

Training Module

INCIDENT RESPONSE SYSTEM

Logistics Section Chief





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Logistics Section Chief



National Institute of Disaster Management

(Ministry of Home Affairs, Govt. of India)

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New Delhi – 110 002

Training Module

INCIDENT RESPONSE SYSTEM Logistics Section Chief

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Preface

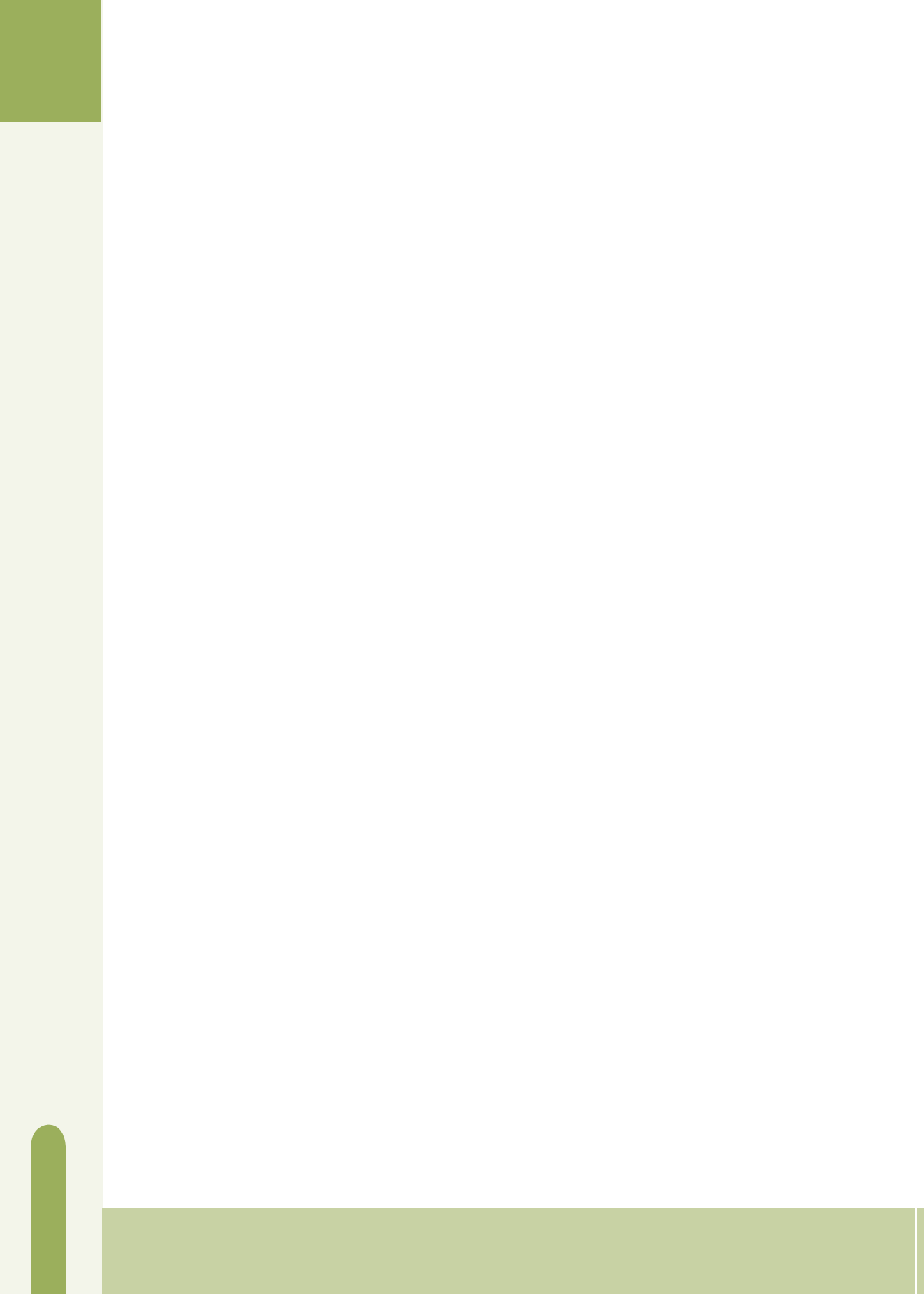


India is a disaster prone country with high percentage of risk exposure vulnerable to natural disasters. The Disaster Management Act 2005 mandates the National Institute of Disaster Management (NIDM) as a nodal national institute for training, research, documentation and development of national level information base relating to disasters. NIDM is entrusted with the nodal responsibility for planning and coordination of **‘Incident Response System’** training. The Incident Response System (IRS) provides a systematic, proactive approach guiding the concerned departments and agencies at all levels of government, the private sectors and Non-Governmental Organizations to work flawlessly in disaster situation.

The basic aim of the present training modules is to promote the Incident Response System among disaster responders i.e. disaster management teams and administrators. These modules are designed to provide management skills to those who have been working in disaster management and incident response planning. The modules also provide detailed quick planning on how to handle the disaster effectively, including training of trainers.

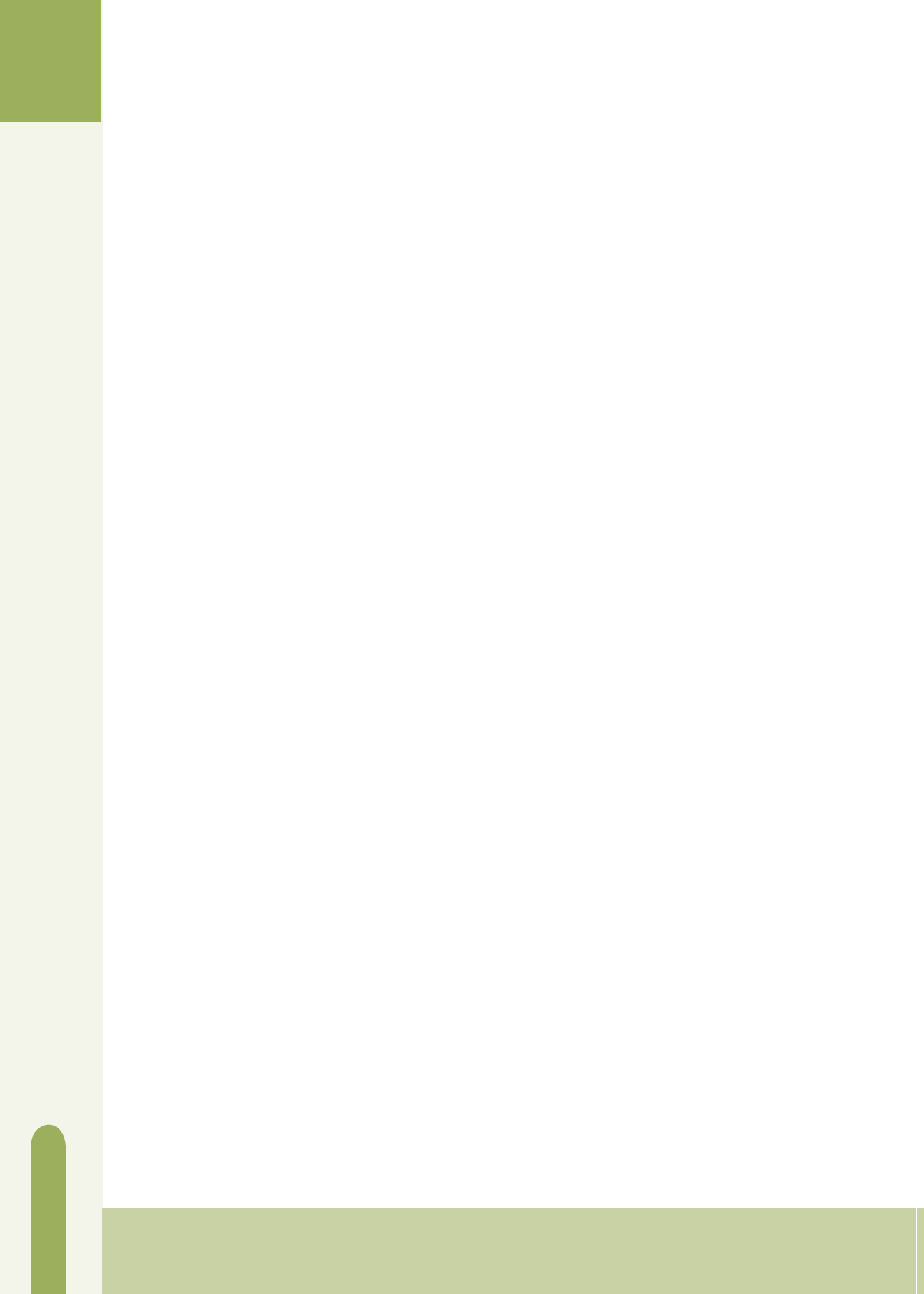
These modules have been customized by core trainers and experts who have been trained in Incident Command System and have vast experience in handling operations/administrations. I sincerely acknowledge the contribution of Shri P.N. Rai, IPS and express my gratitude for customizing the training module “Logistics Section Chief”. We are pleased to publish the modules which may be widely used by various stakeholders engaged in disaster management. I hope these modules will be very effective to all organizations, departments and planners.

Prof. Santosh Kumar
Executive Director, NIDM



Contents

Sl. No.	Details	Page No.
1.	LSC Unit 1: Gathering Information about the Assignment	1-12
2.	LSC Unit 2: Organize and Staff the Section	13-31
3.	LSC Unit 3: Planning Activities.....	33-40
4.	LSC Unit 4: Operations	41-46
5.	LSC Unit 5: Demobilization	47-54
6.	LSC Unit 6: Information Gathering and Sharing	55-80
7.	LSC Unit 7: Section Management	81-89
8.	LSC Unit 8: Interaction and Coordination	91-97
9.	LSC Unit 9: Demobilization and Closeout	99-110
10.	LSC Unit 10: Incident Cost Tracking.....	111-121
11.	Exercise	123-136
12.	IRS-Forms	137-152



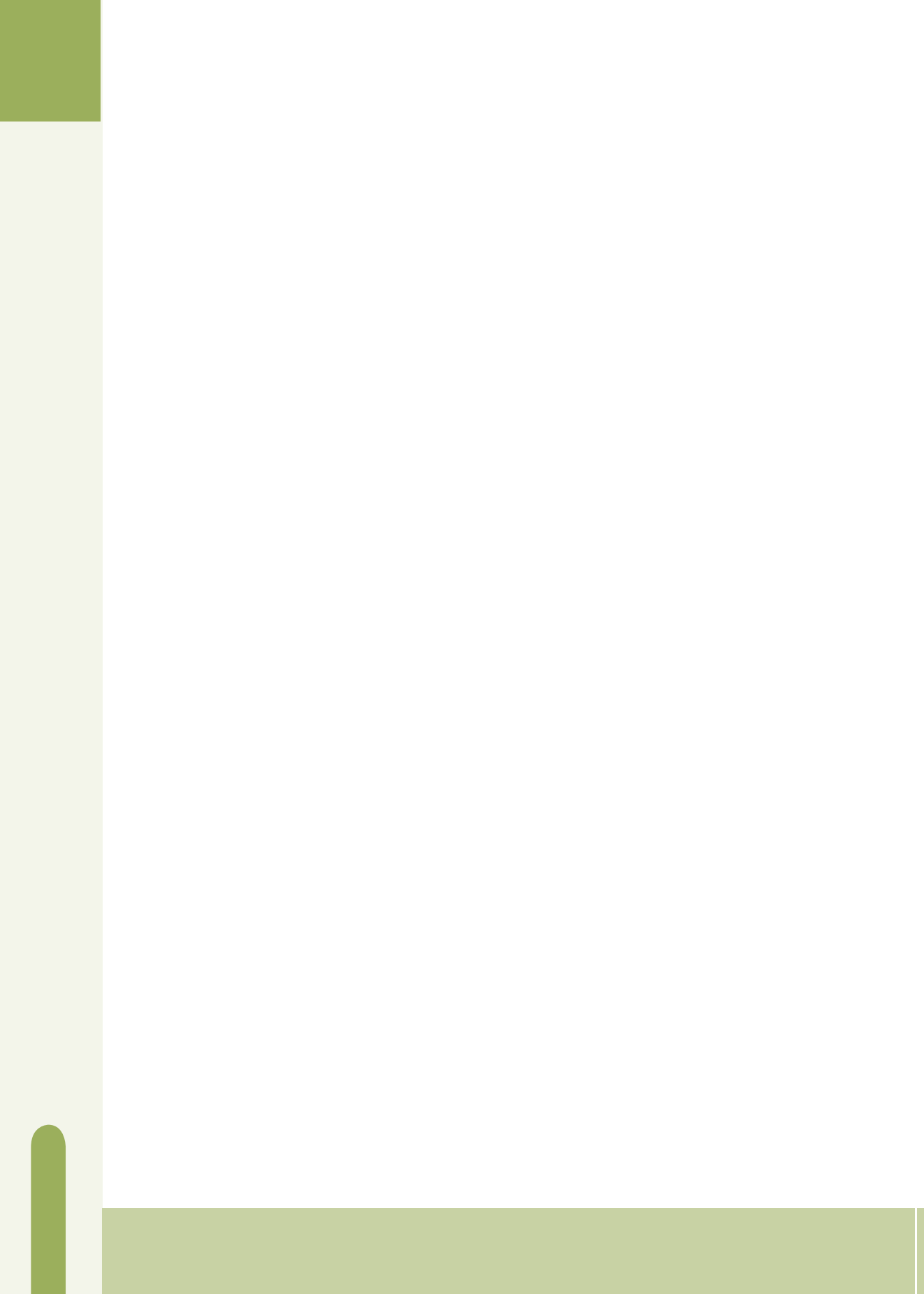
Incident Response System Logistics Section Chief

Unit 1

Gathering Information about the Assignment

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 1 - Gathering Information about the Assignment

Objectives: Upon completion of this unit, students will:

1. Identify items required for work.
2. Discuss what information you may receive from the responsible officer/outgoing incident commander.
3. List information you might receive from a briefing from the incident commander or supervisor.
4. Identify what information you may receive from the personnel all ready working on the incident.

Logistics Section (LS)

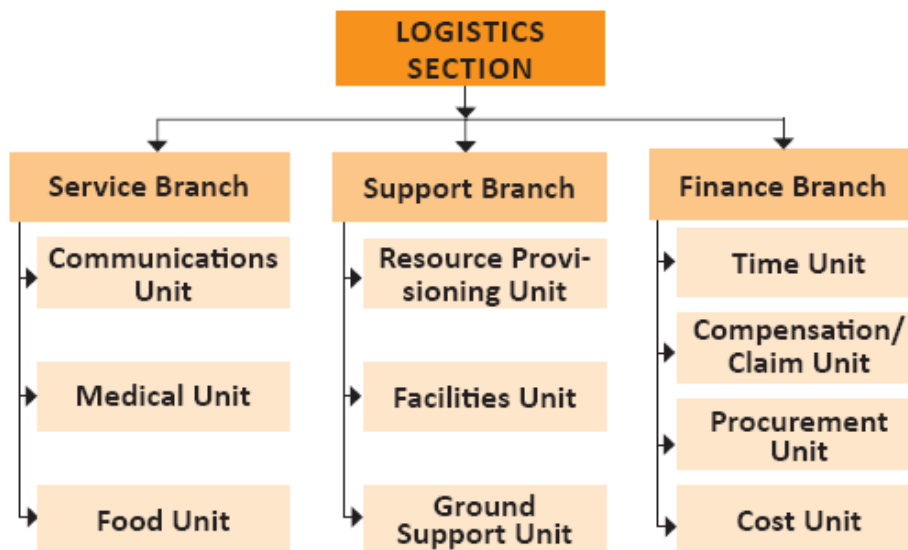
The **Logistics Section Chief – ICS as adapted in India in form of IRS has combined logistic and finance functions of ICS into one section in order to ensure prompt and smooth procurement and supply of resources as per financial rules, under logistic section chief (LSC)**. As member of the General Staff, LSC is responsible for providing facilities including relief camps, services, and material in support of the incident, manage all financial aspects of an incident-provide financial and cost analysis, provide financial input to demobilization planning and ensure that all obligation documents initiated at the incident site are properly prepared and completed. LSC participates in the development and implementation of the Incident Action Plan (IAP) and activates and supervises the Branches and Units within the Logistics Section.

LS provides all logistic support for effective response management. The Units under different Branches of the LS are responsible not only for the supply of various 'kinds' and 'types' of resources, but also for the setting up of different facilities like the Incident Base, Camp, ICP and Relief Camp etc. This would entail the involvement of several line departments of Government and other agencies. It would require a proper and smooth coordination at the highest level of the administration. The Finance functions include: Manage all financial aspects of an incident; Provide financial and cost analysis information as requested; Develop an operating plan for the Finance branch; fill supply and support needs; Maintain daily contact with agency administrative headquarters on Finance/Administration matters; Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy and provide financial input to demobilization planning.

The LSC will work closely with the RO and the IC. The State and District Disaster Management plans will have comprehensive details including where from the required resources can be procured. In this context IDKN, IDRN and CDRN may also be useful for the mobilization of equipment and manpower.

Logistics Section Chief (LSC)

The LS comprises of Service, Support and Finance Branches. Structure and details of each Branch are shown in figure below. The Section is headed by a chief known as the Logistic Section Chief. The activation of various Branches of the LS is context specific and would depend on the enormity and requirements of the incident. The Finance Branch (FB) constitutes an important component of the LS to specially facilitate speedy procurement, and proper accounting following financial procedures and rules.



I. Logistics Section Requirements

Obtain and assemble information and materials needed for work. The requirements will be assembled and prepared prior to receiving an assignment and will contain critical items needed for the assignment and items needed for functioning during the first 48 hours.

These are suggested items:

- IRS Form 001 (Part 1,2,3,4,5) Incident Briefing form and summary of current action & resources summary.
- IRS Form 003, Unit Log,
- IRS Form 004-record of performed activities of every responder under the section
- Organization assignment list (check list to help responders to response)
- IRS Form 006 resource check-in and deployment list
- IRS Form 007-on duty officers list
- IRS Form 008, Medical Plan,
- IRS Form 009, Incident Communication Plan,
- SDRF guidelines
- Division Assignment List -being developed

- IRS Form 015 operational planning worksheet.
- Office supplies appropriate to the function, pens / pencils / note pad/etc.
- National Disaster Management Act-2005
- State specific Acts, rules, norms
- Other agency contracts e.g. DGS&D rate contract rules

Sources of Information

- Responsible Officer's Briefing
- Outgoing IC
- Technical Specialists
- Review completed IRS Form 001(Incident Briefing Form)

II. Information Received From RO/ Representative

Responsible Officer (RO) briefing:

- Information received:
 - IRS Form 002, incident status summary, status of tasks assigned, completed, to be completed.
 - Current organizational structure
 - Single organization
 - Area command
 - Unified command
 - Special considerations (delegation of authority)
 - Social, political, and economical issues
 - Overall objectives and incident related priorities
 - Status of finance- availability/allocation of fund under relevant heads from the disaster management department
 - Financial rules-guidelines of SDRF
 - Direction given to release and use of resources available with any department of Government, local authority, private sector etc.
 - Guidelines and policies (National / State DM Act, DM policy of state, District DM plan, CRF norms), guidelines of NDMA
 - Sources from where different resources can be obtained. IDKN (Indian Disaster Knowledge Network), IDRN (Indian Disaster Resource Network), & CDRL (Corporate Disaster Resource Network).
 - Resource constraints.

- Possible questions to ask during briefing.
 - What is the correct ordering procedure?
 - Are there any resource concerns?
 - Are there any environmental concerns?
 - What would the support responsibilities be for other incidents? (i.e., existing and future incident support)

RO/ representatives briefing:

- Collect information on
 - Current resource assigned - Human, equipments/Type, Kind/ Quality
 - Sources of mobilization of resources
 - Name of individual in charge/ counterpart
 - Resources en route (expected time of arrival -ETA)
 - Resources on order
 - Local resource status
 - Current resource condition
 - Location of proposed ICP/base/ camps (It may be only be first assignment it may be actually deploying)
- Possible questions to ask.
 - How long it is going to last? Dimensions of the incident
 - Financial delegation to sanctioning authority. Formation of purchase committees, fixation of rates?
 - Are required resources available within the district or they need to be obtained from other districts/department-then how-what protocol?
 - Has a procurement process been implemented - Purchase committee formed and rate defined?
 - Contracted resources and representatives (personnel, equipment etc.)
 - What is the communication situation? Enough wireless sets, Sims
 - What are the conditions/types of the roads? How to reach incident site
 - Location of the nearest medical help and its contact details. Medical plan.

- Is there a local ambulance service such as 108 or similar service?
- What is the land status of the ICP/base/camps location? Is a formal agreement in place? If facility being established in govt. building, obtain permission/authority of concerned department.
- What is the availability of drinking water-nearest source?
- What are the local weather trends?
- What is the status of transport availability -Transport plan?

