource ordering process.
  - Current and anticipated facility needs.

### Coordinate with the site manager

---

- Perform a site walk-through with the site manager and identify any facilities that can be used for LSA operations.

### Identify and address safety and security concerns

---

- Coordinate with the Security Manager to install temporary fences or barriers at vulnerable points on the site's perimeter.
- Work with the Communications Unit Leader and the Security Manager to identify a secure location where computers, hardware and communications equipments can be stored.
- Ensure that all facilities are maintained in compliance with local, state and federal regulations.
- Contact the Security Manager to receive access to all facilities and areas of the LSA if access is controlled or restricted.
- Erect portable tents as needed to provide shelter from heat or rain, especially at the Check-In and Check-Out Gates, Holding Area, and Ground Support Area.
- Coordinate with the Supply Unit Leader and the Procurement Unit

Leader to determine how contracts for ongoing support services (such as portable toilets, waste collection, etc.) are to be handled.

- Request portable toilets and showers, as well as maintenance services:
  - 1 toilet for every 10 staff members assigned to the LSA.
  - 1 wash station for every 5 toilets.
  - At least 20% of the toilets and wash stations should be ADA compliant.
- Submit a request for trash collection and cleaning services for the LSA, if needed.
- Request staff and resources to facilitate setup and maintenance responsibilities for upcoming operational periods.

### **Assign staff members**

---

- Brief the Security Manager and discuss overall site security and any immediate safety precautions that should be in place.
- If there is a need for basic set up, assembly, maintenance, and cleaning tasks, request casual hires to serve in these roles.
- Brief assigned workers on general safety issues and their primary responsibilities.

### **Organize the site**

---

- Set up charging stations throughout the site where LSA staff can charge mobile communications equipment.
- Identify and set up general work areas for:
  - Deployment Branch staff.
  - Planning Section staff, including up to five Mission Tracking Technical Specialists.
  - Finance/Administration Section staff.
  - Agency and contractor representatives. (Note: work areas for driver contractor representatives should be at the Driver Support Center.)
- Coordinate with the Planning Section Chief to identify and set up a location for LSA Action Planning meetings.
- Coordinate with the Resource Unit Leader to identify a staff check-in area at or near the LSA Command Post.
- Work with the Documentation Unit Leader to identify and set up:
  - Space for multiple copiers and supplies (ink cartridges, paper, etc.).
  - Areas to assemble large print jobs.
  - Secure file storage to organize and retain LSA documents.

- Coordinate with the Ground Support Unit Leader and the Equipment Manager to identify and set up a Ground Support Area and an Equipment Yard, if necessary.
- Coordinate with the Food Unit Leader to set up water stations.
- Coordinate with the Lead Parking Attendant in the Traffic Crew to set up the Driver Support Center using the [Driver Support Center Checklist](#) (page 266).
- Coordinate with the Service Branch Director and the Communications Unit Leader to identify a location for the LSA Communications Center.
- Provide waste baskets near water stations, coffee stations and anywhere food is likely to be distributed or consumed.

### **Prepare for operations and establish procedures**

---

- Ensure all facilities are ready for operations.
- Set maintenance and cleaning schedules with service providers or casual hires.
- Ensure that service providers have set up service for portable toilets, wash stations, mobile showers and waste collection.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Coordinate with the Procurement Unit Leader to modify service agreements or report problems.
- Maintain facilities using service providers or casual hires.
- Assess status and report progress.
- Follow the procedures provided by the Personnel Time Recorder for recording work hours of casual hires.
  - Approve time reports as needed, and submit to the Personnel Time Recorder.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Disassemble temporary facilities that are no longer required.

### **Submit documentation**

---

- Submit remaining personnel time reports to the Personnel Time Recorder.

- Submit any other documents to the Support Branch Director, ensuring that all records are current and complete.

### **Restore the site to its pre-activation condition**

---

- Work with the Finance/Administration Section Chief and the Ground Support Unit Leader to ensure that the site is returned to its pre-existing condition and any associated contractual requirements are fulfilled.
    - Inspect damaged areas of the site to determine whether damage is pre-existing, caused by LSA operations, or usual wear-and-tear.
    - Coordinate with the Demobilization Unit Leader and the Procurement Unit Leader to identify and procure items or services needed to restore the site to its original condition.
  - Demobilize all facilities at the LSA.
    - Request a cleaning service for indoor facilities used by the LSA.
    - Ensure all waste has been collected and disposed of appropriately.
-

# Security Manager

The Security Manager reports to the Facilities Unit Leader and provides security for personnel and property assigned to the LSA. This includes:

- Providing safeguards to protect personnel, equipment, and facilities, as well as shipments and deployments while on-site at the LSA.
- Coordinating access to the LSA for individuals who are not assigned as LSA staff.
- Managing and assigning security personnel.

**The Security Manager is responsible only for security of the LSA site. Coordination of security escorts for deployments from the LSA is the responsibility of the Law Enforcement Liaison.**

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Facilities Unit Leader on the security situation and any immediate safety precautions that should be in place.

### Coordinate with the site manager

---

- Discuss known security issues with the site manager.
- Notify staff of any site-specific prohibitions, including pets, firearms, mobile food vendors, etc.

### Identify and address safety and security concerns

---

- Assess the site's security perimeter, including fences, walls or other natural barriers to entry.
  - Post security personnel at any location(s) where unauthorized individuals may be able to obtain access to the site.
  - Close and secure unnecessary points of entry, if possible.
- Identify & restrict access to areas where high-value, critical items, or HAZMAT are stored. Post security personnel as necessary at:
  - LSA Command Post
  - Driver Support Center

- Ground Support Area
- Equipment Yard
- Shipment Storage Areas
- Staff parking areas
- Determine whether security personnel will be armed, identify a secure location to store weapons on the LSA site, if necessary.

### Request resources to support operations

- Identify security personnel who may already be available at the site and request additional personnel for upcoming operational periods using the table below:

SECURITY POST	SECURITY PERSONNEL WITH JURISDICTIONAL AUTHORITY	SECURITY PERSONNEL WITHOUT JURISDICTIONAL AUTHORITY	CONTRACTOR
On-Call Duty Officer	X		
LSA Command Post	X	X	X
Driver Support Center	X	X	X
Ground Support Area	X	X	X
Check-In Gate	X	X	
Check-Out Gate	X		
Holding Area	X	X	
Equipment Yard	X	X	X
Staff Parking Area	X	X	X
<b>RANDOM PATROLS</b>			
Shipment Storage Areas		X	X
Vulnerable Points		X	X

- Ensure personal protective equipment (PPE) is available and request any additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.
- Request radios or other two-way communications devices.

### Assign staff members

- Create a list of security personnel and contact information for the first LSA Action Plan.

- Use the [Staff Briefing Checklist](#) (page 247) to brief arriving security personnel and assign them to posts or surveillance activities.
- Ensure that security personnel can be easily identified.

### **Organize the site**

---

- Install additional lighting in vulnerable areas throughout the site.
- Coordinate with the Facilities Unit Leader to install temporary fences or barriers at vulnerable points on the site's perimeter.
- Develop a plan for patrols to provide coverage at all areas of the site.

### **Prepare for operations and establish procedures**

---

- Establish procedures to deal with unsafe drivers:
  - Coordinate enforcement mechanisms with law enforcement officers at the site with jurisdictional arrest authority.
  - Ensure that the on-call officer is always notified of unsafe drivers.
- Establish site visitor policies. Refer to the [Security Guidelines for LSA Visitors](#) (page 214).
- Implement procedures for handling investigations, detentions and arrests with fully commissioned law enforcement officers.
- Review medical support information and first aid locations.
- Ensure all security personnel have received and know how to use radios or other two way communications devices.
  - Discuss potential limitations including "dead-zones" or other troublesome areas with the Communications Unit Leader and advise security personnel.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Submit updated lists of security personnel and contact information to the Planning Section Chief.
- Manage visitors at the LSA site using the established site visitor policy. Ensure visitors are briefed on:
  - Restricted areas, safety hazards and security threats.
  - What to do in case of an emergency or accident.
  - Medical support information and first aid locations.

### **Ensure safety and security of operations**

---

- Monitor site security and assign sufficient staff to address changing concerns. Reassign security personnel to posts or surveillance activities, or request additional security personnel, if necessary.

- Stagger shifts so that security personnel are relieved for meals, showers, or breaks.
- Address staff and driver behavior problems.
- Enforce site-specific prohibitions, including pets, firearms, mobile food vendors or food carts, etc.
- Respond to any reports of unsafe drivers with the Law Enforcement Liaison, and work with him or her to coordinate enforcement mechanisms, if necessary.
- Remind staff of the potential for theft or vandalism to personal vehicles and emphasize that valuables should not be left in them.
- Respond to requests for assistance from LSA staff.

### **Assess and report status**

---

- Document any arrests or search and seizures in the Unit Activity Log.
- Investigate traffic accidents or other incidents as requested by the Compensation / Claims Unit Leader.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss staffing requirements during demobilization with the Support Branch Director. Expect that security staffing needs may actually increase during demobilization.
- Receive and approve a copy of the ICS 221: Demobilization Check-Out Form from the Demobilization Unit Leader.
- Maintain a current list of missing items throughout LSA demobilization.
  - Receive updates from the Supply Unit Leader.
  - Ensure security personnel remain aware of missing items as they perform inspections and check-out of personnel.
- Participate in demobilization and check-out of personnel:
  - Ensure that departing personnel do not remove unauthorized items from the LSA during demobilization.
  - Inspect and authorize the release of personnel.

### **Submit documentation**

---

- Submit all documents to the Support Branch Director, ensuring that all records and files are current and complete prior to demobilization.

# Ground Support Unit Leader

The Ground Support Unit Leader reports to the Support Branch Director and is responsible for traffic, parking and ground support operations at the LSA. This includes:

- Developing and implementing the LSA Traffic Plan.
- Supervising a Traffic Crew that manages on-site traffic and parking.
- Providing basic material handling support and equipment.
- Coordinating transportation of resources and personnel.
- Providing limited fueling, repair, and maintenance services to on-site vehicles and equipment.

## **Support should only be provided to drivers when one of the following conditions applies:**

- Local service providers or suppliers of fuel, repair parts or tool kits are unavailable or extremely limited.
- A mechanical issue has disabled a truck which is impeding LSA operations or traffic flow.
- The issue jeopardizes safety at the LSA.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Support Branch Director on:
  - Available resources and personnel.
  - The request ordering process.
  - Lines of communication with the EOC.
  - Special Ground Support responsibilities at the LSA, including management of a Traffic Crew with responsibility for all site traffic and parking operations.

### Identify and address safety and security concerns

---

- Address the following safety items with the Safety Officer:
  - Any certification requirements for staff operating equipment.
  - Regulatory requirements for staff involved in fueling activities.

- Just-in-time safety training requirements for Ground Support staff.
- The HAZMAT Spill Plan and how to assign and train Ground Support staff to implement the plan. Use the [HAZMAT Spill Plan Checklist](#) (page 256).
- Meet with the Security Manager to discuss how to secure critical resources, high-value items or HAZMAT (including fuel) at the Ground Support Area.
  - Consider assigning security personnel to the Ground Support Area.
  - Discuss Equipment Yard security with the Equipment Manager and consider assigning security personnel, if needed.
  - Ensure copies of material safety data sheets (MSDS) and an Emergency Responders Guidebook (ERG) are available at all times.
  - Refer to the [Security Issues Checklist](#) (page 246).

### **Request resources to support operations**

---

- Discuss resource needs with the Support Branch Director.
- Request staff and resources to support the unit in upcoming operational periods.
- Ensure personal protective equipment (PPE) is available and request any additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.
- Request radios or other two-way communications devices for all members of the Ground Support Unit, including the Traffic Crew.

### **Assign staff members**

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief the Traffic Crew Boss on:
  - The Site Traffic Plan and anticipated personnel requirements.
  - The color-coding scheme to mark trucks and identify where to direct shipments and deployments at the LSA.
  - Traffic regulations for directing traffic on public roadways.
  - Support available through the Law Enforcement Liaison for calming aggressive traffic and enforcing traffic regulations.
  - Just-in-time safety training requirements for Ground Support staff.
- Brief the Equipment Manager on:
  - The request ordering process.

- Available resources, including equipment at the site.
- HAZMAT (including fuel) stored on-site and implementation of the HAZMAT Spill Plan.
- Certification requirements for staff operating equipment.
- Regulatory requirements for staff involved in fueling activities.
- Ensure all staff performing operations with equipment or fueling are certified in accordance with all local, state and federal regulations.

### **Organize the site**

---

- Meet with the Logistics Section Chief to determine site layout and designate functional areas.
- Develop the Site Traffic Plan with the Traffic Crew Boss:
  - Ensure that layout minimizes staff crossing traffic lanes.
  - Minimize potential bottlenecks that may disrupt traffic.
  - Ensure that onsite lighting supports safe night operations.
  - Use a one-way traffic flow organization.
  - Review the finalized Site Traffic Plan with the Safety Officer.
- With the Traffic Crew Boss, decide where Traffic Crew Members should be located based on the Site Traffic Plan:
  - Ensure that at least one Parking Attendant is assigned to each active Shipment Storage Area.
  - Note locations where Flaggers should manage intersections, areas prone to congestion, and roads that access the LSA.
  - Identify locations where Traffic Controllers should be assigned, including turning points (where drivers have more than one choice of route) and points where drivers may need assistance.
- Set up a Ground Support Area for equipment assigned to the LSA, with tool kits, repair parts, fuel and spill kits.
  - Coordinate with the Site Manager to identify areas that should not be used for the storage of HAZMAT, including fuel.
  - Ensure compliance with all health, safety and environmental regulations, including those pertaining to fuel storage.
  - Coordinate with the Facilities Unit Leader and the Food Unit Leader to set up a water station at the Ground Support Area.

### **Prepare for operations and establish procedures**

---

- Provide site traffic information for Driver Information Sheets to the Lead Parking Attendant and highlight any items for Driver Information Briefings.
- Submit the Site Traffic Plan to the Support Branch for approval.

- Establish a process for requesting ground support assistance for drivers with mechanical problems, and brief the Lead Holding Area Crew Member and Gate Crew Boss.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Supervise the Traffic Crew Boss.
- Review the LSA Action Plan and discuss any updates to staff assignments, color-coding scheme changes or safety issues with members of the Ground Support Unit.
- Update procedures for providing ground support assistance to drivers of shipments with mechanical problems. Notify the Lead Holding Area Crew Member and Traffic Crew Boss.
- Maintain communication with Ground Support staff.

### **Receive and retain control of shipments**

---

- Use the [Ground Support Guidelines](#) (page 215) to provide assistance to shipments with mechanical issues that impede LSA operations or traffic flow:
  - Provide fuel, spare parts and tools, and assist with repairs.
  - Coordinate with the Law Enforcement Liaison to have trucks towed off the site at the driver/contractor's expense.
- Respond to requests for assistance from the Holding Area and notify the driver of costs for services or items.
- Re-pack damaged trailers at the Holding Area, if necessary.
- Deploy shipments as instructed by the EOC.
- Transload trailers containing high-demand items to minimize delays to their deployment.

### **Ensure safety and security of operations**

---

- Make safety-related modifications to the Site Traffic Plan, submit to the Support Branch Director for review and inform the Traffic Crew Boss of changes.
- Continue to ensure that all staff operating equipment or performing fueling-related activities are certified in accordance with all local, state and federal regulations.
- Ensure that critical resources, high-value items or HAZMAT (including fuel) at the Ground Support Area are secured:
  - Review options with the Security Manager and consider assigning

security personnel to the Ground Support Area if necessary.

### **Assess and report status**

---

- Modify the Site Traffic Plan with the Traffic Crew Boss after each operational period to address congestion or bottlenecks.
- Provide updates for the LSA Action Plan to the Planning Section Chief, including:
  - A list of updated Shipment Storage Area contacts.
  - The most current Site Traffic Plan.
- Use an ICS 213: General Message to submit a list of items and support services (record in 15-min increments) provided to drivers to the Finance/Administration Section.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss staff demobilization with the Traffic Crew Boss and Equipment Manager and provide recommendations to the Support Branch Director.
  - Recommend releasing rented equipment incurring daily or hourly costs first.
  - Arrange ground transportation for released personnel or equipment, as required in the plan or requested by the Demobilization Unit Leader.
- Receive the ICS 221: Demobilization Check-Out Form from the Demobilization Unit Leader and approve.

### **Submit documentation**

---

- Submit all documents to the Support Branch Director, ensuring that all records are current and complete.

### **Restore the site to its pre-activation condition**

---

- Use photos or other documentation of the site's original condition.
  - Coordinate special requirements for the removal of HAZMAT (including fuel) remaining at the site.
    - Remediate any damage or leaks due to storage of HAZMAT or fuel.
  - Restore pavement and roadways on the site's property to their original conditions.
-

# Equipment Manager

The Equipment Manager reports to the Ground Support Unit Leader and manages equipment assigned to the LSA. This includes:

- Providing service, repairs and fuel for all equipment and vehicles assigned to the LSA.
- Maintaining time-keeping records on equipment use and any services performed.

## ACTIVATION GOALS

### Receive assignment

---

Receive a briefing from the Ground Support Unit Leader on:

- The request ordering process.
- Available resources, including equipment at the site.
- HAZMAT (including fuel) stored on-site and implementation of the HAZMAT Spill Plan.
- Certification requirements for staff operating equipment.
- Regulatory requirements for staff involved in fueling activities.

### Identify and address safety and security concerns

---

- Review the HAZMAT Spill Plan:
  - Obtain the material safety data sheets for any HAZMAT (including fuel) stored on-site from the Ground Support Unit Leader.
- Identify all HAZMAT, including fuel, that will be stored on-site and provide a list to the Medical Unit Leader.
- Inspect all equipment prior to its initial use.

### Request resources to support operations

---

- Discuss personnel support needs, including operators, inspectors and mechanics, with the Ground Support Unit Leader.
- Request staff and resources to support equipment management activities in the next operational periods, including tool kits, repair parts and fuel.
- Ensure personal protective equipment (PPE) is available and request any additional equipment needed for night operations, including

high visibility vests, glowcones or additional lighting.

### **Assign staff members**

---

- Use the [Staff Briefing Checklist](#) (page 247) to brief staff on:
  - Available equipment already on-site.
  - Fuel stored on-site and HAZMAT Spill Plan procedures.
  - Certification requirements for staff operating equipment.
  - Regulatory requirements for staff involved in fueling activities.
- Ensure all staff performing operations with equipment or fueling activities are certified in accordance with all local, state and federal regulations. Collect and make a copy of certifications, if available.

### **Organize the site**

---

- Coordinate with the Site Manager to identify areas that should not be used for the storage of HAZMAT, including fuel.
- Set up an Equipment Yard:
  - Coordinate with the Ground Support Unit Leader and the Facilities Unit Leader to identify a location near the Ground Support Area.
  - Ensure there is adequate space for equipment repairs, services, refueling and inspections.
  - Address HAZMAT (including fuel) storage requirements.
- Meet with the Ground Support Unit Leader to discuss options for securing critical equipment resources, high-value items and HAZMAT at the Equipment Yard. Consider assigning security personnel.

### **Prepare for operations and establish procedures**

---

- Develop a maintenance, fueling and inspection schedule for all equipment assigned to the LSA:
  - Review the schedule with the Ground Support Unit Leader.
  - Schedule tasks for assigned inspectors and mechanics.
  - Implement a system to record equipment time usage based on requirements received from the Equipment Time Recorder.
- Meet with the Situation Unit Leader and discuss any requirements to cycle-count equipment. Differentiate between equipment inventories that should be:
  - Cycle-counted by Field Observers, staged for deployment by the EOC, and not assigned for use by the LSA.
  - Excluded from physical count by Field Observers and directly managed by the Equipment Manager for use at the LSA.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Ensure that all equipment is inspected prior to use. Document its condition and, if applicable, ensure rental or lease agreements provide coverage for any damage or mechanical problems.
- Provide maintenance and fueling according to schedule.

### Ensure safety and security of operations

---

- Supervise any assigned personnel and enforce all safety measures, including those for HAZMAT.
- Ensure that critical resources, high-value items or HAZMAT (including fuel) at the Equipment Yard are secure.
- Repair all vehicles and equipment according to established safety requirements.
- Observe all regulatory requirements for any fueling activities.

### Assess and report status

---

- Record equipment time usage as required by the Equipment Time Recorder and provide them with reports, as requested.
- Maintain equipment service records.
- Maintain an inventory of all equipment assigned to the LSA and used at the site. Provide a list to Field Observers or the Situation Unit Leader, as requested.
- Assess ongoing needs for consumable resources, such as fuel, spare parts, and tool kits; request additional resources as needed.
- Maintain equipment or vehicle rental service and use records.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Discuss demobilization with, and provide recommendations to, the Ground Support Unit Leader.
  - Recommend that rented or contracted equipment and vehicles that are incurring daily or hourly costs are prioritized for release in the LSA Demobilization Plan.
- Return supplies and demobilized vehicles to storage facilities;

### Coordinate removal of shipments

---

- Determine what equipment should remain at the LSA to support retrograde activities.

## **Submit documentation**

---

- Complete vehicle and equipment demobilization inspections.
- Submit any remaining equipment time reports to the Equipment Time Recorder.
- Complete required vehicle and equipment demobilization inspections and submit to the Ground Support Unit Leader, ensuring that all records are current and complete.

## **Restore the site to its pre-activation condition**

---

- Supervise the demobilization of the Equipment Yard.
  - Coordinate special requirements for the removal of HAZMAT (including fuel) remaining at the site.
  - Remedy any damage or leaks due to storage of HAZMAT or fuel.
-

# Traffic Crew and Site Traffic Operations

The Traffic Crew is responsible for the following:

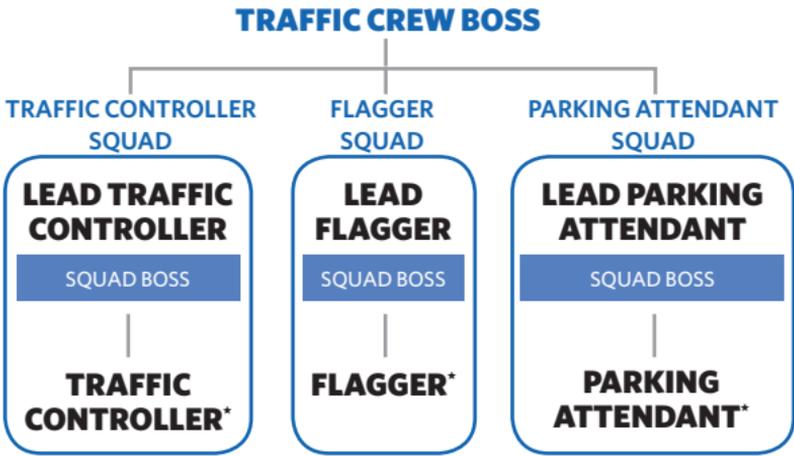
- Facilitating efficient traffic flow for shipments and deployments entering, exiting, or moving throughout the site.
- Managing the Shipment Storage Area to:
  - Receive and stage shipments.
  - Support the Operations Section with deployments.
- Providing information and support to drivers while on-site.

The Traffic Crew is managed by a Traffic Crew Boss and is organized into three squads as indicated in the table below:

SQUAD	SQUAD BOSS	CREW MEMBER
<b>Traffic Controller Squad</b> Directs shipments and deployments to the correct area at the LSA.	Lead Traffic Controller	Traffic Controller
<b>Flagger Squad</b> Provides traffic control throughout the site and expedites traffic flows of shipments and deployments.	Lead Flagger	Flagger
<b>Parking Attendant Squad</b> Receives and stages shipments, supports deployment, and provides information and support to drivers.	Lead Parking Attendant	Parking Attendant

The Traffic Crew Boss organizes the crew as needed to meet operational requirements.

## Traffic Crew Organization



\*Up to 7 crew members may be assigned to each squad.

The organization of the Traffic Crew is scalable and the Traffic Crew Boss may request up to four additional squads (comprised of up to seven crew members and a squad boss).

If you are the **Traffic Crew Boss**, turn to page 185.

If you are a **Lead Traffic Controller**, turn to page 188.

If you are a **Traffic Controller**, turn to page 192.

If you are the **Lead Flagger**, turn to page 195.

If you are a **Flagger**, turn to page 198.

If you are the **Lead Parking Attendant**, turn to page 201.

If you are a **Parking Attendant**, turn to page 106.

# Traffic Crew Boss

The Traffic Crew Boss reports to the Ground Support Unit Leader and manages the Traffic Crew, which includes:

- Managing the Lead Traffic Controller and the Lead Flagger to facilitate traffic entering, exiting or moving throughout the site.
- Managing the Lead Parking Attendant to:
  - Receive and stage shipments at Shipment Storage Areas.
  - Support the Operations Section with deployments.
- Coordinating with squad bosses to facilitate the flow of shipments and deployments throughout the site.
- Providing information and support to drivers while on-site.
- Requesting and releasing Traffic Crew resources.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Ground Support Unit Leader on:
  - The Site Traffic Plan and anticipated staffing requirements.
  - The color-coding scheme to identify where to direct shipments and deployments at the LSA.
  - Traffic regulations on adjacent public roadways.
  - Support available through the Law Enforcement Liaison for calming aggressive traffic and enforcing traffic regulations.
  - The request ordering process.
  - Available resources, including equipment at the site.
  - Just-in-time safety training requirements for Ground Support staff.

### Coordinate with the site manager

---

- Work with the LSA Commander to ensure that on-site lighting is functioning at Shipment Storage Areas for night operations.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan and identify areas where extra caution may be required.

- Meet with the Safety Officer to discuss training requirements needed for the Traffic Crew, including just-in-time training.
- Work with the Security Manager to establish a process for reporting unsafe drivers.

### **Request resources to support operations**

---

- Discuss resource needs with the Ground Support Unit Leader and review the Site Traffic Plan for a preferred Traffic Crew organization.
- Request staff and resources to support a preferred Traffic Crew organization in upcoming operational periods.
- Ensure personal protective equipment (PPE) is available and request any additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.

### **Assign staff members**

---

- Assign a Lead Traffic Controller to manage the Traffic Controller Squad, a Lead Flagger to manage the Flagger Squad and a Lead Parking Attendant to manage the Parking Attendant Squad. Use the [Staff Briefing Checklist](#) (page 247) to brief them on:
  - The color-coding scheme to identify where to direct shipments and deployments at the LSA.
  - Traffic regulations on adjacent public roadways.
  - Support available through the Law Enforcement Liaison.
  - The location of the Driver Support Center.
  - Shipment Storage Areas and types of shipments stored at each.