III. Information Received From the Incident Commander

- A. Receive incident commander's expectations and performance standards for the management team. Examples may be:
- Act professionally
 - Be Service-oriented
 - Tactful and truthful when dealing with agency/public representatives
 - Team player; coordinate with IRT staff and others
 - Ensure proper work/rest ratio for self and staff.
 - Assign work and preliminary task for self and staff.
 - Use resources gainfully and ask for assistance as needed.
- B. Receive incident commander's priorities, goals, and objectives for the incident. Examples may be:
- Immediate priorities.
 - Strategy based on available information and resources.
 - Preparation of IAP.
 - Proper co-ordination between all sections of IRT/agency at work.
 - Additional requirement of resources.
 - Provide for safety and well being of all personnel.
 - Provide for services and support of the incident in cost-efficient manner.
 - Meet agency guidelines of property accountability
 - Receive expected time frames for briefings, planning meetings, and team meetings.
- C. Obtain Incident Commander's initial concerns and instructions regarding the operations of the logistics section.
- Budget constraints, if any

- All risk situations related to transportation, environment, hazardous materials, communication, food etc.
- Inadequate staffing support. It may not possible to provide staff for all units.
- Authorized release of information to media.
- Demobilization of IRT.
- Suitable grievance redressal measures to public complains.
- Social, political, and economical concerns (agency, community)

IV. Transition Briefing (information received from outgoing logistics section chief or person you are relieving)

- A. Obtain status of incident and assigned resources.
 1. Present spread of incident.
 2. Assigned resources on incident
 - Kind, Type and Quantity. Government, private
 3. Available resources off incident
 - Boats, Helicopters, provisioning team, volunteers, NGOs
 4. Line department/agencies providing emergency support deployed – government and non government
 5. Resources ordered and en route
 - Special types of equipment
 - Individual overhead and crews
 - Time frames - when expected
- B. Obtain status of existing logistics section.
 1. What resources are received/ dispatched?
 - Personnel & Equipments
 - Government-central and state government, central police forces, armed forces and their teams and resources
 - Contract
 - Emergency support equipment; i.e., boats, trailers, bulldozer, medical teams etc.
 2. What are the conditions of the resources?
 - Human
 - How long have they been working?
 - What is their condition? Are they ready to respond for different activated units

- Equipment
 - How long have they been working?
 - What is their condition?
 - Repair and servicing condition of non-expendable equipments.
 - Relief material
 - Sufficient as per relief code
 - Quantity of different items kept in store-grain, food packets, water, polythene sheets, tents, medicine etc. whether sufficient for affected people evacuated to camps.
 - Transport to carry the above.
3. What facilities are being used and/or proposed?
- ICP (Incident Command Post),
 - Incident base
 - Camps (grounds, schools, offices) etc.
 - Relief camps for victims
 - Contracts, land-use agreements
 - Sanitation concerns
 - Proper sleeping and resting facility
 - Lighting arrangement
 - Adequate office space and equipments
4. What are the ordering procedures?
- Turn around time for
 - Personnel
 - Equipments
 - Process of obtaining / procurement from government or private
 - Any problems
5. What is the situation for the incident communications?
- Backup power supply condition
 - Radio frequency assignments;
 - HAM radio
 - Landlines/Mobile/satellite telephones

- Police Wireless system; HF, VHF handheld sets
 - Computers -Web; e-mail
 - Communication setup with outside teams eg NDRF, army etc
 - Problems
6. Are there any safety problems?
- Bad condition of roads, Narrow roads, roads cut of / washed away/blocked in earthquake.
 - High current and that too in unknown terrain during floods
 - Narrow bridges and weight limitations
 - ICP and/or base/camps and relief camps- are they in safe locations
 - Heavy public recreation use if incident near park etc.
 - Environmental problems
 - Hazardous materials
 - Other
7. Are there any security problems for responder, victims and relief material at the required places, relief camps and ICP?
- Internal or external,
 - Security, law & order at all facilities including relief camps, relief material storage sites
 - Security during VIP visits
 - Security against theft, drugs,
 - Safe Access to incident area, Vehicle accidents
 - Security of food during transportation & distribution
 - Security of cash in transport
 - Security of NGO engaged in relief work
8. Are there any medical problems?
- Environmental situations
 - Animals
 - Poisonous plants
 - Weather
 - Medical plan
 - Emergency medical service (EMS) agencies
 - Referral medical facilities and blood banks
 - Road map for ambulance services

9. Who are the external contacts?
 - Any problem with local police
 - Public works/transportation department
 - Health, PHED and others
 - Technical personnel who will advise on use of special equipments
10. Are there shelter / feeding problems for responders and victim.
 - Supplying of food
 - Drinking water availability
 - Tents, lighting,
 - Transportation of food and drinking water etc to ICP, camps etc.
 - Supply of shelter & food to victims.
11. Are there any problems related to ground support?
 - Providing transportation
 - Ground support for air operation/water operations
 - Maintenance and repair services for all vehicles and related equipments including fuel
 - Non availability of developed incident traffic plan
 - Management of relief camp

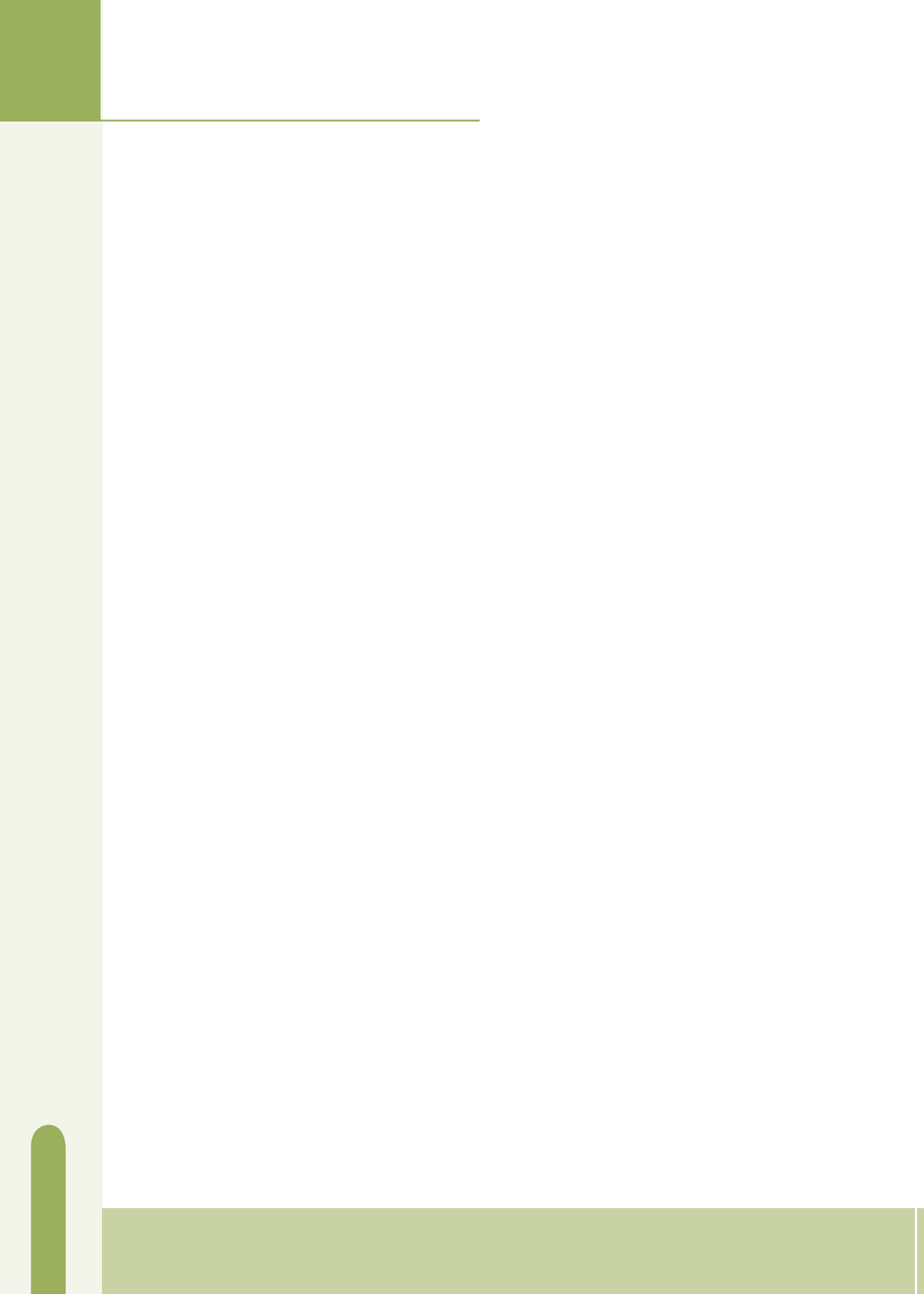
Incident Response System Logistics Section Chief

Unit 2

Organize and Staff the Section

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course:	Logistics Section Chief (LSC)
Unit:	2 - Organize and Staff the Section
Time:	2 hours
Training Aids:	Computer with projector and appropriate software, or overhead projector, flip chart/white board, marking pens
Objectives:	Upon completion of this unit, students will: 1. Describe what information is shared with the incident response team. 2. Identify components needed for the planning and activation of section. 3. Explain the methods used to determine section's capabilities and limitations.

LS is responsible not only for the supply of various 'kinds' and 'types' of resources, but also for the setting up of different facilities like the Incident Base, Camp, ICP and Relief Camp etc. This would entail the involvement of several line departments of Government and other agencies. It would require a proper and smooth coordination at all level of the administration.

I. Logistical Information to be Shared with the Incident Response Team (IRT)

- A. Resource requisition protocols
 - Placement of order
 - Written, telephone, fax, computer-Resource provisioning unit
 - Ordering authority
 - Ordering schedule (times per day/time of day)
 - Within district
 - If not available in district-requisition from other districts, states and Government of India through SDMA/NDMA.
 - Maintaining records of various orders placed - IRS form 004.
- B. Capabilities and limitations of the logistics section.
 - Source of information for capabilities and limitations
 - Competition for resources with other incidents or within the same incident (prioritize allocation as per urgency of response).
 - Can LSC support the IAP
- C. Outside influences on resource
 - Other incidents - demand for resources
 - Problems in getting supply order implemented (supplies and personnel)
 - Social/political/economic
 - Security problem - during transportation, issue of food items being looted, law & order maintenance related problems.

II. Planning and Activation of Section

- A. Identify units within section to be activated.
 - Duties and responsibilities for unfilled positions.
 - Ensure there is a need for the unit before ordering.
- B. Identify work space requirements and determine locations.

- Decide where to establish logistic section in consultation with base manager.
- Establishing communication / office.
- Coordinate with base manager or facilities unit leader.
- Determine how much area required for each unit.
- Office must be easily, safely accessible.
- C. Brief unit leaders.
 - Organize meeting with unit leaders.
 - RO's objectives expectations
 - Incident Commander's expectations
 - Current and anticipated activities
 - Identify work for activated units
 - Constant review of communication, medical, traffic plans and circulation of changing requirement among the unit leaders.
- D. Provide operating instructions to section personnel.
 - Be pro-active and adhere to safety requirements. Clarify that each must follow safety advice.
 - Establish operational period.
 - Establish planning and ordering cycle.
 - All written plans completed and updated in a timely manner; i.e., medical, communications, transportation, etc.
 - All documentation needs to be turned in a timely manner; i.e. incident check-in and deployment list, on duty officer list unit logs, and contract documentation.

III. Interaction between Section Chief and Unit Leaders

- Disaster time – necessary to build team and trust
- Two-way communications. Encourage feed backs.
- Willingness to help each other
- Accurately assessing units capabilities and limitations
- Communication, coordination, and cooperation

IV. Functional Responsibilities within the Logistics Section

A Service Branch Director (SBD)

Manage and supervise various units of the Branch like Communication Unit, Medical Unit, Food Unit and any other activated Unit. Ensure

proper dispatch of personnel, teams, resources etc as per the IAP. Keep the LSC informed about the progress of Service Branch from time-to-time.

i. Communications Unit Leader (Com. UL)

- The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel and the maintenance and repair of communications equipment.

Critical Safety Responsibilities:

- Prepare and implement the Incident Communications Plan (IRS Form 009) & alternative communication plan. Well established police communication network should be utilized.
- Establish adequate communications over the incident with adequate backup power supplies.
- Advise on communications capabilities and limitations.
- Provide technical information as required, on limitations and adequacy of communications systems in use, equipment capabilities, equipment available, and potential problems.
- Prepare a plan to integrate communication setup of central teams/other teams (NDRF, Armed forces).

Other Duties:

- Establish the Communications and Message Centers to receive and transmit messages.
- Set up telephone facilities including satellite phones and public address systems
- Establish appropriate communications distribution and maintenance centers within base/camp(s).
- Keep few dedicated wireless frequency.
- Establish an equipment accountability system.
- Maintain records on communications equipment.
- Recover equipment from relieved or released units.
- Maintain record of various activities performed as per IRS Form - 004.
- Maintain Unit Log (IRS Form - 003).

ii. Medical Unit Leader (MUL)

- The Medical Unit Leader is primarily responsible for the development of the Medical Emergency Plan, obtaining medical aid and transportation for injured or ill incident personnel, and preparation of reports and records. The Medical Unit may also assist Operations in supplying medical care and assistance to civilian casualties at the incident site and arrange medical facilities for victims staying in relief camps or other safe places.

Critical Safety Responsibilities:

- Determine level of emergency medical activities performed prior to activation of Medical Unit.
- Prepare the Medical Emergency Plan (IRS Form 008).
- Prepare procedures for major medical emergency.
- Declare major medical emergency as appropriate.
- Prepare a list of referral service centers including private hospitals and blood banks.
- Provide medical aid, supplies, and transportation.
- Co-ordinate and support the outside medical teams received from other districts/ agencies and governments.
- Audit use of “over-the-counter” drugs being dispensed by the Medical Unit to discourage improper use or abuse.

Other Duties:

- Participate in Logistics Section/Service Branch planning.
- Prepare medical reports.
- Contact Compensation-for-Injury Specialist to establish coordination procedures.
- Provide space for Compensation-for-Injury Specialist as needed.
- Maintain records various activities performed as IRS Form - 004
- Maintain Unit Log (IRS Form - 003).

iii. Food Unit Leader (FUL)

- The Food Unit Leader is responsible for arranging food for responders and victims at all incident facilities and relief centres. In general FUL is responsible to determining feeding requirements, menu planning; determining cooking facilities required; food preparation; serving; providing potable water; and general maintenance of the food service areas.

Critical Safety Responsibilities:

- Determine method of feeding to best fit each incident.
- Obtain necessary equipment and supplies to operate food service facilities at Base and Camps – if large incident separate units could be there.
- Requisition transport for supply of food to incident base, relief camps.
- Prepare menus to ensure well-balanced meals.
- Establish kitchen/mobile kitchens, line caterers for kitchens.
- Provide sufficient potable water to meet food service needs.
- Ensure appropriate health and safety measures are taken.
- Keep inventory of food on hand, check in food orders.
- Maintain records of various activities performed as per IRS Form - 004.
- Maintain Unit Log (IRS Form - 003).

B. Support Branch Director (Sup. BD)

Procure and dispatch required tactical materials and resources; Participate in the planning meeting of the LS; Ensure that incident check-in and deployment list concerning the Branch is circulated to all Units under him.

i Resource Provisioning Unit Leader (RPUL)

The Resource Provisioning Unit Leader is responsible for ordering personnel, equipment and supplies; receiving and storing all equipment and supplies for the incident; maintaining an inventory of supplies; and organize repair and servicing of non-expendable equipment and supplies

Other Duties:

- Participate in Logistics Section/Support Branch planning.
- Determine the type and amount of supplies needed to support incident.
- Order, receive, store and distribute supplies and equipment.
- Order personnel, supplies and equipment as requested.
- Maintain inventory and accountability of supplies and equipment.
- Service reusable equipment.
- Maintain records of various activities performed as per IRS Form - 004.
- Maintain Unit Log (IRS Form - 003).

ii. Facilities Unit Leader (Fac.UL)

- The Facilities Unit Leader is responsible for the layout and activation of incident facilities (Base, Camp(s), and Incident Command Post) and provides basic amenities to the responders and victims. Monitor facility maintenance in charge and security in charge.

Critical Safety Responsibilities:

- Provide facility maintenance services: bath and sanitation, sleeping and resting facility, lighting, toilet parking for vehicles and potable water.
- Provide security to deployed resources including responder, relief materials and camps.

Other Duties:

- Participate in Logistics Section/Support Branch planning.
- Determine requirements for each established facility.
- Prepare layouts of incident facilities.
- Ensure proper sleeping and resting facilities.
- Establish contact with local law and enforcement agencies.
- Co-ordinate security plans for incident facilities.
- Maintain records of various activities performed by each responder during the operational period as per IRS Form – 004.
- Unit Log (IRS Form - 003). Maintains of performances report of the IRT including there location, status of completion of assigned work.

iii. Ground Support Unit Leader (GSUL)

- The Ground Support Unit Leader is responsible to provide transportation services for field operation (1) transportation of personnel, supplies, food, and equipment; (2) fueling, service, maintenance, and repair of vehicles and other ground/water support equipment; (3) support of out-of-service resources; and (4) developing and implementing Incident Traffic Plan (5) Organize and provide required ground support to Air operation through Transportation Branch Director (TBD)

Critical Safety Responsibilities:

- Prepare a traffic plan for approval by the Logistics Section Chief (obtain traffic data from the Planning Section).
- Mark and put up road safety signs and maintain incident roads.

- Ensure driver familiarity with conditions. Coordinate with Safety Officer and Agency Representatives.
- Conduct incident road system survey to determine traffic management and maintenance requirements.
- Determine acceptable vehicle type and size class based on road standards and conditions.
- Maintain inventory of assigned available and off road or out of service resources.
- Arrange for, activate, and document fueling, maintenance, and repair of ground resources.

Other Duties:

- Participate in Support Branch/Logistics Section planning activities.
- Inform resource unit about the availability and serviceability of all vehicles and equipments.
- Order maintenance and repair supplies (fuel, spare parts).
- Submit reports to Support Branch Director as directed.
- Maintain records of various activities performed as per IRS Form - 004.
 - Maintain Unit Log (IRS Form - 003)

C. Finance Branch Director (FBD)

- The FBD is responsible for managing all financial aspects of response management. The FBD has been kept under LS for quick and effective procurement; prepare list of resources to be mobilize; ensure time records of hired equipments, personnel and their services are accurately maintained; examine and scrutinize cost involved in the entire response activities.

i. Time Unit Leader (TUL)

- Time Unit Leader is responsible for maintaining time record of hired equipment and personnel on daily basis and according to Govt. norms. e.g. opening of log books for boats/vehicle/helicopters during floods.

Critical Safety Responsibilities:

- Examine logs of all hired equipments and personnel with regards to their optimal utilization.
- Ensure that all records are correct and complete prior to demobilization to hired resources.

- Brief the FBD on current problems with recommendations.
- Ask for additional support of human resources. If required.
- Maintain records of various activities performed as per IRS Form – 004.
- Maintain Unit Log IRS Form 003

ii. Procurement Unit Leader (PUL)

- Responsible for all financial matters related to vendors and contract; to review the procurement needs in consultation with FBD; to prepare a list of vendors from whom procurement can be done following proper procedures.

Critical Safety Responsibilities:

- Prepare a list of vendors for procurement. Pre contracts exists, DGS&D provisions.
- Ensure all procurement orders are delivered in time.
- Complete final processing of all bills arising out of response management and send documents for payments with approval of LSC and IC.

Other Duties:

- Pre-agreement for boats, equipments etc for floods to avoid legal issue, audit inquiry afterwards.
- Coordinate with FBD for use of imprest fund, as required. Brief LSC on current problems with recommendation on outstanding issues.
- Maintain records of various activities performed as per IRS Form – 004

iii. Compensation/claims unit leader (Com./CUL)

Disaster Management Act (2005), provides for payments of compensation, for requisitioned premises, hired services, resources and vehicles for purpose of disaster response. Provision for Ex-gratia payments is also there depending upon the magnitude and the quantum of damage. Some state governments have their own norms –Relief code while GOI has SDRF Norms.

Critical Safety Responsibilities:

- Follow appropriate procedures for preparation of claims and compensation.
- Prepare and maintain list of requisitioned premises etc. with correct date and time of such requisition.

Other Duties:

- Compensation/claims unit leader is responsible to collect and compile figures of loss of life and property. He may be order to get photograph of dead victims and animals and other damages; to compile details of premises on requisition, services and resources hired for which payments have to be made
- Maintain records of various activities performed as per IRS Form – 004 and send to LSC

iv. Cost Unit Leader (CUL)

- Cost unit Leader is responsible for collecting all data related to cost and to providing cost estimate; to provide cost effectiveness analysis at the end the response.

Critical Safety Responsibilities:

- Make cost saving recommendation to LSC.
- Incident Strategic Analysis cost alternative review
- Daily cost estimation
- Coordinate with incident personnel to obtain cost information
- Coordinate with LSC to meet cost reporting requirements

Other Duties:

- Maintain records of various activities performed as per IRS Form – 004 and send to FBD.

National Disaster Management Authority has issued guidelines identifying positions in administration deferent levels that are suitable for the positions of IRS. Chart below;

LOGISTICS SECTION CHIEF	Senior Dy. Collector or any other suitable position at District level deemed by IC / RO
Service Branch Director	Dy. Collector / DSP I/C Reserve Officer or any other suitable position at District level as deemed by IC / LSC
Communication unit	Supporting personnel of; I/C Police Wireless / Deputy JTO, BSNL / HAM operators or any other suitable position at District level as deemed by IC / LSC
Medical Unit	Asst. Chief Medical Officer or any other suitable position at District level as deemed by IC / LSC

Food Unit	Asst Civil Supply Officer / Supply Inspector / Food Inspector (Quality Inspector) or any other suitable officer of the District as deemed by IC / LSC
Support Branch Director	Dy. Collector / DSP I/C Reserve Officer or any other suitable officer as deemed by IC
Resource Provisioning Unit	Additional Supply Officer / Asst. Engineer / Dy. Ex. Engineer or any other suitable position as deemed by IC / LSC
Facilities Unit	Tehsildar / Dy. Tehsildar / Police Reserve Inspectors or any other suitable position as deemed by IC / LSC
Ground Support Unit	Officer of; Road Transport / Inspector/(RTO) / Police Inspector / PWD / PHD / State Transport or any other suitable position as deemed by IC / LSC
Finance Branch Director	Nazarat / Treasury Officer / Dy. Collector or any other suitable position at district level deemed by the IC
Time Unit	Sub-Treasurer / Supply Inspector or any other suitable position at District level deemed by IC / LSC
Compensation / Claim Unit	Dy. Collector or any other suitable position at District level deemed by the IC / LSC
Procurement Unit	SDM / Additional City Magistrate / Dy. Collector + AO or any other suitable position at District level deemed by IC/ LSC
Cost Unit	Sub Treasury Officer / Finance Officer / Cost Accountant in any Office or any other suitable position at District level as deemed by IC / LSC

LOGISTICS GUIDELINES

A. General

- Keep incident facilities at a manageable size. Make maximum use of camps to avoid long walking or travel distances.
- Enforce rules of conduct at incident facilities.
- Provide bulletin boards throughout camp(s).
- Provide gender friendly bathing and sanitation facilities.
- Release deficient and excess equipment and operators without delay.
- Maintain property accountability at all times.
- Prepare tools, water, and lunches in advance of operational period.
- Locate sleeping areas out of danger from vehicles, aircraft, and other equipment.
- Keep them free of insects, animals, pests, and safety hazards.
- Participate in the development of demobilization plan.
- Control dust.
- Give high priority to environmental protection when locating incident facilities.
- Coordinate locations with the Responsible officer or his representative. e.g. CEO.
- Keep First Aid facilities easily accessible and clearly marked.
- Develop and post an evacuation plan.
- Inspect facilities for safety and fire hazards on a regular basis and take corrective action where needed.
- Computer for resource ordering and inventory; whenever possible.

B. Food Service

- Compliance with Health and Sanitation requirements (National, State, and local) is required in all situations.
- Proper supervision is important to meet food service sanitation requirements.
- All food service employees shall be neat and clean. They will wear clean cloths.
- All employees cooking or handling food shall be free of communicable diseases.

- Disposable eating utensils should be used if possible.
- Food containers and cooking and eating utensils should be regularly washed in detergent soap solution and rinsed by immersion for at least two minutes in clean, hot water
- Never use galvanized containers for storage of moist or acidic foods.
- Lunches should be prepared and used daily. Never provide lunches held over from the day before unless properly refrigerated.
- Perishable foods, especially meat, poultry, fish, and salads should be carefully handled. Any foods allowed to stand at ordinary temperatures, even though precooked, are susceptible to formation of bacterial toxin, which can cause food poisoning. Re-heating will not destroy this toxin.
- Keep hot foods, particularly meat or meat products
- Never hold food in hot food containers from one feeding period to the next. Remove extra food immediately after each meal is served. Do not allow personnel to eat leftover or warmed over food.
- Do not store first aid materials or allow first aid treatment in the kitchen or serving area.

C. Water Supply

- Select a known, safe water supply source. Usually it is best to bring in water from a domestic water supply. Otherwise, ensure that it is:
 - Adequate, tested, and safe.
 - Protected from contamination.

D. Sanitation Guide

- Provide for garbage collection points and plan for at least daily removal to prevent accumulations. Do not locate upwind of eating and sleeping areas.
- Local environmental regulations must be met.
- Suggested standards are one standard size (32 gallon) garbage can for every 20 persons in an eating area and one can for every 40 persons in other areas.
- Provide adequate toilet facilities and establish a regular inspection and maintenance schedule to keep them clean.
- Locate toilets properly and do disinfect regularly.

- Suggested standards are one toilet per 15-20 persons with daily or more frequently scheduled maintenance.

E. Transportation

- Use direction signs on roads to facilities and work area.
- Put sign on drop points.
- Carefully plan for transportation of both personnel and equipments to and from the work area.
- Provide adequate rest for drivers.
- Isolate and sign fuel storage areas.
- Develop a vehicle control plan and strictly enforce it.

F. Communications

Preparation of a Communications Plan is the first step towards providing a workable communications system.

Set up Incident Communications in the following priority to meet safety and tactical resource management needs:

- Communications on incident work site - tactical and Response nets.
- Communications between incident work site and incident base.
- Air operations - ground to air, air to air.
- Water operations
- Communications between Incident Communications Center and the nearest available service center.
- In base/camp communications - Logistics net.
- Specialty systems such as Satellite (voice and data), landline telephone (voice and/or data).

Communications Plan

A Communications Plan should be prepared for each operational period and should include:

- Radio communications (IRS Form 009)
- Telephone facilities
- Number of lines
- Location of telephone

Key Points to Remember:

- Installation takes time. Estimate and allow ample time when planning a system.

- Special equipment, such as a helicopter, may be needed.
- Special knowledge and skills are always needed.
- A Communications Technician has the skills to identify sites, make physical installations, and put the equipment in operation.
- It is desirable to have the input of local personnel with communications knowledge regarding alternate sites for repeater installation and what equipment has worked successfully in the past.

Operation of a incident communications system:

- Provide the simplest system that will meet requirements.
- Provide clear written and illustrated channel assignments and procedures. It is important to write instructions.
- Use competent, qualified Incident Dispatchers.
- Use clear text in all radio communications.

Frequency coordination:

It is very important to maintain system isolation and integrity within the incident. Coordination at regional and national level is often important to maintain flexibility of all systems within National Incident Radio Support Caches. Frequencies are a limited resource and only those required to provide the incident with effective communications should be utilized.

H. Procurement

- Coordinate with Procurement Unit Leader in the Finance/ Administration
- Ensure that quality and quantity of purchases are as specified.
- See that orders do not exceed planned needs.
- See that all orders are recorded properly and consecutively on standard Resource forms or appropriate computer system programme.

I. Security

- Provide security against theft.
- Provide security for personal gear. Tags should be furnished and each item labeled with owner's name and agency location.

J. Factors to consider when locating and laying out an incident base or camp

The Logistics Section Chief should ensure that the following factors are included in the assessment of sites and the subsequent selection.

- Environmental constraints - temporary and permanent affects

- Ownership of land; written agreement to use site
- Accessible from existing roads with right-of-way
- Communication services available
- Safety and sanitation, including freedom from smoke
- Adequate space for facilities, equipment, and people
- Proximity to incident work site - safety, travel time
- Shelter from wind, sun, etc.
- Security for government and personal property
- Public interference - proximity to and access by public
- Water supply - how much, how far, etc.
- Existing facilities - usable, cost, protection needed, etc.
- Potential or planned use of additional camps

Physical limitations and capabilities:

- Size and shape, terrain, prevailing winds
- Existing roads
- Present facilities

Activities that can be grouped together:

- Response, Planning, Communications (out of main camp activity).
- Toilets and wash areas

Areas that need to be isolated:

- Sleeping areas
- Heliport and helispot
- Fuel/Fueling

Areas needing ready access to transportation and facilities:

- Supply
- Tool and equipment area
- Kitchen
- First aid station
- Fuel storage

Kitchen Area:

- Level the ground with good drainage
- Make arrangement for avoiding dust, water supply, shade, and lighting
- Demarcate the area

Wash and Showering Facilities:

- Well drained- good drainage
- Away from kitchen and well lighted
- Provide water, benches, basin, soap, towels, and garbage cans
- Establish separate facilities for men and women.
- Adequate waste water disposal

Toilets:

- Provide adequate numbers throughout Base/Camp.
- Arrange for at least daily service.

Garbage disposal:

- Garbage cans or containers should be located throughout camp.
- Haul daily

Equipment Depot and Tool Storage Areas:

- Adequate space near transportation
- Segregate tools in bins or stalls
- Tool reconditioning
- Parking and lighting

Sleeping areas:

- Quiet, shaded, flat, and dry ground
- Marked and roped off
- Designate and supervise warming fires
- Free of hazard trees or other hazards

Check-in and Timekeeping Areas:

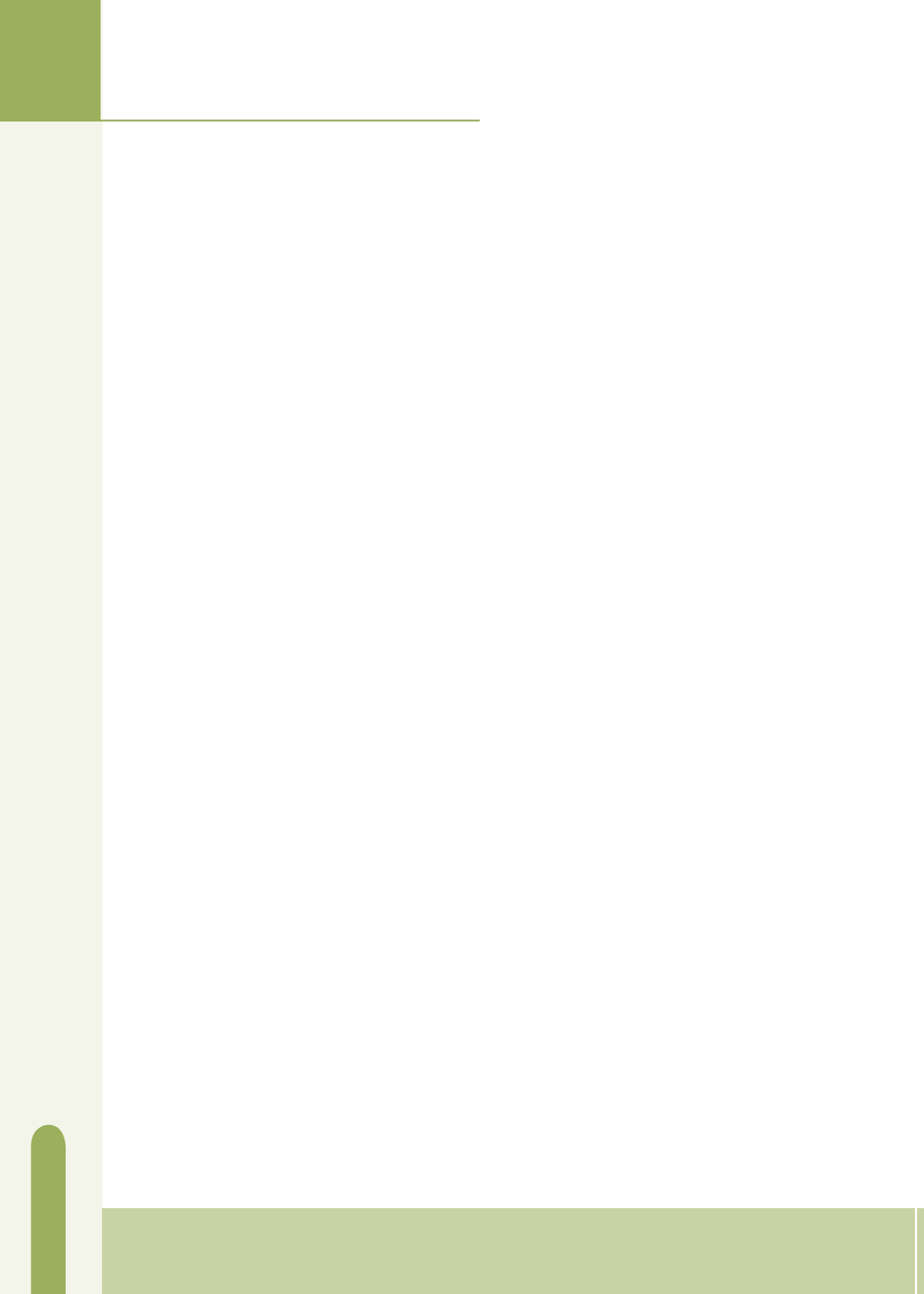
- Place near entrance
- Tables, chairs, shelter, and lighting
- Signed

First Aid Station:

- Quiet, shade, and dust free
Incident medical team may be provided. [Appropriate medical personnel for Indian responses] doctors, paramedical staff, ambulance and medical supplies
- Sign First Aid area

Incident Responder and Staff Area:

- Located away from main camp activity
- Provide tables, chairs, light, and shelter
- Locate convenient to communications

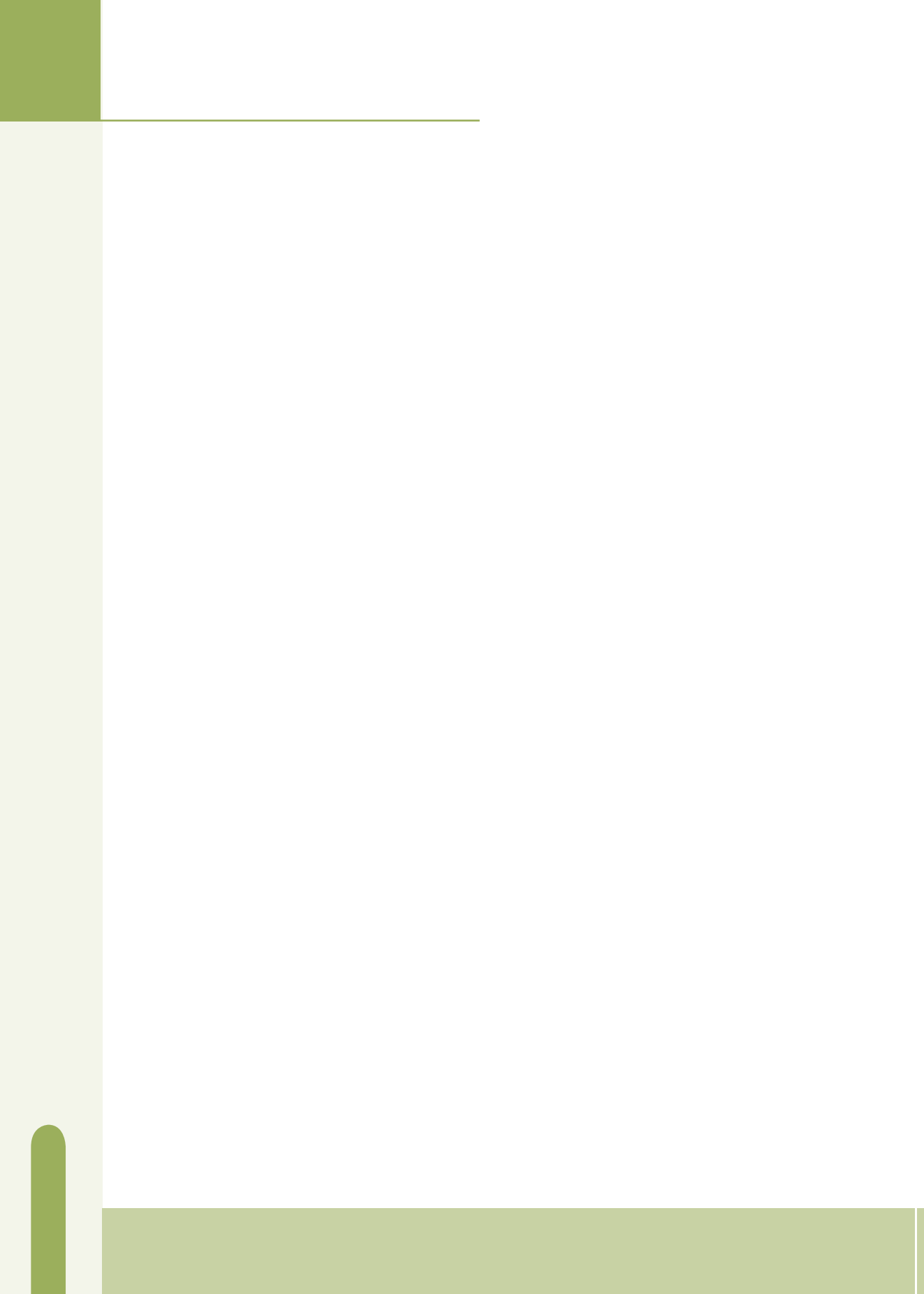


Incident Response System Logistics Section Chief

Unit 3 Planning Activities

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 3 - Planning Activities

Objectives: Upon completion of this unit, students will:

1. Identify the Logistics Section Chief's role in coordinating with the command and general staff.
2. Describe Logistics Section Chief's role in the planning meeting and the preparation of the Incident Action Plan (IAP) to provide all concerned personnel with appropriate direction for the various tasks.
3. Describe the elements to cover during the logistics section meeting and/or briefing.
4. List elements in the logistics section's portion of the operational period briefing.

I. The Logistics Section Chief's Role in Coordination with the Command and General Staff

A. Planning meeting

- Meeting at regular interval
- Functional expert representing the logistics section
- Determine whether your section can or cannot support the IAP
- Come prepared and participate
- Time lines on supporting the proposed plan
- Understanding of objectives
- Be aware of limitation of logistics section

B. One-on-one communication

- Communication with incident personnel.
- With operation personnel to get idea about future requirement.
- With Sections, Branch, Units, etc.
- Talk with incident personnel; i.e., drivers, rescue teams
- Incident communications center including EOC
- Be familiar with the incident area, if required contact PRIs, community based organizations ULBs, etc.

II. Logistics Section Chief's Role in the Planning Meeting and Preparation of the Incident Action Plan (IAP)

A. Query logistics unit leaders prior to the planning meeting to determine status and availability of support resources.

- Logistic section meeting or personally visit each unit.
- Supplies, equipment, personnel, communications, medical, shelter, food, drinking water etc.

B. Role in preparation of IAP

It is beneficial for the Logistics Section Chief to meet with the Operations Section Chief prior to the planning meeting and the completion of Preliminary plans, concerns, and problems can be discussed prior to the planning meeting, thereby saving time.

- Participate in the completion of Operational Planning Worksheet and Judge the ability to support the plan.
- Coordinate with operations personnel
- Illustration of the roles of single resource, task force and strike teams.

C. Ability to support IAP

This is a critical point in the development of the IAP. The Logistics Section Chief needs to ensure tact and professionalism in developing and supporting this plan.

- Advise on current capabilities and limitations. Whether unable to support alternatives, if any
- Ensure that a plan is developed to meet the logistics requirement of IAP with the help of comprehensive resource management system.

D. Determine additional resource needs.

- Plan should include needs of additional resources.
- Identify shortages
- Order to fill needs
- Determine support needs for ordered resources and steps for their procurement
 - Which departments to contact.
 - If the hiring of requisitioned resources is needed, ensure their proper documentation and payments.

E. Discuss long-range plans.

- Identify potential and future requirements.
- Assign appropriate personnel, keeping their capabilities for the task to be carried out.
- Maintain on duty officer list (IRS Form-007)

F. Timely review of IAP - Ensure applicable portions of the IAP are prepared and reviewed in a timely manner. Develop and update IAP as per debriefing meetings.

- Traffic plan
- Medical plan (IRS Form - 008)
- Communications plan (IRS Form - 009)

III. Elements of the Logistics Section Meeting and/or Briefing

A. The Logistics Section Chief will have an incident update.

- Current situation- locations of incident and deployment of human resources, equipments, ESF.
 - Resource details e.g. kind, type, quantity and source of mobilization.

- Planned situation (future requirements)
 - Capabilities and limitations
 - Time limitation (30 minutes) for meeting the unit heads.
 - Decide the time of the meeting.
- B. Confirm needs and requests
- Set priorities. There would be competition for resources. Be in know of present situation only then allocation can be prioritized.
 - Requirements of relief operation.
 - Fill needs or requests.
 - If the request is unclear, ask for additional information and then take steps for their procurement.
 - Order additional resources, if needed.
 - Reassign personnel.
 - Consider trainee/training needs.
 - Maintain the kind, type and quality of supply available and provisioning.
 - Follow up with appropriate section chief.
- C. Review current and anticipated situations, resource status, and weather forecasts.
- Gather information from the Planning Section.
 - Gather information from the Operations Section – status of incident.
 - Unit Leader input – information from different units.
 - Based on above assessment decide increasing / downsizing or obtaining more logistics support.
- D. Ensure applicable plans; i.e., medical, transportation, and communications are updated and provided to the planning section.
- Review progress regularly.
 - Briefing of branch directors and unit leaders.
 - Ensure unit leaders are reviewing and updating appropriate plans.
 - Meet deadlines set by the planning section.
- E. Ensure security plan is updated by Security In charge for safety of personnel and equipments with appropriate reviews.