### **Organize the site**

---

- Work with the Ground Support Unit Leader to prepare the Site Traffic Plan:
  - Minimize bottlenecks and crossing of traffic lanes by LSA staff.
  - Note the suggested location of cones, signs and Traffic Crew members, as well as lighting to support safe night operations.

### **Prepare for operations and establish procedures**

---

- Review the finalized Site Traffic Plan with the Safety Officer and squad bosses and become familiar with Traffic Crew operations by reviewing the [Traffic Crew Checklist](#) (page 215) and the [Traffic Direction Quick Sheet](#) (page 267).
- Ensure two-way communication among all Traffic Crew staff.
- Ensure members of the Traffic Crew have coordinated with Parking Attendants and the Deployment Branch.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Review any updates to the Site Traffic Plan with the Ground Support Unit Leader and revise Traffic Crew assignments as needed.
- Provide operational updates to the squad bosses, including:
  - Any changes to the Site Traffic Plan or Shipment Storage Areas.
  - Probable wait-times for drivers.
  - Any changes to the color-coding scheme for marking trucks.
  - Any LSA safety updates.

### Ensure safety and security of operations

---

- Monitor operations to ensure that line of sight is maintained between members of the Traffic and Gate Crews and the vehicles they are directing.
- Evaluate any accidents that occur on-site; adjust staff assignments and revise the Site Traffic Plan with Ground Support Unit Leader, as necessary.

### Assess and report status

---

- Evaluate the Site Traffic Plan after each operational period; discuss modifications with the Ground Support Unit Leader.
- Discuss necessary changes in crew assignments with the Ground Support Unit Leader, considering:
  - Feedback and information from the Lead Traffic Controller, Lead Flagger and Lead Parking Attendant.
  - Site Traffic Plan modifications.
  - Modifications to the LSA receiving or deployment operations.
  - The workload of each squad.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Discuss recommendations for the demobilization of the Traffic Crew with squad bosses and the Ground Support Unit Leader.
    - Identify a timeline for demobilizing the Check-In Gate.
    - Determine if extra staffing is required.
-

# Lead Traffic Controller

The Lead Traffic Controller reports to the Traffic Crew Boss and is responsible for controlling and directing traffic at the LSA, which includes:

- Managing Traffic Controllers as they direct shipments and deployments at the LSA.
- Assigning Traffic Controllers to various functional areas and key locations within the LSA to facilitate traffic flow.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Traffic Crew Boss and discuss:
  - Personnel and location assignments for the squad.
  - The color-coding scheme to mark trucks and identify where to direct shipments and deployments at the LSA.
  - Introductions for staff assigned to functional areas within the site (i.e. staff assigned to the Check-Out Gate need to be introduced to the Lead Gate Check-Out Recorder).

### Identify and address safety and security concerns

- Review the Site Traffic Plan and identify areas where extra caution may be required.
- Receive procedures from the Traffic Crew Boss for reporting unsafe drivers.

### Request resources to support operations

- Discuss resource needs with the Traffic Crew Boss; review the Site Traffic Plan and ensure staff are assigned to turning points, where drivers have more than one choice of route, and any other points designated in the plan, or as requested by the Gate Crew.
- Ensure personal protective equipment (PPE) is available and request additional equipment needed for night operations, including high-visibility vests, glow cones or additional lighting.
- Request radios or other two-way communications devices for each

Traffic Controller.

### **Assign staff members**

---

- Organize Traffic Controllers in safe positions at the site as indicated on the Site Traffic Plan.
- Use the [Staff Briefing Checklist](#) (page 247) to brief Traffic Controllers and address items discussed with the Traffic Crew Boss.
- Provide required work materials to Traffic Controllers.
- Introduce Traffic Controllers to the Lead Check-In Gate Recorder and Lead Check-Out Gate Recorder, as needed.

### **Organize the site**

---

- Direct Traffic Controllers to assist other LSA staff in the set up of nearby functional areas.

### **Prepare for operations and establish procedures**

---

- Ensure Traffic Controllers are familiar with:
  - Their roles and how they support LSA operations.
  - The organization of the Shipment Storage Areas.
  - Letter designation for each lane at the Check-In Gate.
  - Numbering of parking spaces at the Check-Out Parking Area.
  - Safe traffic directional signals and guidelines.
  - The [Traffic Direction Quick Sheet](#) (page 267).
  - The [Traffic Crew Checklist](#) on (page 216).
- Discuss procedures for the following with Traffic Controllers:
  - Reporting unsafe drivers and enforcement mechanisms using fully commissioned law enforcement officers at the site.
  - Requesting assistance from the Ground Support Unit for trucks with mechanical problems that impede LSA operations.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Receive staffing assignments for the Traffic Controller Squad and operational updates from the Traffic Crew Boss, including any changes to the Site Traffic Plan.
- Meet with Traffic Controllers to discuss operational updates and review the current LSA Action Plan, noting key information for the current operational period.
- Monitor Traffic Controllers to ensure that they are directing trucks appropriately and resolve any bottlenecks or congestion.

- Stress that drivers should never leave their trucks unattended and that assistance from the Ground Support Unit should only be requested for trucks with mechanical problems that impede LSA operations or traffic flow.
- Maintain two-way communication with Traffic Controllers and the Traffic Crew Boss.

### **Receive and retain control of shipments**

---

- Monitor Traffic Controllers assigned near the Check-In Gate as they facilitate traffic flow to support check-in of shipments and coordinate with the Lead Gate Check-In Recorder.

### **Deploy shipments as instructed by the EOC**

---

- Monitor Traffic Controllers assigned at the Check-Out Parking Area or Check-Out Gate as they facilitate traffic flow to support check-out of deployments.
- Coordinate with the Lead Gate Check-Out Recorder to ensure that Traffic Controllers direct approaching trucks to their numbered parking space and modify procedures as needed to improve traffic flow.

### **Ensure safety and security of operations**

---

- Observe Traffic Controllers for safe traffic direction techniques and use of the [Traffic Crew Checklist](#) (page 216).
- Ensure drivers are instructed to use flashing amber lights if moving on the site at night.
- Report unsafe drivers to the Traffic Crew Boss.

### **Assess and report status**

---

- Monitor the workloads and advise the Traffic Crew Boss of suggested increases or decreases in staff for upcoming operational periods.
- Evaluate the Site Traffic Plan after each operational period. Give suggestions to the Traffic Crew Boss and Ground Support Unit Leader.
- Report problems with the Gate Crew to the Traffic Crew Boss.

## **DEMOBILIZATION**

### **Demobilize in a timely manner**

---

- Discuss demobilization needs with the Traffic Crew Boss and determine staffing needs at the Check-Out Parking Area and Check-Out Gate during retrograde operations.

### **Coordinate removal of shipments**

---

- Transition from facilitating the departure of deployments to facilitating retrograde for the return of unused shipments following the same procedures as used for deployments.

### **Restore site to pre-activation condition**

---

- Assist with restoration of the site to pre-activation condition.
    - Advise the Demobilization Unit Leader of any damage.
-

# Traffic Controllers

Traffic Controllers report to the Lead Traffic Controller. Their job functions include:

- Directing trucks.
- Intercepting and re-directing any lost drivers.
- Facilitating traffic flow at specific functional areas of the LSA.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Lead Traffic Controller on:
  - Personnel and location assignments for the squad.
  - The color-coding scheme to identify where to direct shipments and deployments within the LSA.
  - Introductions for staff assigned to functional areas within the site.

### Identify and address safety and security concerns

---

- Review safety guidelines and safe traffic direction techniques, including the [Traffic Crew Checklist](#) (page 216) and the [Traffic Direction Quick Sheet](#) (page 267).
- Review the Site Traffic Plan.

### Request resources to support operations

---

- Ensure personal protective equipment (PPE) is available and request additional equipment needed for night operations, including high visibility vests, glow cones and additional lighting.
- Obtain a radio or other two-way communications device.

### Organize the site

---

- Organize traffic control devices for safety and efficiency.
- Assist other LSA staff with the setup of nearby functional areas.

### Prepare for operations and establish procedures

---

- Review the following with the Lead Traffic Controller:
  - Traffic Controller roles and how to support LSA operations.
  - The process for reporting unsafe drivers.
  - The process for requesting assistance from the Ground Support

Unit when trucks with mechanical problems impede LSA operations or traffic flow.

- Become familiar with:
  - The general organization of the area in which you are assigned.
  - Safe traffic directional signals and guidelines (page 267).

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Meet with the Lead Traffic Controller to discuss operational updates and review the LSA Action Plan, noting key information for each operational period, including any updates to the Site Traffic Plan or other safety information.
- Direct trucks and facilitate traffic flow throughout the LSA.
  - Use the color-coding scheme to identify where to direct shipments and deployments at the LSA.
  - Intercept and redirect any lost drivers.
  - Request assistance from the Ground Support Unit when trucks experience mechanical problems or impede LSA operations or traffic flow.
  - Ensure that drivers never leave their trucks unattended.
- Use visual signals to coordinate traffic with other LSA staff.
- Maintain two-way communications with the Lead Traffic Controller.

### Receive and retain control of shipments

---

- Facilitate traffic flow in support check-in if assigned to positions near the Check-In Gate:
  - Be familiar with check-in lane letters and general Check-In Gate operations.
  - Manage traffic lining up to enter the Check-In Gate.
  - Refer to the [Check-In Gate Organization and Layout](#) (page 65).

### Deploy shipments as instructed by the EOC

---

- Facilitate traffic flow to support deployments and check-out if assigned to positions near the Check-Out Parking Area:
  - Be familiar with the Check-Out Parking Area layout and parking space numbering.
  - Direct approaching trucks to their numbered parking space.
  - Refer to [Check-Out Gate Organization and Layout](#) (page 98).

## **Ensure safety and security of operations**

---

- Use safe traffic direction techniques and observe all safety guidelines.
- Instruct drivers to use flashing amber lights for moving at night.
- Report unsafe drivers to the Lead Traffic Controller.

## **Assess and report status**

---

- Report congestion, bottlenecks or common patterns in lost or mis-guided trucks to the Lead Traffic Controller and suggest solutions.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

#### **Restore site to pre-activation condition**

---

- Assist with restoration of the site to its pre-activation condition. Advise the Lead Traffic Controller of any damage.
-

# Lead Flagger

The Lead Flagger reports to the Traffic Crew Boss and expedites the flow of traffic at the LSA, which includes:

- Managing Flaggers as they facilitate traffic flows, including:
  - Traffic moving on roads that provide access to the LSA.
  - Shipments entering the LSA.
  - Deployments exiting the LSA.
- Assigning Flaggers to locations noted on the Site Traffic Plan such as intersections or areas prone to congestion.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Traffic Crew Boss on:
  - Personnel and location assignments for the squad.
  - The color-coding scheme to identify where to direct shipments and deployments at the LSA.
  - Traffic regulations for directing traffic on public roadways.
  - Support available through the Law Enforcement Liaison for calming traffic and enforcing regulations.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan and ensure staff are assigned to:
  - Access points on public roads to enter or exit the LSA.
  - Intersections within the site.
  - Locations prone to congestion or noted in the Site Traffic Plan.
- Receive procedures from the Traffic Crew Boss for reporting unsafe drivers and working with law enforcement officers at the site.
- Request resources to support operations
- Discuss resource needs with the Traffic Crew Boss.
- Ensure personal protective equipment (PPE) is available and request additional equipment needed for night operations, including high-visibility vests, glowcones or additional lighting.
- Request radios or other two-way communications devices.

## Assign staff members

---

- Assign Flaggers to safe positions as indicated on the Site Traffic Plan.
- Use the [Staff Briefing Checklist](#) (page 247) to brief Flaggers.
- Provide required work materials to Flaggers and introduce them to the Lead Check-In Gate Recorder and Lead Check-Out Gate Recorder, as appropriate.

## Organize the site

---

- Tell Flaggers to assist LSA staff setting up nearby functional areas.
- Determine if it is safe for Flaggers to direct traffic on roads providing access to the LSA:
  - Determine placement of warning signs and work with the Law Enforcement Liaison to de-activate any functional traffic control signals at the site entry or exit (flashing amber or flashing red).

## Prepare for operations and establish procedures

---

- Ensure Flaggers are familiar with the [Traffic Direction Quick Sheet](#) (page 267) and the [Traffic Crew Checklist](#) (page 216), their role, and how they support LSA operations. Discuss procedures for:
  - Reporting unsafe drivers and enforcement mechanisms using fully commissioned law enforcement officers at the site.
  - Requesting assistance from the Ground Support Unit for trucks with mechanical problems that impede LSA operations.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Receive staffing assignments for the Traffic Controller Squad and operational updates from the Traffic Crew Boss, including any changes to the Site Traffic Plan.
- Meet with Flaggers to discuss operational updates and review the current LSA Action Plan, noting key information for the current operational period, including any updates to the Site Traffic Plan or other safety information.
- Monitor Flaggers, ensuring that they are directing traffic appropriately and mitigating any bottlenecks or congestion.
- Stress that drivers should never leave their trucks unattended.
- Maintain communication with Flaggers and the Traffic Crew Boss.

### Receive and retain control of shipments

---

- Ensure Flaggers assigned on roads with access to the Check-In Gate prioritize check-in of arriving shipments.

- Ensure Flaggers assigned to the Check-In Gate facilitate traffic flow within the site and coordinate with the Lead Gate Check-In Recorder.

### **Deploy shipments as instructed by the EOC**

---

- Ensure Flaggers assigned to the Check-Out Parking Area prioritize the check-out of deployments and control points of intersecting or merging traffic.
- Facilitate traffic flow for vehicles and deployments exiting the LSA and ensure that Flaggers prohibit left turns onto the main roadway. Request assistance from the Law Enforcement Liaison, and coordinate with the Lead Gate Check-Out Recorder as necessary.

### **Ensure safety and security of operations**

---

- Ensure Flaggers use traffic direction techniques and observe all safety guidelines.
- Monitor Flaggers assigned to locations on the main roadway:
  - Ensure all local traffic regulations are observed.
  - Request assistance from the Law Enforcement Liaison to calm aggressive traffic and enforce speed limits.
- Report unsafe drivers to the Traffic Crew Boss.

### **Assess and report status**

---

- Monitor workloads and advise the Traffic Crew Boss of suggested increases or decreases in staff for upcoming operational periods.
- Evaluate the Site Traffic Plan each operational period. Give suggestions to the Traffic Crew Boss and the Ground Support Unit Leader.
- Report problems with the Gate Crew to the Traffic Crew Boss.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Discuss demobilization needs with the Traffic Crew Boss and determine staffing needs at the Check-Out Parking Area and Check-Out Gate during retrograde operations.

### **Restore site to pre-activation condition**

---

- Remove signs placed on roads providing access to the LSA.
  - Assist in restoring the site to pre-activation condition. Advise the Demobilization Unit Leader of any damage.
-

# Flagger

Flaggers report to the Lead Flagger. Their job functions include:

- Expediting the flow of traffic at specific locations at the LSA.
- Facilitating traffic flows that include:
  - Traffic moving on roads that provide access to the LSA.
  - Shipments entering the LSA.
  - Deployments exiting the LSA.
- Directing traffic at intersections or areas prone to congestion.

## ACTIVATION GOALS

### Establish command, control and communications

---

- Receive a briefing from the Lead Flagger on:
  - Personnel and location assignments for the squad.
  - The color-coding scheme to identify where to direct shipments and deployments within the LSA.
  - Traffic regulations for directing traffic on public roadways.
  - Support available through the Law Enforcement Liaison for calming traffic and enforcing traffic regulations.

### Identify and address safety and security concerns

---

- Review the [Traffic Crew Checklist](#) (page 216) and [Traffic Direction Quick Sheet](#) (page 267).
- Review the Site Traffic Plan.

### Request resources to support operations

---

- Ensure personal protective equipment (PPE) is available and request any additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.
- Obtain a radio or other two-way communications device.

### Organize the site

---

- Determine a safe location for your assigned position.
- Assist other LSA staff with the set-up of nearby functional areas.
- Place warning signs for approaching trucks and public motorists if assigned to a location on a main roadway. Refer to the

Check-In Gate Organization and Layout (page 65) or the Check-Out Gate Organization and Layout (page 98).

### **Prepare for operations and establish procedures**

---

- Review the following with the Lead Flagger:
  - Flagger roles and how to support LSA operations.
  - The procedure for reporting any unsafe drivers.
  - The process for requesting assistance from the Ground Support Unit when trucks with mechanical problems impede LSA operations or traffic flow.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Meet with the Lead Flagger to discuss operational updates and review the LSA Action Plan, noting key information for each operational period, including any updates to the Site Traffic Plan or other safety information.
- Expedite traffic and mitigate bottlenecks or congestion.
- Ensure that drivers never leave their trucks unattended, and request assistance from the Ground Support Unit for trucks with mechanical problems that impede LSA operations or traffic flow.
- Maintain radio communications with the Lead Flagger.

### **Receive and retain control of shipments**

---

- If assigned to the Check-In Gate or roads with access to the Check-In Gate:
  - Be familiar with Check-In Gate operations and coordinate with the Lead Gate Check-In Recorder to support the check-in of arriving shipments.
  - Facilitate traffic flow to points onward within the site.
  - Refer to the [Check-In Gate Organization and Layout](#) (page 65).

### **Deploy shipments as instructed by the EOC**

---

- If assigned to the Check-Out Parking Area, the Check-Out Gate or roads providing access to the Check-Out Gate:
  - Be familiar with Check-Out Gate operations and coordinate with the Lead Gate Check-Out Recorder to prioritize check-out of deployments.
  - Mitigate congestion; control intersections and merging traffic.
  - Prohibit left turns onto the main roadway.

- Refer to the [Check-Out Gate Organization and Layout](#) (page 98).

### **Ensure safety and security of operations**

---

- Use safe traffic direction techniques and follow all safety guidelines and local traffic regulations:
  - Request assistance from the Law Enforcement Liaison to calm aggressive traffic and enforce speed limits, as needed.
- Report unsafe drivers to the Lead Flagger.
- Use PPE appropriately and request additional equipment as needed.

### **Assess and report status**

---

- Report congestion, backups or other problems to the Lead Flagger, and suggest solutions.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

### **Restore site to pre-activation condition**

---

- Remove any signs placed on roads providing access to the LSA.
-

# Lead Parking Attendant

The Lead Parking Attendant reports to the Traffic Crew Boss, manages Parking Attendants, and coordinates with drivers who are awaiting deployment. This includes:

- Supervising Parking Attendants as they:
  - Organize and manage Shipment Storage Areas to receive and stage shipments.
  - Confirm availability of shipments and release deployments when requested by the Deployment Branch.
- Assigning Parking Attendants to each Shipment Storage Area.
- Providing information and support to drivers, including management of the Driver Support Center.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Traffic Crew Boss on:
  - Personnel and location assignments for the squad.
  - The color-coding scheme to identify where to direct shipments and deployments within the LSA.
  - Location of the Driver Support Center.
  - Types of shipments in each Shipment Storage Area.

### Identify and address safety and security concerns

---

- Review the Site Traffic Plan.
- Receive procedures from the Traffic Crew Boss for reporting unsafe drivers and working with law enforcement officers at the site.

### Request resources to support operations

---

- Discuss resource needs with the Traffic Crew Boss.
- Ensure personal protective equipment (PPE) is available and request additional equipment needed for night operations, including high-visibility vests, glow cones or additional lighting.
- Coordinate with the Facilities Unit Leader to determine items that should be requested for the Driver Support Center.

- Request radios or other two-way communications devices for each Parking Attendant.

### **Assign staff members**

---

- Ensure a Parking Attendant is assigned to each Shipment Storage Area, access points on public roads to enter or exit the LSA, intersections within the site, and any other locations prone to congestion or noted on the Site Traffic Plan.
- Use the [Staff Briefing Checklist](#) (page 247) to brief Parking Attendants on items discussed with the Traffic Crew Boss.
- Provide required work materials to Parking Attendants.
- Introduce Parking Attendants to the Deployment Branch Director.

### **Organize the site**

---

- Assess each Shipment Storage Area and determine a layout with the Parking Attendant using the [Shipment Storage Area Organization and Layout](#) (page 218).
- Use the [Driver Support Center Checklist](#) (page 266) to coordinate set-up of the Driver Support Center with the Facilities Unit Leader.
- Identify a location for the Driver Information Board and inform the Display Processor.

### **Prepare for operations and establish procedures**

---

- Ensure Parking Attendants are familiar with the [Traffic Crew Checklist](#) (page 216).
- Learn protocols used by the Deployment Branch for:
  - Confirming with Parking Attendants the availability and readiness of shipments at Shipment Storage Areas.
  - Releasing shipments for deployment from Shipment Storage Areas.
- Meet with the Safety Officer to review the process for checking HAZMAT placards with any Parking Attendants in Shipment Storage Areas designated for HAZMAT shipments (including fuel). Review [Shipment Storage Area HAZMAT Procedures](#) (page 222).
- Discuss the following with Parking Attendants:
  - Procedures to report unsafe drivers.
  - The process for requesting assistance from the Ground Support Unit for trucks with mechanical problems that impede LSA operations or traffic flow.
  - Protocols to use with the Deployment Branch to confirm and

release available shipments at Shipment Storage Areas.

- Information to provide to drivers awaiting deployment.
- The process for recalling a driver from the Driver Support Center when they are needed for an impending deployment.
- Prepare a list of all Parking Attendants, their contact information, and their assigned Shipment Storage Area (with designated type of shipment); provide a copy to the Deployment Branch and Planning Section Chief for inclusion in the LSA Action Plan.
- Use the [Driver Information Quick Sheet](#) (page 263) to provide information to the Display Processor for the Driver Information Board and Driver Information Sheets. Review items to discuss during Driver Information Briefs.

## OPERATIONAL GOALS

### Maintain command, control and communication

- Receive staffing assignments for the Parking Attendant Squad and operational updates from the Traffic Crew Boss, including any changes in active Shipment Storage Areas.
- Meet with Parking Attendants to discuss operational updates and review the current LSA Action Plan, noting key information for the current operational period, including updates to:
  - Staff assignments.
  - The color-coding scheme.
  - Information for drivers after they have parked at the Shipment Storage Area.
  - Probable wait-times for drivers.
  - The Site Traffic Plan or other safety information.
- Respond to questions or requests from drivers.
- Coordinate maintenance of the Driver Support Center with the Facilities Unit Leader and Supply Unit Leader.
- Maintain two-way communication with Parking Attendants, the Deployment Branch and the Traffic Crew Boss.
- Ensure that shipments are released by Parking Attendants efficiently, as requested by the Deployment Branch.
- Ensure Parking Attendants are tracking trucks or trailers at their assigned Shipment Storage Area on the Shipment Storage Area Log, using instructions on page 220.

## Deploy shipments as instructed by the EOC

---

- Ensure Parking Attendants respond promptly to requests from the Deployment Branch on:
  - Availability and readiness of shipments for deployments.
  - Release of shipments to a specified parking space at the Check-Out Parking Area.
- Respond to requests from Parking Attendants to recall drivers back to shipment storage areas from the Driver Support Center:
  - Identify drivers and send them back to their truck; advise Parking Attendants of any difficulties in the process.
- Use the [Driver Information Quick Sheet](#) (page 263) to perform a Driver Information Brief each operational period.

## Ensure safety and security of operations

---

- Relay any safety information to drivers in a timely manner.
- Report unsafe drivers to the Traffic Crew Boss.
- Ensure Parking Attendants follow safety guidelines in the [Traffic Direction Quick Sheet](#) (page 267).

## Assess and report status

---

- Review Driver Information Sheets and the Driver Information Board and request that the Display Processor update them when necessary.
- Ensure that Parking Attendants follow [Shipment Storage Area Log Instructions](#) (page 220).
- When requested by the Deployment Branch Director, modify the protocols with the Deployment Branch to confirm and release available shipments at Shipment Storage Areas; advise Parking Attendants of any changes.
- Ensure Parking Attendants assist Field Observers in physically counting trailers on-site.
- Report problems with drivers to the Driver Contract Representative; inform the Security Manager or Safety Officer when necessary.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Discuss demobilization needs with the Traffic Crew Boss.
- Ensure Parking Attendants are assigned to all active Shipment Storage Areas during demobilization and work with the Ground

Support Unit Leader to consolidate remaining shipments.

### **Coordinate removal of shipments**

---

- Ensure Parking Attendants are assigned to all active Shipment Storage Areas during demobilization to support retrograde.
- Facilitate the transition from deployments to retrograde for the return of unused shipments, following the same procedures used for deployments.

### **Restore site to pre-activation condition**

---

- Coordinate demobilization of the Driver Support Center.
    - Assist with restoring the Driver Support Center to its pre-activation condition when drivers are no longer present or expected at the site.
    - Advise the Facilities Unit Leader of any damage.
-

# Parking Attendants

Parking Attendants report to the Lead Parking Attendant. Their job functions include:

- Organizing and managing Shipment Storage Areas to receive and stage shipments.
- Confirming whether shipments are available and ready to deploy.
- Coordinating the release of shipments to the Check-Out Gate Area for deployment.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Lead Parking Attendant on:
  - Personnel and location assignments for the squad.
  - The color-coding scheme to identify the Shipment Storage Area where shipments are to be received and staged.
  - The location of the Driver Support Center.
  - The types of shipments stored at each Shipment Storage Areas.
  - Introductions to the Deployment Branch Director.

### Identify and address safety and security concerns

---

- Review the [Traffic Crew Checklist](#) (page 216), [Traffic Direction Quick Sheet](#) (page 267), and the Site Traffic Plan.
- Assess the Shipment Storage Area for safety and security concerns and discuss known issues with security personnel assigned to, or patrolling the Shipment Storage Area.

### Request resources to support operations

---

- Ensure personal protective equipment (PPE) is available and request additional equipment needed for night operations, including high visibility vests, glow cones or additional lighting.
- Obtain a radio or other two-way communications device.

### Organize the site

---

- Work with the Lead Parking Attendant to determine a safe, efficient layout that utilizes all available space at the Shipment Storage Area,

using the [Shipment Storage Area Organization and Layout](#) (page 218).