IV. Elements in Logistics Section's Portion of the Operational Period Briefing.

- A. Communications plan
 - Assign frequencies by tactical needs e.g Command net to avoid jamming.
 - Separate net for relief operation
 - Assigned frequency for medical emergencies
 - Changes to the written plan, if any
 - Ordering procedures from the incident
 - Backup power supply units
 - Air frequencies (IRS Form 009, Communications Plan)
 - Arrangements for repair and replacement of faulty sets and transport requirements for supervision and maintenance.
 - Networking plan to integrate inter organizational facilities with local setup (Army/NDRF)
 - Alternative communication system – Satellite, ham radio, Mobile phones
 - Messages brief, and simple. Clear sign. Fixed timing.
- B. Medical plan for responder and victims in relief centres
 - Procedures in the event of a medical emergency
 - Medical camps planning
 - Plan for ambulance services and for regular medical facilities
 - Plan for referral medical facilities
 - Designated medical evacuation helicopter
 - Location of assigned medical personnel within the incident area and relief camp (IRS Form 008, Medical Plan)
 - Close liaison with compensation/claim unit
- C. Transportation
 - Transportation to and from site of all resources
 - Develop and implement of traffic plan
 - Any changes to the written traffic plan
 - Returning of supplies and trash (back haul)
 - Maintenance and repair services plan

D. Facilities

- Policing of trash/food in sleeping areas. Instruct responders to avoid throwing waste and food in camp area. Instruction to keep the facilities clean and safe for own and others safety.
- Camp etiquette
- Washing prior to eating
- Appropriate attire
- Respect of private property
- Security issues

E. Supplies

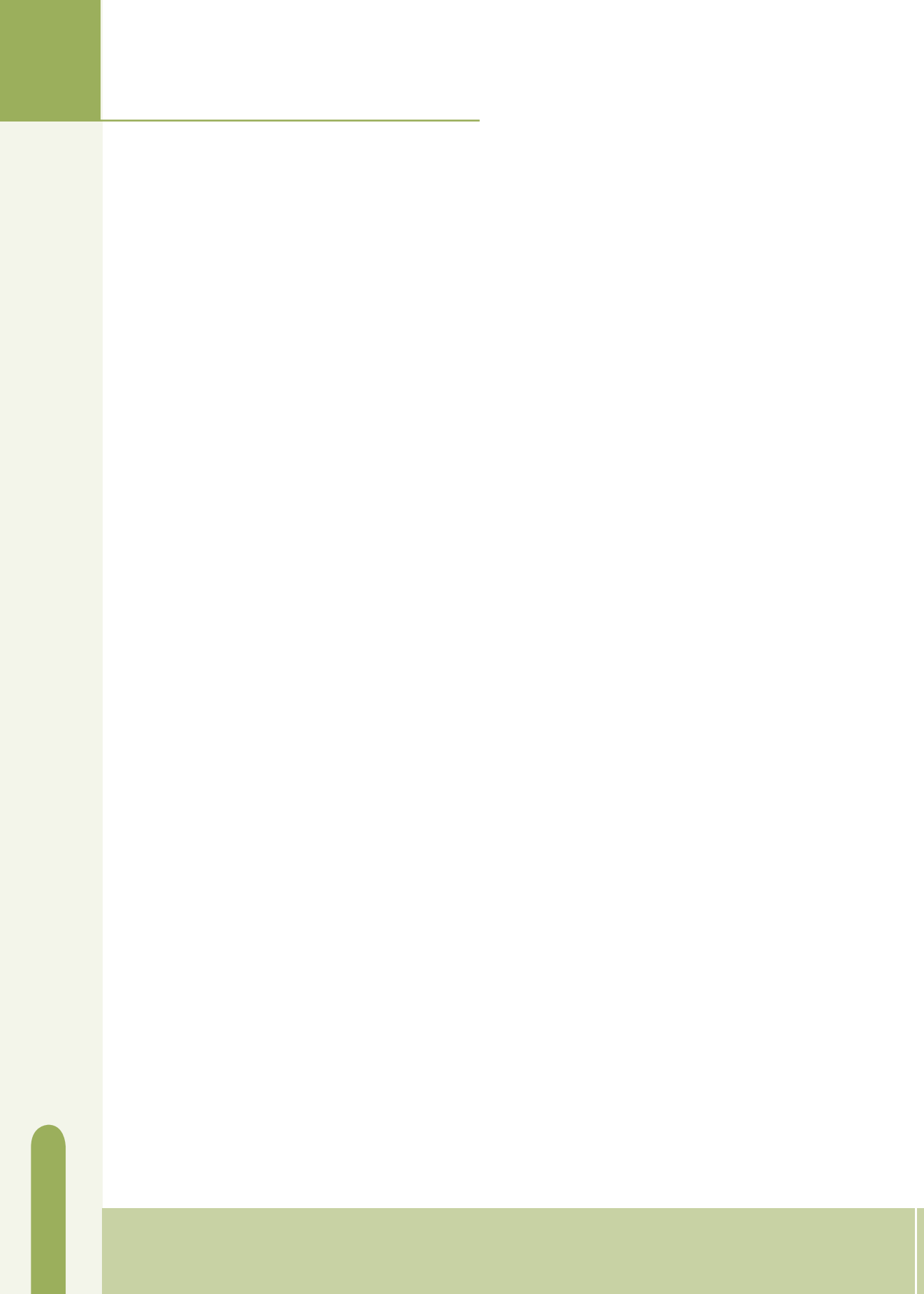
- Returning supplies. Whatever issued must be returned
- Check out procedures for accountable property
- **IRS guidelines made by NDMA has identified the officers at various levels who are suitable for the positions of the logistic section.**

Incident Response System Logistics Section Chief

Unit 4 Operations

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 4 - Operations

Objectives: Upon completion of this unit, students will:

1. Identify procedures in organizing and supervising staff.
2. Explain the Logistics Section Chief's role as the Contracting Officer (procurement officer)
3. Identify several techniques used when discussing accomplishments and/or problems with the incident commander.
4. Prepare Unit Log (IRS Form - 003).
5. Describe the procedures used to ensure all personnel and equipment time records are completed and submitted.

I. Organize and Supervise Staff

- A. Establish performance expectations and your/ team management/ working style
 - Two-way dialogue- encourage ideas
 - Non-threatening
 - Problem solving
 - Promote teamwork
 - Verbal or written
 - Initial briefing, assign work locations and preliminary work task. Debriefing.
 - Ongoing process throughout incident
- B. Give clear instructions and be sure they are understood.
 - Give directions for each function to meet the incident objectives.
 - Ensure they are understood
 - Monitor individual job performance
 - Evaluate and take corrective action, as necessary
 - Communicate changes in instructions in time
- C. Establish priorities and coordinate units within the section
 - Unit personnel must be clear of the priorities and objectives
 - Support the operational needs of the incident
 - Encourage communication and coordination between units
 - Gather intelligence and disseminate
- D. Supervise staff
 - Assign and monitor work assignments
 - Review and approve personnel time
 - Promote teamwork
 - Provide positive counseling and/or corrective action, as appropriate
 - Establish unit time frames and schedules
 - Operational period changes
 - Work schedules
 - Meetings/briefings

- E. Identify training needs
 - Provide opportunities for training. Purpose is to develop future unit leaders/ section chiefs/ ICs.
 - On-the-job training for trainees
 - Trainees task book to ensure proper evaluation
 - Evaluate opportunity for a meaningful assignment for the trainee.
 - Work with incident training specialist if available
 - Recommend formal training at a later date for trainees or even for unit personnel. To develop future leaders/ responders
- F. Prepare and discuss performance evaluation
 - Evaluate performance of personnel to ensure accountability and develop future responders, unit leaders/supervisors.
 - It will help in deciding their deployment in future incidents.
 - Performance evaluation To determine training needs for further career development.

II. The Logistics Section Chief delegated full authority to procure resources for incident

- A. The Logistics Section Chief is delegated full authority to require compliance under DGS & D rates, pre-contract rates, purchase/ procurement policies and any other directives of central/state governments.
 - Approve change in procurement orders
 - Take action to terminate the contract for default/noncompliance or government convenience
 - Approve assignment of claims
 - Make final decisions when disputes arise under relevant provisions
- B. The Logistics Section Chief is delegated the following major duties and responsibilities:
 - Ensure that a qualified procurement Unit Leader is assigned as an inspector to assist in administering the contract. When an inspector is not assigned, ensure those duties are performed.
 - Ensure that differences and disputes are resolved prior to demobilization. If resolution cannot be obtained, RO/ district unit be informed.

- Ensure that details of activities with regard to maintenance of contract are maintained and that a contractor performance evaluation is completed and forwarded to the RO prior to demobilization.
- May put the contractor in unavailable status or blacklisted whenever the equipment or personnel are not in condition to perform/ fail to perform the services required or fail to honour the contract conditions
- Ensure inspections are done
- Health and sanitation of responders, victims and facilities

III. Discuss Accomplishments and/or Problems with the Incident Commander

- Keep incident commander informed of the logistics section's operations
- Daily planning meeting and/or command and general staff meeting
- One-on-one meetings as the need arises

IV. Maintain IRS Form 003, Unit Log

- Listing of individuals assigned to logistics section
- Activated units and work assigned with resources and different sides
- Status of work completed
- Listing of significant events e.g. weather condition etc. which may increase severity of incident.
- Submit to the documentation unit at the end of each operational period.

V. Ensure all Personnel and Equipment Time Records are Completed and Submitted

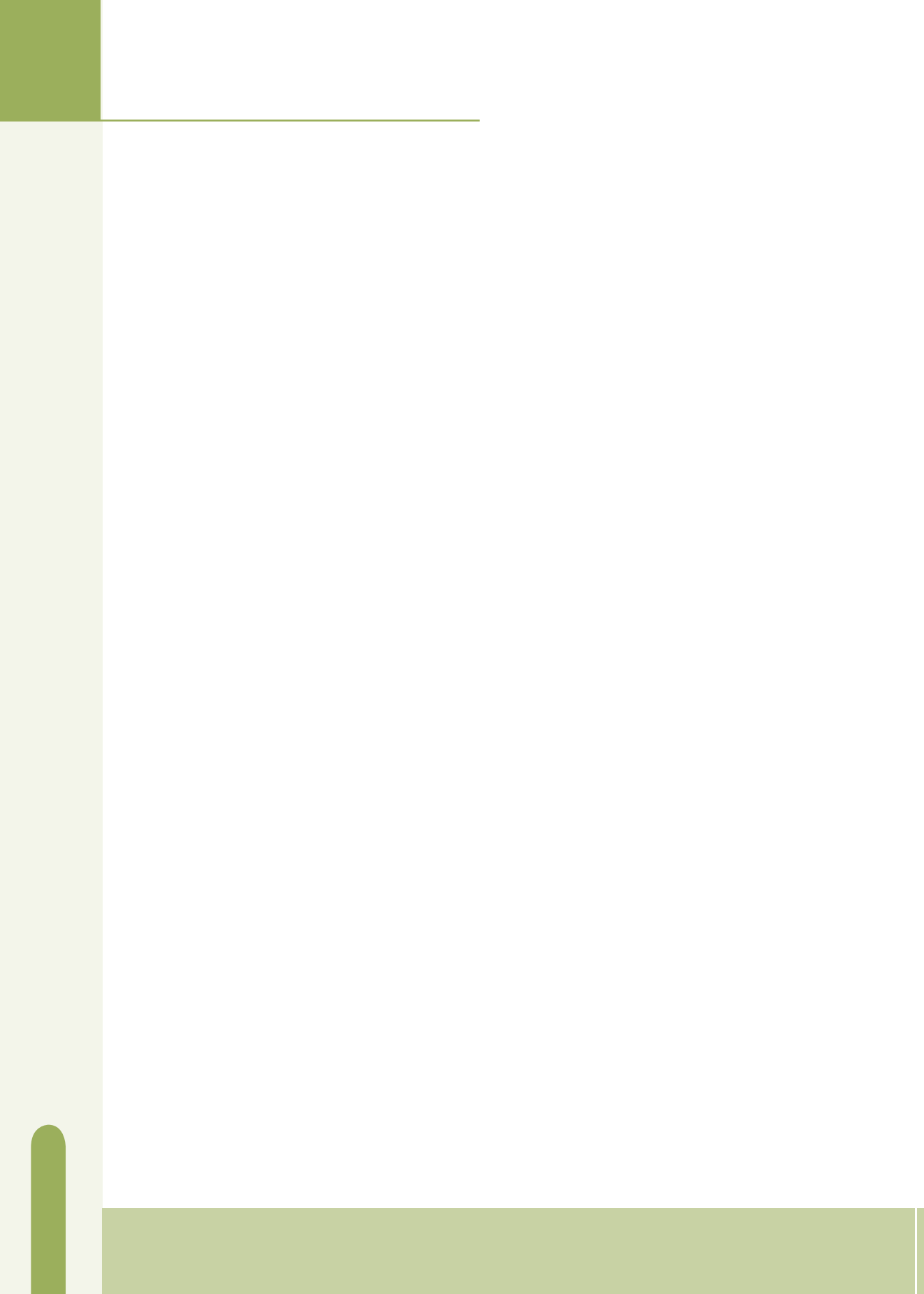
- Authorizing signature- delegate someone to sign the records
- Correctly filled out for each operational period
- Submit to the appropriate time recorder

Incident Response System Logistics Section Chief

Unit 5 Demobilization

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 5 - Demobilization

Objectives: Upon completion of this unit, students will:

Understand the importance of timely and safe release of resources

1. Explain procedure for the release of resources.
2. Identify excess section resources for release.
3. List three responsibilities of the logistics section chief in the development of the demobilization plan.
4. Describe the logistics section's responsibilities in implementing the demobilization plan.
5. Describe the process to identify the section is properly demobilized in a safe and efficient manner.

DEMOBILIZING RESOURCES

1. The process generally begins at the operation section level because the resources are placed at their disposal for tactical operations. They know which resource needs to be demobilized better.
2. The demobilization process must start as early as possible and it should be done at all times in a planned and phased manner. The IC and other staff members including sectional chiefs must determine and decide if the assigned or those in reverse or those out of service are required or not. You would agree that resources not required must be released not only to reduce cost but also to relocate such resources wherever required. In our set-up since most of the resources are government owned, we rarely concern ourselves with this aspect of incident management. Many times resources remain unused and even unallocated since there is no proper system of accounting. Resources remain deployed even though they may not be really required.
3. When the tactical resources are released, demobilized, the organization can also be reduced accordingly.

Demobilization plan

Small incidents where only one agency is working, the management may not require a formal demobilization plan. However, when the incident involves several and/or agencies, there is an urgent need to have a formal written demobilization plan within the Planning sections. This plan must be prepared in the beginning of the incident. The objective of the demobilization plan is to ensure that the resources are properly and optimally utilized and released if they are not required timely. It is the job of the agency is to ensure that the resource is returned to the home agency in safe and sound shape. An incident Demobilization Plan (IDP) should contain five essential parts:

I. Determine a Demobilization Procedure early in the Incident

- Continually communicate with Operations and other Sections for deciding priorities- whom/ what to release first.
- Release priorities – national/ other agencies, state SAR teams,
- Tactical assignment downsizing-when incident size becomes smaller.
- Possible release of resources – when operations are on reduced scale and location from where demobilization will take place.
- Time frame for release.

- Issue release order and mode of transport to their parent department/agency.
- Length of assignment- release first those worked longer days.
- TA/DA rules must be known/ followed.
- Medical/emergency releases-when somebody ill.

II. Identify the Release of Excess Resources. How?

- May be too many resources have arrived. Several agencies send resources for operation and relief. But not all are of right type e.g. Cheetah helicopter not being fit for airdropping of food packets during KOSI disaster 2008. Such resources are waste.
- Some may be in excess of requirement.
- Coordinate with area command/unified command.
- Coordinate with unit leaders and other section chiefs to make them sure about their specific incident demobilization responsibilities.
- One-on-one communication or in Logistics meetings
- Ensure adequate work force for the completion of the demobilization process.
- Time frames

III. Logistics Section Chief's Responsibility in Assisting in the Development of the Incident Demobilization Plan

- A. Ask Logistics Unit Leaders prior to the Demobilization Plan development meeting to
 - Advise on current capabilities and limitations.
 - Determine additional resource needs:
 - Identify shortages.
 - Order to fill needs.
 - Determine support needs for ordered resources.
 - Order additional resources for support.
- B. Review and participate in the development of the demobilization plan
 - Co-ordinate with Planning Section Chief, Operation Section Chief to prepare IDP as per IRS Form – 010.
 - Review of the demobilization plan:
 - Do you have the ability/ resources to support the plan?
 - Review and sign the plan.

Demobilisation Plan - IRS Form 010

(Major Components)

(Attach a separate sheet if space is not sufficient)

1. Name of the incident: _____		2. Name of Section / Branch / Division / Unit to be demobilized (Specify): _____			3. Operational Period: _____		4. Prepared Date: _____ Time: _____	
5. Name of responder (s) / details of resources to be demobilized	6. Location from where demobilization will take place	7. Date & Time	8. Mode of transport	9. Transit destination, if any	10. Final Destination & name of agency to whom returned	11. Ultimate destination agency notified or not		
						Yes	No	
12. Demobilisation plan for out of service equipments and sick personnel								
(a)	(b)	(c)	(d)	(e)	(f)	(g)		
Name of sick personnel / out of service equipments	Location from where demobilisation will take place	Date & Time	Mode of transport	Transit destination, if any	Final Destination & name of agency to whom returned	Ultimate destination agency notified or not		
						Yes	No	
13. Name and designation of officer Prepared by _____				15. Issued by _____				
14. Approved by _____								

Source: Adapted from ICS Form 221

IV. Logistics Section Chief's Responsibilities in Implementing the Demobilization Plan

Demobilization will be per departmental/organisational guidelines and availability of resources, requirement of resources elsewhere- e.g. Another incidence response team (IRT). This new organization may require personnel, supplies, and equipment from the demobilizing organization to support their operation. These resources are identified in the demobilization/ transition plan.

Will assume management of the incident.

A. Coordinate with Demobilization Unit during development and implementation of the demobilization plan.

B. Facilities

- Complete administration requirements; i.e., toilets, land-use agreements, boats, national contract –DGS&D rate contract applicable all over the country.

- Return ICP and/or base/camps to pre-incident condition. Remove waste/ level ground.
 - Dispose of surplus supplies and hazardous materials per agency/state guidelines.
- C. Medical
- Complete contract requirements.
 - Coordinate and complete cases with compensation claims unit or appropriate agency. Ensure medical claims are processed before demobilization.
 - Dispose of surplus supplies, biohazards, and hazardous materials per agency/state guidelines.
- D. Communications
- Recover equipment provided by communication unit after the incident is over.
 - Equipment accountability
 - That wireless sets are returned.
 - Mobile phone/ satellite phones
 - Fax/ computers
 - Dispose of surplus supplies and hazardous materials per agency/state guidelines.
- E. Supply
- Return incident items to the appropriate warehouse, vendor.
 - Meet departmental guidelines on incident accountability.
 - Dispose of surplus supplies and hazardous materials per agency/state guidelines.
- F. Food
- Meet all contractual requirements. Ensure payments in time.
 - Return area to pre-incident condition.
 - Dispose of surplus supplies and hazardous materials per agency/state guidelines.
- G. Ground Support
- Meet all contractual requirements. Boats, tent payments.
 - Return roads and drop points to pre-incident conditions.

- Complete post-vehicle/equipment inspections per agency guidelines.
 - Dispose of surplus supplies and hazardous materials per agency/state guidelines.
 - Provide transportation for demobilized incident resources (personnel, supplies, equipment).
- H. Coordinate with local agency(s) during the development and implementation of demobilization process.
- Hazardous and biohazardous materials
 - Local law enforcement agency
 - Department of Transportation

V. Process to Identify the Section is properly Demobilized in a Safe and Efficient Manner

- A. Submit all required information to:
- Documentation unit leader
 - Finance branch
 - Contract administration
 - Payment documents
 - If required, ensure the IRS Form 010, Demobilization plan, is accurately completed and submitted to the appropriate person.
- B. Brief staff on demobilization procedures and responsibilities.
- C. Ensure that incident and agency demobilization procedures are followed.
- If required, submit narrative of section's actions on incident to plans.
- D. Brief replacements, if necessary.
- Verbally
 - In writing

Incident Response System Logistics Section Chief

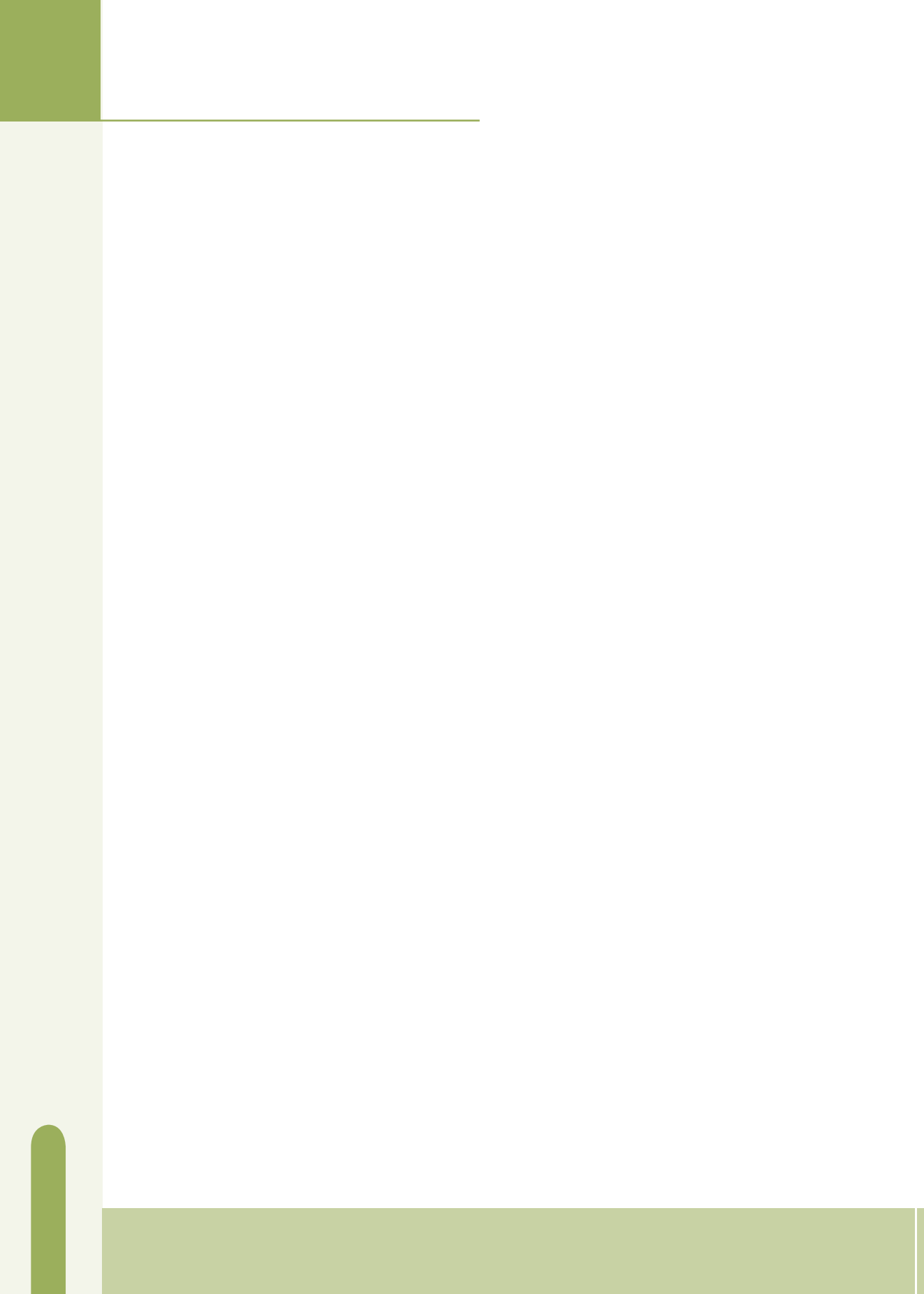
(Finance Branch Director)

Unit 6

Information Gathering and Sharing

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit : 6 - Information Gathering and Sharing

Objectives: Upon completion of this unit, trainees will:

1. Describe reference material, forms and supplies to include in a Finance Branch Director Kit.
2. List resources to contact and information to obtain upon initial provisioning.
3. List information to obtain from the responsible officer briefing.
4. List information to exchange with the local administrative staff.
5. Identify the purpose of a unit log and list examples of significant events to document.

I. Pre-Incident Planning

A. Kit Assembly

The Finance Branch Director (FBD) tailors the FBD kit to meet the needs of the incident assignment. The size and complexity of the incident, local availability of forms/supplies and finance section configuration determines the amount of forms/supplies to bring.

1. Kit will be assembled and prepared prior to an incident.
2. Kits should contain essential items needed for the assignment and to function until replacement items can be obtained.
3. Kit will be easily transportable and within agency weight limitation.

B. Incident Specific Information

1. Obtain complete information from provisioning upon activation. You should gather the following items (available from the resource order):

- a. Incident name
- b. Incident order number
- c. Your request number
- d. Accounting code
- e. Reporting location and time.
- f. Transportation arrangements
- g. Contact procedures during travel should be available from provisioning
- h. Incident supervisor name, if available

2. Single resource provisioning versus incident response team (IRT) provisioning

The time and location of the initial meeting with the incident commander (IC) and other IRT members may differ depending on the type of provisioning. The purpose of the initial meeting is to exchange information with the IRT and obtain priorities from the IC.

- a. FBD deputized as a single resource will usually meet with the IRT upon arrival at the incident or other designated point.
- b. FBD deputized as a designated member of an IRT may meet with the IRT prior to departure.

3. Incident area information related to assignment

II. Initial Meetings and Briefings

A. Responsible Officer

The Responsible Officer (RO) is the individual responsible for an established organizational unit with jurisdictional responsibility for the incident. Multi-jurisdictional incidents will involve more than one responsible officer and may be managed under unified command. The IC reports to the RO, i.e. District Magistrate.

The Responsible Officer Briefing is given by the RO and other key staff.

The RO briefing:

1. Provides information, guidance, direction and constraints to the incoming IRT.
 - a. Incident Strategic Analysis (ISA)

The responsible officer should provide the IRT a completed ISA. If an ISA has not been prepared the IRT may be tasked to complete one. The FBD may be tasked to complete cost estimates for alternatives.
 - b. Delegation of Authority (delegates responsibility for incident management to the IC)

The responsible officer must provide the IC a Delegation of Authority before the IRT can assume management of the incident. The Delegation of Authority defines the agency's expectations of the IRT relating to authority, accountability, and responsibility to manage the incident.
2. Provides names of incident agency counterparts
3. Addresses the environmental, social, political, economic and management issues that may affect the incident.
4. Reviews current incident status in terms of size, number of victims, values at risk, topography, weather, and safety considerations.
5. Identifies resources assigned and ordered.

The RO briefing is usually limited to general incident information. IRT personnel meet with incident district counterparts to discuss position specific information. The FBD meets with the local administrative staff to discuss finance-specific information.

The form provided is an example of a briefing form that may be used by the Finance director to collect information.

B. Local administrative staff

The local administrative staff is responsible for the normal business and administrative matters for the unit. This individual may have several sub-functions working for them, such as human resources, acquisition, etc. and may assign personnel from these areas to coordinate with the incident finance branch.

The FBD facilitates continual communication with the local administrative staff.

C. Incident Commander

The incident commander provides priorities, goals, and objectives to the incident response team. This may include initial instructions concerning the finance branch. Information regarding time frames for briefings, planning meetings, and team meetings is obtained at this time. All IRTs and section chiefs exchange information during this briefing.

D. Team Transition

An incident may have multiple IRTs assigned throughout the duration. Transition generally occurs at the end of the previous IRT's term or change in incident complexity. The responsible officer determines the time for transfer of command to the new IC. This is a planned event and may include a transition period of one or more days.

The incoming FBD meets with the outgoing FBD to determine the most efficient manner to transition information and responsibilities. The outgoing FBD provides written documentation of actions, decisions, and issues requiring follow-up. The outgoing FBD provides a list of remaining staff and their demobilization dates. The incoming FBD obtains the home unit phone numbers of the outgoing finance branch staff.

The outgoing FBD meets with the local administrative staff to close out their incident responsibilities. The incoming FBD attends this closeout to gather additional information.

III. IRS Form 003, Unit Log

The unit log is used to document operational period activities. The Incident Response System (IRS) requires unit leader and above positions

to complete a unit log per operational period. The FBD initiates a unit log upon assignment.

The FBD documents major events and items of significance and submits the unit log to the planning section at the end of each operational period.

Unit logs are included in the incident package documentation and can be used as evidence in both criminal and civil matters; therefore, the FBD should only record professional, factual entries. Can also be useful for enquiries, if any later on.

The FBD retains a copy of their unit logs.

FINANCE BRANCH DIRECTOR KIT CONTENT LIST

Supplies:

Pens, pencils, post-it note pads, stapler, staples, staple remover, notepad, calculator, batteries, tape, envelopes, clipboard

Reference Material:

- Incident Response system guidelines
- Department /Agency-specific guidelines
- Standard unit costs, incident component costs, cost share agreements
- Copies of Contracts

General Forms: (enough for your own use)

- General Message
- Incident Responder Time Report
- IRS 003, Unit Log

The following listing of items is by unit. The FBD may bring some or all of the following depending on the incident assignment.

Time Unit:

- Incident Responder Time Report
- Department/Agency specific forms

Compensation/Claims Unit:

- Claims Forms
- Incident Claims and Accident Log
- Injury/Illness Log
- Camera

Procurement Unit:

- Emergency Equipment Rental Agreement
- Emergency Equipment Use Invoice
- Vehicle/Heavy Equipment Inspection Checklist

- Emergency Equipment Rental-Use Envelope
- Emergency Equipment Fuel and Oil Issue
- Incident Responder Time Report
- Crew Time Report
- Contracts and agreements
- Agency-specific guidelines & forms, i.e., payment methods
- Facilities Use Agreement Form
 - Specific forms for all above items will be developed later

Cost Unit:

- Agency-specific forms
- Desktop/Laptop computer with appropriate cost tracking tool

INCIDENT STRATEGIC ANALYSIS

Incident Strategic Analysis (ISA) is a decision-making process in which the Responsible or representative describes the situation, establishes objectives and constraints for the management of the incident, compares multiple strategic alternatives, evaluates the expected effects of the alternatives, selects the preferred alternative, and documents the decision. The format and level of detail required is dependent on the specific incident and its complexity. The key is to document the decision.

ISA INITIATION

INCIDENT NAME

Sultanpur Train Derailment

JURISDICTION(S)

Uttar Pradesh

DATE AND TIME INITIATED

March 30, 2004

DECISION

The selected alternative is: Alternative C

RATIONALE: Alternative C is the selected alternative. It combines an approach that meets or exceeds the objectives by acting quickly to contain the spill while not putting responders at unnecessary risk. It considers gender and equity issues by preventing the spill from adversely affecting the environment. It does take more time; however, it is time well used to ensure a high confidence in being able to meet all objectives.

RESPONSIBLE OFFICER SIGNATURE

DATE/TIME

I. INCIDENT STRATEGIC ANALYSIS	
A. JURISDICTION(S): Uttar Pradesh, Luknow District	B. GEOGRAPHIC AREA: Sultanpur near the Ganges River
C. UNIT(S): Sultanpur Block	D. ISA #: UP2004-01
E. INCIDENT NAME: Sultanpur Train Derailment	F. INCIDENT #: UP2004-01
G. FINANCIAL ACCOUNTING CODE: GOI-UP-CF-7777777	
H. DATE/TIME PREPARED: March 30, 2004 2300hrs	
I. ATTACHMENTS: ☐ COMPLEXITY MATRIX/ANALYSIS ☐ RISK ASSESSMENT ☐ PROBABILITY OF SUCCESS ☐ CONSEQUENCES OF FAILURE ☐ MAPS ☐ DECISION TREE ☐ PROJECTIONS ☐ CALCULATIONS OF RESOURCE REQUIREMENTS ☐ OTHER (SPECIFY)	

II. OBJECTIVES AND CONSTRAINTS

The Responsible Officer completes this page.

- II.A. Objectives: Specify criteria that should be considered in the development of alternatives. These objectives must be specific, measurable and obtainable.

Safety objectives for responders, aviation, and public must receive the highest priority. Objectives must relate to appropriate guidelines and protocols for the District.

Economic objectives could include closure of all portions of an area, thus impacting the public, or impacts to transportation, communication and resource values.

Environmental objectives could include management objectives for air, soil, water quality, wildlife, etc.

Social objectives could include any local attitudes that might affect decisions on the incident, safety, gender/equity, etc.

Other objectives might include legal, political or administrative constraints which would have to be considered in the analysis of the situation, such as the need to keep the incident from impacting religious or cultural values, etc.

- II.B. Constraints: List constraints on response action. These could include constraints to environmentally or culturally sensitive areas, irreparable damage to resources, political/religious or international concerns. Economic constraints such as costs and business impacts could be considered here.

II. OBJECTIVES AND CONSTRAINTS	
A. OBJECTIVES (must be specific, measurable and attainable):	
1.	SAFETY: Public: Protect life and property within 10 km of derailment site Aviation: Not applicable Responder: Protect first responder health and safety by careful assessment prior to engagement and by requiring personal protective equipment.
2.	ECONOMIC: Minimize disruption to railway travel and restore service as soon as practical Contain the toxic spill quickly Protect private farm lands from contamination Minimize expenditures and claims
3.	ENVIRONMENTAL: Keep toxic chemicals from contaminating the Ganges River Protect cattle and other wildlife
4.	SOCIAL: Protect vulnerable women and children Promptly notify all potentially affected people Manage visiting dignitaries
5.	OTHER: Assist the Railway Authority with accident investigation
B. CONSTRAINTS	
None	

III. ALTERNATIVES

The Responsible Officer complete(s) this page, with input from others.

- III.A. Incident Management Strategy: Briefly describe the general response strategies for each alternative. Alternatives must meet resource management plan objectives.
- III.B. Narrative: Briefly describe each alternative with geographic names, locations, etc., that would be used when implementing a strategy. For example, "Contain the chemical spill to 3 hectares by March 1".
- III.C. Resources Needed: Resources listed must be reasonable to accomplish the tasks described in Section III.B. It is critical to also look at the reality of the availability of these needed resources.
- III.D. Estimated Final Incident Affected Size: Estimated final size for each alternative at time of containment.
- III.E. Estimated Objective Accomplishment Date: Estimates for each alternative shall be made based on predicted weather, political considerations, resource availability and the effects of management efforts.
- III.F. Cost: Estimate all costs for each alternative. Consider rehabilitation, business impacts, and other costs as necessary.
- III.G. Risk Assessment: Probability of success/Consequences of failure: Describe probability as a % and associated consequences for success and failure. Develop this information from models, practical experience or other acceptable means. Consequences described will include projected effects and costs. Include projections and long-term forecasts to derive this information.
- III.H. Maps: A map for each alternative must be prepared. The map shall be based on the "Probability of success/Consequences of Failure" and include other relative information.

III. ALTERNATIVES			
	A	B	C
A. Strategy:	Direct Approach	Indirect Approach	Modified Combination
B. Narrative:	Contain spill and clean up onsite in an aggressive manner. Extensive use of heavy equipment	Contain spill by building catchment devices near the Gomati River. Utilize mostly hand labor	Contain spill by using natural occurring landforms. Use a combination of hand labor and heavy equipment
C. Resources Needed:			
Responders	100	300	150
Equipment	10 trucks	2	6
Earth Movers	2	0	1
Aircraft	0	0	0
Police	25	25	25
Other	10 specialists	10 specialists	10 specialists
D Estimated Final Affected Area Size:	3 hectares	50 hectares	25 hectares
E. Estimated Date To Achieve Objectives	April 1, 2004 2 days	April 9, 2004 10 days	April 3, 2004 4 days
F. Costs:	Rs. 98,000	Rs. 470,000	Rs. 162,000
G. Risk Assessment:	50%	90%	70%
Probability Of Success/ Consequences Of Failure	High costs, potential fatalities, and severe environmental damage	High costs, potential fatalities, and severe environmental damage	High costs, potential fatalities, and severe environmental damage
H Attach Maps For Each Alternative			

IV. EVALUATION OF ALTERNATIVES

The Responsible Officer completes this page.

IV.A. Evaluation Process: Conduct an analysis for each element of each objective and each alternative. Objective shall match those identified in section II.A. Use the best estimates available and quantify whenever possible. Provide ratings for each alternative and corresponding objective element. Effects may be negative, cause no change or may be positive. Examples are: 1) a system which employs a "-" for negative effect, a "0" for no change, and a "+" for positive effect; 2) a system which uses a numeric factor for importance of the consideration (soils, watershed, political, etc.) and assigns values (such as -1 to +1, -100 to +100, etc.) to each consideration, then arrives at a weighted average. If you have the ability to estimate dollar amounts for natural resource and cultural values this data is preferred. Use those methods which are most useful to managers and most appropriate for the situation. To be able to evaluate positive effects, the area must be included in the resource management plan and be consistent with prescriptions and objectives of any applicable guidelines and protocols.

Sum of Economic Values: Calculate for each element the net effect of the rating system used for each alternative. This could include the balance of: pluses (+) and minuses (-), numerical rating (-3 and +3), or natural and cultural resource values in dollar amounts.

IV. EVALUATION OF ALTERNATIVES			
A. EVALUATION PROCESS	A	B	C
SAFETY			
Responder	+	-	0
Less exposure		Longer exposure	Good balance
Aviation	0	0	0
Public	+	-	0
Less exposure		Longer exposure	Good balance
Sum of Safety Values			
ECONOMIC			
Incident	Rs.98,000	Rs.470,000	Rs.162,000
Business	Rs.75,000	Rs.600,000	Rs.150,000
Other (specify)			
Sum of Economic Values			
ENVIRONMENTAL	+ Spill quickly contained and kept from the Ganges River	- Spill reaches the Gomati River	+ Spill contained over time
Sum of Environmental Values			
SOCIAL	Quick response	Longer Response	Moderate Response
Employment			
Public Concern	-	+	+
Cultural	+	-	0
Religious	+	0	0
Gender/Equity	+	-	-
Other (Specify)	+	-	0
Sum of Social Values			

V. ANALYSIS SUMMARY

The Responsible Officer completes this page.

- V.A. Compliance with Objectives: Prepare narratives that summarize each alternative's effectiveness in meeting each objective. Alternatives that do not comply with objectives are not acceptable. Narratives could be based on effectiveness and efficiency. For example: "most effective and least efficient", "least effective and most efficient", "or "effective and efficient". Or answers could be based on a two-tiered rating system such as "complies with objective" and "fully complies with or exceeds objective". Use a system that best fits the needs of the Responsible Officer.
- V.B. Pertinent Data: Data for this section has already been presented and is duplicated here to help the Responsible Officer confirm their selection of an alternative. Final Affected Area Size is displayed on page three, section III.D. Costs are displayed on page three, section III.F. Economic Values have been calculated and displayed on page four. Probability of Success/Consequences of Failure are calculated in the attachments and displayed on page three, section III.G.
- V.C. External and Internal Influences: Assign information and data occurring at the time the ISA is signed. Designate the Resource Availability status. This information is available at the State and Central Government level and needed to select a viable alternative. Designate "yes" indicating an up-to-date weather forecast has been provided to, and used by, the Responsible Officer(s) to evaluate each alternative. Assign information to the "other" category as needed by the Responsible Officer.

V. ANALYSIS SUMMARY

Alternatives	A	B	C
A. Compliance with Objectives:	Meets all objectives by containing and rehabilitation of toxic spill in a rapid fashion. Some safety concerns arise over a rapid response that may jeopardize responders. There is only a 50% chance of success	While the success rate is 90%, this alternative fails to fully meet environmental and economic objectives. Social objectives are minimally met. It is also very costly.	The alternative has a 70% chance of success and meets or exceeds all objectives. It is comparative in cost.
Safety			
Economic			
Environmental			
Social			
Other			
B. Pertinent Data:			
C. Final Affected Area Size	3 hectares	50 hectares	25 hectares
Cost	Rs. 173,000	Rs. 1,070,000	Rs. 312,000
Resource Values			
Probability Of Success	50%	90%	70%
Consequences Of Failure	High costs, fatalities, and environmental consequences	High costs, fatalities, and environmental consequences	High costs, fatalities, and environmental consequences

D. External/Internal Influences:

Incident Priority within State

Resource Availability

Other Long-Range Projections

Projections

Top priority in the Nation

Resources are available

None

VI. DECISION

Identify the alternative selected. Must have clear and concise rationale for the decision. The decision must be signed by Responsible Officer and others.

Decision Rational: Alternative C is the selected alternative. It combines an approach that meets or exceeds the objectives by acting quickly to contain the spill while not putting responders at unnecessary risk. It considers gender and equity issues and takes care of the environment by preventing the spill from adversely affecting the environment. It does take more time; but, it is time well used to insure a high confidence in being able to meet all objectives.

VII. DAILY REVIEW

The Responsible Officer or designate completes this page.

The daily review is a process to validate and/or update the ISA to ensure it is consistent with the current and projected situation. Any changes need to be documented. The review should be signed and dated.

Date	Time	Comments	Signature

**DELEGATION OF AUTHORITY
SULTANPUR TRAIN DERAILMENT
LUCKNOW DISTRICT
UTTAR PRADESH**

I am delegating the authority and responsibility to Sourav Ganguly, ICT3, to manage the Sultanpur Train Derailment, 30 March, 2004, located northwest of the town of Sultanpur. The train was transporting toxic chemicals to Lucknow. This authority and responsibility requires you to recognize when to engage for tactical plans for response and personnel safety, and when to disengage from that plan. You must:

1. Develop a specific plan of action.
2. Communicate that plan to all subordinate employees and cooperators.
3. Make certain all know and understand the plan objectives and the standards of accomplishments.
4. You will ascertain changing conditions, anticipate changing risks, and execute plans to mitigate all perceived risks.
5. You will develop and organize cooperator relationships and an organization to support an incoming Type 2 Incident Response Team.
6. You will provide relief for the current initial responder crews by 1800 hours today, 30 March.
7. Develop and implement strategy and tactics to contain the chemical spill while protecting incident responders.
8. Assist other emergency response organizations with resident evacuations, restoring train service, traffic control, and other emergency planning.
9. Plan to meet with me, my delegate and/or the Railway Authority by 1700 hours each day for a briefing of progress and conditions.

Should I not be available, my authorized delegate for the Sultanpur Train Derailment is Deputy District Collector, Rahul Dravid, who can be reached at 676-1234.