### **Prepare for operations and establish procedures**

---

- Review the following with the Lead Parking Attendant:
  - Procedures to report unsafe drivers and enforcement mechanisms using fully commissioned law enforcement officers at the site.
  - The process for requesting assistance from the Ground Support Unit for trucks with mechanical problems that impede LSA operations or traffic flow.
  - Protocols to use with the Deployment Branch to confirm and release available shipments at Shipment Storage Areas.
  - Information to provide to drivers awaiting deployment.
  - The process for recalling a driver from the Driver Support Center when they are needed for an impending deployment.
- Meet with the Lead Parking Attendant and the Safety Officer to review the process for checking HAZMAT placards, if assigned to a Shipment Storage Area designated for HAZMAT shipments (including fuel). Follow the [Shipment Storage Area HAZMAT Procedures](#) (page 222).
- Familiarize yourself with the site layout and be able to clearly direct drivers to the Driver Support Center and Check-Out Parking Area.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Meet with the Lead Parking Attendant to discuss operational updates and review the LSA Action Plan, noting key information for each operational period, including any updates to:
  - Staff assignments.
  - The color-coding scheme.
  - Information to provide to drivers, including probable wait times.
  - The Site Traffic Plan or other safety information.
- Maintain the Shipment Storage Area Log received from the Parking Attendant for the previous operational period. Use the [Shipment Storage Area Log Instructions](#) (page 218).
- Direct drivers with questions to the Driver Support Center.
- Maintain communication with the Lead Parking Attendant.

## Receive and retain control of shipments

---

- Use the [Traffic Crew Checklist](#) (page 216) and [Traffic Direction Quick Sheet](#) (page 267) to receive and stage shipments at the Shipment Storage Area:
  - Confirm that trucks have been directed to the correct location.
  - Direct drivers to park trailers in a safe, organized manner.
  - Record the shipment on the Shipment Storage Area Log.
- Inspect HAZMAT shipments for required safety placards using the [Shipment Storage Area HAZMAT Guidelines](#) (page 222). Contact the Safety Officer for assistance, if needed.
- Provide information to arriving drivers, including:
  - Probable wait-times, as advised by the Lead Parking Attendant.
  - The schedule and location of Driver Information Briefs.
  - The location of and support available at the Driver Support Center.
  - Procedures for leaving the Shipment Storage Area.
- Monitor the location of drivers awaiting deployment; note when drivers leave for, and return from, the Driver Support Center on the Shipment Storage Area Log.

**Drivers are only permitted at the Driver Support Center or their Shipment Storage Area. Drivers are prohibited from other areas of the site, unless escorted by LSA staff.**

## Deploy shipments as instructed by the EOC

---

- Provide the Deployment Branch with information on the availability and readiness of shipments for deployment; once you have confirmed a shipment's availability for a deployment, be sure that it is not confirmed for another deployment. Use the [Shipment Storage Area Log Instructions](#) (page 218).
- Recall drivers from the Driver Support Center to ensure shipments are ready for deployment in a timely manner:
  - Use the Shipment Storage Area Log to note the location of drivers.
  - Coordinate with the Lead Parking Attendant at the Driver Support Center.
  - If drivers cannot be located, assign another shipment.
- Release shipments from the Shipment Storage Area when requested to do so by the Deployment Branch:
  - Remove color-coded markings from the front bumper; all trucks

without markings will be directed to the Check-Out Parking Area.

- Instruct drivers to report to the specified parking space number at the Check-Out Parking Area at the time requested by the Deployment Branch.
- Record the deployment on the Shipment Storage Area Log.
- Respond to any additional questions and follow-up items from the Deployment Branch.

### **Ensure safety and security of operations**

---

- Use the [Traffic Direction Quick Sheet](#) (page 267) and [Traffic Crew Checklist](#) (page 216).
- Instruct drivers to use flashing amber lights for moving at night.
- Report unsafe drivers to the Lead Traffic Controller.

### **Assess and report status**

---

- Provide the Shipment Storage Area Log to the relief Parking Attendant at the end of each operational period.
- Assist Field Observers to physically count trailers on site.
- Report congestion or bottlenecks to the Lead Parking Attendant.
- Report problems with drivers to the Driver Contract Representative. Involve the Security Manager or Safety Officer, when necessary.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

#### **Coordinate removal of shipments**

---

- Transition from deployments to retrograde for the return of unused shipments, following the same procedures used for deployments.

#### **Restore site to pre-activation condition**

---

- Assist with restoration of the Shipment Storage Area to its pre-activation condition and advise the Lead Parking Attendant of any damage.
-

# Computer Information Security Checklist

---

Refer to this checklist at the start of operations to ensure that all LSA computer or network resources comply with basic information security requirements.

**Check that each computer has up-to-date anti-virus software.**

---

**Use standard username and password formats.**

- Passwords should be required to contain lower case letters, upper case letters, numeric values (0-9) and special characters (!\$&#).
- 

**Implement password protecting, locking screensavers.**

- Screensavers should engage after 5 minutes of inactivity and require a password to resume use.
- 

**Configure basic wireless network security provisions.**

- Ensure hardware complies with the WPA2 security protocols and use advanced security protocols if available.
  - Enable MAC address filtering to allow only approved devices to connect to the network.
  - Choose a pre-shared key that consists of 14 random characters or 5 randomly chosen words.
  - Install a hardware firewall, if possible.
- 

**Prohibit the use of unapproved external storage devices.**

---

**Configure staff computers appropriately.**

- Access to BIOS should be password protected.
  - Disable options in BIOS to boot from external or USB devices.
-

# Computer Use Agreement Guidelines

The following constitutes an acceptable use agreement for LSA computers and IT equipment (LSA IT Systems).

## LSA IT System Rules and Use Guidelines

Violations of these rules are considered computer security incidents.

### **Classified Information**

Do not enter any classified information into any LSA IT Systems.

### **Official Property**

Computer hardware, software and data are considered to be official government property and are for official LSA use only; do not use games, personal software, unlicensed software, private data or otherwise unofficial software or programs or enter them into any LSA IT Systems. Unofficial use is expressly prohibited, unless approved as an acceptable use by a Computer Technical Specialist assigned to the LSA, the Planning Section Chief or the LSA Commander.

### **Proprietary Property**

Do not make copies of any software used on LSA computers without the permission of the publisher. Unauthorized duplication of software is a federal crime, with penalties including fines of up to \$100,000 per infringement and jail terms of up to five years.

### **Individual User IDs, Passwords and Accountability**

User IDs and passwords are assigned only to persons authorized to access LSA systems and area networks. All activity accomplished under this User ID is directly attributed to the user to whom it is assigned. If you believe your User ID and password have been compromised, change your password, notify your supervisor and report the incident to the Computer Technical Specialist. Under no circumstances should a User ID or password be shared or posted anywhere. Never use publicly available information for passwords.

### **Unauthorized Access**

Access to LSA IT Systems requires approval from a member of either the Command Staff or General Staff; do not attempt to gain access

to any LSA IT System if you have not received approval for access.

### **Log Off**

Log off when not actively working on an LSA IT System. At a minimum, lock the workstation when leaving the work area for short periods of time. Remember, you are responsible for all activity logged under your User ID.

### **Individual User's Acceptable Use Agreement:**

All staff assigned to the LSA should sign an agreement attesting to the fact that they have read the LSA IT Systems Rules and Use Guidelines; an example follows:

*"I, the undersigned, understand that when I use any of the Logistics Staging Area (LSA) Information Technology System (e.g. LSA IT Systems) and/or applications or gain access to any information therein, such use or access is limited to official LSA business. Further, I understand that any use of the aforementioned systems or information that is not official LSA business may result in disciplinary action consistent with the nature and scope of such activity. I have read the 'LSA IT Systems Rules and General Use Guidelines' and I understand and agree to comply with them."*

---

# Supply Guidelines for Water

The following guidelines may be used by the Food Unit Leader to determine the quantities of water required for staff, depending upon the severity of the risk for heat exhaustion or dehydration.

The chart below indicates the **minimum quantities** of drinking water that should be available to LSA staff at the beginning of an operational period. The Food Unit Leader continuously monitors supplies and submits additional requests as needed.

## Water Supply Recommended Guidelines

HEAT EXHAUSTION/ DYHRADATION RISK	SERVING SIZE	NO. PERSONELL ASSIGNED TO LSA								
		40	60	80	100	120	140	160	180	200
Normal	16 fl oz	240	360	480	600	720	840	960	1080	1200
	1 Liter	120	180	240	300	360	420	480	540	600
Severe	16 fl oz	960	1440	1920	2400	2880	3840	3840	4320	4800
	1 Liter	480	720	960	1200	1440	1920	1920	2160	2400

Minimum supply to have on-hand per operational period

## Security Guidelines for LSA Visitors

The Security Manager establishes policies for visitors at the LSA, and should consider the following guidelines as requirements for visitors while on-site at the LSA:

- Visitors must obtain a pass at a location established by the Security Manager. This pass must be worn at all times and returned to the Security Manager (or assigned personnel) upon leaving the LSA.
  - Visitors must be accompanied by an LSA staff member at all times while on-site.
  - Visitors vehicles will be parked only in designated parking areas or as directed by security.
  - Only trained guide and service animals are permitted on-site; pets are not allowed at the LSA.
  - Drugs, alcohol, and weapons are strictly prohibited.
  - Visitors should observe smoking restrictions as posted throughout the site.
  - Visitors should observe the site speed limit of 5 mph.
-

## Ground Support Guidelines

In general, drivers of trucks carrying shipments are responsible for resolving mechanical problems or issues with their equipment; this may include making their own repairs (with their own equipment or tools) or soliciting a local service provider for on-site repairs, service calls and towing services.

**In the event that drivers address mechanical problems with their own equipment, make clear that any associated costs for parts, labor, fuel, etc. will not be paid for or reimbursed by the LSA.**

In certain circumstances, primarily when trucks have mechanical problems that disrupt LSA operations, the Ground Support Unit may supply limited assistance, on the understanding that:

- The cost of parts, equipment usage and fuel provided by the LSA will be charged to the carrier or driver.
- Any assistance rendered by the LSA is accepted by the driver “as-is” and at their own risk. The LSA and EMA provide no warranty for services and the driver waives all liability of the LSA or EMA for any damage or mechanical problems resulting from assistance received.
- Drivers should never be permitted to move unsafe equipment unless supervised by the Ground Support Unit Leader and Safety Officer.
- All local, state and federal laws must be upheld. Trucks, vehicles or equipment in known violation of regulations or laws:
  - Are only permitted to move if their current location is potentially disruptive to LSA operations.
  - Are never allowed to exit the LSA or operate on public roadways until compliant with all laws and regulations.
- Towing the truck or vehicle off the site is always an option; the Ground Support Unit Leader coordinates with the Law Enforcement Liaison to tow it off the LSA site at the driver’s expense.

# Traffic Crew Checklist

The following guidelines apply to all members of the Traffic Crew.

## GENERAL RESPONSIBILITIES

- Be familiar with the LSA layout and site traffic plan.**

---
- Keep traffic moving - provide signals to drivers, even when they are OK to proceed.**

---
- Use the color-coding scheme to identify where to direct shipments and deployments at the LSA:**
  - Identify markings on the front bumper, left of the license plate.
  - Monitor changes to the color-coding scheme.

---
- Ensure all trucks are proceeding in the correct direction and stop drivers who appear to be lost.**

---
- Organize traffic control devices for safety and efficiency:**
  - Use directional signage and traffic control devices such as cones and stop signs to facilitate traffic flow.
  - Consider options for lighting during night operations.
  - Minimize instances where personnel are required to cross lanes.

## SAFETY GUIDELINES

- Report unsafe drivers to your supervisor - summarize the unsafe act, provide a vehicle identifier (license plate or trailer number), time of occurrence and description of the driver.**

---
- Maintain an escape route; know where to flee in the event of an out-of-control or overly aggressive vehicle.**

---

- Maintain eye contact with drivers of approaching vehicles.**

---

- Refrain from radio use except when absolutely necessary. Do not use cell phones, music players or other devices.**

---

- Use glow cones and high-visibility vests for night operations - hold glow cones in front of your torso to attract the attention of approaching drivers.**

---

- Be aware of driver blind spots and provide assistance to drivers needing to reverse.**

---

- Watch for passing staff or pedestrians as drivers maneuver their vehicles at the site.**

#### **SPECIFIC ROLES FOR CHECK-IN / CHECK-OUT ACTIVITIES**

- Coordinate traffic flow with the Gate Crew; maintain line of sight with Gate Crew staff.**

---

- Monitor for changes to layouts, lane designations and parking space numbers each operational period.**

---

- At the Check-In Gate, direct drivers to the next available lane using letters designated for each lane.**

---

- At the Check-Out Gate, ask drivers for their parking space number and direct them to the correct space.**

---

As trucks exit the LSA at the Check-Out Gate, do not permit left turns. Stop external traffic on public roadways to prioritize the exit of vehicles from the LSA.

---

# Shipment Storage Area Organization and Layout

Parking Attendants are responsible for organizing Shipment Storage Areas at the LSA. The following checklist provides general guidelines for creating an effective layout:

- Entries and exits should be at least 20 feet wide.**

---
- Parking spaces should be at least 15 feet wide and organized to minimize the need for drivers to move in reverse.**

---
- Mark parking spaces to be visible to approaching drivers.**

---
- Use signage and traffic control devices, such as cones or stop signs to organize traffic flow.**

---
- Minimize any instances in the layout where staff are regularly required to cross traffic lanes.**

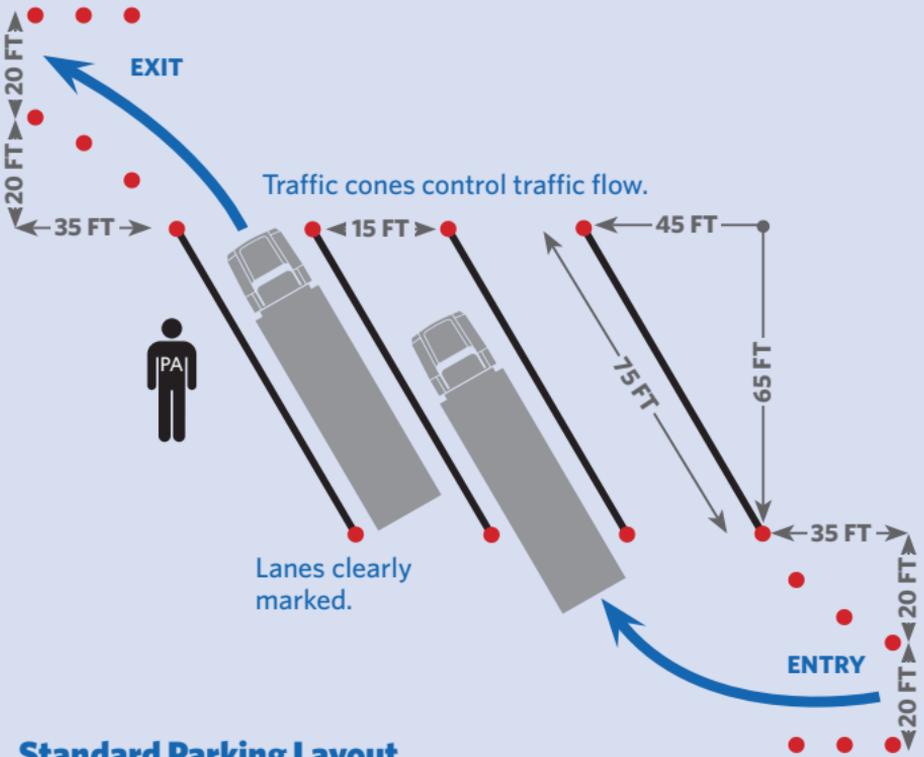
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- Ensure that there is on-site lighting to support safe operations at night; request additional lighting, when necessary.**

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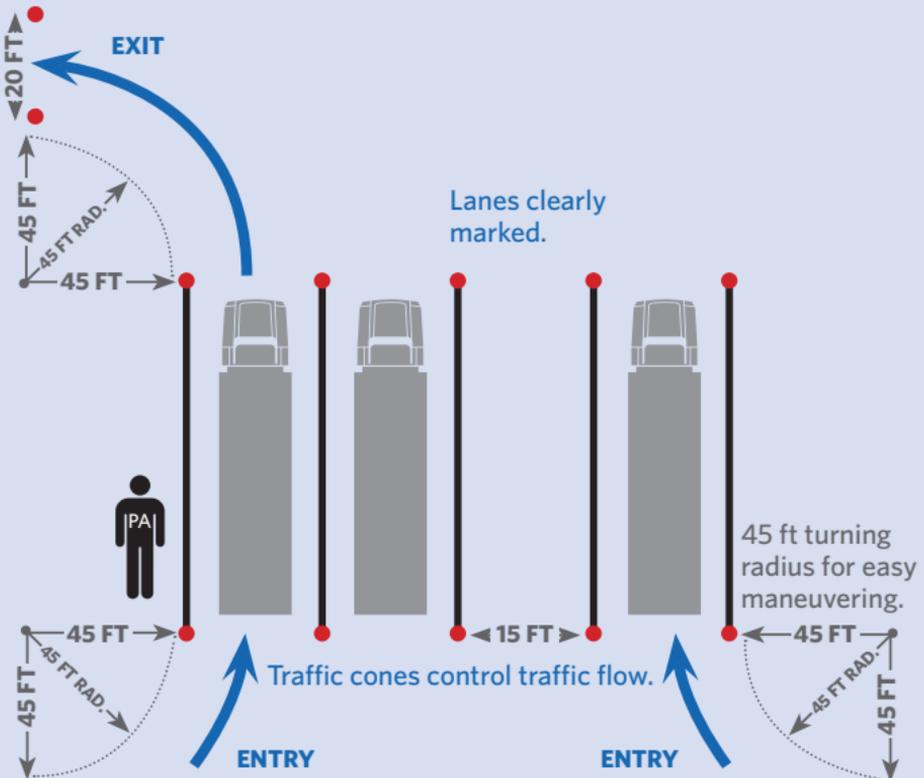
The diagrams that follow show options for how trucks or trailers may be parked at the Shipment Storage Area. Parking layout patterns vary based on the general traffic flow at the site and the characteristics of each Shipment Storage Area.

# PARKING TRAILERS

## 30 Degree Angled Parking Layout



## Standard Parking Layout



# Shipment Storage Area Log Instructions

The Shipment Storage Area Log is used by Parking Attendants at each Shipment Storage Area to track shipments and drivers awaiting their deployment at the Shipment Storage Area.

The diagram shows the form layout with callouts: 1 points to the DATE field; 2 points to the SHIPMENT STORAGE AREA LOG title; 3 points to the ENTRY TIME column; 4 points to the SEQUENCE NUMBER column; 5 points to the TRAILER NUMBER column; 6 points to the CONTENTS column; 7 points to the DRIVER NAME column; 8 points to the DRIVER PHONE column; 9 points to the DRIVER TO DSC? columns; 10 points to the Av? column; and 11 points to the DEPLOY TIME column.

DATE: _____		SHIPMENT STORAGE AREA LOG										
SHIPMENT STORAGE AREA: _____												11
ENTRY TIME	SEQUENCE NUMBER	TRAILER NUMBER	CONTENTS	DRIVER NAME	DRIVER PHONE	DRIVER TO DSC?	DRIVER TO DSC?	DRIVER TO DSC?	DRIVER TO DSC?	Av?	DEPLOY TIME	
LINE LETTER	NUMBER	NUMBER		FIRST and LAST NAME	AREA CODE	IN TIME	OUT TIME	IN TIME	OUT TIME			
3	4	5	6	7	8	9	9	10	10	10	11	
:	:	:	:	:	:	:	:	:	:	:	:	
:	:	:	:	:	:	:	:	:	:	:	:	
:	:	:	:	:	:	:	:	:	:	:	:	
:	:	:	:	:	:	:	:	:	:	:	:	
:	:	:	:	:	:	:	:	:	:	:	:	

## Instructions for Completing the Log:

- 1 Date.** Enter the current date (month, day, year).
- 2 Shipment Storage Area.** Enter an identifier for the Shipment Storage Area here.
- 3 Time.** Enter the time that the shipment entered the Shipment Storage Area (24-hour clock).
- 4 Seq. Num (sequence number).** Enter the unique sequence number assigned by staff at the Check-In Gate or Holding Area. (e.g. A0001 or B0010).
- 5 Trailer Number.** Enter the trailer number on the nose of the trailer (do not use numbers on a trailer's door).
- 6 Contents.** Enter a brief description of the shipment's contents based on information found on the shipment's BOL or provided by the driver.
- 7 Driver Name.** Enter the first and last name of the driver.
- 8 Driver Phone.** Enter the driver's mobile phone number (with area code).
- 9 Driver to DSC?** These two columns are used to track any drivers who have left their trucks and trailers unattended while using facilities at the Driver Support Center.
  - Out Time. Enter the time that the driver left the Shipment Storage Area for the Driver Support Center (24-Hour Clock).
  - In Time. Enter the time that the driver returned. (24-Hour Clock).

If the driver leaves the Shipment Storage Area more than once, the second set of “Driver to DSC?” columns can be used.

**10 Av?** This column can be used to note if the Deployment Branch has asked about the availability of a shipment at the Shipment Storage Area. Make a simple check in this column to avoid noting a shipment as available for more than one deployment.

**11 Deploy Time.** Enter the time that the shipment was released from the Shipment Storage Area.

---

## Shipment Storage Area HAZMAT Guidelines

When shipments containing HAZMAT arrive at the Shipment Storage Area, Parking Attendants confirm that placards display the correct numbered codes, and have placards placed on the ends and sides of cargo tanks and vehicles in one of the following configurations:

Numbered  
Red Placard



Red Placard & Orange  
Numbered Panel



**Placards must display the following number codes:**

**1203 : GASOLINE FUEL.**

**1202: DIESEL FUEL.**

**3475: GASOLINE MIX - NO LESS THAN 10% ETHANOL.**

For HAZMAT shipments that contain items other than fuel (as noted above), contact the Safety Officer for additional assistance.

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## **CHAPTER 6**

# **FINANCE/ ADMINISTRATION SECTION**

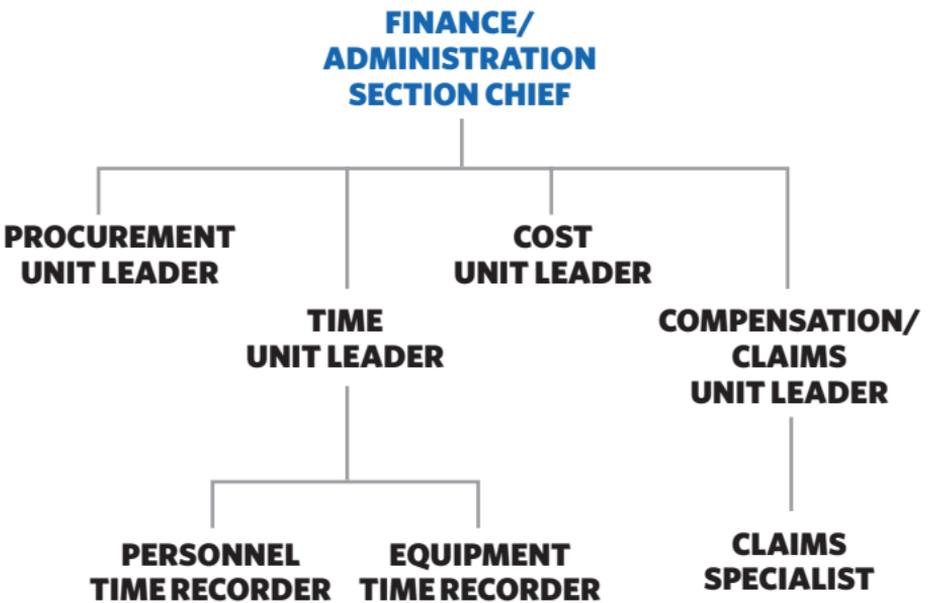
# Finance/Administration Section Overview

The Finance/Administration Section is responsible for managing financial, administrative and cost functions at the LSA, including:

- Time keeping
- Cost analysis
- Injury and non-injury claims processing
- LSA contract administration

## Organization

The section is managed by the Finance/Administration Section Chief, who supervises and defines staffing requirements for the section.



- If you are the **Finance/Administration Section Chief**, turn to page 226.
- If you are the **Time Unit Leader**, turn to page 229.
- If you are the **Equipment Time Recorder**, turn to page 231.
- If you are the **Personnel Time Recorder**, turn to page 233.
- If you are the **Procurement Unit Leader**, turn to page 234.
- If you are the **Compensation / Claims Unit Leader**, turn to page 237.
- If you are the **Claims Specialist**, turn to page 239.
- If you are the **Cost Unit Leader**, turn to page 241.

## Finance/Administration Section Chief

The Finance/Administration Section Chief reports directly to the LSA Commander. Responsibilities include:

- Organizing and managing the Finance/Administration Section.
- Requesting and releasing Finance/Administration Section resources.
- Managing all time keeping, claims processing and contract administration activities at the LSA.
- Analyzing costs.

**If the EOC has activated mechanisms to expand procurement, resource ordering and management capabilities (single-point ordering, expanded dispatch, or a Logistics Center), the normal roles and responsibilities of the Procurement and Cost Units may be reduced or even eliminated at the LSA. Work with the EOC to organize the section in a way that does not duplicate or conflict with the EOC's current operating procedures.**

### ACTIVATION GOALS

#### Receive assignment

---

- Receive a briefing from the LSA Commander on:
  - The scope of finance and procurement activities at the LSA.
  - EOC reporting requirements for equipment and personnel time tracking.
  - The purchasing authority of the Procurement Unit, if any.
  - EOC property management and accounting requirements.
  - EOC-approved contractors and vendors, including blanket purchase order agreements already in place.
  - EOC procedures for filing compensation claims.
  - EOC cost-reporting procedures and requirements.

#### Establish command

---

- Agree to a meeting schedule with the Planning Section Chief.
- Discuss the resource ordering processes with the Logistics Section to

ensure the process complies with any EOC requirements:

- Discuss procedures with the Command and General Staff.
- Meet with LSA and EOC leadership for an official EOC Incident Briefing. Refer to the [EOC Incident Briefing Agenda](#) (page 272).

### **Coordinate with the site manager**

---

- Coordinate with the Procurement Unit Leader and EOC to obtain copies of contracts from the site manager and work to ensure that the site manager's expectations are met.