Sanjay Upadhyay, District Collector

Ariz Khan, Railway Authority

Responsible Officer Briefing Logistic (finance branch) Section

Name and Phone Numbers of Incident District Administrative Staff:

Agreements in Place (Obtain Copies):

Incident Finance Package Requirements:

Jurisdictional Agencies Involved:

Availability of Personnel to Fill Resource Orders:

Specific Accounting Codes and/or funds in use:

Need for Cost Share Agreement:

Cost Unit

Fiscal Considerations (Cost Constraints/Limitations/Reporting Requirements):

Cost Centers:

Cost Collection or Trespass:

Specific Accounting Codes and/or funds in use:

**Responsible Officer Briefing
Logistic (finance branch) Section
(Continued)**

Procurement Unit	Provisioning Team in place or ordered. Contracting Officer Assigned/Ordered/Available at Incident: Copy of Local Service and Supply Plan Provided: Is All Equipment Inspected and Under Agreement: Emergency Equipment Rental Agreements; Authority to Settle Contract Claims on Incident:
Compensation/Claims Unit	Potential Claims: Injuries to Date: Reporting/Processing Requirements: Status of Claims/Injury Reports: Claims Processing Requirements:
Time Unit	Procedure Established for Timesheet Transmittal: Hiring/Payment Procedure:

12

[illegible]

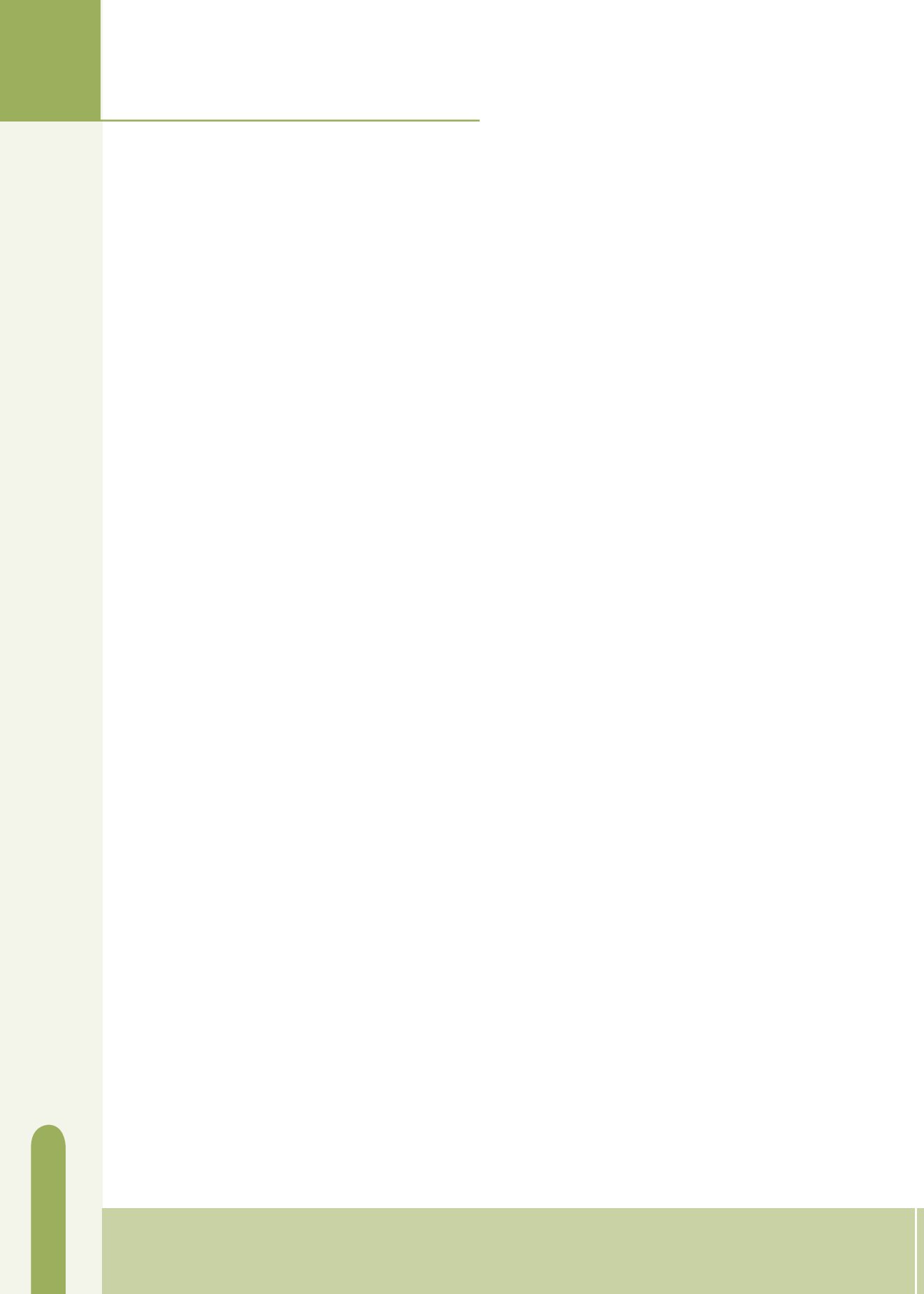
Incident Response System Logistics Section Chief

(Finance Branch Director)

Unit 7 Section Management

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 7 - Section Management

Objectives: Upon completion of this unit, trainees will:

1. Describe responsibilities of each finance branch unit.
2. Determine staffing and supply needs for the section.
3. List items of information to provide to branch personnel at the initial briefing.
4. Identify information required to develop a branch-operating plan.
5. List job performance requirements and standards for branch subordinates.

I. Finance Branch Director Responsibilities (FBD)

The Finance Branch (FB) is attached to Logistic section in order to ensure that the procurements, if any, may be done quickly and in accordance with the financial rules. Finance Branch (FB) constitutes an important component of LS to specially facilitate speedy procurement, and proper accounting following financial procures and rules.

The FBD is responsible for managing all financial aspects of response

The FBD has been kept under LS for quick and effective procurement; prepare list of resources to be mobilize; ensure time records of hired equipments, personnel and their services are accurately maintained; examine and scrutinize cost involved in the entire response activities.

The Finance Branch Director (FBD) must be familiar with their duties and responsibilities of each Unit Leader position to effectively manage the section if that unit leader has not been appointed.

Critical Safety Responsibilities:

- Examine and scrutinize cost involved in the entire response activities.
- Analyze cost effectiveness and keep LSC informed.

Other Duties:

- Participate in planning meeting.
- Ensure that all obligation documents initiated at the incident are properly prepared, completed, verified and signed by the appropriate Section Chief and BD;
- Brief LSC/IC on all incident related financial issue needing attention or follow-up.

- B. What are the priorities to consider if you are assigned to the incident without a COST, PROCUREMENT, TIME, COMPANSATION /CLAIM

1. Time Unit Leader (TUL)

- Time Unit Leader is responsible for maintaining time record of hired equipment and personnel on daily basis and according to Govt. norms e.g. opening of log books for boats/vehicle/helicopters during floods.

Critical Safety Responsibilities:

- Examine logs of all hired equipments and personnel with regards to their optimal utilization.

- Ensure that all records are correct and complete prior to demobilization to hired resources.
- Brief the FBD on current problems with recommendations.
- Ask for additional support of human resources if required.
- Maintain records of various activities performed as per IRS Form - 004.
- Maintain Unit Log IRS Form 003

2. Procurement Unit Leader (PUL)

Responsible for all financial matters related to vendors and contract; to review the procurement needs in consultation with FBD; to prepare a list of vendors from whom procurement can be done following proper procedures.

Critical Safety Responsibilities:

- Prepare a list of vendors for procurement. pre contracts exists, DGS&D provisions.
- Ensure all procurement orders are delivered in time.
- Complete final processing of all bills arising out of response management and send documents for payments with approval of FBD, LSC and IC.

Other Duties:

- Pre-agreement for boats, equipments, food items, shelter items etc to avoid legal issue, audit inquiry afterwards.
- Coordinate with FBD for use of imprest fund, as required.
- Brief FBD on current problems with recommendation on outstanding issues.
 - Maintain records of various activities performed as per IRS Form - 004

3. Compensation/claims unit leader (com./CUL)

Disaster Management Act (2005), provides for payments of compensation, for requisitioned premises, hired services, resources and vehicles for purpose of disaster response. Provision for Ex-gratia payments is also there depending upon the magnitude and the quantum of damage. For this in India, some state governments have their own norms while GoI has SDRF Norms.

Critical Safety Responsibilities:

- Follow appropriate procedures for preparation of claims and compensation.

- Prepare and maintain list of requisitioned premises etc. with correct date and time of such requisition.

Other Duties:

- Compensation/claims unit leader is responsible to collect and compile figures of loss of life and property. He may be order to get photograph of dead victims and animals and other damages; to compile details of premises on requisition, services and resources hired for which payments have to be made
- Maintain records of various activities performed as per IRS Form – 004 and send to FBD.

4. Cost Unit Leader (CUL)

- Cost unit Leader is responsible for collecting all data related to cost and to providing cost estimate; to provide cost effectiveness analysis at the end the response.

Critical Safety Responsibilities:

- Make cost saving recommendation to FBD.
- Incident Strategic Analysis cost alternative review
- Daily cost estimation
- Coordinate with incident personnel to obtain cost information
- Coordinate with responsible officer to meet cost reporting requirements

Other Duties:

- Maintain records of various activities performed as per IRS Form – 004 and send to FBD.

II. Staffing and Ordering

Incident complexity (size, type, estimated duration, resources ordered/ assigned, number of operational periods) determines the number and type of finance and administration resources to order. The FBD considers all available information to determine personnel and supplies necessary to staff the finance section.

Assigned personnel should arrive with enough forms and supplies to perform their duties. The FB will generally order additional necessary supplies for the Finance branch.

The FBD must consider the need for communication equipment, i.e., copy machine, telephone, facsimile machine, computer.

Resources are ordered through the supply unit on General Message.

III. Finance Branch Briefing

The initial briefing provided by the logistic section chief establishes ground rules and a working relationship with section personnel. Briefings include Unit Leaders and other section personnel as appropriate. The initial briefing occurs upon arrival of section personnel and provides information regarding:

- A. Incident Status
 - 1. Operational actions to date
 - 2. Weather
 - 3. Projected duration
- B. Resources On Site and On Order (incident and section)
- C. Others Involved - ?
- D. Incident Action Plan (IAP) – prepared or not.
- E. Briefing Times and Locations
- F. Local Administrative Staff Guidelines and Contacts
 - 1. Financial/Budget requirements
 - 2. Special teams or personnel?
 - 3. Availability of local personnel?
 - 4. Local liaison officer for each unit (name and phone number)
 - 5. Incident accounting code(s)
 - 6. Incident order number
 - 7. Protocol for communicating issues and concerns with incident district administrative personnel and incident personnel
- G. Location of:
 - 1. Branch/ unit work area
 - 2. Sleeping area
 - 3. Eating/shower facilities
 - 4. Incident base, camps, and staging areas
 - 5. Communication equipment, i.e., copy machine, telephone, facsimile machine, computer
- H. Resource Ordering Procedures and Ordering Schedule
- I. Work Priorities and Performance Expectations
- J. Chain of Command and Designated Acting for FBD

- Daily briefings provide section personnel with updates on incident status, plans for demobilization, and provide opportunities to resolve problems and address concerns.
- The FBD ensures that branch staffs are aware of gender and equity issues, establishes effective interpersonal relationships, and provides for a positive working environment. The FBD monitors branch staff for fatigue, briefs them on safety issues, and takes precautions when hazards exist.

IV. Operating Plan

The FBD develops an operating plan to disseminate information about operations, procedures, and branch personnel responsibilities.

- The operating plan is a valuable tool and may affect the success of branch operation. Qualified and trainee personnel can rely on the written direction provided to fulfill their incident responsibilities.

A. Elements of an Operating Plan

1. Branch organization chart (names and positions)
2. Hours of operation

Establish hours of branch/unit operation to meet incident needs. Discuss unit work schedules and breaks with Unit Leaders. Incident complexity and section staffing influence assignment of work schedules.

3. Duties and responsibilities

The operating plan includes information regarding tasks to be performed, specific assignments, and time frames.

Unit leaders establish record keeping procedures that facilitate completion of the incident finance package, aid in information retrieval, and facilitate the demobilization process.

V. Performance Evaluations

The FBD establishes Unit Leader job performance requirements and provides these elements to Unit Leaders upon incident assignment. Performance elements must be measurable and directly related to assigned task.

Performance is evaluated throughout the incident. The FBD discusses problems or concerns as they arise and recognizes good performance as it occurs.

The FBD works with Unit Leaders, human resource specialist, and/or training specialist to resolve issues concerning unqualified personnel, performance/conduct problems, and other personnel issues.

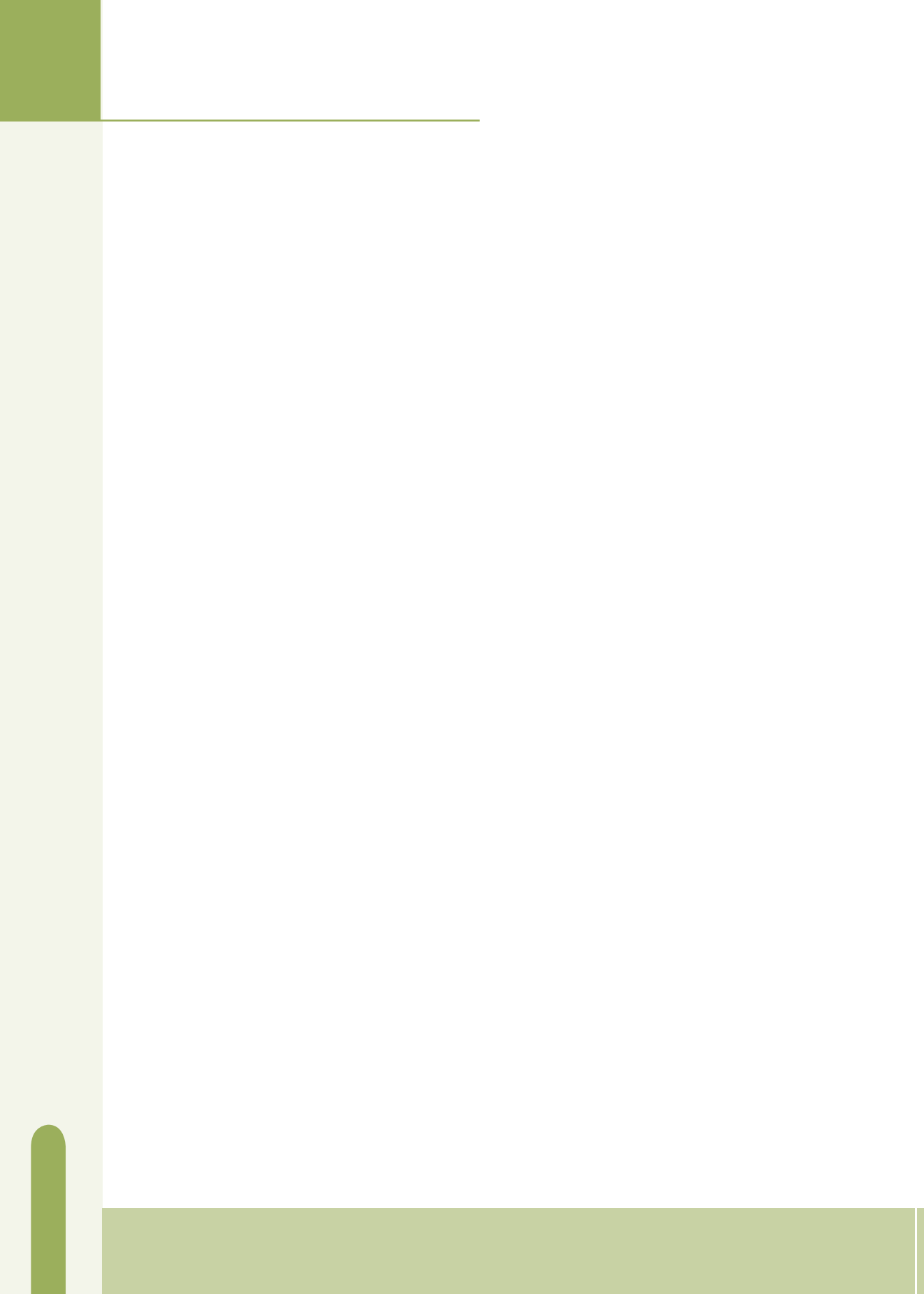
The final evaluation indicates the level of performance attained. FBD complete a narrative statement on the performance evaluation form. FBD identify specific areas of exceptional performance, areas that need improvement, and make recommendations for additional training and/or assignments.

FBD identify subordinate training needs and may provide cross training opportunities. FBD may have a FBD trainee and/or Unit Leader trainees assigned and may perform as an evaluator to sign off completed tasks in trainees' Position Task Books. Trainees should have a Position Task Book with them. If they don't, coordinate with the incident training specialist to get one started.

VI. Planning Cycle Guide

Effective management of the finance branch is dependent upon a number of factors, including time management and organization of responsibilities.

The planning section establishes the meeting and briefing schedule for the IRT. The FBD schedule will revolve around these briefings and meetings. Typically, the FBD attends operational period briefings, team meetings, planning meetings, strategy meetings, and other meetings with incident agency personnel. The FBD also briefs section staff at scheduled and impromptu meetings.



Incident Response System Logistics Section Chief

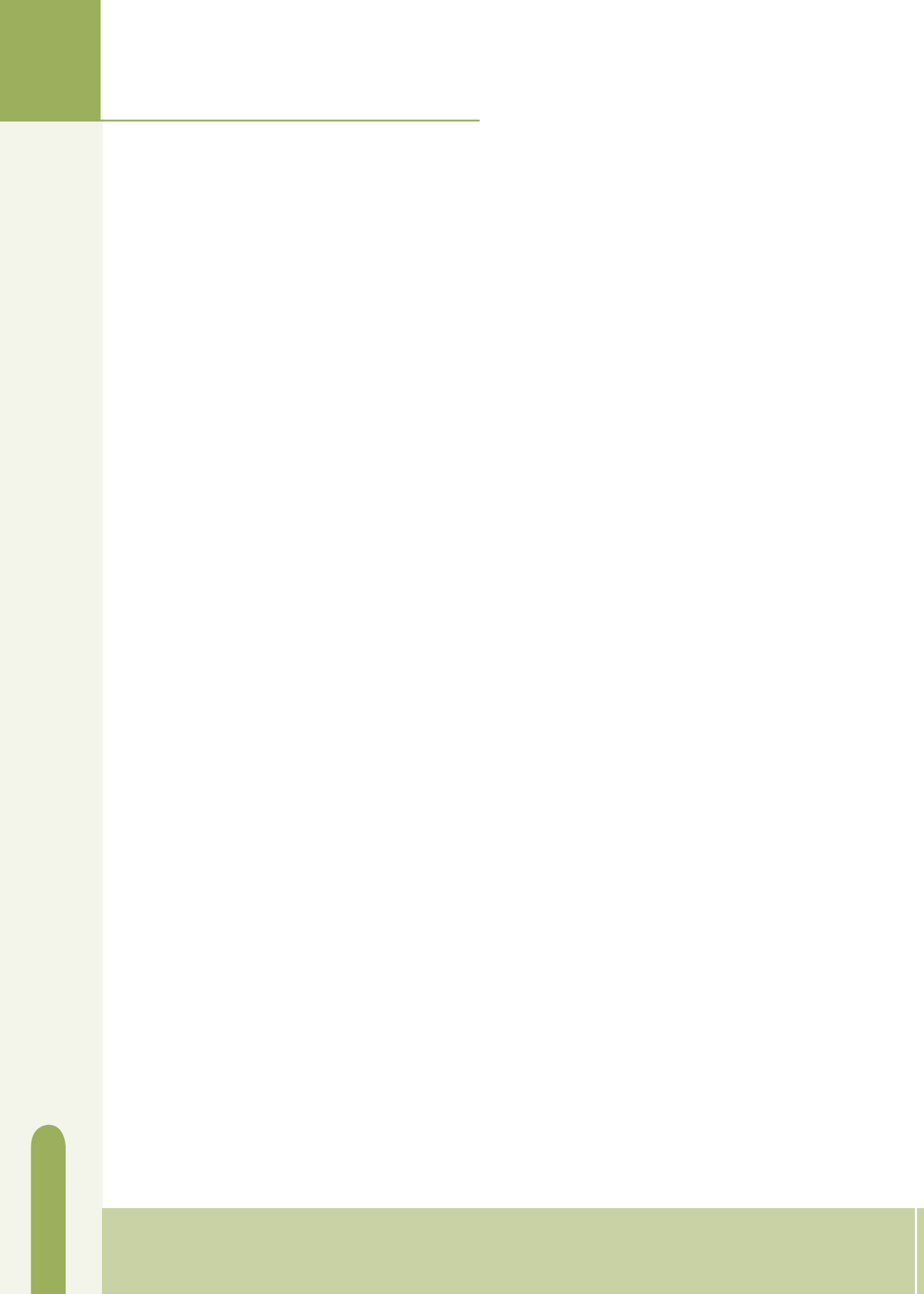
(Finance Branch Director)

Unit 8

Interaction and Coordination

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 8 - Interaction and Coordination

Objectives: Upon completion of this unit, trainees will:

1. Identify information to exchange with other incident personnel for effective coordination and interaction.
2. Identify information to exchange with incident agency personnel for effective coordination and interaction.
3. Describe FBD responsibilities in regards to the planning meeting, Incident Action Plan, and operational period briefing.

I. Interaction and Coordination with Incident Personnel

The FBD interacts and coordinates with all levels of incident personnel including the LSC and command and general staff and others as appropriate.

A. Incident Commander

The FBD reports directly to the LSC and is responsible for communicating issues, concerns, and problems related to incident finance management. The FBD notifies the LSC as soon as possible of critical issues.

The LSC provides performance expectations and feedback upon assignment and throughout the incident and completes the LSC's performance evaluation upon release.

B. Command and General Staff

As a primary member of the incident response team (IRT), the FBD interacts daily with all members of the command and general staff. This occurs during scheduled briefings and meetings, and at informal level as necessary, to receive and provide current information.

The FBD is responsible to ensure information is exchanged between the finance section and appropriate incident personnel. The FBD may not actually exchange the information; unit leaders may communicate directly with command and general staff. The FBD determines the level and method of communication appropriate to the complexity of the incident. The following categories of information are exchanged;

1. Cost information is shared with
 - a. Planning Section. The FBD:
 - Provides cost information.
 - Obtains resource status information.
 - Provides review and updates cost alternative information for Incident Strategic Assessment for choosing the best strategy.
 - b. Operations Section. The FBD:
 - Provides information on expensive or under utilized equipment.
 - Obtains operations equipment costs.
 - Exchanges information regarding appropriate expenditure of funds.
 - c. Incident Information Officer. The FBD:

- Provides information on incident cost estimates and projections.
2. Pay and time information exchange
The FBD establishes time submission requirements and procedures. The FBD provides information and answers questions relating to incident time and pay issues.
 3. Contract and equipment information exchange
The FBD exchanges information with other section chiefs regarding equipment under the management of that section. This might include copy and facsimile machines, generators, buses, heavy equipment, land/facility agreements, claims, etc.
The FBD establishes equipment time submission procedures and requirements and answers questions relating to contracts and agreements of the section.
 4. Compensation and claims information exchange
The FBD exchanges information with other section chiefs regarding injury compensation and other claims.
 5. Demobilization information exchange
The FBD assists in the review, approval, and implementation of the demobilization plan.
Throughout the incident, the FBD identifies branch resources that are available for release and provides this information to the planning section. The FBD also identifies underutilized equipment that may be released or reassigned, and notifies the branch responsible for management of the equipment.