### **Request resources to support operations**

---

- Discuss resource needs with members of the Finance/ Administration Section:
  - Identify any required computer hardware, software, printers and network connections and coordinate with the Computer Technical Specialist to submit resource requests.

### **Assign staff**

---

- Use the [ICS 201: LSA Briefing](#) (page 280) to brief the Time Unit Leader on EOC reporting requirements, equipment, and personnel time tracking.
- Brief the Procurement Unit Leader on:
  - The scope of finance and procurement activities at the LSA.
  - The purchasing authority of the Procurement Unit.
  - EOC property management and accounting requirements.
  - EOC-approved contractors and vendors, including blanket purchase order agreements already in-place.
- Brief the Compensation / Claims Unit Leader on EOC procedures for filing compensation claims.
- Brief the Cost Unit Leader on EOC procedures for cost reporting.

### **Organize the site**

---

- Coordinate with the Facilities Unit Leader to identify a work area for Finance/Administration Section staff.
- Obtain documentation of the site's original condition, including any photographs, and ensure the Compensation / Claims Unit Leader has access to pictures or other relevant documentation when addressing claims during demobilization.

### **Prepare for operations and establish procedures**

---

- Discuss any relevant agency-specific agreements, contracts and policies with the Liaison Officer.

## OPERATIONAL GOALS

### Maintain command, control and communication

---

- Set the schedule for briefings and meetings.
- Update the LSA Commander on all committed and projected expenses.

### Assess and report status

---

- Review finance, cost and budget data to ensure resources are procured within LSA budget limits and contractual obligations are made in accordance with EOC policies.
- Ensure that the Time Unit Leader and the Procurement Unit Leader maintain records of staff work-hours and equipment usage hours, including any required documentation or tracking activities explicitly outlined in contracts, rental agreements, or equipment leases.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Assist the Demobilization Unit Leader in developing the LSA Demobilization Plan according to the [Demobilization Guidelines](#) (page 261), providing input on the following:
  - Lead times or contractual obligations.
  - Payment term requirements.
  - High-cost resources that should be prioritized for return.
  - Cost effective options for the demobilization of resources.

### Submit documentation

---

- Ensure that the Finance/Administration Section staff prepares all documents according to the LSA and EOC requirements.
- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.

### Restore site to pre-activation condition

---

- Work with the Facilities Unit Leader and the Ground Support Unit Leader to ensure that the site is returned to its pre-existing condition and any associated contractual requirements are fulfilled. Use photos or other documentation of the site's original condition.
-

# Time Unit Leader

The Time Unit Leader reports to the Finance/Administration Section Chief and is responsible for equipment and personnel time records.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Finance/Administration Section Chief on EOC requirements for reporting equipment and personnel time information.

### Identify and address safety and security concerns

- Identify a safe, secure place to store timekeeping records.

### Request resources to support operations

- Discuss resource needs with the Finance/Administration Section Chief.

### Assign staff members

- Use the [Staff Briefing Checklist](#) (page 247) to brief arriving personnel on EOC requirements for reporting equipment and personnel time information.

## OPERATIONAL GOALS

### Maintain command, control and communication

- Maintain timekeeping records for resources assigned to the LSA on a donated, in-kind, or mutual aid basis according to EOC policies, even if no reimbursement is required.

### Ensure safety and security of operations

- Ensure timekeeping records are stored securely.

### Assess and report status

- Receive the following and review for completeness each day:
  - Personnel time records from the Personnel Time Recorder.
  - Equipment time records from the Equipment Time Recorder.
- Submit time usage data to the Cost Unit Leader to be used in

creating cost estimate data forms, as required.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

- Release time reports for members of assisting agencies to the appropriate agency representative prior to demobilization.
- Coordinate with the Finance/Administration Section Chief to identify unit personnel for demobilization:
  - Discuss the release of resources with the Finance/Administration Section Chief and submit the approved list to the Demobilization Unit Leader.

### Submit documentation

---

- Submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.

For the **Staff Briefing Checklist**, turn to page 247.

# Equipment Time Recorder

The Equipment Time Recorder reports to the Time Unit Leader, and oversees and records usage time for all equipment assigned to the LSA.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Time Unit Leader on EOC requirements for reporting equipment time information.

### Prepare for operations and establish procedures

- Meet with the Procurement Unit Leader to receive contractual requirements for recording time usage.
- Establish a system for recording equipment time usage:
  - Discuss requirements for equipment time usage with the Equipment Manager and Facilities Unit Leader.
  - Maintain files on time usage for all equipment assigned to the LSA.

## OPERATIONAL GOALS

### Ensure safety and security of operations

- Store timekeeping records in a safe, secure location.

### Assess and report status

- Collect equipment timekeeping records and prepare a daily equipment time report to submit to the Time Unit Leader:
  - Maintain all information on charges and credits for fuel, parts, services and other items.
- Prepare required usage or summary invoices for equipment:
  - Submit time documentation to the Procurement Unit Leader as contractually required by lease or rental agreements.
- Distribute all time documents according to agency policy.

## DEMOBILIZATION GOALS

### Submit documentation

---

- Complete and distribute all forms to satisfy EOC requirements.
  - Submit all documents to the Time Unit Leader, ensuring that all records are current and complete.
-

# Personnel Time Recorder

The Personnel Time Recorder reports to the Time Unit Leader and records personnel time information.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Time Unit Leader on EOC requirements for reporting personnel time information.

### Prepare for operations and establish procedures

- Establish a system for recording personnel time information.

## OPERATIONAL GOALS

### Ensure safety and security of operations

Store timekeeping records in a safe, secure location.

### Assess and report status

- Initiate, gather and update time reports for all personnel assigned to the LSA for each operational period. Check that:
  - Personnel identification information is correct on time reports.
  - Personnel time reports are signed.
- Maintain a log of personnel travel and work hours, transfers, promotions, and specific pay provisions, personnel time reports or files:
  - Ensure overtime hours are logged and submitted to the Time Unit Leader daily.
- Distribute all time documents according to EOC policy.

## DEMOBILIZATION GOALS

### Submit documentation

- Complete and distribute all forms to satisfy EOC requirements.
- Submit all documents to the Time Unit Leader, ensuring that all records are current and complete.

# Procurement Unit Leader

The Procurement Unit Leader reports to the Finance/Administration Section Chief, and administers all vendor contracts, leases, equipment usage hours and fiscal agreements.

## ACTIVATION GOALS

### Receive assignment

---

- Receive a briefing from the Finance/Administration Section Chief on:
  - The scope of finance and procurement activities at the LSA.
  - The purchasing authority of the Procurement Unit.
  - EOC property management and accounting requirements.
  - EOC-approved contractors and vendors, including blanket purchase order agreements already in place.

### Coordinate with the site manager

---

- Review the contract with the site manager; draft a memorandum of understanding if no agreement has been made:
  - Obtain the approval of the EOC unless specific authority for approving such an agreement has been delegated to the LSA Commander.
  - Ensure the manager honors all commitments.
  - Clarify any restrictions or limitations on site usage.

### Prepare for operations and establish procedures

---

- Coordinate the resource ordering process with the Supply Unit Leader and any entities involved in procurement for the LSA.
- Implement a system that meets the EOC's procurement requirements and ensure proper accounting for new resources.
- Discuss the process for handling claims with the Compensation / Claims Unit Leader.
- Review or establish equipment agreements with contractors and vendors:
  - Advise the Equipment Time Recorder of contractual timekeeping requirements.

- Determine the status of outstanding bids or procurement activities.
- Discuss equipment timekeeping requirements with the Equipment Time Recorder for any items leased or rented through agreements executed by the Procurement Unit.

## **OPERATIONAL GOALS**

### **Maintain command, control and communication**

---

- Maintain a list of EOC-approved contractors, vendors and blanket purchase order agreements available for use.
- Enforce property usage agreements and contracts.

### **Assess and report status**

---

- Brief the Finance/Administration Section Chief and the EOC, as requested.
- Account for all property procured by the LSA.
- Maintain and review the following documents for resources procured by the LSA including:
  - Vendor packing lists, commercial invoices and copies of receiving reports or dock shipments.
  - Equipment timekeeping and usage records.
  - Documents supporting the audit trail for all procurements.
- Receive time documentation from the Equipment Time Recorder; ensure equipment time usage documents satisfy requirements of lease, rental or reimbursement agreements.
- Work with the Claims Unit Leader to process claims.

## **DEMOBILIZATION GOALS**

### **Demobilize in a timely manner**

---

- Work with the Finance/Administration Section Chief to identify equipment and resources that should be demobilized.
- Cancel outstanding orders that have not yet been fulfilled, after consulting with the Supply Unit Leader and other requestors.
- Close out all procurement transactions and prepare files for turnover to the EOC.
- Return all equipment assigned to the LSA in accordance with EOC requirements:

- Consult with vendors and contractors to determine if a buy-back option is feasible for unused resources.
- Coordinate the disposition of unused resources on-site at the LSA.

### **Submit documentation**

---

- Close out all procurement documents. Turn outstanding orders over to the EOC and note any additional actions or follow-up items.
- Maintain and submit all procurement documents to the Documentation Unit Leader, including:
  - Commercial invoices.
  - Vendor packing lists.
  - Receiving reports or dock shipments.
  - Signed contractual documents, including usage agreements, signed memorandums of understanding, and rental or lease documents.
  - Purchase orders issued by the LSA.
  - Vendor or contractor evaluations.
  - Completed equipment timekeeping records.
  - Documents supporting the audit trail for all procurements.
- Ensure that all records are current and complete prior to demobilization.

### **Restore site pre-activation condition**

---

- Coordinate with the Demobilization Unit Leader and the Facilities Unit Leader to procure items or services needed to restore the site to its original condition.
-

# Compensation / Claims Unit Leader

The Compensation / Claims Unit Leader reports to the Finance/ Administration Section Chief and manages all injury and non-injury related claims.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Finance/Administration Section Chief on EOC procedures for filing compensation claims.
- Request resources to support operations.
- Discuss resource needs with the Finance/Administration Section Chief.

### Activate and assign staff members

- Use the [Staff Briefing Checklist](#) (page 247) to brief any unit personnel on EOC procedures for filing compensation claims.

### Prepare for operations and establish procedures

- Review the Site Medical Plan.
- Establish contact with the Safety Officer, Liaison Officer and Medical Unit Leader to briefly discuss claims procedures.

## OPERATIONAL GOALS

### Assess and report status

- Prepare claims for submission to the EOC, as appropriate, following guidelines received from the EOC.
- Develop and maintain a log of potential claims:
  - Investigate all claims and conduct due diligence with respect to protection of evidence, statements and fact-finding as required by the EOC.
  - Coordinate with an investigation team as needed.
  - Document incomplete claims and note items for follow up.
- Complete any forms required by the EOC.

- Periodically review documents prepared by the Claims Specialist to ensure they comply with EOC policies.
- Periodically consult with the Medical Unit Leader to identify any trends in accidents and injuries at the site.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

---

#### Submit documentation

---

- Complete and distribute all forms to satisfy EOC requirements.
  - Close out and submit all records, forms or documents to the Documentation Unit Leader, ensuring that all records are current and complete.
- 

To review a **Staff Briefing Checklist**, turn to page 247.

# Claims Specialist

The Claims Specialist reports to the Compensation / Claims Unit Leader and manages all non-injury related claims.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Compensation / Claims Unit Leader on EOC procedures for filing claims.

### Request resources to support operations

- Discuss resource needs with the Finance/Admin Section Chief.

### Prepare for operations and establish procedures

- Review the Site Medical Plan.
- Work with the Compensation / Claims Unit Leader to become familiar with EOC policies for filing compensation claims.

## OPERATIONAL GOALS

### Assess and report status.

- Prepare claims for submission to the EOC, as appropriate, following guidelines received from the EOC.
- Investigate all claims that do not involve personal injuries or require special procedures for medical records, confidentiality or privacy.
  - Ensure that site and property involved in an investigation are protected.
  - Coordinate with an investigation team (Safety Officer, etc.) to obtain witness statements.
  - Document incomplete investigations or follow-up actions required by the EMA.
- Maintain a log of potential claims and submit it to the Compensation / Claims Unit Leader for review, as requested.
- Complete any forms required by the EOC.

## DEMOBILIZATION GOALS

### Submit documentation

---

- Complete and distribute all forms to satisfy EOC requirements.
  - Close out and submit all documents to the Compensation / Claims Unit Leader, ensuring that all records are current and complete.
-

# Cost Unit Leader

The Cost Unit Leader reports to the Finance/Administration Section Chief, collects all cost data, performs cost analyses, and provides estimates and cost saving recommendations for the LSA.

## ACTIVATION GOALS

### Receive assignment

- Receive a briefing from the Finance/Administration Section Chief on EOC cost-reporting procedures and requirements.

## OPERATIONAL GOALS

### Maintain command, control and communication

- Administer the LSA budget according to the EOC requirements and as directed by the Finance/Administration Section Chief.
- Make cost-saving recommendations to the Finance/Administration Section Chief, as requested.

### Assess and report status

- Collect and record all cost data.
- Develop LSA cost summaries, as requested.
- Prepare resource-use cost estimates for the Planning Section.
- Ensure all cost documents are accurately prepared.
- Maintain cumulative LSA cost records.
- Provide reports to the Finance/Admin Section Chief, as requested.

## DEMOBILIZATION GOALS

### Demobilize in a timely manner

- Assist the Finance/Administration Section Chief in determining cost effective options for LSA demobilization.
- Coordinate removal of shipments.
- Provide cost-effective retrograde recommendations to the Finance/Administration Section Chief.

## Submit documentation

---

- Complete and distribute all forms to satisfy EOC requirements.
  - Close out and submit all documents to the Documentation Unit Leader, ensuring that all records are current and complete.
-

---

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## **APPENDIX A CHECKLISTS, GUIDELINES, & QUICK SHEETS**

# Color-Coding Scheme Guidelines

Color-coded duct tape can be placed on trucks or trailers to help LSA staff quickly determine how to direct the trailer within the site or identify the contents of a trailer.

Shipment Storage Areas may be color-coded on site maps or signs to designate the particular commodities that they contain.

## Guidelines for Selecting Colors

The Logistics Section Chief sets a color-coding scheme for the LSA Action Plan and should avoid changing the color-coding scheme, if possible. The color-coded scheme below can be differentiated by individuals with varying degrees of color blindness.

COLOR	USE	PLACEMENT
Gray	Directing inbound shipments to Holding Area	Front Bumper Only
Flourescent Green	Directing rejected shipments to the Check-Out Gate	
Orange	Identifying the contents of a trailer	Front Bumper Or Trailer Door
Red		
Dark Green		
Electric Blue		
Purple	Directing accepted shipments to a Shipment Storage Area	
Teal		

The Logistics Section Chief may modify the scheme as needed to maximize visibility to staff directing and identifying trucks and trailers at the site. When colored duct tape is unavailable, the Logistics Section Chief should determine an alternative solution that allows staff to quickly determine how to direct trailers within the site, or identify contents of trailers.

# Security Issues Checklist

The Security Manager should address this list of potential security issues.

**Address secluded or hidden areas where visibility is limited:**

- Post guards and provide additional lighting.
- 

**Secure ingress and egress areas:**

- Establish checkpoints as needed to prevent unauthorized access to the site or deter possible theft of items from site.
  - Secure entry or exit points that are not essential, or will not be used.
  - Post security guards at each ingress and egress point.
- 

**Minimize potential theft:**

- Advise staff to keep valuable items hidden or locked.
  - Use ropes, fences or other barriers to keep unauthorized persons out of areas with high-value resources.
  - Ensure 100% surveillance and patrols in areas with high value items.
- 

**Address staff and driver behavior problems:**

- Ensure government vehicles, equipment and property are secured.
  - Maintain a strong presence in areas where large numbers of people are gathered.
- 

**Secure the LSA Command Post.**

---

**Secure shipment storage areas:**

- Implement 100% surveillance and intensive patrols.
  - Request additional lighting as needed.
- 

**Secure staff parking areas:**

- Assign at least one patrol to this area at all times.
-

# Staff Briefing Checklist

All personnel assigned to the LSA should obtain an **Initial Briefing** from their supervisors upon check-in at the site. This includes:

- Job responsibilities and expectations.**

---
- Introductions to coworkers, supervisors and subordinates.**

---
- Work location.**

---
- Eating and lodging options (as needed).**

---
- Instructions for requesting or obtaining additional supplies, services and personnel.**

---
- Operational periods and work shifts.**

---
- Clarification of complex or detailed position requirements.**

---
- Reminders to provide Shift-Change Briefings with relief staff at the end of each operational period.**

---
- A copy of the current LSA Action Plan.**

---
- Operational hazards.**

---
- Instructions on the proper use of required personal protective equipment (PPE).**

---
- Reporting requirements and deadlines.**

---

**Overview of basic worker safety and health-related rights.**

At the end of each operational period, all personnel assigned to an LSA should conduct a **Shift-Change Briefing** with their incoming relief staff member that includes:

---

**Overall LSA, unit, and job-specific objectives, priorities and situational updates.**

---

**Current organization.**

---

**Job-specific resources ordered, en-route or to be transitioned.**

---

**Location of work areas and other useful facilities at the LSA.**

---

**Current prognosis, concerns and other issues.**

---

**Job-specific hazards and safety issues that have developed since the end of the previous shift, including:**

- New or job-specific current hazards.
  - Requirements or availability of personal protective equipment (PPE).
- 

**Changes to reporting requirements and deadlines.**

---

**Contact information so that the departing staff member can be reached after departure from the LSA for urgent questions or issues.**

---

# Site Discussion & Assessment Checklist

The Command Staff should arrange a meeting and facilities tour to discuss the following items with the site owner or manager:

**Identify site boundaries and adjacent properties.**

---

**Assess road and entry or exit points for parking areas:**

- Look for straight approaches and areas for trucks to line up.
- 

**Note parking areas for use as Shipment Storage Areas:**

- Identify areas with quick entry or exit for fast-moving shipments.
  - Ensure hardstand, pavement, or ground supports full trailer-loads.
  - Note areas that are secured with perimeter fencing.
  - Identify well-lit areas that can be used for night operations.
- 

**Note locations of HAZMAT (including fuel) storage on-site.**

---

**Determine capacity for storage of trailers and identify nearby overflow options for surplus space.**

---

**Identify height, weight or turning radius restrictions on site.**

---

**Determine a layout and identify options for potential functional areas or facilities for use as office space and work areas.**

---

**Assume responsibility for resources offered by the site, including management of site staff, material handling equipment, etc.**

---

**Identify supporting capabilities:**

- Telephone, communications infrastructure and data connections available for use with LSA computer and networks.
- Fuel stocks, storage and available equipment.

- Utilities and power.
  - Staff amenities, such as showers, restrooms, and wash stations.
- 

**Establish cost-share and any other expectations:**

- Care and restoration to original condition.
  - Payment timeframes and stipulations.
  - Repairs to site and LSA cost-share.
  - Financial responsibility for ongoing utility or other costs.
- 

**Take pictures of the site as proof of its original condition.**

---

**Identify and note any existing damage to the site.**

---

# Site Activation Condition Checklist

This checklist should be completed by the LSA Commander and supported with photographs to document existing damage or features. This profile may be shared with the Site Manager; photographs should be stored for future use.

## Basic Site Information:

- Site name
  - Address (GPS coordinates)
  - Site manager contact
  - Number of entries and exits
  - Number of restrooms
- 

## On-Site Structures and Facilities

- Structure types
  - Covered storage (sq ft)
  - Indoor space (sq ft)
  - Overflow areas
  - Cross dock capabilities
  - Drive-in capability
  - Lodging on site
  - Number and height of loading docks
  - Lighting for night operations
  - Locations in flood plains, if future flooding is possible
- 

## Utilities

- Electric utility or service provider
  - Back-up generator and fuel type
  - Potable water availability
-

## Communications

- Commercial phone lines
  - Data or networking lines
  - Telecommunications utility or service provider
- 

## Material Handling Equipment

- Forklifts
  - Flat bed hand trucks
  - Motorized pallet jacks
  - Dollies or hand trucks
- 

## Security

- Local law enforcement agency
  - Security staffing or contractors
  - Security perimeter or fence
- 

## Surrounding Highways

- Closest interstate or arterial
  - Closest truck route
  - Highway patrol agency or contact information
- 

## Existing Damage

- Electrical outlets (non-functioning)
  - Communication outlets (non-functioning)
  - Potholes or drive-way damage
  - Utility leaks
  - Plumbing or drainage issues
  - Structural damage or cracks
  - Debris on-site
-

# Site Layout Checklist

Upon activating an LSA site, the LSA Commander designates the following functional areas:

## Check-In Gate

The point of entry for arriving shipments.

- Located on an approach, driveway or shoulder, so that trucks can line up at the entrance without obstructing regular traffic flow.**
  - Typically the largest entry point to the site, to allow for additional check-in lanes as needed.**
  - Traffic should be able to flow directly through the check-in gate area to avoid conflicting turning by drivers.**
- 

## Holding Area

An open area where problematic shipments are temporarily held as they are resolved.

- Located close to the Check-In Gate.**
  - Lighting should be available to allow for night operations.**
  - Sized to park about 10% of the anticipated daily shipments.**
- 

## Shipment Storage Areas

Open areas where shipments are parked and staged for deployment.

- Multiple storage areas allow for segregation of shipment types.**
  - Storage areas for the most urgent shipments or deployments should be located closest to the Check-Out Parking Area.**
  - Includes one way traffic lanes to allow safe ingress or egress.**
-

## Driver Support Centers

A facility with basic support amenities such as restrooms, showers, water and information for drivers awaiting deployment.

- Located away from the LSA Command Post, if possible, to avoid driver interference with LSA staff or operations.**
  - Located as close as possible to the Shipment Storage Areas.**
- 

## Equipment Storage Area

An optional area where shipments of equipment requiring special handling, storage, maintenance and fuel are organized and prepared for deployment.

- At least 5 acres of hard stand, if possible.**
  - Located where fuel storage is allowed according to local, state and federal regulations (if necessary).**
- 

## Check-Out Parking Area

An open area where deployments are organized and exit documentation is finalized.

- Lighting should be available for the entire area, if possible.**
  - Located near the Check-Out Gate.**
  - May be separated into easily-identified spaces by truckers and security escorts as rendezvous points for final deployment activities.**
- 

## Check-Out Gate

The point of exit for departing deployments.

- Located at a traffic signal to stop oncoming traffic, if possible.**
- 

## Ground Support Area

An area where support equipment used within the LSA, including fuel, tool kits, spill kits and limited repair parts are staged.

- Located where fuel storage is allowed according to local, state and federal regulations (if necessary).**

---

## LSA Command Post

A field office for Command Staff.

- Preferably located at an office with functioning communications and electrical connections.**
- 

## Rest Area

A relief area with basic amenities for staff, including food (if required), restrooms, showers, phones, computers and power outlets for charging mobile phones.

- Preferrably offers separate male and female restroom and shower facilities.**
- 

## Advanced Operations Area

An optional area that may be activated to support cross-docking, shuttle fleet and leased trailer management, and intermodal operations.

- Located far away from standard LSA operations, if possible.**
-

# HAZMAT Spill Plan Checklist

A Hazardous Materials (HAZMAT) Spill Plan is developed by the Safety Officer whenever the LSA handles any fuel or hazardous materials. This plan should include:

**Site contact information:**

- Site address (including geo-coordinates, if available).
  - Primary contact for hazardous materials management.
  - Primary phone for contact.
- 

**Schedule for facility inspections (daily or weekly):**

- Procedures for loading, unloading, handling containers such as drums and cartons.
- 

**Required training for personnel, including:**

- Safe handling practices for hazardous materials.
  - Spill prevention guidelines.
  - Spill notification and clean-up plan.
- 

**Placement of warning signs for hazardous materials:**

- Signs display the danger of material (toxic, flammable, etc.).
- 

**Storage plans for hazardous materials, including:**

- Use of proper containers that are regularly inspected.
  - Securing containers to avoid unexpected movements.
  - Requirements for labeling containers.
  - Storage of containers within secondary containment.
  - Inspection of containers for leaks.
-

## Required References

In addition, when HAZMAT is stored at the site, the following references must be available to staff for reference **at all times**:

- Material Safety Data Sheets (MSDS).
  - Emergency Response Guide (ERG).
- 

**Note:** The storage, transport and handling of all hazardous materials received, deployed or stored by the LSA should be in compliance with all local, county, state and federal regulations. These regulations should be requested from the EOC by the LSA Commander and provided to the appropriate LSA staff.

---

# HAZMAT Deployment BOL Quick Sheet

Hazardous materials require extra care. The Safety Officer should request the assistance of the supplier, applicable contractor on site, or as a last resort the EOC, for compliance with transportation regulations for hazardous materials.

## Adding Information to the Bill Of Lading

Each bill of lading (BOL) includes a number of items. The Safety Officer is responsible for completing each line indicated below.