II. Interaction and Coordination with Incident Agency Personnel

The FBD interacts and coordinates with a variety of incident agency personnel. Incident complexity determines the number and type of incident resources. The FBD may exchange information with any or all of the following:

A. Local Administrative Staff (District/Subdivision)

Communication with the local administrative staff begins upon arrival at the incident agency and continues throughout the duration of the incident. The FBD ensures daily contact to provide updates on issues, concerns, and the progress of the section. The FBD and staff participate in a final closeout with the local administrative staff; this is separate

from the IRT closeout, and provides opportunity to review the incident finance package.

The local administrative staff:

1. Provides information regarding local administrative procedures and requirements in the finance areas. Finance guidelines may include buying team location, dispatch location, payment procedures, claims procedures, Service and Supply Plan, property management, etc.
2. Establishes incident finance package requirements –Relief Code, SDRF etc.
3. Provides contact names and numbers, and availability of incident agency resources.

B. Local Administrative Support Units

The incident district determines the need for additional support units based on incident complexity and the ability of the local unit to provide incident support. Incident support units report to the Responsible officer or other designated incident district personnel.

The FBD exchanges information as necessary with these support units.

1. Provisioning
Dispatch processes resource orders (overhead, crews, supplies, equipment, aircraft, etc.) from the incident. Dispatch may be an initial source of cost information (transportation, supplies, aircraft, equipment, etc.) related to resources on site when the IRT arrives.
2. Procurement team
The Procurement team provides acquisition support to the incident and works closely with provisioning and local administrative staff to ensure equipment, supplies, and support services (food, lodging, facilities) are provided.
The Procurement team may initiate equipment rental agreements, establish land/facility use agreements, etc. for incident use.
The buying team ensures incident agency property requirements are met, within limitations of designated procurement authority, in regards to sensitive or unique items.

III. Incident Response Team Meetings and Briefings

As a member of the incident response team, the FBD plays an active role in the development of the Incident Action Plan (IAP), and participates

in the planning meetings, strategy meetings, team meetings, and operational period briefings. Information exchanged at these meetings/ briefings is invaluable to both the daily plan and long-range plan for the finance section.

A. Strategy Meeting

This is a brief IRT meeting held just prior to the planning meeting. During the meeting the IRT will review the strategy, validate that it conforms with the selected alternative in the Incident Strategic Assessment, and make recommendations for modifications if necessary.

The FBD reviews costs associated with the selected alternative to ensure they are within Incident Strategic Assessment parameters. The FBD also provides cost analysis for Incident Strategic Assessment modifications.

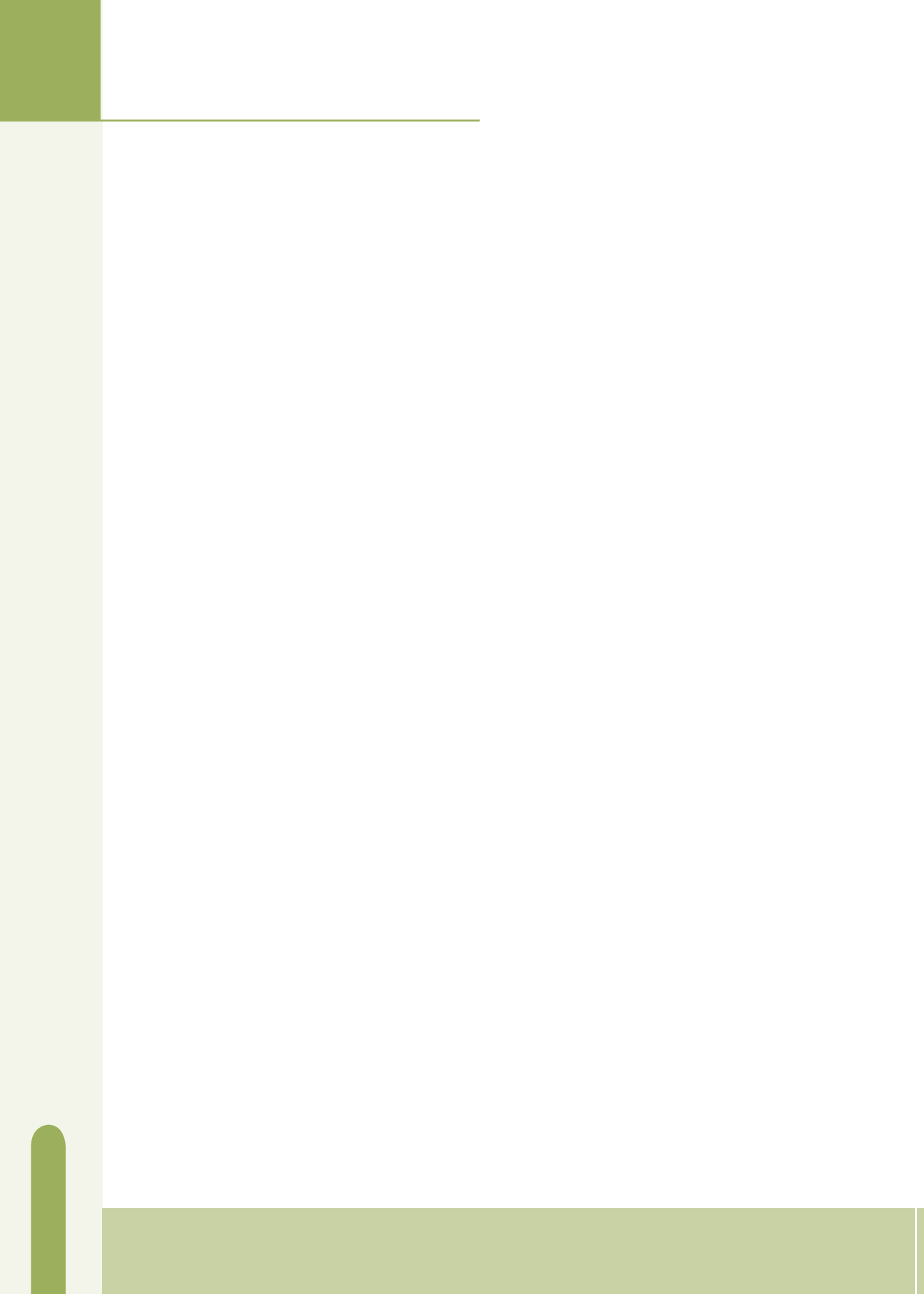
B. Planning Meeting

The planning meeting is held to develop the Incident Action Plan (IAP) for the next operational period. The IAP identifies incident objectives, strategy, and tactics and designates resource assignments.

The FBD attendance at this meeting may be optional. However, this meeting is an excellent opportunity to gather information.

C. Operational Period Briefing

The operational period briefing is held at the beginning of each operational period to brief incident personnel. IRT members review the IAP, discuss safety concerns and weather predictions, make incident assignments, and discuss branch-specific information. The FBD uses this opportunity to communicate any finance/administration branch issues, e.g., time reporting requirements, equipment issues, costs.



Incident Response System Logistics Section Chief

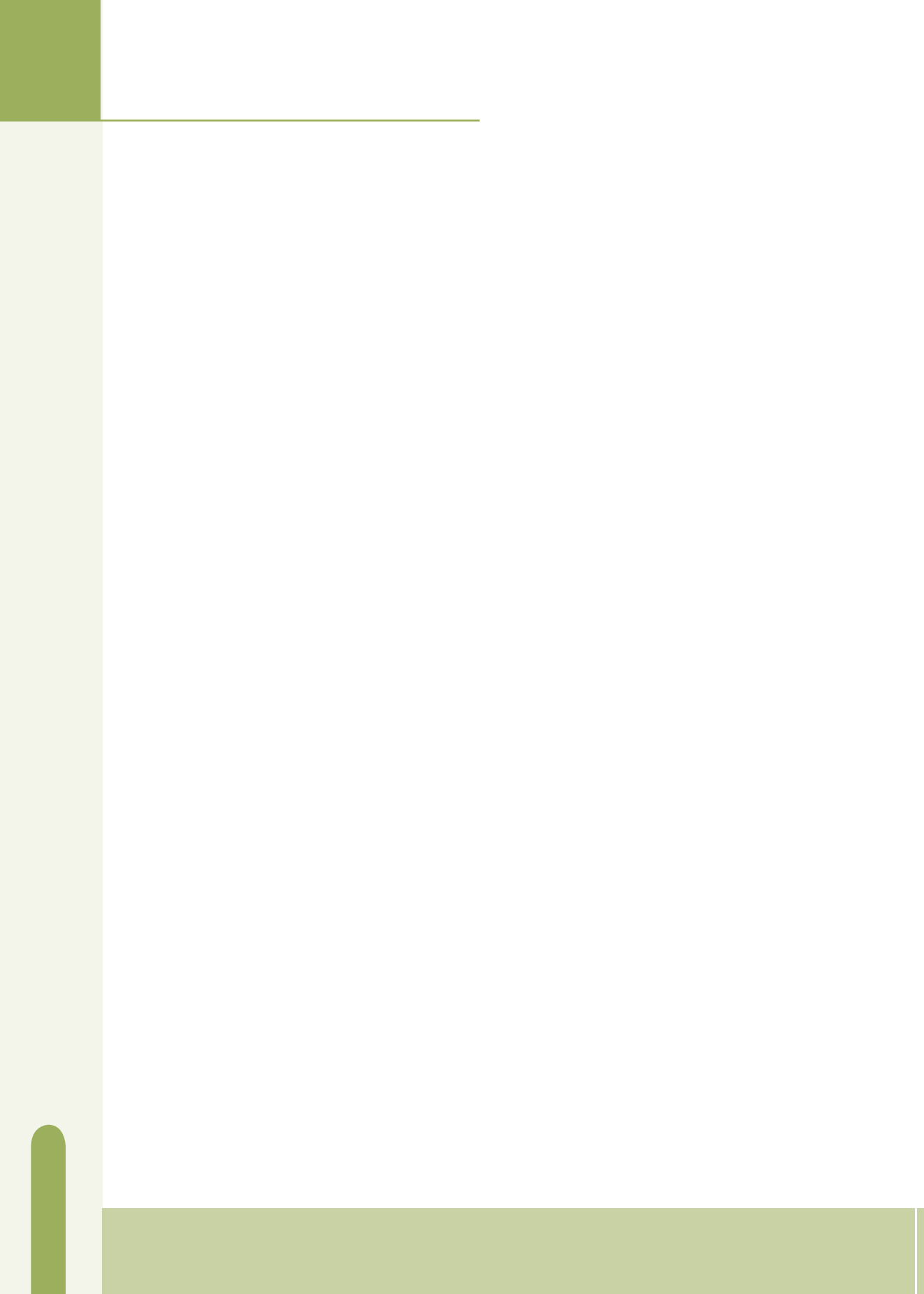
(Finance Branch Director)

Unit 9

Demobilization and Closeout

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 9 - Demobilization and Closeout

Objectives: Upon completion of this unit, trainees will:

1. Describe the FBD responsibilities in relation to the development, review and implementation of the demobilization plan.
2. Describe section demobilization and closeout procedures.
3. Describe information to provide to a replacement section chief and local administrative staff.

I. DEMOBILIZATION

A. Demobilization Plan

The demobilization unit develops the incident demobilization plan that outlines resource release priorities, and describes the demobilization process, including specific section responsibilities.

The FBD consults with section unit leaders for specific demobilization concerns to be addressed in the demobilization plan. The demobilization plan is reviewed by section chiefs prior to approval by the LSC and distributed to appropriate incident personnel.

The demobilization plan is posted for incident personnel information.

B. Demobilization Schedule

The demobilization unit also develops the demobilization schedule based on input from the LSC, section chiefs, other incident supervisors, and the district authorities. The demobilization schedule identifies the date and time incident resources will be released, travel methods, destination etc.

The demobilization schedule may be updated as necessary to reflect when incident resources will be released and incident personnel information are informed through notice boards.

C. Demobilization Plan Implementation

Based on the demobilization plan and schedule, the FBD and unit leaders establish staff works schedules to cover the timeframes established in the plan. Work hours may be extended to accommodate the demobilization schedule. The FBD ensures adequate staffing throughout the demobilization period. The FBD discusses contingency plans and emergency demobilizations with unit leaders.

The FBD discusses specific considerations with each unit leader.

D. Finance Branch Closeout

1. Incident finance package (IFP) completion

FBD ensures unit leaders have completed the IFP in accordance with financial and administrative requirements.

2. Release of personnel

The FBD determines release priorities for section staff. Some personnel will not be released until after the closeout with the incident district. Unit leaders submit release requests to the

FBD for approval and forwarding to the demobilization unit. FBD releases unit leaders. All personnel follow demobilization plan procedures, including completion of IRS Form 010, demobilization plan sheet.

The order of checkout and where the form is to be deposited may vary depending on the incident situation and IRT preference.

3. Performance appraisals

FBD to complete performance appraisals and trainee position task books prior to release.

E. Local Administrative Staff Closeout

FBD facilitates establishment of a closeout session with the local administrative staff. Each unit leader meets with district staff counterpart(s) to discuss budget and expenditure, e.g. a camp manager in charge of a relief camp must maintain accounts of all expenditure before leaving the post.

The FBD provides the local administrative staff or replacement FBD with the following information prior to demobilization:

1. Pending works. Unresolved problems
2. Follow-up needed to complete incident finance package.
3. Incomplete documentation. The absence would result in complaint followed by enquiry and punishment. During Kosi 2008 a few Block Development Officers got suspended for not keeping records. Boatmen could not be paid for long time in the absence of records.
4. Potential claims- to be paid
5. Performance evaluations for local personnel used within the finance section. Include exceptional or less than satisfactory performance.
6. Contact numbers for future questions. If needed to be called for enquiry etc.
7. List of contacts and telephone numbers you dealt with or are currently dealing with on specific issues.
8. List of section staff available to remain on the incident or at the incident agency.

II. GENERAL INFORMATION

Demobilization of resources from the incident site will be coordinated by the planning section, in cooperation with the district administration with

the goal of efficient and safe release to home units or reassignments. **NO** equipment or personnel will leave the incident until authorized to do so by the incident demobilization unit and district administration.

The following guidelines will be followed:

- A. No person will be released prior to obtaining a minimum of eight (8) hours of rest after working a shift, unless specifically approved by the LSC.
- B. All federal agency resources must be able to arrive at their home base prior to 2200 hrs. Other resources will meet their agency regulations pertaining to travel and rest prior to travel.
- C. All resources and/or chiefs of party will be thoroughly briefed prior to leaving the incident. Briefing materials will include methods of travel, itinerary, destinations, ETA's, and necessary maps.
- D. The incident demobilization unit will be advised of excess resources at least 48 hours in advance of estimated time of release. All release times must allow for 8 hours of rest in camp after a worked shift.
- E. The incident demobilization unit will notify expanded provisioning of surplus resources in advance. The incident will attempt to notify district administration at least 36 hours in advance for crews and 24 hours for all other resources.
- F. Section chiefs should make every effort to notify the demobilization unit when such changes in planned demobilization need to occur, due to changes in the strategic needs of the incident. These changes will be documented on a General Message Form. Expanded provisioning will be notified as soon as possible, in order to reduce impacts to the national incident situation.
- G. Medical, emergency, and disciplinary demobilizations will follow the guidelines in the attached addendum.

III. RESPONSIBILITIES

- A. This Demobilization Plan has been approved by the LSC, in concurrence with the responsible agency provisioning.
- B. Command and general staff, through the unit leaders, are responsible for initiating demobilization for assigned resources by approving the "Surplus Resources" sheet, and submitting it to the demobilization unit.

- C. All supervisory personnel are responsible for completion of evaluations for all releases within their supervisory authority. The evaluation should be discussed with the individual prior to release.
- D. The logistics section will arrange for and provide all required transportation of released personnel and equipment from the incident to the off-incident destinations or intermediate destinations such as airports.
- E. Expanded provisioning will arrange transportation (air, bus, etc.) for those resources needing such. Expanded provisioning will notify the incident demobilization unit of travel plans at least 12 hours in advance of travel.
- F. The finance section chief is responsible for:
 - 1. Completion of time and equipment reports.
 - 2. Assuring financial payoff arrangements are made.
 - 3. Assuring that no resources are provided time sheets without submitting Demobilization plan-IRS Form 010
- G. The incident demobilization unit is responsible for assuring all signatures are obtained on the check-out form, and then notifying expanded provisioning that released resources have left the incident, specifically, actual departure time, destination and travel route, and ETA at destination.

IV. RELEASE PRIORITIES

Release priorities of the Eastern Great Basin will be followed when possible. Other priorities will be:

- A. Local IA
- B. Great Basin IA
- C. Private/rentals
- D. Type I crews
- E. State and federal Type II crews

V. RELEASE PROCEDURES

- A. Unit leaders, with the approval of the section chief, will identify excesses on the Surplus Resources Sheet (attached), and submit it to the planning section, at least 48 hours before proposed release (including 8 hours of rest). When possible, crew demobilizations should be grouped by areas of common air transportation. Proposed time of release should be from the base camp.

- B. The planning section will identify excess resources by category: crews, overhead, etc., and prepare a demobilization schedule, which is then reviewed and recommended by the plans chief to the LSC. After approval by the LSC, the Demobilization Schedule will be posted on the incident information board, distributed to all section chiefs, and the expanded provisioning will be notified.
- C. When confirmation is received from expanded provisioning, the demobilization unit leader will post confirmed releases on the incident information board. Generally, personnel should report to the demobilization unit to begin the check out process at least 2 hours before the estimated time of departure from incident camp. Those scheduled for release before 0900 should check in with the demobilization unit the night before their scheduled departure.
- D. Crew leaders should confirm the following has been completed, once demobilization has been confirmed:
 - 1. Time sheets should have been posted prior to listed time of departure.
 - 2. Crews which are taking air transportation should have all fuel containers/saws purged in camp.
 - 3. New manifests should be prepared reflecting any changes in weight, names, or number of crew members. A copy should be provided to the demobilization unit.
- E. On the day of demobilization, the released resource will take the check-out form to:
 - 1. Supply (to clear any checked out items).
 - 2. Facilities (assure sleeping areas are clean).
 - 3. Communications (until all radios have been returned).
 - 4. Finance and/or timekeeping, depending on need (assure time, commissary reports, equipment time are completed).
 - 5. Ground support (post-inspections on vehicles).
 - 6. Demobilization (appraisals, travel briefing, maps, itineraries, and emergency phone numbers, last).

EMERGENCY AND PERSONAL DEMOBILIZATION GUIDELINES

UNSCHEDULED DEMOBILIZATIONS

The demobilization unit is responsible for coordinating the demobilization of all emergency and disciplinary demobilizations.

Medical Emergencies: The medical unit leader is responsible for all medical emergency strategies and implementation, as described in the Medical Unit Plan. After individuals are under care and safely transported, it is the immediate supervisor's responsibility to check with the demobilization unit to complete demobilization actions on the individual, including processing through finance, supply, and other sections.

Personal Emergencies: Information regarding personal emergencies may reach the incident through numerous channels. Whenever possible, the immediate supervisor and agency or regional liaison officers will be contacted by the planning section. If possible, the supervisor or liaison should accompany the individual through the demobilization process and provide personal and administrative support. Direct supervisors should consider the following when supporting the demobilization unit's efforts to return the individual home:

- Does the person need to be accompanied home for any personal reasons?
- What is the time frame involved with the emergency and what is the urgency?
- Is language a consideration; does the person require an interpreter?
- Does the person need money to travel home?
- Is there a vehicle that needs to be re-assigned?

Disciplinary Demobilizations: Disciplinary demobilizations require the involvement of several units. Any proposed actions must be discussed with the immediate supervisor and the appropriate section chief. Following the section chief's evaluation of the situation, the planning section chief, the LSC, the human resource specialist (if assigned to the incident), and the facilities unit (security) leader should participate in the determination of appropriate actions, in coordination with the regional liaison and home unit.

The appropriate section chief should consider the following issues when determining disciplinary actions:

- Is the personal safety of other responders being appropriately protected?
- Has security been properly briefed of the situation? Will security need to be involved when confronting the individuals or crew?
- Who will be paying for the trip home?
- Will security need to be used during the trip home?
- Do the individuals need to be taken immediately off the incident, or can they be staged temporarily in incident camp, while arrangements are made?
- Has the human resources specialist been involved?

Emergencies: Security or communications will notify the planning section of any emergency off-shift demobilization. The planning section will coordinate any off-shift demobilization and will notify finance and/or ground support if necessary. The planning section will also coordinate any off-shift demobilization with expanded provisioning.