<small>RECEIVED, subject to individually determined rates or contracts that have been agreed upon by the carrier and the shipper in effect on the date of issue of this bill of lading, if applicable; otherwise, to the rates, classifications and rules that have been established by the carrier, pursuant to all applicable local, state and federal regulations available and available to the shipper.</small>					<b>BILL OF LADING</b>					
<b>SHIP FROM (SHIPPER)</b>					Date:					
RDC Name:					Bill of Lading #:					
Address:					<b>[OPTIONAL BARCODE SPACE]</b>					
City:										
State:                      ZIP Code:										
<b>SHIP TO (CONSIGNEE)</b>					<b>CARRIER INFORMATION</b>					
Agency / Operation Name:					Carrier Name:					
Address:					Trailer #:					
City:					Seal Number #:					
State:                      ZIP Code:					Standard Carrier Alpha Code:					
Contact Name:					<b>[OPTIONAL BARCODE SPACE]</b>					
Contact Phone / Radio Frequency:										
<b>THIRD PARTY FREIGHT CHARGES BILL T</b>					Freight Charge Terms: <input type="checkbox"/> PREPAID <input type="checkbox"/> COLLECT <input type="checkbox"/> 3 <sup>RD</sup> PARTY (Freight charges are 3 <sup>rd</sup> party unless marked otherwise.)					
Agency Name:					Driver Name:					
Address:					Driver Phone / Radio Frequency:					
City:										
State:                      ZIP Code:										
Deployment Order #:										
<b>SPECIAL INSTRUCTIONS</b>										
<input type="checkbox"/> Check here if a <b>SECURITY ESCORT</b> with jurisdictional law enforcement authority is required. Special delivery instructions, routing, or other information:										
<div style="display: flex; justify-content: space-around; font-size: 2em; font-weight: bold;"> <span>1</span> <span>2</span> <span>3</span> </div>										
<b>SHIPMENT CONTENTS</b>										
<b>HANDLING UNIT</b>		<b>WEIGHT</b>	<b>HM</b>	<b>ERG NO.</b>	<b>COMMODITY DESCRIPTION</b>					<b>TRAILER LOADED:</b> <input type="checkbox"/> BY SHIPPER <input type="checkbox"/> BY DRIVER <input type="checkbox"/> "SAID TO CONTAIN"  <b>FREIGHT COUNTED:</b> <input type="checkbox"/> BY SHIPPER <input type="checkbox"/> BY DRIVER <input type="checkbox"/> "SAID TO CONTAIN"
<b>TYPE</b>	<b>QTY</b>				<small>Commodities requiring special or additional care or attention in handling or stowing must be so marked and packaged as to ensure safe transportation with ordinary care.</small>					
<b>TOTAL</b>										
<b>24-HOUR CONTACT INFORMATION FOR HAZARDOUS MATERIAL EMERGENCY INCLUDING SPILL, LEAK, FIRE, EXPOSURE OR ACCIDENT</b>										
Name:				Contact Phone / Radio Frequency:						
NOTE: Liability limitation for loss or damage in this shipment may be application. See 49 USC Sec 14706(c)(1)(A) and (B).										
<b>SHIPPING CERTIFICATION</b> <small>Completed by the SHIPPER prior to transport of the shipment.</small>			<b>CARRIER CERTIFICATION</b> <small>Completed by the CARRIER prior to transport of the shipment.</small>			<b>DELIVERY CERTIFICATION</b> <small>Completed by the CONSIGNEE on delivery of shipment.</small>				
Signature:			Signature:			Signature:				
Name:                      Date:			Name:                      Date:			<b>[OPTIONAL RECEIVING STAMP SPACE]</b>				
										Name:                      Date:
<small>This is to certify that the above named materials are properly described, packaged, marked and labeled, and are in proper condition for transportation according to all applicable US DOT regulations.</small>			<small>Carrier acknowledges receipt of packages and required placards. Carrier certifies emergency response information was made available and / or carrier has the US DOT emergency guidebook or equivalent documentation in the vehicle. Property described above is received in good order, except as noted.</small>			<small>Received as described above, except as noted.</small>				

<b>BILL OF LADING INSTRUCTIONS</b>		<b>SAFETY OFFICER</b>	<b>MISSION TRACKING TECHNICAL SPECIALIST</b>	<b>DEPLOYMENT COORDINATOR</b>
<i>COMPLETING FIELDS IN THE BILL OF LADING</i>				
1	HM <i>Mark an "X" in this column for each line of the BOL containing HAZMAT (this may already be completed by Mission Tracking Technical Specialists).</i>	X	X	
2	ERG Guide No. <i>The Emergency Responders Guidebook (ERG) Guide No. is found using directions in the Emergency Responders Guidebook (this may already be completed by Mission Tracking Technical Specialists).</i>	X	X	
3	Commodities Description <i>Most information may already be completed by Mission Tracking Technical Specialists. If not, obtain the following information for each line item contain hazardous materials:</i>	X	X	
	<b>UN IDENTIFICATION NUMBER</b>	List the applicable UN Identification Number that correctly identifies the hazardous material.		
	<b>PROPER SHIPPING NAME</b>	Ensure proper shipping names are included for each applicable line of the BOL. This will often be a chemical name (not the plain language name).		
	<b>CLASS</b>	Obtain the hazardous material class for the line item. (for fuels, CLASS 3 FLAMMABLE LIQUIDS).		
	<b>PACKING GROUP</b>	Include whether the item is classified as Packing Group I, II or III.		

BILL OF LADING INSTRUCTIONS	SAFETY OFFICER	MT TECH SPECIALIST	DEPLOYMT. COORD.
<p>4 Emergency Contact. <i>Enter an emergency contact (name and phone number) at the LSA who may continuously provide assistance, when needed, to deployments en-route (this may already be completed by Mission Tracking Technical Specialists).</i></p>	X	X	
<p>5 Shipping Certification. <i>Review the shipment and ensure all procedures or processes are in place and have been followed to ensure that the deployment is in compliance with all transportation regulations applicable to HAZMAT.</i></p>	X		

# Demobilization Guidelines

There is no standardized format for an LSA Demobilization Plan, but the following information and responsibilities can be used to as guidance when preparing a Demobilization Plan.

## General Information

Facilitate the release of resources or personnel from the LSA.

Assigned resources or personnel may leave the LSA when the following conditions are met:

- 1 Section Chiefs request the release.
  - 2 LSA Commander approves the release.
  - 3 Demobilization Unit is informed of the release.
  - 4 EOC approves the release.
- All demobilizing personnel and a summary of demobilizing resources should be noted in the LSA Action Plan.
  - Performance ratings (if required) are completed prior to the departure of personnel from the LSA, and are submitted to the Documentation Unit Leader.
  - Ground transportation for released personnel or equipment is arranged by the Ground Support Unit Leader; any required air travel is arranged in coordination with the EOC.
  - Personnel approved for release must complete an ICS 221: Demobilization Check-Out Form. This form is distributed by the Demobilization Unit Leader and ensures that:
    - Equipment used by departing staff is checked-in and returned.
    - Personnel claims and records are complete. Ask staff members if they have filed, or plan to file a workers' compensation claim.
    - Contact information is obtained from departing staff.
  - Notify these staff members to approve an ICS 221: Demobilization Check-Out Form for each demobilization staff member:
    - Computer Technical Specialist
    - Communication Unit Leader

- Ground Support Unit Leader
- Supply Unit Leader
- Time Unit Leader
- Immediate Supervisor
- Managing Section Chief

## **Responsibilities of Other LSA Personnel**

The Demobilization Unit Leader should coordinate with the Planning Section Chief to ensure that special responsibilities during demobilization of the LSA are clearly understood by all personnel.

### **LSA Commander**

- Establishes priorities for the release of resources.
- Reviews and approves the LSA Demobilization Plan.
- Ensures the release of resources is coordinated by Section Chiefs during the LSA Action Plan process.

### **Safety Officer**

- Identifies safety concerns in the LSA Demobilization Plan.

### **Agency Liaison**

- Identifies agency-specific requirements for demobilization.
- Works with the Demobilization Unit Leader to ensure that guidelines are incorporated into the LSA Demobilization Plan.

### **Planning Section Chief**

- Reviews and approves the LSA Demobilization Plan.

### **Logistics Section Chief**

- Ensures that property is returned or accounted for, through the Supply Unit Leader.
- Ensures that ground transportation is arranged for all resources through the Ground Support Unit Leader.
- Ensures that communications equipment, including computer and technology equipment, is returned or accounted for, through the Communications Unit Leader.
- Ensures that all resources have completed check-out procedures, through the Security Manager.

### **Finance Section Chief**

- Completes time-keeping reports for released resources.
- Coordinates payment procedures for any contracted equipment obtained by the LSA.
- Arranges for payment for resources that are assigned to or contracted by the LSA, using special EOC requirements.

## Driver Information Quick Sheet

The Lead Traffic Director determines what information to provide to drivers in order to minimize requests for updates, and instructs the Display Processor to prepare the following tools to perform these tasks:

- Driver Information Sheets: contain key information and common questions and are distributed to drivers at check-in.
- Driver Information Board: displays important information and frequently asked questions at the Driver Support Center.

**Do not provide drivers with sensitive or confidential information. Only provide information cleared for public release.**

The Lead Traffic Director also prepares a Driver Information Brief each operational period, to provide situational awareness and reinforce drivers' roles in the overall response.

**Questions regarding payment and internal contractor-related issues are common; ensure that a drivers' contract representative is available to address these questions.**

The table that follows indicates items to note in each of the three driver information activities.

INFORMATION ITEM	SHEET	BOARD	BRIEFS
<b>LSA CONTACT INFORMATION</b>			
Lead Parking Attendant's name, number and shift hours when they can be contacted.	X	X	
Driver contract representative's name, number and shift hours.	X	X	
Fax number and e-mail address for the Driver Support Center to receive lost shipping documents.	X	X	
<b>SITE MAP</b>			
Traffic plan with speed limits, traffic restrictions and directions of one-way streets.	X	X	
Location of Driver Service Area, Holding Area, shipment storage areas, Check-Out Gate and any on-site medical facilities.	X	X	X
Restricted areas.	X	X	X
<b>DRIVER SUPPORT CENTER (DSC) INFORMATION</b>			
Location and overview.	X		X
Available amenities.	X		
Maintenance issues to address.			X
Availability of contractor representative for questions such as payment for services, internal contractor questions, or grievances.	X		X
<b>SITE SAFETY AND SECURITY INFORMATION</b>			
What to do in case of emergencies or accidents.	X		
Current safety hazards and security threats.			X
Speed limits (5 mph) and traffic restrictions.	X		X
Weather information or forecast.		X	X
<b>OPERATIONAL INFORMATION</b>			
General trends in location of deliveries.		X	X
General deployment process overview.		X	X
Check-Out Gate and parking locations.		X	X

INFORMATION ITEM	SHEET	BOARD	BRIEFS
<b>OPERATIONAL INFORMATION (CONTINUED)</b>			
Information on bills of lading and check-out.		X	X
Procedures for security escorts.		X	X
Drop-off or delivery procedures.		X	X
Ground conditions and security in delivery area.		X	X
Road closures or alternative / preferred routing.		X	X
Specific items noted by contract representative.	X	X	X
<b>FREQUENTLY ASKED QUESTIONS / OTHER INFO</b>			
Location of the Driver Information Board.	X		
Time and Location of Driver Information Briefs.	X	X	X
Prohibited items (weapons, drugs, alcohol, pets, etc.).	X		X
Waiver information (weight restriction allowances and toll suspensions).	X	X	X
<b>EXTERNAL GROUND SUPPORT AND SERVICES.</b>			
Local 24-hour fuel facilities and fuel availability.	X	X	X
Motels and truck stops.	X	X	
24-hour urgent-care center and hospital with location, directions and phone number.	X	X	

# Driver Support Center Checklist

The Lead Parking Attendant coordinates the set-up of a Driver Support Center with the Facilities Unit Leader. The Driver Support Center provides drivers with basic services, information and answers to frequently asked questions.

## Location

- Far from LSA Command Post and busy operational areas.**
  - Close to shipment storage areas.**
- 

## Assigned Personnel

- Drivers' contract representative, available to answer questions and assist drivers.**
  - Security personnel.**
- 

## Amenities

- Driver Information Board.**
  - Facilities and first aid:**
    - Separate facilities for male and female drivers.
    - 1 toilet for every 10 drivers (20% ADA accessible).
    - 1 wash station for every 5 toilets.
    - Basic first aid kit.
    - Trash receptacles.
  - Driver lounge area with table and chairs.**
  - Drinking water and food for purchase.**
  - Designated smoking area.**
  - Communications access:**
    - Phones with local and long-distance service (2-3).
    - Power outlets to charge mobile phones and devices.
    - Computer with internet access and printer (1-2) for drivers needing missing BOLs.
-

# Traffic Direction Quick Sheet

The following flag and hand signals should be used to provide consistent direction to drivers as they operate their vehicles.

## Daytime Conditions (when visibility is good)

	HAND GESTURE	TRAFFIC FLAG
SIGNALING TO STOP		
	Signal traffic to stop with your left palm facing towards the driver and your right arm remaining down to your side.	Hold the flag with your right hand while signaling traffic to stop with your left palm; never raise the flag above horizontal.
SIGNALING TO PROCEED		
	Right hand signals traffic to proceed and your left arm remains down to your side.	Hold the flag down lower to your right side and motion traffic to proceed with your free left hand.

# Nighttime Conditions (when visibility is poor)

	HAND GESTURE	TRAFFIC FLAG
<b>SIGNALING TO STOP</b>		
	Signal traffic to stop with your left palm facing towards the driver while holding a glow cone out in front to attract the driver's attention.	Hold the STOP side of paddle to face the driver while holding the glow cone out in front to attract the driver's attention.
<b>SIGNALING TO PROCEED</b>		
	Use the glowcone to point to the open lane with your right arm while motioning the glow cone for traffic to proceed. Your left arm remains down to your side.	Lower the paddle to the side or behind the back with your right hand and point to the open lane with your right arm while motioning with the glow cone for traffic to proceed.

## Finding a Safe Position for Directing Traffic

- Be clearly visible and avoid shadows.**
- Do not stand at the crest of a hill or around a sharp curve.**
- Only cross in front of approaching vehicles after they have come to a complete stop; never cross the centerline when stopping vehicles.**
- Remain at your position until relieved; radio to the Lead Flagger to request relief, when necessary.**

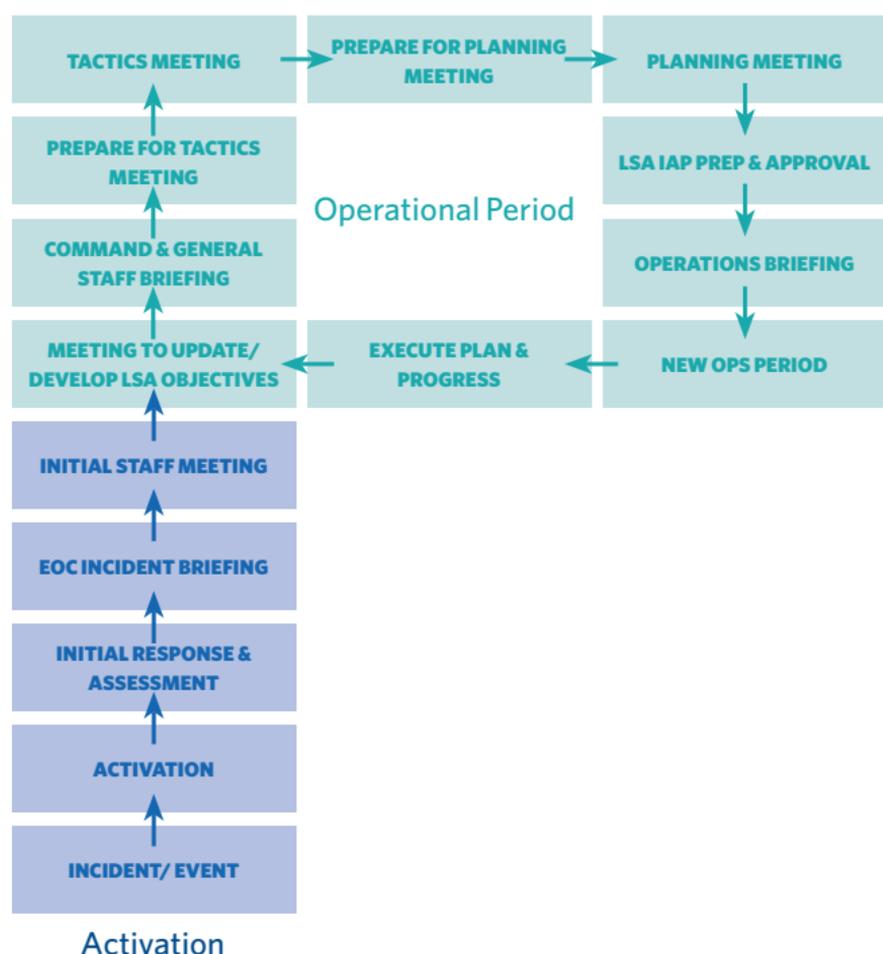
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Execute Plan and Assess Progress	

# Planning Process Overview

The LSA Action Plan is developed for each operational period using the ICS Planning Process. The Planning “P” illustrates the planning process.

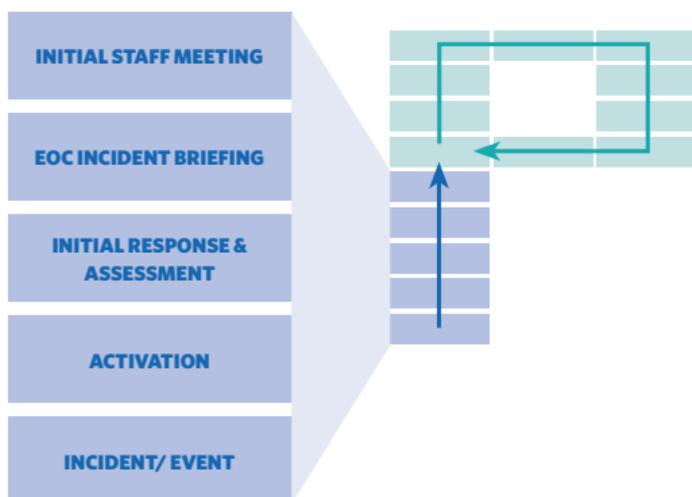
## The Planning “P”



# Initial Planning

## Activation

The LSA Planning Process begins when the LSA is activated and the EOC identifies and assigns an LSA Commander.



The EOC provides:

- Initial [ICS 201: LSA Briefing](#) (page 280).
- Current Situation Reports and Incident Action Plan.
- Shipments en-route and estimated times of arrival (ETA).

## Initial Response & Assessment

Once the LSA Commander and staff arrive at the LSA site, they:

- Determine resource and facility needs to meet LSA objectives.
- Begin initial LSA set-up.
- Prepare an updated [ICS 201: LSA Briefing](#) (page 280).

## EOC Incident Briefing

LSA and EOC staffs meet for an official EOC Incident Briefing to:

- Clarify LSA objectives.
- Establish Points of Contact (POCs) at the EOC.
- Discuss the overall incident situation.
- Delegate authority to the LSA Commander.
- Discuss updates to the [ICS 201: LSA Briefing](#) (page 280).

## Suggested agenda for the EOC Incident Briefing

AGENDA ITEM	POSITION
Introduction	LSA Coordinator
	LSA Commander
Delegation of Authority	Agency Administrator
	EOC Manager
	LSA Commander
Situational Briefings	EOC Manager
	LSA Coordinator
	Situation Unit Leader
Current Incident Priorities	EOC Manager
	LSA Coordinator
Organization	Planning Section Chief
	LSA Coordinator
Resource Assignments	Resource Unit Leader
Shipments (en-route or ordered by EOC)	LSA Coordinator
	Planning Section Chief
Facilities Established	LSA Coordinator
	Logistics Section Chief
Closing Questions	LSA Coordinator
	LSA Commander

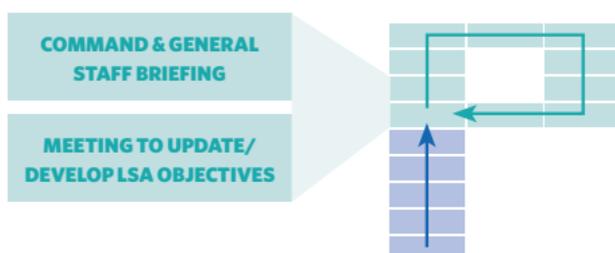
### Initial Staff Meeting

After the EOC Incident Briefing, the LSA Coordinator briefs all staff members on:

- Roles and responsibilities.
- Meeting and planning schedules.
- Initial resource requirements.
- Resource ordering procedures.
- Organization and staffing, as well as planning, logistical, and financial agreements and procedures.
- Safety and security concerns.
- Site layout, showing planned functional areas.

# Determining LSA Objectives

The LSA Commander determines objectives for the upcoming operational period.



## Develop / Update LSA Objectives

The Commander, EOC staff and others meet every operational period to:

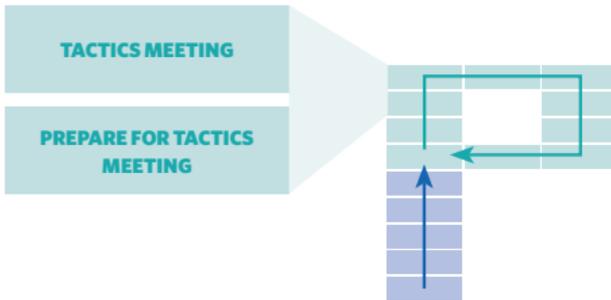
- Ensure LSA operations are meeting incident objectives.
- Discuss alternatives, if necessary.
- Provide updates on the incident situation.
- Discuss incident-wide resource availability.
- Provide anticipated shipments and deployments for the upcoming operational period.

## Command & General Staff Briefing

Each operational period, the Command and General Staff hold a team briefing. A suggested agenda follows:

AGENDA ITEM	POSITION
Roll call and introductions	Planning Section Chief
Opening remarks	LSA Commander
Review of objectives for both the LSA and the incident	LSA Commander
Review of situation using ICS 209	Situation Unit Leader
Question, answers or concerns	All participants
Outline of strategies	Operations Section Chief
Discussion review	Planning Section Chief
Closing remarks	LSA Commander

# Developing Tactics



## Tactics Meeting

The Tactics Meeting focuses on meeting operational goals by discussing:

- Anticipated number of shipments for receipt and deployment.
- Required turnaround times.
- Options to activate or suspend cross-docking operations.
- Evaluations of parking space assignments used for coordinating deployments at the Check-Out Gate.
- Assessing shipment storage areas.
- Identifying alternative entrances, exits and temporary surge parking space, if needed.
- Determining necessary changes to staffing and layout.

The Operations and Planning Section Chiefs collect information to drive the development of tactics at the LSA.

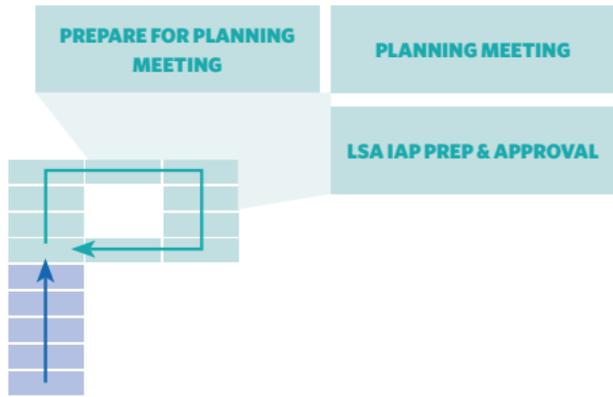
The Planning Section Chief prepares for the meeting by updating the [ICS 209: LSA Status Summary](#) (page 288), and:

- Receives reports from the EOC on the anticipated number of shipments that will be received and deployed.
- Updates Holding Area priorities, or guidelines for accepting donated shipments approved by the EOC.

The Operations Section Chief prepares for the meeting by completing the [ICS 215: Operational Planning Worksheet](#) (page 291) and determining:

- Staffing changes and alternatives for the reassignment, request or release of assigned staff.
  - Ground and intermodal operations metrics for managing any logistics contractors supporting LSA operations.
-

# Planning Meeting and RDC Action Plan



## The Planning Meeting

During the planning meeting, the Operations Section Chief discusses tactics that will be implemented to support LSA objectives in the next operational period. The planning meeting provides an opportunity to discuss and resolve any issues and concerns before assembling the LSA Action Plan.

The following items are prepared before the Planning Meeting and submitted to the Planning Section Chief, who assembles them into the LSA Action Plan.

POSITION	ICS FORM	ITEM
Operations Section Chief	215	Operational Planning Worksheet
Deployment Branch Director	204	Operational Assignment List
Planning Section Chief	--	Check-Out Parking Area Space Assignments
Situation Unit Leader	202	LSA Objectives
Resource Unit Leader	209	LSA Status Summary
Communications Unit Leader	203	Organization Assignment List
	205	LSA Communications Plan
	205A	LSA Communications List

POSITION	NO.	ITEM
Medical Unit Leader	206	Site Medical Plan
Ground Support Unit Leader	--	Site Traffic Plan
	--	Shipment Storage Area Contact Lists
	208	Site Safety and Control Plan
Security Manager	208	Site Safety and Control Plan
Law Enforcement Liaison	--	Ground Condition and Security Status Update

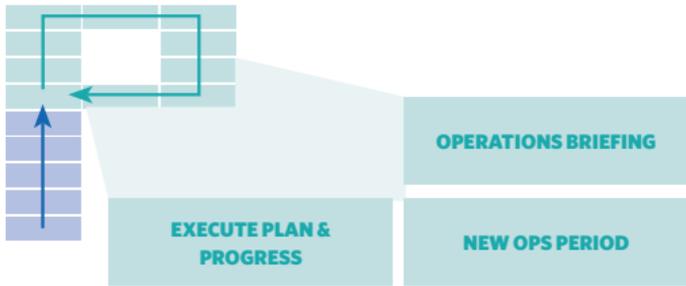
**Note:** Other items, such as demobilization information, administrative procedures and operation-specific procedures are also included.

## LSA Action Plan Preparation and Approval

Once prepared by the Planning Section Chief, the LSA Action Plan is approved by the LSA Commander and reproduced as needed by the Documentation Unit Leader.

# Operations Briefing and Execution

The final step of the LSA Action Plan planning process is to brief LSA staff on operations and begin the next operational period.



## The Operations Briefing

LSA staff is briefed on the following items each operational period:

AGENDA ITEM	ICS FORM	POSITION
Current LSA Objectives	--	LSA Commander
Weather Updates	--	Situation Unit Leader
LSA Status Summary	209	Planning Section Chief
Operations Section Personnel Assignments	204	Operations Section Chief
Traffic Crew Assignments	--	Traffic Crew Boss
Changes to Site Layout	--	Logistics Section Chief
Changes to Site Traffic Plan	--	Ground Support Unit Leader
Check-Out Gate Parking Space Assignments	--	Deployment Branch Director
Security Escort Requests	--	Security Manager
Advanced LSA Operations	--	Operations Section Chief (or delegate)
Communications Issues	--	Communications Unit Leader
Resource Request Process or Logistics Issues	--	Logistics Section Chief

ICS 201: LSA Briefing	280
ICS 206: Site Medical Plan	282
ICS 208: Site Safety and Control Plan	285
ICS 209: LSA Status Summary	288
ICS 215: Operational Planning Worksheet	291

## **APPENDIX C FORMS & INSTRUCTIONS**

**278**

# ICS 201: LSA Briefing

Critical information that is needed by staff assigned to the LSA may be provided using the ICS 201: LSA Briefing. This form provides the LSA Commander (and the Command and General Staff) assigned to the LSA with basic information regarding the overall incident situation and resources allocated to the LSA.

The image displays four copies of the ICS 201: LSA Briefing form, each with a numbered callout (1-9) pointing to a specific field or section:

- 1:** ICS NAME
- 2:** DATE
- 3:** EMERGENCY MANAGEMENT AGENCY
- 4:** TIME
- 5:** PREPARED BY (NAME / POSITION)
- 6:** Map
- 7:** Summary of Current Actions
- 8:** Current Organization (Organizational Chart)
- 9:** Resources Summary

**Form 1 (Top Left):** ICS 201: LSA Briefing - PG 1 OF 4. Fields 1-5 are highlighted with callouts 1-5. Section 6 (Map) is highlighted with callout 6.

**Form 2 (Top Right):** ICS 201: LSA Briefing - PG 2 OF 4. Field 7 (Summary of Current Actions) is highlighted with callout 7.

**Form 3 (Bottom Left):** ICS 201: LSA Briefing - PG 3 OF 4. Section 8 (Current Organization) is highlighted with callout 8.

**Form 4 (Bottom Right):** ICS 201: LSA Briefing - PG 4 OF 4. Section 9 (Resources Summary) is highlighted with callout 9.

## Instructions for Completing the ICS 201:

- 1 LSA Name.** Enter the name assigned to the LSA and used in further incident planning. (e.g. South Main LSA).
- 2 Date.** Enter the date prepared (month, day, year).
- 3 Agency.** Enter the name of the agency that is used in further incident and LSA planning (e.g. Appleville OEM).
- 4 Time.** Enter the time prepared (24-hour clock).

**5 Prepared by.** Enter the name and position of the person completing the form.

**6 Map.** Sketch or include a map of the LSA site, showing the perimeter, internal roads, facilities, parking areas and current resource assignments. Also provide surrounding transportation facilities (roads, ports, airports, etc.) and other graphics depicting situation and response status.

## **7 Summary of Current Actions**

**7a. Initial LSA Objectives.** Enter short, clear, concise statements of the objectives for managing the initial response.

**7b. Current Actions.** Enter actions taken in response to the incident, including time, and note any significant events or problem areas.

**7c. Shipments En-Route.** Provide information on any shipments coordinated by the EOC that are to be delivered to the LSA, including:

- Contents. Enter the contents of the shipment.
- QTY. Enter quantity or trailers expected, with units of measure.
- ETA Date. Enter the date of expected arrival at LSA (month, day).
- ETA Time. Enter the expected time of arrival. (24-hour clock).
- On-Site. "X" here upon the shipment's arrival.
- Supplier / Source / Origin. Enter the source of the shipment, the supplier or the shipment's origin, if known.

**8 Current Organization.** Enter the names of individuals assigned to each position on the organization chart. "X" the appropriate box to note as "Ordered," "On-Site" or "En-Route."

**9 Resources Summary.** Enter the following information about the resources allocated to the LSA:

- Resource Ordered. Enter a resource description and type.
  - QTY. Enter quantity of trailers, with unit of measure.
  - ETA Date. Enter the expected date of arrival (month, day).
  - ETA Time. Enter the expected time of arrival. (24-hour clock).
  - On-Site. "X" here upon arrival.
  - Assigned Functional Area. Enter the functional area to which the resource is assigned or allocated at the LSA.
-

# ICS 206: Site Medical Plan

The ICS 206: Site Medical Plan provides information on first aid stations, medical transportation and nearby medical facilities, as well as emergency contact information and procedures for staff assigned to the LSA to use in the event of an accident or injury requiring medical assistance.

The form is titled "ICS 206-RDC SITE MEDICAL PLAN" and is divided into several sections. Numbered callouts point to the following areas:

- 1:** RDC NAME
- 2:** DATE
- 3:** TIME
- 4:** OPERATIONAL PERIOD
- 5:** 5. RDC First Aid Stations (Table with columns: FIRST AID STATIONS, LOCATION, PARAMEDICS)
- 6:** 6. Ambulance Services and Emergency Transportation (Table with columns: NAME, ADDRESS / LOCATION, CONTACT NUMBERS / FREQUENCY, LEVEL OF SERVICE)
- 7:** 7. Hospitals and Nearby Medical Facilities (Table with columns: FACILITY NAME, ADDRESS, LAT & LONG, IF HELIPAD, CONTACT NUMBERS / FREQUENCY, TRAVEL TIME, 24-HOUR, TRAUMA CENTER, BURN CENTER, HELIPAD)
- 8:** 8. Medical Emergency Procedures (Sub-sections: a. Site Emergency Medical Contact, b. Medical Unit Leader, c. Compensation / Claims Unit, d. Site Location)
- 9:** 9. PREPARED BY (NAME / POSITION) and SIGNATURE
- 10:** 10. IS APPROVED BY (NAME / POSITION) and SIGNATURE

ICS 206-RDC

## Instructions for Completing the ICS 206:

- 1 LSA Name.** Enter name assigned to the LSA and used in further incident planning. For example: South Main LSA.
- 2 Date.** Enter date prepared (month, day, year).
- 3 Time.** Enter time prepared (24-hour clock).
- 4 Operational Period.** Enter the sequential operational period of preparation and indicate either day or night shift.

**5 LSA First Aid Stations.** Enter information about first aid stations and kits available at the LSA, including:

- Name of first aid station. For example: LSA Command Post First Aid Kit.
- Location on-site.
- Mark “X” if a paramedic is available at the station location.

**6 Ambulance Services and Emergency Transportation.** Enter information for ambulance services and emergency transportation available at the LSA:

- Name of ambulance or transportation service.
- Location or address of service.
- Contact number(s) or frequency used for the service.
- Level of service. “X” the level of service available either ALS (advanced life support) or BLS (basic life support).

**7 Hospitals and Nearby Medical Facilities.** Enter information for hospital(s) and medical facilities that could serve the LSA:

- Hospital or medical facility name. Identify any pre-designated medivac aircraft by name and frequency.
- Address. Latitude and longitude. Enter the address of the hospital or medical facility, and helipad coordinates, if available.
- Contact number and / or communication frequency(s).
- Travel time by air or ground from the LSA to the facility.
- 24-hour facility. “X” if the facility has 24-hour operations.
- Trauma Center. “X” if the facility has a trauma center and level.
- Burn center. “X” if the facility has a burn center.
- Helipad. “X” if the facility has a helipad. (Latitude and longitude data format needed for Medical Evacuation Helicopters and Air Resources)

**8 Medical Emergency Procedures.**

**8a. Site Emergency Medical Contact.** Enter information for an emergency medical contact that can be contacted to respond to all accidents, injuries or medical situations on-site at the LSA, for both day and night shifts:

- Name of contact.
- Location of post where contact is assigned or found.
- Position of contact (Safety Officer, etc.).
- Contact number(s) or frequency used for the contact.
- Paramedic. “X” if contact is a trained paramedic.

- 8b. Medical Unit Leader.** Enter contact information for the Medical Unit Leader on-site, if assigned to the LSA:
- Name of contact.
  - Location of post where contact is assigned.
  - Contact number(s) or frequency used for the contact.
  - Paramedic. "X" if contact is a trained paramedic.
- 8c. Compensation / Claims Unit.** Enter contact information for Compensation / Claims Unit, if assigned:
- Name of contact.
  - Location of post where contact is assigned or found.
  - Contact number(s) or frequency used for the contact.
  - CPR / First Aid Training. "X" if trained in CPR or First Aid.
- 8d. Site Location.** Enter location information of LSA site that can be given to emergency medical responders:
- Site address, with major intersections.
  - Latitude and longitude. (Format must complement Medical Evacuation Helicopters and Air Resources).
  - Site general contact number or other numbers to use if additional contacts cannot be reached. For example, the Communications Unit Leader or Logistics Section Chief.
- 8e. Emergency Medical Procedures.** Note special instructions for use by LSA personnel, including:
- Who should be contacted.
  - How they should be contacted.
  - Who manages an incident within the LSA for accidents, etc.
  - Procedures for reporting medical emergencies.
- 9 Prepared by.** Enter the name, position and signature of the person preparing the form, typically the Medical Unit Leader.
- 10 Approved by.** Enter the name, position and signature of approval of the person approving the plan, typically the Safety Officer.
-

# ICS 208: Site Safety and Control Plan

The ICS 208: Site Safety and Control Plan provides information on safety and security plans for the LSA. Information on the Safety Officer, Security Manager, and Law Enforcement Officers working at the LSA is provided in this plan. Information on identified hazards, and their counter-measures, are also identified.

The image displays three pages of the ICS 208: Site Safety and Control Plan form. The first page (top left) is titled 'ICS 208-001 SITE SAFETY AND CONTROL PLAN' and contains sections for: 1. LSA Name, Date, Time, Agency / EOC; 2. Incident Information; 3. Safety Officer; 4. Security Manager; 5. Law Enforcement Officers; 6. Hazards and Countermeasures; 7. Safety Officer's Duties; 8. Security Manager's Duties; 9. Law Enforcement Officers' Duties. The second page (top right) is titled 'ICS 208-002' and contains sections for: 10. Safety Officer's Duties; 11. Security Manager's Duties; 12. Law Enforcement Officers' Duties. The third page (bottom center) is titled 'ICS 208-003' and contains sections for: 13. Safety Officer's Duties; 14. Security Manager's Duties; 15. Law Enforcement Officers' Duties. Numbered callouts (1-14) point to specific fields and sections on each page.

## Instructions for Completing the ICS 208:

- 1 LSA Name.** Enter the name assigned to the LSA and used in further incident planning. For example: South Main LSA.
- 2 Date.** Enter the date prepared (month, day, year).
- 3 Time.** Enter the time prepared (24-hour clock).
- 4 Agency / EOC.** Enter the name of the Agency and/or EOC to which the LSA has been delegated authority.

- 5 LSA Commander.** Enter the name of the LSA Commander.
- 6 LSA Location.** Enter a general description of the LSA's location, including address.
- 7 Contact Information.** Enter contact information of individuals that can be contacted for safety and security issues pertaining to the LSA, including the Safety Officer, the Security Manager and an Authorized Law Enforcement Officer, for both day and night shifts:
- Name and agency (if contact is not assigned to the LSA).
  - Location of contact, either at an assigned area of the LSA or an off-site location.
  - Contact phone number or radio frequency.
  - Mark "X" in the appropriate box if the individual has legal authority and jurisdiction to perform arrests or search and seizure activities.
- 8 Site location and general communication.**
- 8a. Site Address.** Enter the physical address of the LSA, including major intersections.
- 8b. Coordinates.** Enter the site's latitude and longitude.
- 8c. Command Frequency.** Enter the site command frequency as noted in the ICS 205: LSA Communications Plan, if available.
- 8d. Tactical Frequency.** Enter the tactical frequency of the LSA, found in the ICS 205: LSA Communications Plan in the IAP.
- 8e. Site General Contact Number.** Enter the site general contact number or other number to use for general communications with the site (For example, the Communications Unit Leader or Logistics Section Chief).
- 9 Hazard Analysis and Counter Measures.** Note safety and security-related hazards associated with the listed categories, and advise any special directions that should be taken by LSA staff. Refer to the [Security Issues Checklist](#) (page 246).
- 10 PPE Requirements.** Describe any requirements for personal protective equipment (PPE). If additional entries are necessary, attach them on a separate sheet:
- PPE. Enter any groups of personnel or Staffing Units to which specific requirements apply; be as general or as specific as necessary.
  - Mark "X" in the box of the specific PPE items required. If required items are not listed, mark "OTHER" and note the item. If further specifications are required, make notes in the space below.
  - Notes or remarks. Specify any additional notes on PPE use.

## **11 Hazardous Materials Management**

**11a. Note any hazardous materials on-site.** List hazardous materials present on the site; mark “X” in the appropriate box to indicate whether a Material Safety Data Sheet has been obtained and is available on-file at the LSA Command Post.

**11b. Special Precautions or Procedures to Note.** Describe any special procedures or precautions for staff assigned to the site, including proper handling requirements, important spill plan items, and information on exposure and safe usage of hazardous materials. Note any specific transportation requirements for the materials.

**11c. Hazardous Materials Specialist.** Enter the contact information for a hazardous materials specialist to contact in the event of spills, accidents, questions, etc. Include information for both the day and night shifts:

- Name of Contact.
- Location or post where contact is assigned.
- Contact phone number or radio frequency.

**12 Map for LSA.** Include a map of the LSA, noting areas of security concern, hazards, etc. to bring to the attention of staff members who may be performing operations in those areas.

**13 Prepared by.** Enter the name, position and signature of the person preparing the form, typically the Safety Officer or Security Manager.

**14 Approved by.** Enter the name, position and signature of approval of the person approving the plan, typically the Safety Officer.

---

# ICS 209: LSA Status Summary

The ICS 209: LSA Status Summary provides information on the current status of the LSA, including current and expected shipments and deployments. The LSA Status Summary also provides information on the resources assigned to the LSA.

The image shows two pages of the ICS 209: LSA Status Summary form. The left page contains sections 1 through 10, and the right page contains sections 11 through 27. The form is divided into several sections: 1. Summary information (1-7), 2. Trailers On-Hand and Progress Update (8-10), 3. Current Staffing and Resources (11-13), 4. Comments (14-20), 5. Additional information (21-27).

## Instructions for Completing the ICS 209:

- 1 Initial, Update, or Final.** Mark "X" in the correct box for the summary being reviewed, approved and distributed.
- 2 Date.** Enter the date prepared (month, day, year).
- 3 Time.** Enter the time prepared (24-hour clock).
- 4 Operational Period.** Enter the sequential operational period of preparation and indicate either day or night shift.
- 5 LSA Name.** Enter the name assigned to the LSA and used in further incident planning. For example: South Main LSA.
- 6 LSA Commander.** Enter the name of the LSA Commander.
- 7 LSA Activation Date / Time.** Enter the date and time of activation for the LSA.
- 8 Trailers On-Hand and Progress Update.**
  - Resource Category. Select from the listed of resource categories handled by the LSA; if not listed, use the "OTHER" lines.

- Quantity per Trailer. Enter the general amount of resource contained in a typical trailer.
- UOM - Unit of Measure. Indicate the unit of measure to clarify the quantity contained with each trailer. Abbreviate as needed; use "PL" for pallets, "EA" for each, "DZ" for dozen, etc.
- Trailers On-Hand. Enter the number of trailers on-hand at the LSA for each resource category.
- Progress Since Last Summary. Enter values for the following operations that have occurred since the previous ICS 209 for each resource category:

**Received.** Enter the number of trailers received.

**Deployed.** Enter the number of trailers deployed.

- Anticipated for Next Operational Period. Enter anticipated values of the next operational period for each category:

**Received.** Enter the anticipated number of trailers to receive.

**Deployed.** Enter the anticipated number of trailers to deploy.

**Projected On-Hand.** Project the number of trailers to be on-hand; use the following calculation for each category:

$$\text{TRAILERS ON-HAND} + \text{ANTICIPATED SHIPMENTS} - \text{ANTICIPATED DEPLOYMENTS} = \text{PROJECTED ON-HAND}$$

- Total. Add column values to determine total trailer loads.

**9 Current Staffing and Resources.** Enter values for each staffing unit of the LSA; for Advanced Operations or contractors, include any contracted resources for advanced operations or other needs identified at the LSA:

9a. **Ordered.** Enter the number of staff ordered for assignment.

9b. **Assigned.** Enter the number of staff assigned to the LSA.

9c. **Available.** Enter the **excess** number of staff available to be reassigned to another staffing unit within the LSA, or to be demobilized from the LSA.

**10 Resource Status Summary and Remarks.** Note any significant needs or comments, including anticipated availability of resources, unfulfilled orders or requests that should be expected by the LSA.

**Note:** Requests noted on the ICS 209: LSA Status Summary do not constitute a request made to the EOC; resource should still be requested according to established EOC procedures.

**11 Current Weather.** Enter current weather conditions; obtain National Weather Service reports, if necessary.

- 12 Predicted Weather.** Enter forecasted weather; obtain National Weather Service forecast summaries, if necessary.
- 13 Loss Time Injuries to Date.** Enter the number of injuries that have occurred that have prevented an assigned staff member from reporting to the next operational shift.
- 14 Total Expenditures to Date.** Enter the total dollar amount of all paid expenditures to date.
- 15 Total Committed to Date.** Enter the total dollar amount of all unpaid financial obligations and commitments to date.
- 16 Estimated Total Cost.** Estimate the total cost of LSA operations.
- 17 Declared Last Shift Date / Time.** Enter the date and time of the last shift; if unknown, enter "N/A."
- 18 Planned Demobilization Date / Time.** Enter the planned date and time for demobilization of the LSA to begin.
- 19 Total Expected Shipments.** Enter the total number of shipments expected to be handled by the LSA.
- 20 Cooperating Agencies.** List cooperating agencies involved in LSA operations.
- 21 LSA Challenges, Issues, Problems to Resource.** Enter any comments on internal issues that may be addressed and resolved with assistance from the EOC. For example: Additional assistance is needed from law enforcement to secure LSA.
- 22 EOC Coordination Suggestions, Requests.** Enter any comments on external issues involving coordination with the EOC.
- 23 General Remarks.** Enter general remarks that may be necessary to include in the ICS 209: LSA Status Summary.
- 24 Prepared by.** Enter the name and position of the individual who prepared the form, and their signature upon completion.
- 25 Approved by.** Enter the name and position of the individual who approved the form, and their signature upon completion.
- 26 Next Summary Update Reporting Date / Time.** Enter the date and time for the next updated summary to be distributed.
- 27 Distributed to.** Enter any agencies, EOCs or other recipients of the ICS 209.
-

# ICS 215: Operational Planning Worksheet

The ICS 215: Operational Planning Worksheet organizes information in this FOG to facilitate operational planning specific to LSAs. It provides instructions for calculating staffing needs for upcoming operational periods, using anticipated shipment and deployment information.

The Operations Section Chief coordinates completion of the worksheet by various units in the Operations Section, as noted in the instructions below.

The image displays four screenshots of the ICS 215: Operational Planning Worksheet, with numbered callouts (1-28) indicating key sections and data entry points:

- 1**: Title and header information.
- 2**: Operational Period selection.
- 3-6**: LSA Information section.
- 7**: LSA Name.
- 8**: LSA Address.
- 9**: LSA Status.
- 10**: LSA Type.
- 11**: LSA Category.
- 12**: LSA Subcategory.
- 13**: LSA Description.
- 14**: LSA Location.
- 15**: LSA Status Summary.
- 16**: LSA Status Summary (continued).
- 17**: LSA Status Summary (continued).
- 18**: LSA Status Summary (continued).
- 19**: LSA Status Summary (continued).
- 28**: LSA Status Summary (continued).

## LSA Status Information Instructions

The following items should be entered by the Operations Section Chief using information noted in the ICS 209: LSA Status Summary or provided by the Planning Section Chief.

- 1 Name.** Enter the name of the LSA to which you are assigned.
- 2 Operational Period.** Enter the sequential operational period of preparation and indicate either day or night shift.

- 2a. **Date (From).** Enter the date prepared (month, day, year).
- 2b. **Time (From).** Enter the time prepared (24 hour clock).
- 2c. **Date (To).** Enter the end date of the operational period (month, day, year).
- 2d. **Time (To.)** Enter the end time of the operational period (month, day, year).

**LSA Status Information** for the current operational period:

- 3 Received (In).** Enter the number of shipments received at the LSA for the current operational period, by resource type.
- 4 Deployed (Out).** Enter the number of deployments for the current operational period, by resource type.

**Anticipated quantities** for the next operational period:

- 5 Shipments (In).** Enter the anticipated number of shipments to be received at the LSA for the next operational period, resource type.
- 6 Deployments (Out).** Enter the anticipated number of shipments to be deployed for the next operational period, by resource type.

## Deployment Operational Planning Instructions

After the Operations Section Chief completes the LSA Status Information section, the Deployment Branch Director completes this section of the form using ICS 213: General Messages received from Group Supervisors.

The Deployment Branch Director should include information on the Deployment Operational Planning section for **each group** assigned to the branch, and should consider any remaining Deployment Coordinators not assigned to a group as their own group within this form.

- 7 Group.** Enter the group name or designation.
- 8 Work Assignments.** Enter the current work assignments for each group (specific types of deployments for which the group is responsible).
- 9 Calculations.**
  - 9a. **Deployments Completed.** Enter the total number of deployments completed by the group for the current operational period.
  - 9b. **Personnel Assigned.** Enter the number of personnel assigned to the group, including the Group Supervisor.

- 9c. **Hours Worked.** Enter the actual number of hours worked by each member of the group. Do not include lunch breaks and other time periods when the group was not performing deployments.
- 9d. **Person-Hours.** Multiply lines 9b and 9c ( $9b \times 9c$ ) to obtain the number of person hours.
- 9e. **Work Rate.** Divide line 9a by 9d ( $9a / 9d$ ) to obtain the number of deployments completed per hour per person.
- 9f. **Deployments Remaining.** Enter the number of deployments that have not yet been completed by the group that will need to be completed in the next operational period.
- 9g. **Total Anticipated Deployments.** Add the total number of anticipated deployments for which the group is responsible (from line 6) to the number of deployments remaining, 9f ( $\text{line } 6 + 9f$ ).
- 9h. **Expected Hours Worked.** Enter the expected hours to be worked by each member of the group during the next operational period. Do not include lunch breaks or other time periods when the group is not expected to be performing deployment activities.
- 9i. **Required Deployments.** Divide line 9g by 9h ( $9g / 9h$ ) to determine the required rate of anticipated deployments that must be performed per hour over the next operational period.

## 10 Deployment Coordinators.

- 10a. **Required.** Divide line 9i by 9e ( $9i / 9e$ ) to determine the number of Deployment Coordinators required for the upcoming operational period.
- 10b. **Have.** Enter the number of Deployment Coordinators already assigned to the Group (same as 9b).
- 10c. **Need.** Subtract 10b from 10a ( $10a - 10b$ ) to determine the additional number of Deployment Coordinators needed for the upcoming operational period.

## 11 Group Supervisor.

- 11a. **Required.** Divide 10a by 7 ( $10a / 7$ ) and round up to the nearest whole number to determine the number of Group Supervisors required to supervise the workload. One Group Supervisor should be assigned for every 7 Deployment Coordinators (noted in line 10a).
- 11b. **Have.** Enter "1" if a Group Supervisor is already assigned to the Group.
- 11c. **Need.** Subtract 11b from 11a ( $11a - 11b$ ) to determine the additional number of Group Supervisors needed.

**12 Other Resources, Staff, Equipment, etc.** List any other resources needed for the upcoming operational periods.

**13 Reporting Details.**

**13a. Location.** Enter the specific location where the needed resources should report for work assignments.

**13b. Time.** Enter the time the resources are requested to arrive at the reporting location.

**14 Totals.**

**14a. Total Resources Required.** Add the values of 10a and 11a for each group to determine the total number of resources required.

**14b. Total Resources On-Hand.** Add the values of 10b and 11b for each group to determine the total number of resources you already have.

**14c. Total Resources Needed.** Subtract 14b from 14a (14a - 14b) to determine the total number of resources you will need for the next operational period.

## Gate Crew Operational Planning Instructions

After the Operations Section Chief has completed the LSA Status Information section, the Gate Crew Boss completes this section of the form using ICS 213: General Messages received from Squad Bosses.

The Gate Crew Boss should include information on the Deployment Operational Planning section for **each group** assigned to the branch, and should include information on the Gate Crew Operational Planning section for **each squad** assigned to the crew.

For each squad, enter the following information:

**15 Squad.** Enter the name of the squad.

**16 Work Assignments.** Enter the work assignments given to each squad (specific types of deployments for which the group is responsible).

**17 Other Resources, Staff, Equipment, etc.** List any other resources needed for the current or upcoming operational periods.

**18 Reporting Details.**

**18a. Location.** Enter the specific location where the needed resources should report for work assignments.

- 18b. Time.** Enter the time the resources are requested to arrive at the reporting location.
- 19 Check-In Gate.** Items 19 – 21 should only be completed by the Squad Boss assigned to the Check-In Gate.
- 19a. Total Open Hours of Check-In Lanes.** List the hours of operation for each lane (under A, B, C...etc.) and add the total hours open for all lanes (A-F) under “Total.”
- 19b. Work Rate.** Divide the total number of shipments received at the LSA (3a) by 19a ( $3a / 19a$ ) to obtain the work-rate observed at the Check-In Gate in shipments received per lane per hour.
- 19c. Anticipated Lane Hours.** Divide the number of shipments anticipated to arrive at the LSA (5a) by 19b ( $5a / 19b$ ) to obtain the anticipated lanes hours required for the upcoming operational period.
- 19d. Expected Work Hours.** Enter the expected hours to be worked by each member of the squad. Do not include lunch breaks or other time periods when the squad is not expected to be performing deployment activities.
- 19e. Required Number of Operational Lanes.** Divide 19c by 19d ( $19c / 19d$ ) to obtain the required number of lanes that need to be open and receiving shipments for the upcoming operational period.
- 20 Gate Check-In Recorders.**
- 20a. Required.** Two Gate Check-In Recorders are needed to staff each open, operational lane. Multiply 19e by 2 ( $19e \times 2$ ) to obtain the total number of Gate Check-In Recorders required.
- 20b. Have.** Enter the number of Gate Check-In Recorders already assigned to the Squad.
- 20c. Need.** Subtract 20b from 20a ( $20a - 20b$ ) to determine the additional number of Gate Check-In Recorders needed for the upcoming operational period.
- 21 Lead Gate Check-In Recorder Totals.**
- 21a. Required.** Divide 20a by 7 ( $20a / 7$ ) and round up to the nearest whole number. One Lead Gate Check-In Recorder should be assigned for every 7 Gate Check-In Recorders noted in line 20a.
- 21b. Have.** Enter “1” for the Lead Gate Check-In Recorders, if already assigned to the Squad.
- 21c. Need.** Subtract 21b from 21a ( $21a - 21b$ ) to determine the additional number of Lead Gate Check-In Recorders needed.

**22 Check-Out Gate.** Items 22 – 24 should only be completed by the Squad Boss assigned to the Check-Out Gate.

**22a. Total Open Hours of Check-Out Lanes.** List the hours of operation for each lane open during the current operational period and add the total hours under “Total.”

**22b. Work Rate.** Divide the total number of deployments at the LSA (4a) by 22a ( $4a / 22a$ ) to obtain the work-rate observed at the Check-Out Gate in deployments per lane, per hour at the Check-Out Gate.

**22c. Anticipated Lane Hours.** Divide the number of deployments anticipated to depart the LSA (6a) by 22b ( $6a / 22b$ ) to obtain the anticipated lane hours for the upcoming operational period.

**22d. Expected Work Hours.** Enter the expected hours to be worked by each member of the squad. Do not include lunch breaks or other time periods when the squad is not expected to be performing deployment activities.

**22e. Required Number of Operational Lanes.** Divide 22c by 22d ( $22c / 22d$ ) to obtain the number of lanes that need to be open and deploying shipments for the upcoming operational period.

### **23 Gate Check-Out Recorder Totals.**

**23a. Required.** Two Gate Check-Out Recorders are needed to staff each operational lane. Multiply 22e by 2 ( $22e \times 2$ ) to obtain the total number of Gate Check-Out Recorders required.

**23b. Have.** Enter the number of Gate Check-Out Recorders already assigned to the squad.

**23c. Need.** Subtract 23b from 23a ( $23a - 23b$ ) to determine the additional number of Gate Check-Out Recorders needed for the upcoming operational period.

### **24 Lead Gate Check-Out Recorder Totals.**

**24a. Required.** Divide 22a by 7 ( $22a / 7$ ) and round up to the nearest whole number. One Lead Gate Check-Out Recorder should be assigned for every 7 Gate Check-Out Recorders noted in line 22a.

**24b. Have.** Enter “1” for the Lead Gate Check-Out, if already assigned to the Squad.

**24c. Need.** Subtract 24b from 24a ( $24a - 24b$ ) to determine the additional number of Lead Gate Check-Out Recorders needed for the upcoming operational period.

- 25 Holding Area.** Items 25 – 27 should only be completed by the Squad Boss assigned to the Holding Area.
- 25a. Total Holding Area Shipments Processed.** Enter the total number of shipments processed at the Holding Area for the current operational period (any shipments that arrived at the Holding Area, were reviewed, and departed the Holding Area).
- 25b. Total Shipments Directed to the Holding Area.** Enter the total number of shipments that were directed to the Holding Area for the current operational period, including any shipments that have not yet been reviewed by Holding Area staff.
- 25c. Percent of Shipments Directed to the Holding Area.** Divide 25b by the total number of shipments received at the LSA, 3a,  $(25b / 3a)$  for the percentage of shipments directed to the Holding Area.
- 25d. Personnel Assigned.** Enter the total number of personnel assigned to the Holding Area, including the Squad Boss (Lead Holding Area Crew Member), if assigned.
- 25e. Hours Worked.** Enter the actual number of hours worked by each member of the squad. Do not include lunch breaks and other time periods when the group was not processing shipments at the Holding Area.
- 25f. Person-Hours.** Multiply 25d by 25e  $(25d \times 25e)$  to obtain the total of number of person hours.
- 25g. Work-Rate.** Divide 25a by 25f  $(25a / 25f)$  to obtain the number of shipments processed per hour per person at the Holding Area.
- 25h. Anticipated New Shipments to Process.** Multiply the total anticipated number of shipments for the next operational period (5a) by 25c  $(5a \times 25c)$  to obtain the anticipated new shipments that will be directed to the Holding Area.
- 25i. Remaining Shipments to Process.** Subtract 25a from 25b  $(25b - 25a)$  to obtain the remaining shipments from the current operational period that still need to be processed at the Holding Area.
- 25j. Total Upcoming Shipments to Process.** Add 25i and 25h  $(25i + 25h)$  to determine the total number of shipments that need to be processed in the upcoming operational period.
- 25k. Anticipated Required Person-Hours.** Divide 25j by 25g  $(25j / 25g)$  to determine the number of person-hours needed to process the total upcoming shipments for the upcoming operational period.

**25l. Expected Work Hours.** Enter the expected hours to be worked by each member of the squad during the upcoming operational period. Do not include lunch breaks or other time periods when the squad is not expected to be performing holding area activities.

## **26 Holding Area Crew Member Totals.**

**26a. Required.** Divide 25k by 25l ( $25k / 25l$ ) to determine the total number of Holding Area crew members that will be required for the upcoming operational period.

**26b. Have.** Enter the number of Holding Area Crew Members already assigned to the squad.

**26c. Need.** Subtract 26b from 26a ( $26a - 26b$ ) to determine the additional number of Holding Area Crew Members needed for the upcoming operational period.

## **27 Lead Holding Area Crew Member Totals.**

**27a. Required.** Divide 22a by 7 ( $26a / 7$ ) and round up to the nearest whole number to determine the required number of Lead Holding Area Crew Members needed. One Lead Holding Area Crew Member should be assigned for every 7 Holding Area Crew Members noted in line 26a.

**27b. Have.** Enter the number of Lead Holding Area Crew Members already assigned to the squad (same as 25d).

**27c. Need.** Subtract 27b from 27a ( $27a - 27b$ ) to determine the additional number of Lead Holding Area Crew Members needed for the upcoming operational period.

**28 Totals.** Item 28 should be completed by the Gate Crew Boss.

**28a. Total Resources Required.** Add 20a, 23a, and 26a ( $20a + 23a + 26a$ ) to determine the total number of resources required for the upcoming operational period.

**28b. Total Resources On-Hand.** Add 20b, 23b, and 26b ( $20b + 23b + 26b$ ) to obtain the total number of resources already assigned.

**28c. Total Resources Needed.** Subtract 28b from 28a ( $28a - 28b$ ) to determine the total number of additional resources needed for the upcoming operational period.

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## Resource List Overview

This section contains several lists of initial resources needed for the first 72-hours of operation. The EOC will attempt to source the items noted on these lists and arrange for their delivery to the LSA. If the EOC is unsuccessful at sourcing an item on these lists, personnel at the LSA identify alternative items and submit requests for these items to the Supply Unit Leader.

Items and quantities are provided by the EOC based upon:

- **Operating Pattern:** whether the LSA is staffed for a single **daytime only** operational period, or a continuous 24-hour pattern.
- **LSA Estimated Throughput:** the maximum number of shipments and deployments to be handled by the LSA.

This information is provided by the LSA's Planning Section, if unknown.

As additional and ongoing resource needs are identified by personnel at the LSA, staff should continue to submit requests for these items through the Supply Unit, which coordinates ordering with the LSA Finance/Administration Section or the EOC.

# Finance/Administration Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
File folders (12 x 9.5 in)	Each	50	50	100	100	150	150
File folders (hanging w/ .5 in index tabs, 25/box)	Box	1	1	1	2	3	3
Form AD-382, Claim / Damage	Page	10	10	10	10	10	10
Form DI-570, Employee Claim for Loss/Damage Personal Property	Page	10	10	10	10	10	10
Form OF-286, Emergency Equip. Use Invoice, 10/pack	Pack	1	1	1	1	1	1
Form OF-288, Emergency Firefighter Time Report, 10/pack	Pack	3	3	3	3	3	3
Form OF-294, Emergency Equip. Rental Agreement, 10/pack	Pack	1	1	1	1	1	1
Form OF-296, Vehicle/ Heavy Equip. Inspection Checklist, 50/book	Book	1	1	1	1	1	1
Form OF-297, Emergency Equip. Shift Ticket, 25/book	Book	15	15	15	15	15	15
Form OF-304, Emergency Equip. Fuel and Oil Issue, 25/book	Book	10	10	10	10	10	10

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Form, OF-305 Emergency Equip. Rental Use Envelope, 5/pack	Pack	1	1	1	1	1	1
Form OF-313, Incident Injury Case File Envelope	Pack	1	1	1	1	1	1
Form OF-314, Incident Claims Case File Envelope	Pack	1	1	1	1	1	1
Form SF-261, Crew Time Report, 50/book	Book	15	15	15	15	15	15
Hanging file boxes, 21.5 (l) x 15 (h) x 12.5 (w)	Each	2	2	2	3	4	4
ICS-213, General Message	Page	20	20	20	20	20	20
ICS-214, Unit Log	Page	12	12	24	24	24	36
Labels, white adhesive (1.75 x .5 inch, 252/box)	Box	1	1	1	1	1	1
Paper	Ream	1	1	1	1	1	1
Pens	Dozen	1	1	2	2	2	2
Permanent marker, water-proof (4-color set)	Each	1	1	2	2	2	2

# Check-In Gate Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	3	6	6	9	11	17
Black laser toner cartridge	Each	1	2	2	3	4	5
Check-In Gate Log	Page	15	30	30	60	90	120
Clipboard	Each	3	6	6	9	11	17
Color laser toner cartridges (cyan, magenta, yellow)	Each	1	1	1	2	3	4
Document bags / file folders (waterproof)	Each	10	20	20	40	60	80
Duct tape, dark green (60 yards x 1 inch)	Roll	3	6	6	12	18	24
Duct tape, electric blue	Roll	4	8	8	16	24	32
Duct tape, fluorescent green	Roll	1	1	1	2	3	4
Duct tape, orange	Roll	5	10	10	20	30	40
Duct tape, purple	Roll	3	6	6	12	18	24
Duct tape, red	Roll	4	8	8	16	24	32
Duct tape, silver	Roll	1	1	1	2	3	4
Duct tape, teal	Roll	3	6	6	12	18	24
Electrical outdoor extension cords (50ft)	Each			4	4	6	6
Floodlights with 8ft tripod stand (halogen, 2-head, 1000W w/bulb)	Each			2	2	3	3

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Foam boards (30 x 20 inch, white)	Each	1	2	1	2	3	4
Generator (minimum 8000 Watts, gasoline or diesel)	Each			1	1	1	1
Light bulbs, 150 Watt	Each	2	2	2	2	2	2
Lights, clamp-on 150 Watt	Each	1	1	1	1	1	1
Metal stakes (for flood light assembly)	Each			9	9	12	12
Multifunction copier / printer	Each	1	1	1	1	1	1
Night-time reflective coating spray paint	Each	2	2	2	2	2	2
Paper	Ream	2	3	3	5	8	10
Pavement striping machine	Each	1	1	1	1	1	1
Pens	Dozen	2	3	4	5	6	9
Permanent marker, water-proof (black)	Dozen	2	3	4	5	6	9
Plastic ties	Each	10	10	10	10	10	10
Pop-up tent (10 x 10 ft with 4 side wills)	Each	1	1	1	1	1	1
Posts, round (60 inches high x .5 inch diameter)	Each	1	2	1	2	3	4
Reflective pavement marking tape (150 ft long x 4 in. wide)	Roll	2	2	2	2	2	2
Replacement bulbs (halogen, 500 watt)	Each			4	4	6	6

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Rope, nylon (600 ft x 1/4 inch diameter)	Spool			1	1	1	1
Scrapers (razor-blade)	Each	2	3	2	3	4	5
Spray marking paint, highway yellow	Each	6	6	6	6	6	6
Spray paint, black	Each	2	2	2	2	2	2
Traffic cones (orange, 36 inch)	Each	6	12	6	12	18	24
Traffic safety vests (high-visibility, orange, ANSI Class 1)	Each	3	6	6	9	11	17
Transponder Log	Page	8	15	15	30	45	60
Trash cans (32 gallon)	Each	1	1	1	1	1	1

# Check-Out Gate Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	3	3	6	6	9	11
Black laser toner cartridge	Each	1	1	1	1	1	1
Check-Out Gate Log	Page	20	40	40	80	120	160
Clipboard	Each	4	4	8	8	10	12
Color laser toner cartridges (cyan, magenta, yellow)	Each	1	1	1	1	1	1
Electrical outdoor extension cords (50ft)	Each			4	4	4	6
Floodlights with 8ft tripod stand (halogen, 2-head, 1000W w/bulb)	Each			2	2	2	3
Foam boards (30 x 20 inch, white)	Each	20	20	20	20	20	20
Generator (minimum 8000 Watts, gasoline or diesel)	Each			1	1	1	1
Light bulbs, 150 Watt	Each	2	2	2	2	2	2
Lights, clamp-on 150 Watt	Each	1	1	1	1	1	1
Metal stakes	Each			6	6	6	9
Multifunction copier / printer	Each	1	1	1	1	1	1
Night-time reflective coating spray paint	Each	3	3	3	3	3	3

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Paper	Ream	1	1	1	1	2	2
Pavement striping machine	Each	1	1	1	1	1	1
Pens	Dozen	2	2	4	4	5	6
Plastic ties	Each	40	40	40	40	40	40
Pop-up tent (10 x 10 ft with 4 side wills)	Each	1	1	1	1	1	1
Posts, round (60 inches high with .5 inch diameter)	Each	20	20	20	20	20	20
Reflective pavement marking tape (150 ft long x 4 in. wide)	Roll	2	2	2	2	2	2
Replacement bulbs (halogen, 500 watt)	Each			4	4	4	6
Rope, solid braided nylon (600 ft x 1/4 inch diameter)	Spool			1	1	1	1
Safety power strips (8-outlet, GFCI, outdoor-type)	Each	1	1	1	1	1	1
Spray marking paint, highway yellow	Each	12	12	12	12	12	12
Spray paint, black	Each	3	3	3	3	3	3
Traffic cones (36 inch)	Each	42	42	42	42	48	54
Traffic safety vests (high-visibility, ANSI Class 1)	Each	3	3	6	6	9	11
Trash cans (32 gallon)	Each	1	1	1	1	1	1

# Command Post Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Calculators (solar, pocket)	Each	4	4	4	4	4	4
CD-ROMs (with cases)	Each	10	10	10	10	10	10
Clipboard	Each	4	4	4	4	4	4
Correction tape (10pack)	Pack	1	1	1	1	1	1
Envelopes	Each	50	50	50	100	100	100
File folders	Each	50	50	50	50	50	50
Folders / portfolios, double-pocket (25/box)	Box	1	1	1	2	2	2
Forms Package (prepared by the EOC)	Package	1	1	1	1	1	1
Highlighters	Each	2	2	2	4	4	4
Invisible tape refill rolls (6/pack)	Pack	2	2	2	2	2	2
Legal pads	Dozen	1	1	1	2	2	2
Masking tape (4/pack)	Pack	1	1	1	1	1	1
Paper 3-hole punch	Each	1	1	1	1	1	1
Paper single hole punch	Each	1	1	1	1	1	1
Pens	Dozen	3	3	3	5	5	5
Permanent marker, water-proof (4-color set)	Each	2	2	2	4	4	4
Post-It note pads	Each	12	12	12	24	24	24
Push pins (100/box)	Box	1	1	1	2	2	2
Rubber bands (1/4 lb)	Bag	1	1	1	1	1	1
Ruler (12 inch)	Each	1	1	1	1	1	1

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Scissors	Each	1	1	1	1	1	1
Staple remover	Each	2	2	2	4	4	4
Stapler, standard	Each	4	4	4	4	4	4
Stapler, heavy duty	Each	1	1	1	1	1	1
Staples (heavy duty, 1/2 inch, 2500/box)	Box	1	1	1	1	1	1
Staples (standard, 25,000/box)	Box	1	1	1	1	1	1
Tape dispensers	Each	4	4	4	4	4	4
USB key drive (8 GB)	Each	8	8	8	8	8	8
Wiping rags (cotton 13 x 10 inch, 200/box)	Box	1	1	1	1	1	1
Work organizer file folder (accordion-style)	Each	5	5	5	5	5	5

# Communications Unit Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
AM/FM radio	Each	1	1	1	1	1	1
Form 9120-1, Radio Station Log	Book	1	1	1	1	1	1
Form AD-102, Telephone Call Register	Book	1	1	1	1	1	1
ICS-205, Incident Radio Communication Plan	Page	8	8	8	8	8	8
ICS-211, Check-In List	Page	10	14	14	18	22	26
ICS-213, General Message	Page	100	100	150	150	200	200
ICS-214, Unit Log	Page	15	15	30	30	30	30
ICS-216, Radio Requirements Worksheet	Page	10	10	10	10	10	10
ICS-217, Radio Frequency Assignment	Page	10	10	10	10	10	10
Laptop or mobile work station (with network connectivity)	Each	24	24	26	31	34	38
Pens	Dozen	1	1	2	2	2	2
Safety power strips (8-outlet, GFCI, outdoor-type)	Each	10	13	12	18	24	31
Telephone extension cords (50ft)	Each	5	5	5	5	5	5
Telephones (analog)	Each	5	5	5	5	5	5

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Two-way radio with charger	Each	35	46	40	54	67	84
Wifi-enabled mobile computing device (iPhone, Android, or similar)	Each	3	5	4	8	12	16
Wireless access point for network connectivity	Each	3	3	4	5	6	6

# Deployment Branch Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	4	9	11	18	25	32
Black laser toner cartridge	Each	2	4	4	8	11	15
Clipboard	Each	4	9	11	18	25	32
Color laser toner cartridges, cyan, magenta, yellow,	Each	2	3	3	5	8	10
Generator (minimum 1400 Watts, gasoline or diesel)	Each			1	1	1	1
Light bulbs, 150 Watt	Each	4	4	4	4	4	4
Lights, clamp-on 150 Watt	Each	2	2	2	2	2	2
Multifunction copier / printer	Each	1	1	1	1	2	2
Paper	Ream	4	8	8	15	22	29
Pens	Dozen	2	4	5	8	12	15
Pop-up tent (10 x 10 ft with 4 side wills)	Each	1	1	1	1	1	1
Safety power strips (8-outlet, GFCI, outdoor-type)	Each	1	1	1	1	1	1
Traffic safety vests (high-visibility, ANSI Class 1)	Each	4	9	11	18	25	32
Trash cans (32 gallon)	Each	1	1	1	1	1	1

# Facility Unit Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Axe or hatchet	Each	2	1	1	1	1	1
Baseball caps, high-visibility, one-size-fits-all	Each	2	2	2	2	2	2
Black laser toner cartridge	Each	1	1	1	1	1	1
Blade or hacksaw	Each	10	10	10	10	10	10
Bolts (5/16" diameter X 2 1/8" height)	Each	30	30	30	30	30	30
Box cutters	Each	5	5	5	5	5	5
Broom	Each	1	1	1	1	1	1
Carpenter saw	Each	1	1	1	1	1	1
Color laser toner cartridges (cyan, magenta, yellow)	Each	1	1	1	1	1	1
Cord, cotton braided (1/8 inch diameter x 100ft)	Roll	1	1	1	1	1	1
Cord, nylon shroud (2100 ft, 550lb capacity)	Spool	2	2	2	2	2	2
D-cell batteries (24/pack)	Pack	3	3	3	3	3	3
Duct tape, silver (60 yards x 1 inch)	Roll	12	12	12	12	12	12
Electrical outdoor extension cords (50ft)	Each	6	6	6	6	6	6
Electrical tape, plastic (3/4 inch x 36 yd)	Roll	5	5	5	5	5	5

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Fence post driver	Each	1	1	1	1	1	1
File handle (8-14 inch files)	Each	1	1	1	1	1	1
File mills (10 inch)	Each	12	12	12	12	12	12
Floodlights with 8ft tripod stand (halogen, 2-head, 1000W w/bulb)	Each			6	6	6	6
Foam boards (30 x 20 inch, white)	Each	20	20	20	30	40	50
Folding chairs	Each	60	60	60	80	80	80
Folding table (6 x 3ft)	Each	17	17	17	19	20	21
Garbage bags, heavy duty (32 gallon, 250/box)	Box	2	2	2	2	3	3
Garden hoses, (standard 75ft x 5/8 inch diameter)	Each	2	2	2	2	2	2
Gator or golf cart (diesel / electric with charging accessories)	Each	1	1	1	1	1	1
Hacksaw frame	Each	1	1	1	1	1	1
Hammer, claw-type	Each	3	3	3	3	3	3
Hand soap (72/box)	Box	1	1	1	1	1	1
Hand trucks (300 lbs capacity)	Each	4	4	4	4	4	4
Hose adapter for water hydrant, with wrench	Each	1	1	1	1	1	1
Hose couplings (5/8 inch diameter)	Each	1	1	1	1	1	1
Jugs, insulated (5 gallon)	Each	2	2	2	2	2	2
Razor, retractable blade	Each	6	6	6	6	6	6
Lid removers	Each	2	2	2	2	2	2

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Light bulbs, 150 Watt	Each	24	24	24	24	24	24
Lights, clamp-on 150 Watt	Each	12	12	12	12	12	12
Measuring tape (100 ft)	Each	1	1	1	1	1	1
Measuring tape (25 ft)	Each	1	1	1	1	1	1
Metal stakes	Each			18	18	18	18
Multifunction copier / printer	Each	1	1	1	1	1	1
Nails (10D, 3 inch)	Pound	1	1	1	1	1	1
Nails (16D)	Pound	1	1	1	1	1	1
Night-time reflective coating spray paint	Each	2	2	2	2	2	2
Paper	Ream	1	1	1	1	2	2
Paper towel rolls	Case	1	1	1	2	3	4
Patch overlay for road signs: Arrow Symbol / Blank	Each	6	6	6	6	6	6
Patch overlay for road signs: Emergency	Each	4	4	4	4	4	4
Plastic ties, one-way self-locking (15-17 inch)	Each	20	20	20	20	20	20
Plastic ties, one-way self-locking (7 inch)	Each	100	100	100	100	100	100
Platform truck, folding, (600 lbs capacity)	Each	4	4	4	4	4	4
Pliers, with cutter (7 inch)	Each	1	1	1	1	1	1
Pliers, Slip Joint-type (8 inch)	Each	1	1	1	1	1	1
Pop-up tent (10 x 10 ft with 4 side wills)	Each	6	6	6	6	6	6

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Portable hand wash stations with service contract	Each	3	3	3	4	5	6
Portable toilets, ADA-accessible, with service contract	Each	2	2	3	4	5	6
Portable toilets, with service contract	Each	5	8	8	12	16	21
Replacement bulbs (halogen, 500 watt)	Each			12	12	12	12
Flagging ribbon, red (1 inch x 300 ft)	Roll	6	6	6	6	6	6
Flagging ribbon, yellow	Roll	6	6	6	6	6	6
Road sign adaptor clamps	Each	12	12	12	12	12	12
Rope, nylon (600 ft x 1/4 inch diameter)	Spool			18	18	18	18
Safety glasses	Pair	2	2	2	2	2	2
Safety lights, vehicle strobe / beacon (LED, red, with 2 D-cell batteries)	Each	1	1	1	1	1	1
Screwdriver (combo flat/cross tip)	Each	3	3	3	3	3	3
Screws (dry wall 1 5/8 inch)	Pound	1	1	1	1	1	1
Screws (dry wall 2.5 in)	Pound	1	1	1	1	1	1
Shears (7 - 9 inch)	Each	1	1	1	1	1	1
Shovels	Each	4	4	4	4	4	4
Sledge hammer (8 lb)	Each	1	1	1	1	1	1
Spray paint, black	Each	4	4	4	6	8	10

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Stapler (heavy duty)	Each	1	1	1	1	1	1
Staples (heavy duty, 1/2 inch, 2500/box)	Box	1	1	1	1	1	1
Stencil kit, letters and numbers (4 inch height)	Kit	2	2	2	3	3	3
Step ladder, 8ft	Each	1	1	1	1	1	1
Tarps (10 x 12 ft)	Each	12	12	12	12	12	12
Toilet paper rolls	Case	1	1	1	2	3	4
Tool sets	Kit	1	1	1	1	1	1
Traffic safety vests (high-visibility, ANSI Class 1)	Each	2	2	2	2	2	2
Trash cans (32 gallon)	Each	10	10	10	15	20	25
U Channel sign post	Each	12	12	12	12	12	12
Washer (5/16 inch diameter)	Each	60	60	60	60	60	60
Water (10 oz bottles)	Case	8	18	18	33	50	70
Wing nut (5/16 inch diameter)	Each	30	30	30	30	30	30
Wiping rags	Box	1	1	1	1	1	1
Work gloves	Pair	35	35	35	35	35	35
Wrecking bar (18 inches long, 5/8 inch diameter)	Each	1	1	1	1	1	1
Wrench (12 inch)	Each	2	2	2	2	2	2
Wrench (6 inch)	Each	2	2	2	2	2	2
Wrench, Bung-type	Each	1	1	1	1	1	1

## First Aid Resource List

ITEM	UNIT	QTY.
Acetaminophen tablets (2/pack)	Pack	15
Adhesive tape (1/2 x 2 1/2 inch)	Roll	3
Antiseptic kit	Bag	2
Aspirin tablets (2/pack)	Pack	15
Bag, bio-hazard disposal (7-10 gallon, 14 x 16 inch)	Each	2
Bag, paper, small #4	Each	5
Bag, plastic, biohazard	Each	1
Bag, ziploc (2 x 2 inch)	Each	100
Bandage, butterfly (1/2 x 2 3/4 inch)	Each	16
Bandage, compress	Each	2
Bandage, elastic (1 x 3" inch, 100/box)	Box	1
Bandage, elastic (2 inches x 4 yards)	Roll	2
Bandage, elastic (3 inches x 4.5 yards)	Roll	6
Bandage, elastic support (2 inches x 5 yards)	Roll	1
Bandage, gauze (2-ply, 3 inches x 5 yards)	Roll	6
Bandage, knuckleform, adhesive, cut (100/box)	Box	2
Bandage, triangular (3 inch)	Each	2
Bandage, woven adhesive (1 x 3 inch)	Each	25
Calamine lotion	Bottle	1
Clipboard	Each	1
Clippers (finger nail)	Each	1
Cold compress (4 x 4 inch, disposable instant cold pack)	Each	3
Combine Dressing	Each	2
Cough drops (50/box)	Box	4
Cream, antifungal, tolnafnate (144.9 gms/box)	Box	1
Cream lotion, calagel (144/box)	Box	1

ITEM	UNIT	QTY
D-cell batteries	Each	4
Disposable face mask with eye shield & ties	Each	5
Disposable heating pad	Each	2
Examination gloves, nitrile (100/Box)	Box	1
Eye dressing kit (4 pads, 2 left eye and 2 right eye)	Kit	1
Eye wash solution (1 oz)	Bottle	13
Face shield, loerdal patient	Each	2
Facial tissue (2 Ply 100/box)	Box	2
First aid field dressing (4 x 7 inches)	Each	2
First aid manual	Each	1
Flashlight (general purpose, with 2 D-cell batteries)	Each	1
Foot powder (medicated 1.5 oz canister)	Canister	12
Forceps	Each	2
Gloves, Latex P2	Pair	2
Gloves, Non-Latex	Pair	2
Hand sanitizer (1/2 oz)	Each	6
Individual prep pad, providone iodine	Each	5
Label, "Biohazard" (small)	Each	2
Lip balm	Tube	50
Lotion, sun blocker (30 SPF, 1 oz)	Each	15
Mask with oxygen inlet	Each	1
Moleskin (4 x 4 inch)	Each	4
Moleskin (12 inch x 5 yard)	Roll	1
Mouth-to-mouth micro shield barrier	Each	4
Ointment, bacitracin (144/box)	Box	1
Ointment, zinc oxide (1 oz)	Tube	1
Pad, non-adherent (2 x 3 inch, 100/box)	Box	1
Paramedic scissors	Pair	1
Paramedic shears	Pair	1
Patient Information Tag	Each	2
Pencils	Each	2

ITEM	UNIT	QTY.
Saline nasal spray (1.5 oz)	Each	6
Second Skin, with adhesive (3 x 6.5 inch)	Box	1
Soap (liquid 1.5 oz)	Bottle	1
Soap (tincture of green)	Bottle	1
Splint (cardboard, 24 inch long)	Each	2
Sponge (surgical, 4 x 4 inches)	Each	50
Sting relief wipes (100/box)	Box	1
Surgical scrub brush	Each	1
Tablet, antacid (2/pack, 50 pack/box)	Box	1
Tablet, aspirin (2/pack, 50 pack/box)	Box	1
Tablet, diotame (100/box)	Box	1
Tablet, ibuprofen (200mg, box with 2/pack, 50 pack/box)	Box	1
Tablet, non-aspirin pain relief (2/pack, 50 pack/box)	Box	1
Tablet, Sudafed PE (100/box)	Box	1
Tampons (10/box)	Box	1
Tape, athletic (1 1/2 inch x 10 yards)	Roll	6
Tape, surgical (1inch x 10 yards)	Roll	4
Thermometer, oral (non-mercury), with case	Each	2
Thermometer, sheath	Box	1
Tongue depressor , wood	Each	25
Towlettes, anti-microbial skin wipes	Each	4
Towlettes, antiseptic	Each	100
Under wrap, athletic	Roll	4

# Food Unit Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Coffee (ground)	Pound	2	2	3	4	5	6
Coffee urn (electric, no plumbing required)	Each	1	1	1	1	1	1
Creamer, non-dairy	Box	3	3	3	2	4	4
Cups, disposable paper (12 oz, 1000/pack)	Pack	1	1	1	1	2	2
Disposable forks, knives, spoons (heavyweight, 1000/box)	Each	1	1	1	1	1	1
Ice chests (48 quart)	Each	10	10	10	10	10	10
Lanterns, LED ( with3 AA-cell batteries)	Each	12	12	12	12	12	12
Paper towels, multifold (4000/box)	Box	1	1	1	1	1	1
Sugar and sugar substitute (1000 packet boxes)	Box	2	2	2	2	4	4
Water (10 oz bottles, 24/ case)	Case	240	360	480	720	900	1100

# Ground Support Unit Leader

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	2	2	4	4	4	4
Buckets (5 gallon)	Each	12	12	12	12	12	12
Fire extinguishers, Purple K (for fuel fires), 21 lb	Each	4	4	4	4	4	4
Form FS6400-17, Warning Tag, "Danger! Do Not Operate"	Each	25	25	25	25	25	25
Form OF-286, Emergency Equipment Use Invoice	Page	50	50	50	50	50	50
Form OF-294, Emergency Equipment Rental Agreement	Page	20	20	20	20	20	20
Form OF-296, Vehicle/Heavy Equipment Inspection Checklist 4-Part Set, 50/book	Book	1	1	1	1	1	1
Form OF-297, Emergency Equipment Shift Ticket 4-Part Set, 25/book	Book	12	12	12	12	12	12
Fuel storage Type 1 safety cans, for flammables (5 gallon)	Each	5	5	12	14	16	18
Funnels for Type 1 steel safety can	Each	2	2	2	3	3	3

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Hand cleaning wipes (72/pack)	Pack	1	1	1	2	2	2
ICS-211, Check In List	Pack	10	14	14	18	22	26
ICS-212, Incident Demobilization Vehicle Safety Inspection	Page	30	30	30	30	30	30
ICS-213, General Message	Page	25	25	25	25	25	25
ICS-214, Unit Log	Page	6	6	12	12	12	12
ICS-218, Support Vehicle Inventory	Pack	5	5	5	5	5	5
Night-time reflective coating spray paint	Each	4	4	4	4	4	4
Pallet jack (5500 lb capacity)	Each	1	1	1	1	1	1
Pallets, heat treated wood (48 x 40 inches)	Each	20	20	20	20	20	20
Pavement striping machine (for spray marking paint)	Each	1	1	1	1	1	1
Reflective pavement marking tape (150 ft long x 4 inches wide)	Roll	4	4	4	4	4	4
Security seal, plastic / polypropylene, numbered (250/pack)	Pack	1	1	1	1	1	1

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Sign, "Be Prepared to Stop", Diamond Roll Up	Each	4	4	4	4	4	4
Sign, Flagger Symbol, Diamond Roll Up	Each	4	4	4	4	4	4
Spray marking paint, highway yellow	Each	12	12	12	12	12	12
Spray paint, black	Each	2	2	2	2	2	2
Stretch wrap, hand, 18" (w) x 1500' (l)	Each	4	4	4	4	4	4
T Card Sorter	Each	1	1	1	1	1	1
Tool sets (general mechanic)	Kit	1	1	1	1	1	1
Traffic cones (36 inch)	Each	50	50	50	75	100	125
Traffic safety vests (high-visibility, ANSI Class 1)	Each	2	2	4	4	4	4
Truck Tire Repair Kit (heavy duty)	Each	1	1	1	1	1	1
Universal maintenance absorbent pads (30 x 30 inch, 50/case)	Case	1	1	1	1	1	1
Universal Spill Control Drum Kit (55 gallon)	Each	1	1	1	1	1	1
Universal Spill Control Drum Kit (5 gallon)	Each	1	1	1	1	1	1

# Holding Area Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	1	2	2	5	6	7
Clipboard	Each	1	2	2	5	6	7
Duct tape, dark green (60 yards x 1 inch)	Roll	1	1	1	2	2	3
Duct tape, electric blue	Roll	1	1	1	2	3	4
Duct tape, fluorescent green	Roll	1	1	1	1	1	1
Duct tape, orange	Roll	1	1	1	2	3	4
Duct tape, purple	Roll	1	1	1	2	2	3
Duct tape, red	Roll	1	1	1	2	3	4
Duct tape, silver	Roll	1	1	1	1	1	1
Duct tape, teal	Roll	1	1	1	2	2	3
Electrical outdoor extension cords (50ft)	Each			4	4	4	4
Floodlights with 8ft tripod stand (halogen, 2-head, 1000W w/bulb)	Each			2	2	2	2
Foam boards (30 x 20 inch, white)	Each	2	2	2	2	2	2
Generator (minimum 2500 Watts, gasoline or diesel)	Each			1	1	1	1
Holding Area Log	Page	2	3	3	6	9	12
ICS-213 General Message	Page	30	60	60	120	180	240
Light bulbs, 150 Watt	Each	2	2	2	2	2	2

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Lights, clamp-on 150 Watt	Each	1	1	1	1	1	1
Metal stakes	Each			6	6	6	6
Night-time reflective coating spray paint	Each	1	1	1	1	1	1
Pavement striping machine	Each	1	1	1	1	1	1
Pens	Dozen	2	2	3	3	3	4
Permanent marker	Dozen	1	1	2	2	2	2
Pop-up tent (10 x 10 ft with 4 side wills)	Each	1	1	1	1	1	1
Posts, round (60 inches high x .5 inch diameter)	Each	2	2	2	2	2	2
Reflective pavement tape (150 ft x 4 inches)	Roll	2	2	2	2	2	2
Replacement bulbs (halogen, 500 watt)	Each			4	4	4	4
Rope, nylon (600 ft x 1/4 inch diameter)	Spool			1	1	1	1
Safety power strips (8-outlet, GFCI)	Each			1	1	1	1
Scrapers (razor-blade)	Each	3	3	6	6	6	7
Spray marking paint, highway yellow	Each	12	12	12	12	12	12
Spray paint, black	Each	2	2	2	2	2	2
Plastic ties	Each	10	10	10	10	10	10
Traffic cones (36 inch)	Each	32	32	32	32	32	32
Traffic safety vests (high-visibility, ANSI Class 1)	Each	1	2	2	5	6	7
Trash cans (32 gallon)	Each	1	1	1	1	1	1

# Planning Section Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Black laser toner cartridge	Each	1	1	1	1	2	2
Color laser toner cartridges (cyan, magenta, yellow)	Each	1	1	1	1	2	2
Digital camera (1GB external memory, with charger)	Each	1	1	1	1	1	1
Duct tape, silver	Roll	1	1	1	1	1	1
File folders (12 x 9.5 inches)	Each	50	50	100	100	150	150
File folders (hanging with 1/5 inch tabs, 25/box)	Box	1	1	1	2	3	3
Form ICS-219-1, Resource Status Card, Label, Grey	Page	25	25	25	25	25	25
Form ICS-219-2, Resource Status Card, Crew, Green	Page	50	50	50	50	50	50
Form ICS-219-5, Resource Status Card, Personnel, White	Page	75	100	125	150	175	200
Form ICS-219-8, Resource Status Card, Equip / Task Forces, Tan	Page	75	100	125	150	175	200
Hanging file boxes, 21.5" (l) x 15" (h) x 12.5" (w)	Each	2	2	2	3	4	4
ICS-201 LSA Incident Briefing	Page	4	4	4	4	4	4
ICS-202 LSA / Incident Objectives	Page	12	12	12	12	12	12
ICS-203 Organization Assignment List	Page	12	12	12	12	12	12

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
ICS-204 Assignment List	Page	24	24	24	24	24	24
ICS-207 Organization Chart	Page	12	12	12	12	12	12
ICS-211 Check-In List	Page	10	14	14	18	22	26
ICS-213 General Message	Page	50	50	50	50	50	50
ICS-214 Unit Log	Page	15	15	30	30	30	30
ICS-215 Operational Planning Worksheet	Page	18	18	30	30	30	30
Invisible tape refill rolls	Pack	1	1	1	1	1	1
Labels, white adhesive (1.75 x .5 inch, 252/box)	Box	1	1	1	1	1	1
Legal pads	Dozen	1	1	1	1	1	1
Multifunction copier / printer	Each	1	1	1	1	1	1
Paper	Ream	1	2	2	2	4	4
Pens	Dozen	1	1	2	2	2	2
Permanent marker, water-proof (4-color set)	Each	1	1	2	2	2	2
Staple remover	Each	1	1	1	1	1	1
Stapler (heavy duty)	Each	1	1	1	1	1	1
Stapler (standard)	Each	1	1	1	2	2	2
Staples (heavy duty, 1/2 inch, 2500/box)	Box	1	1	1	1	1	1
Staples (standard, 25,000/box)	Box	1	1	1	1	1	1
Tape dispensers	Each	2	2	2	2	2	2
Trash cans (32 gallon)	Each	1	1	1	1	1	1

# Safety Resource List

OPERATING PATTERN	DAY ONLY		24-HOUR				
	100	200	200	400	600	800	
LSA ESTIMATED THROUGHPUT	100	200	200	400	600	800	
ITEM	UNIT	QUANTITY					
Bacteriostatic additive / preservative replacement for eye-wash station (8 oz.)	Bottle	4	4	4	4	4	4
Caution tape (1000ft)	Roll	16	16	16	16	16	16
Fire extinguishers, Class ABC, 5 lb)	Each	4	4	4	4	4	4
ICS-206, Medical Plan	Page	4	4	4	4	4	4
Label, DOT, Flammable Gas Class 2 (4x4 inch, 50/pack)	Pack	1	1	1	1	1	1
Label, DOT, Flammable Liquid Class 3 (4x4 inch, 50/pack)	Pack	1	1	1	1	1	1
Label, DOT, Flammable Solid Class 4 (4x4 inch, 50/pack)	Pack	1	1	1	1	1	1
Label, DOT, Non-Flammable Gas Class 2 (4x4 inch, 50/pack)	Pack	1	1	1	1	1	1
Label, DOT, Oxidizer Class 5.1 (4x4 inch, 50/pack)	Pack	1	1	1	1	1	1
Placard, DOT, Combustible Class 3 (10.75 x 10.75 in)	Each	4	4	4	4	4	4
Placard, DOT, Corrosive Class 8 (10.75 x 10.75 in)	Each	4	4	4	4	4	4
Placard, DOT, Dangerous Class 4 (10.75 x 10.75 in)	Each	4	4	4	4	4	4

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Placard, DOT, Flammable Class 31 (0.75 x 10.75 in)	Each	4	4	4	4	4	4
Placard, DOT, Flammable Gas Class 2 (10.75 x 10.75 inches)	Each	4	4	4	4	4	4
Placard, DOT, Flammable Solid Class 4 (10.75 x 10.75 inches)	Each	4	4	4	4	4	4
Placard, DOT, Oxidizer Class 5.1 (10.75 x 10.75 inches)	Each	4	4	4	4	4	4
Portable eye-wash station	Each	1	1	1	1	1	1
Respirators (N95, disposable, 20/pack)	Pack	20	20	20	20	20	20
Retractable cone bar, orange, telescoping (60 - 108 inches long)	Each	20	20	20	20	20	20
Traffic cones (36 inch)	Each	40	40	40	40	40	40
Whistle	Each	4	4	4	4	4	4

# Situation Unit Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	1	1	1	2	4	4
Black laser toner cartridge	Each	1	2	2	4	6	8
Clipboard	Each	1	1	1	2	4	4
Color laser toner cartridges (cyan, magenta, yellow)	Each	1	2	2	3	4	6
File folders (12 x 9.5 inches)	Each	50	50	100	100	150	150
File folders (hanging with 1/5 inch tabs, 25/box)	Box	1	1	1	2	3	3
Gator or golf cart (diesel / electric with charging accessories)	Each	1	1	1	1	1	1
Hanging file boxes, 21.5" (l) x 15" (h) x 12.5" (w)	Each	2	2	2	3	4	4
Labels, white adhesive (1.75 x .5 inch, 252/box)	Box	1	1	1	1	1	1
Legal pads	Dozen	1	1	1	1	1	1
Multifunction copier / printer	Each	1	1	1	1	1	1
Paper	Ream	2	4	4	8	12	16
Pens	Dozen	1	1	1	2	2	3
Permanent marker, water-proof (4-color set)	Each	1	1	2	2	2	2
Project display board, white, corrugated, tri-fold (48 x 36 inch)	Each	2	2	2	2	2	2

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Safety lights, vehicles strobe / beacon (LED, red, with 2 D-cell batteries)	Each	1	1	1	1	1	1
Thumb tacks (200/pack)	Pack	1	1	1	1	1	1
Traffic safety vests (high- visibility, ANSI Class 1)	Each	1	1	1	2	4	4
Trash cans (32 gallon)	Each	1	1	1	1	1	1

# Supply Unit Resource List

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Box cutters	Each	24	24	24	24	24	24
Clipboard	Each	1	1	2	3	4	4
Duct tape, silver (60 yards x 1 inch)	Roll	1	1	1	1	1	1
Electrical outdoor extension cords (50ft)	Each	7	7	7	7	7	7
File folders (12 x 9.5 inches)	Each	50	50	100	100	150	150
File folders (hanging with 1/5 inch tabs, 25/box)	Box	1	1	1	2	3	3
Foam boards (30 x 20 inch, white)	Each	4	4	4	4	4	4
Folding table (6 x 3ft)	Each	10	10	10	10	10	10
Form ICS-219-A, Tag, Accountable Property Transfer, White	Each	25	25	25	25	25	25
Form OF-315, Incident Replacement Requisition, 4-part set, 20/pack	Pack	1	1	1	1	1	1
Form OF-315A, Incident Replacement Requisition, Continuation, 4-part set, 20/pack	Pack	1	1	1	1	1	1
Form OF-316, Interagency Incident Waybill, 4-part set, 20/pack	Pack	1	1	1	1	1	1

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Form OF-316A, Interagency Incident Waybill, Continuation, 4-part set, 20/pack	Pack	1	1	1	1	1	1
Hanging file boxes, 21.5" (l) x 15" (h) x 12.5" (w)	Each	2	2	2	3	4	4
ICS-211 Check-In List	Page	10	14	14	18	22	26
ICS-213 General Message	Page	20	20	20	20	20	20
ICS-214 Unit Log	Page	10	10	15	20	20	20
Labels, white adhesive (1.75 x .5 inch, 252/box)	Box	1	1	1	1	1	1
Light bulbs, 150 Watt	Each	12	12	12	12	12	12
Lights, clamp-on 150 Watt	Each	6	6	6	6	6	6
Pens	Dozen	1	1	2	2	2	2
Permanent marker, water-proof (4-color set)	Each	1	1	2	2	2	2
Retractable cone bar, orange, telescoping, 60 - 108 in. (l)	Each	10	10	10	10	10	10
Flagging ribbon, red (1 inch x 300 ft)	Roll	1	1	1	1	1	1
Safety power strips (8-outlet, GFCI, outdoor-type)	Each	1	1	1	1	1	1
Shipping tag, blank	Each	100	100	100	100	100	100
T Card Sorter	Each	1	1	1	1	1	1
Traffic cones (36 inch)	Each	20	20	20	20	20	20

# Traffic Crew Resource List

OPERATING PATTERN	DAY ONLY		24-HOUR				
	100	200	200	400	600	800	
LSA ESTIMATED THROUGHPUT							
ITEM	UNIT	QUANTITY					
Baseball caps, high-visibility, one-size-fits-all	Each	7	13	14	26	38	50
Clipboard	Each	1	3	2	3	5	7
D-cell batteries (24/pack)	Pack			2	3	4	5
Duct tape, dark green (60 yards x 1 inch)	Roll	1	1	1	1	1	1
Duct tape, electric blue	Roll	1	1	1	1	1	1
Duct tape, fluorescent green	Roll	1	1	1	1	1	1
Duct tape, orange	Roll	1	1	1	1	1	1
Duct tape, purple	Roll	1	1	1	1	1	1
Duct tape, red	Roll	1	1	1	1	1	1
Duct tape, silver	Roll	1	1	1	1	1	1
Duct tape, teal	Roll	1	1	1	1	1	1
Foam boards (30 x 20 inch, white)	Each	6	8	8	10	14	16
Light wands / glow cones, flashlight-type (12 inch, with 2 D-cell batteries)	Each			7	13	19	25
Night-time reflective coating spray paint	Each	4	4	4	4	4	4
Pens	Dozen	2	3	4	5	6	9
Permanent marker, water-proof (black)	Dozen	2	3	4	5	6	9
Pocket notebook	Dozen	1	2	2	3	4	5

OPERATING PATTERN		DAY ONLY		24-HOUR			
LSA ESTIMATED THROUGHPUT		100	200	200	400	600	800
ITEM	UNIT	QUANTITY					
Posts, round (60 inches high x .5 inch diameter)	Each	20	20	20	20	20	20
Reflective pavement marking tape (150 ft long x 4 inches wide)	Roll	2	3	4	5	6	7
Scrapers (razor-blade)	Each	2	3	2	3	4	5
Stencil kit, letters and numbers (4 inch height)	Kit	2	2	2	2	2	2
Stop / Slow ERG reflective paddle, wooden handle (18 inch)	Each	1	1	2	4	6	7
Plastic ties, one-way self-locking (7 inch)	Each	40	40	40	40	40	40
Traffic warning flags, wood handle (orange, 24 x 24 inch)	Each	2	4	2	4	6	7
Trash cans (32 gallon)	Each			1	1	1	1

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# Glossary

**Accountable Property:** Items with a purchase price of \$5,000.00 or higher, or items that are considered sensitive (cameras, chain saws, items with property numbers).

**Agency Representative:** An individual assigned to an incident from an assisting or cooperating agency who has been delegated the authority to make decisions on matters affecting that agency's participation at the incident.

**Bottleneck:** A location or process that slows down movement of trucks or trailers.

**Burn Rates:** Consumption or distribution rate of a commodity during an operational period.

**Choke Points:** A location or process that slows down movement of trucks or trailers.

**Commodities:** Expendable supplies (e.g. bottled water, meals, cots and blankets), especially those intended for mass distribution to the public.

**Consumable Property:** Items that are expected to be consumed on the incident (batteries, canteens, MREs).

**Deployment:** A shipment staged at the LSA that has been assigned to the incident by the EOC and deployed by LSA staff.

**Dunnage:** Wood or other materials used for blocking and bracing trailers and tires.

**Durable Property:** Non-accountable items, with useful life expectancy longer than one incident.

**Egress:** An area where shipments, vehicles or people exit a facility.

**Field:** Under SEMS, the Field level is where emergency response resources, under the command of responsible officials, execute strategic and tactical operations in direct response to an incident or threat.

**Footprint:** Layout or size of a physical site.

**Hard Stand:** Pavement, as opposed to a grassy area.

**Ingress:** An area where shipments, vehicles or people enter a facility.

**Jurisdiction:** The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political, geographical or functional.

**Jurisdictional Agency:** The agency having land and resource management responsibility for a specific geographical or functional area as provided by local, state, or federal law.

**Local Agency:** An agency having jurisdictional responsibility for all or part of an incident.

**Local Government:** Under SEMS, Local Government includes cities, towns, special districts and counties. Local Governments manage and coordinate overall emergency response and recovery activities within their jurisdiction. The Local Government level serves as the coordination and communications link between the Field and the Operational Area levels. A Local Government operates an EOC and may operate DOCs.

**Logistics Staging Area (LSA) Action Plan:** Contains objectives reflecting the overall incident strategy and tactics that will be used to receive and distribute shipments of critical supplies and equipment over the next operational period.

**LSA Commander:** The Incident Commander of an ICS organization specifically assigned to a Logistics Staging Area (LSA).

**LSA Command Post:** A location where the primary command functions are executed.

**Operational Area:** Under SEMS, an Operational Area encompasses all Local Governments within a county, including the county. The Operational Area level serves as the coordination and communications link between the Local Government and Region levels. The Operational Area prioritizes resources and coordinates mutual aid among Local Governments within the Operational Area. Each Operational Area is responsible for activating and operating an Operational Area EOC.

**Region:** Under SEMS, the Region level serves as the coordination and communications link between the Operational Area and State levels. California is divided into three administrative Regions managed by Cal OES. The Bay Area is located within the Cal OES Coastal Region. Each Region is responsible for operating a Region Emergency Operations Center (REOC).

**Region Emergency Operations Center (REOC):** The REOC is the Region-level EOC. When activated, the REOC coordinates state resources, prioritizes resources and coordinates mutual aid among multiple Operational Areas and may request resources from the State level.

**Resource:** Any staff, supplies or equipment available, or potentially available, for assignment to the LSA in support of LSA objectives and under the control of the LSA Commander.

**Retrograde:** Return of shipments from the LSA back to the original supplier or to another incident.

**Shipment:** Vehicles, commodities and equipment en-route to, received or stored at, or dispatched from the LSA for assignment to the incident by the EOC.

**Shuttle Fleet:** Contract drivers for transportation of shipments and trailers within the incident area.

**Standardized Emergency Management System (SEMS):** SEMS is the cornerstone of California's emergency response system and the fundamental structure of the response phase of emergency management. SEMS incorporates ICS, multi-/inter-agency coordination, mutual aid and the Operational Area concept. There are five levels under SEMS: Field, Local Government, Operational Area, Region and State. All state government agencies must use SEMS when responding to multi-jurisdictional or multi-agency emergencies. All local government agencies must use SEMS in multi-agency emergency responses to be eligible for state reimbursement of response-related costs. SEMS integrates, and is consistent, with the National Incident Management System.

**State:** Under SEMS, the State level serves as the coordination and communication link between Regions and the Federal emergency response system. The State level operates the State Operations Center (SOC).

**State Operations Center (SOC):** The SOC is the State-level EOC. When activated, the SOC coordinates state resources, prioritizes resources and coordinates mutual aid among the Regions. The SOC may request assistance from FEMA or from other state governments through EMAC and other interstate compacts and agreements.

**UN Code or UN ID:** The abbreviation for the United Nations Identification Number, a four digit number that identifies hazardous materials for transport.

**Vehicle Search:** The intensive examination of all areas within a vehicle for the purposes of locating contraband. A vehicle search of private vehicles can only be done after probable cause has been established. Consent has to be given before a search can be conducted.

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# Acronyms List

## Acronyms      Definitions

ADMIN

Administration

ATA

Actual time of arrival

ATD

Actual time of departure

BOL

Bill of Lading

COMP

Compensation

DEMOB

Demobilization

DHS

Department of Homeland Security

DOT

U.S. Department of Transportation

EOC

Emergency Operations Center

EMA

Emergency Management Agency

ERG

Emergency Response Guide

ESN

Electronic Serial Number

ETA

Estimated Time of Arrival

ETD

Estimated Time of Departure

FOG

Field Operations Guide

FT

Feet

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HAZMAT	Hazardous Materials
IAP	Incident Action Plan
ICS	Incident Command System
IMT	Incident Management Team
INFO	Information
JIC	Joint Information Center
LSA	Logistics Staging Area
MHE	Material Handling Equipment
MOU / MOA	Memorandum of Understanding / Memorandum of Agreement
MRE	Meal, Ready-to-Eat
MSDS	Material Safety Data Sheets
NMFTA	National Motor Freight Traffic Association
POC	Point of Contact
POD	Point of Distribution
PPE	Personal Protective Equipment
SCAC	Standard Carrier Alpha Code
SSM	Shelf-Stable Meal
SUPV	Supervisor
TECH	Technical

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# LSA Planning Team

This document was produced by the Bay Area UASI, in collaboration with the Regional Logistics Plan Steering Committee.

## Agency

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Alameda County Sheriff's Office of Homeland Security and  
Emergency Services

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American Red Cross Bay Area Chapter

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Bay Area UASI

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Cal OES Coastal Region

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Contra Costa County OES

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County of Sonoma Fire and Emergency Services Department

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FEMA Region IX

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Oakland Fire Department, Emergency Management Services Division

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Marin County Sheriff's OES

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Monterey County OES

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Napa County Emergency Services

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San Benito County OES

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San Francisco Department of Emergency Management

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San José OES

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San Mateo County Sheriff's OES

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Santa Clara County OES

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Santa Cruz County OES

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Solano County OES

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This document is based on the New York-New Jersey-  
Connecticut-Pennsylvania Regional Logistics Program's  
Commodity Point of Distribution Field Operations Guide.  
For more information, visit [www.EmergencyLogistics.org](http://www.EmergencyLogistics.org).

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