KOSI DISASTER 2009 DEMOBILIZATION SCHEDULE UT-UTS-308

AIRCRAFT

REQ. #	ID	HOME	TRAVEL	DATE	ETD	ETA
A-15	5BR	Purnea	Train	17/07/09		

CREWS

REQ. #	ID	HOME	TRAVEL	DATE	ETD	ETA
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EQUIPMENT

REQ. #	ID	HOME	TRAVEL	DATE	ETD	ETA
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MISC OVERHEAD

REQ. #	ID	HOME	TRAVEL	DATE	ETD	ETA
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SAR from Gujarat Government – Ahmadabad – Own

Rescue team from SSB – Delhi – Own transport

Coast guard of navy – Mumbai – Aircraft

REQ. #	ID	HOME	TRAVEL	DATE	ETD	ETA
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OVERHEAD TEAM (SALEEN)

REQ. #	ID	HOME	TRAVEL	DATE	ETD	ETA
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DEMOBILIZATIONCHECKOUT		
1. INCIDENT NAME / NUMBER	2. DATE / TIME	3. DEMOB. NO.
4. UNIT PERSONNEL RELEASED		
5. TRANSPORTATION TYPE NO. GOVERNMENT VEHICLE		
6. ACTUAL RELEASE DATE / TIME	7. MANIFEWST NUMBER	
8. DESTINATION	9. AREA / AGENCY / REGION NOTIFIED NAME DATE	
10. UNIT LEADER RESPONSIBLE FOR COLLECTING PERFORMANCE RATING		
11. UNIT / PERSONNEL YOU AND YOUR RESOURCES HAVE BEEN RELEASED SUBJECT TO SIGHOFF FROM THE FOLLOWING (DEMOB. UNIT LEADER CHECK APPROPRIATE BOX) LOGISTIC SECTION ☐ SUPPLY UNIT ☐ COMMUNICATION UNIT ☐ FACILITIES UNIT ☐ GROUND SUPPORT UNIT PLANNING SECTION ☐ DOCUMENTATION UNIT FINANCE/ ADMINISTRATION SECTION ☐ TIME UNIT OTHERS ☐ ☐		
12. REMARKS 		

Incident Response System Logistics Section Chief

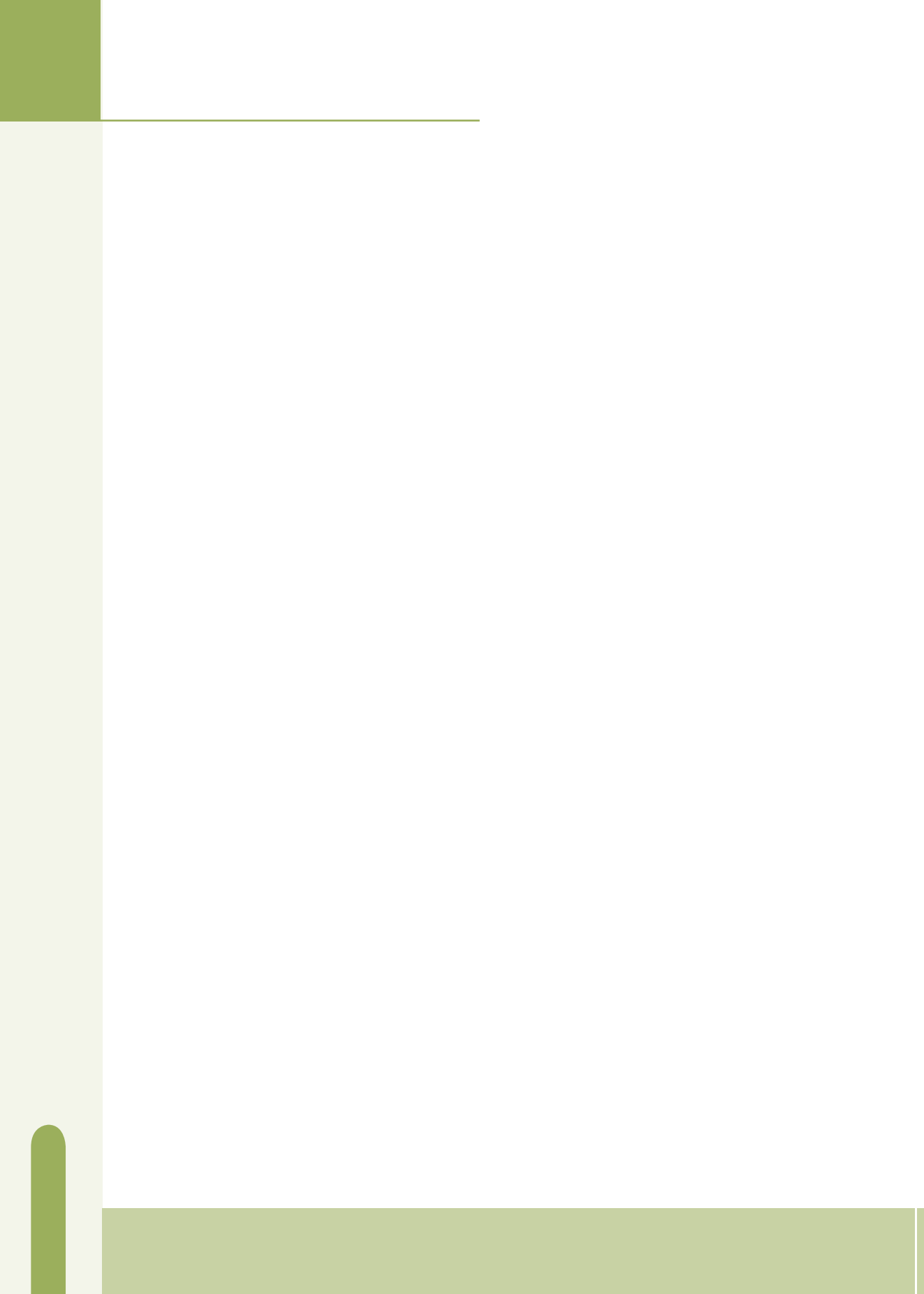
(Finance Branch Director)

Unit 10

Incident Cost Tracking

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Logistics Section Chief (LSC)

Unit: 10 - Incident Cost Tracking

Objectives: This is very important as inability to keep track of costs results in over expenditure which ultimately reflects on the non payment or delayed payment to resources. Later on this results in litigation, parliamentary /legislative intervention and enquiries. Most important it may also adversely impact the response management itself.

1. Introduce students to importance of keeping track of cost, incident cost tracking and automated tools.

I. Overview

Cost containment is a serious concern at all levels. Although most resources are government controlled, nonetheless they too have cost. In addition large number of resources and items are taken from the market, e.g. Boats during floods, helicopters from IAF etc. Hence and the states and districts need to identify cost centers that can be controlled or reduced. Response administrators/ IRTs all of the states and personnel have the responsibility to utilize the most cost effective resources optimally that will result in cost effective operations. It is everybody's concern including finance and disaster management department that operations are conducted within budget limits.

Agreed that keeping track of costs during emergency is a very difficult task, nonetheless it is for the benefits of all- Government and responders, vendors, public that it is done.

II. Cost Categories

There are four primary incident cost categories. Incident complexity and incident district requirements determine sub-category breakdown. Following are some examples:

A. Personnel

1. Personnel whenever hired
2. Overhead – TA, DA, lodging, food.

B. Equipment

1. Ambulances
2. Bulldozers
3. Other vehicles – Trucks

C. Aircraft

1. Helicopters
2. Aircrafts to transport rescue teams, relief material, boats, equipments, etc.

D. Support costs

1. On-incident support costs include catering, cost of supplies and materials, animal carcass disposal, etc. local administrative staff costs, etc. These costs can be difficult to both estimate and track. The COST obtains direction from the FBD and/or LSC to determine responsibility for tracking these costs.

E. Relief materials including shelter for victims

III. Incident Costs

A. Standard Component Costs

This can be measured on a daily, hourly, (helicopter), (vehicle) mileage, or other value (per unit) basis.

The COST develops incident component cost estimates.

B. Actual Costs

Costs can be based on actual cost of equipment, personnel, and supplies related to the management of the incident.

The following may provide actual cost information:

- Equipment rental agreements and use invoices
- Service and Supply Plan
- Contracts
- Agreements e.g. for hiring of the boats
- Vendor invoices

Helicopter/ Aircraft costs are usually calculated on flight time and are provided by the air operations branch.

Support costs may include caterer, medical supplies, etc. Actual support costs can be obtained from vendor invoices.

C. Estimated Costs

Costs can be estimated during the incident, based on averaging the cost of the resources. For example, there are 10 trucks assigned to the incident, each with a different daily rate. Take the daily rate for each truck, divide by 10 and use that figure to estimate costs.

Personnel costs are usually generated by estimating costs for single temporary resources and single resource agency personnel. There are other costs associated with development of personnel.

Support costs may be estimated by applying an average cost per person.

IV. Cost Methods

The cost method(s) used for a given incident (or for different situations during an incident) is based on the identified needs, the intended use, and the time available to perform the estimate.

A. Initial Estimation

This method provides a quick preliminary cost estimate, e.g. cost estimates for running a camp can be calculated based on:

1. Number of person living in relief camp.
2. Duration (number of days multiplied by the determined cost per person).
3. Personnel (number of personnel multiplied by the assumed cost per person).

B. Resource Cost Method

The resource cost method can be represented by the following formula:

Number of resources x Unit Cost = Resource Cost Per Day

Unit costs may include standard component cost, actual cost or estimated cost.

V. Tracking and Reporting Methods

Estimated cost on the incident rarely equal the final incident cost. Final costs will include off-incident expenditures, which may be difficult for the COST to track.

A. Automated Cost Systems

Computer-based applications can be used for tracking detailed costs for on- and off-incident resources. Costs can be tracked on a daily, weekly, single or multiple incident basis. Reports can be generated with detailed information, summary information, or in graphic format.

B. Automated Spreadsheets

A variety of spreadsheet tools can be used for tracking costs.

C. Manual Accounting

If computer applications are unavailable, or the incident is of short duration, manual tracking can be accomplished.

D. Incident Strategic Analysis (ISA)

The ISA is used to develop incident management alternatives to meet resource management plan objectives. The ISA identifies strategy, and cost estimates for resources needed for each alternative. The ISA is reviewed and amended as strategies change depending upon management tactics. The cost factors utilized will need to be adjusted at that time. The cost unit leader may be asked to provide costs of resources identified in each alternative.

VI. Cost Analysis

As an incident grows in size and complexity, the need for cost analysis and the potential for cost savings increases. Cost savings recommendations are generated from such analysis and provided to the FBD for action.

Cost analysis may also be done to demonstrate total cost per camp, cost per day, cost per person, support cost per person, etc.

Cost information may be displayed in a variety of formats. Dependent upon the information requested; pie charts, bar graphs, spreadsheets, etc., may be used.

Consider the following when analyzing costs:

- A. Resources/issues identified by the FBD, incident response team, or responsible officer.
- B. Anomalies, patterns, and trends noted while estimating costs.
- C. Information noted during briefings and meetings.
- D. Review cost categories with high value.
 - Equipment. Identify under-utilized and expensive equipment.
 - Aircraft / helicopters

VII. Cost Projection

The COST develops cost projections based on requests from the FBD, LSC, or incident responsible officer. The same methods used to estimate incident costs are used to project costs.

The COST may be asked to develop projections:

- To estimate costs of alternative operational strategies (Incident Strategic Assessment).
- To estimate costs through incident duration (14 days, 30 days).
- For demanding budgetary allocation from the finance department.
- For local public information.

VIII. Cost Sharing

A. Cost Share Agreements

A cost share agreement is a document that shows financial responsibility for resource costs associated with the incident. Separate cost agreements may be established to identify financial responsibility for off-incident costs (provisioning, mobilization centers, district offices).

B. There are two different processes for sharing costs of incidents

1. Hectares involved
2. Cost-apportionment

This is the recommended approach for incidents of extended duration (over 48 hours). This system is used to share final incident costs based upon the usage of resources on a daily or operational period basis.

IX. Upward Reporting of Cost Information

A. Incident Responsible officer-Specific Requirements

The incident responsible officer may request cost information in order to share the incident costs with upper level management.

SAMPLE COST ESTIMATE GUIDE

SUPPORT	DAILY	Date		Date		Date		Date	
		Unit	Total cost	Unit	TOT Cost	Unit	TOT Cost	Unit	TOT Cost
Commercial Buses/Trucks	645								
School Buses	625								
Caterer (Apprx/40/person)	40								
Washing									
Fuel Truck (W/oper & fuel)	1700								
Garbage Collection									
Generator/Electricity									
Land & agiments									
Lighting systems									
Mechanic service (Light)	500								
Mechanic service (heavy)	700								
Ambulance	300								
Portable showers	2400								
Portable toilet (W/service)									
Portable water Truck	850								
	138								
Telephone Service									
Satellite Phone									
Cellular Phones	30								
Claims									
Cost of running of relief camps									
Cost of vehicles hived for army, NDRF etc									

INCIDENT NAME _____
 INCIDENT NUMBER _____

LSC - Incident Cost Tracking

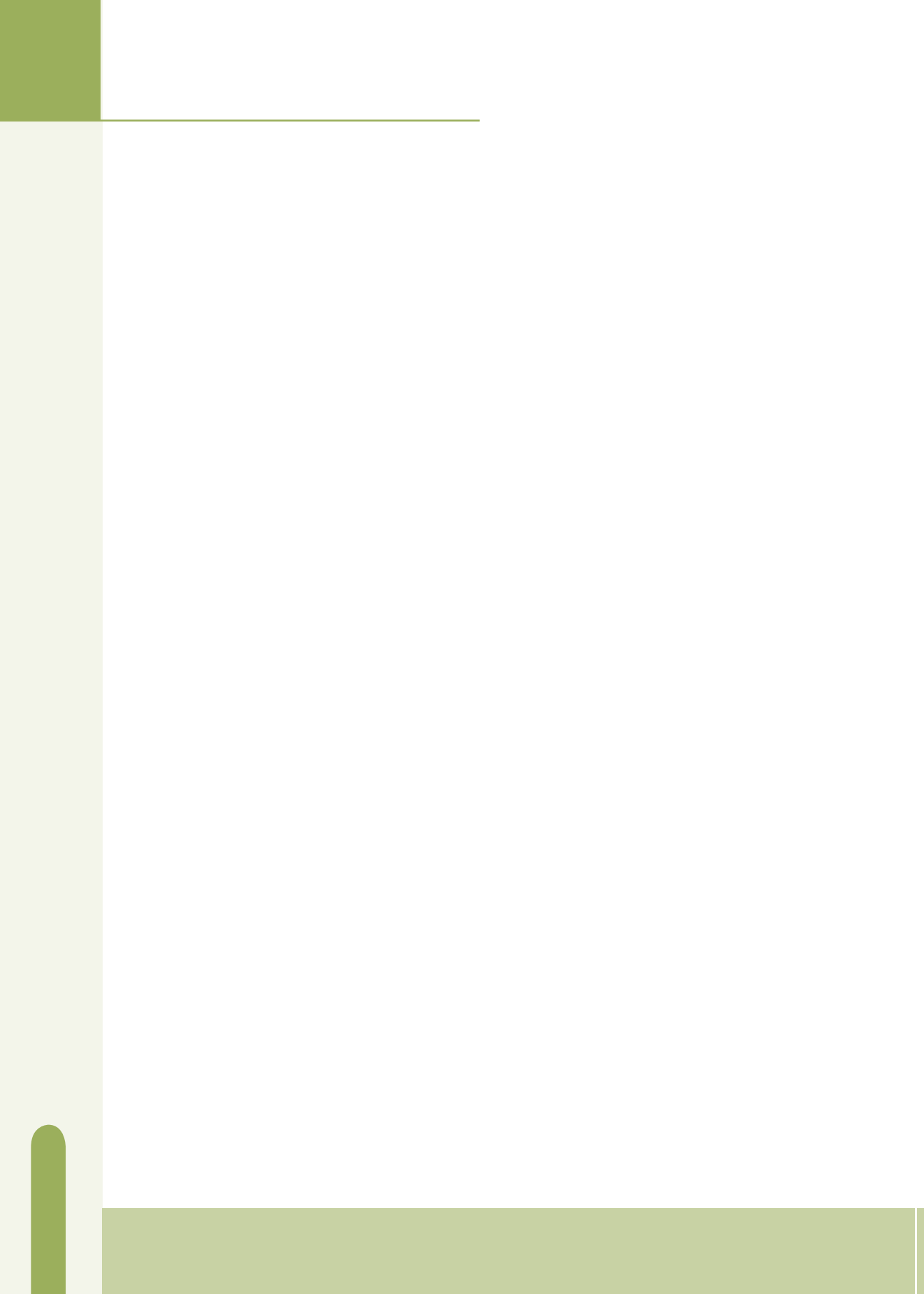
TOTAL COST SUMMERY		Date		Date		Date		Date		Date
TOTAL COST PER-SONEL										
TOTAL COST HELICOPTERS										
TOTAL COST BOAT										
TOTAL COST TENT										
TOTAL COST FOOD PACKETS										
TOTAL COST PER-SONEL										
TOTAL COST PER-SONEL										
SUB TOTAL										
TOTAL DAILY COSTS										
PROJECTED COST INCIDENT										

INCIDENT NAME _____
 INCIDENT NUMBER _____

COST LOG

INCIDENT #: _____

DATE	PERSONNEL	HELICOPTER	EQUIPMENT / AGREEMENTS	DAILY SUBTOTAL	SUPPLIES COSTS	DAILY COST
TOTAL						

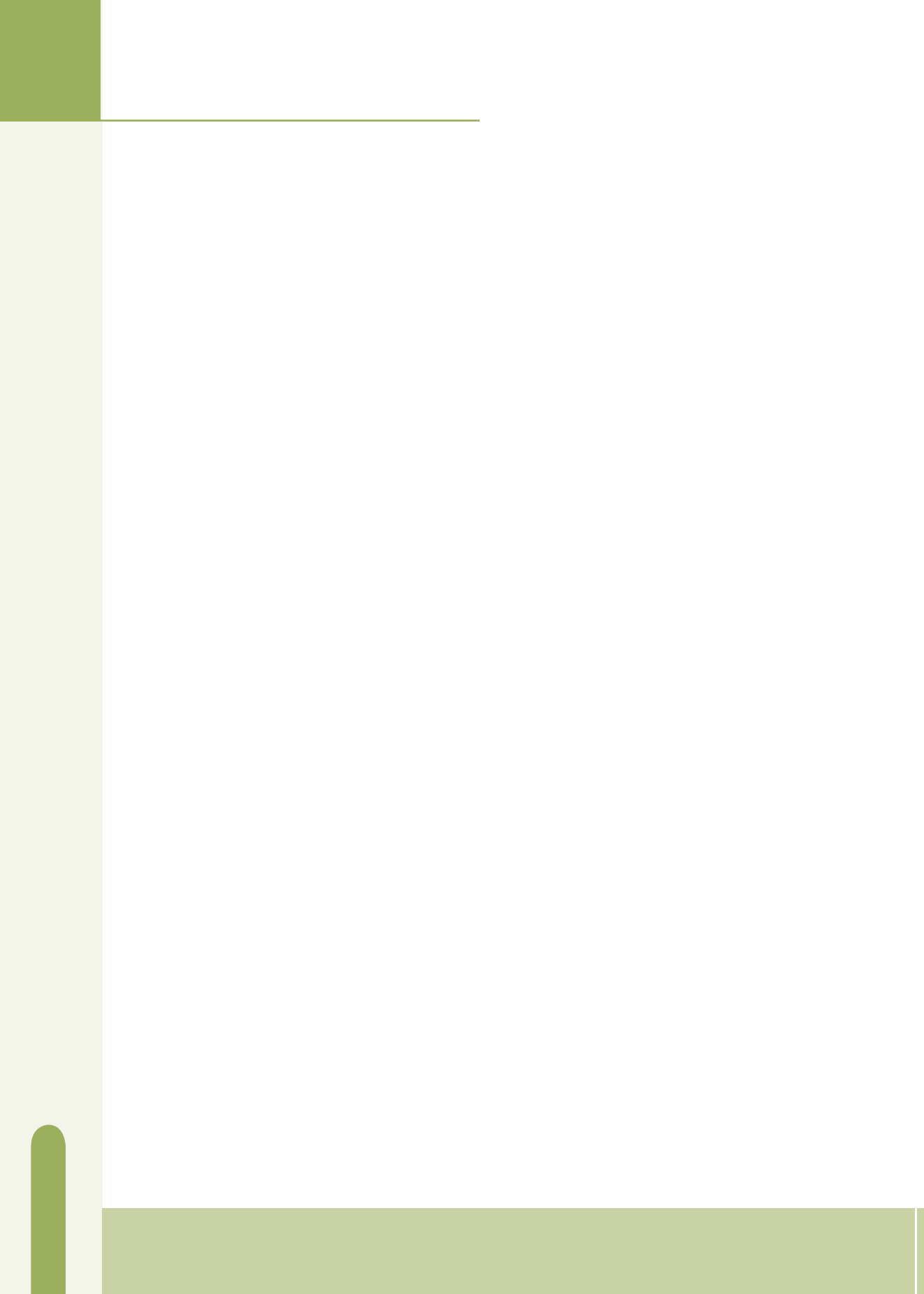


Incident Response System Logistics Section Chief

Exercises

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



IRS - Logistics Section Chief Exercises

Unit 1: Gathering Information about the Assignment

Exercise 1-1

Timeframe

One hour including discussion.

Mechanism

- Cyclone scenario - very limited information available

Output

Flip chart list/Group discussion

Scenario

A cyclone of moderate intensity struck Orissa on October 15 and three of the coastal districts (Kendrapara, Jagasingpur, and Puri) were severely affected. You are part of a State Incident Response Team (SIRT) and have been assigned to assist with relief efforts in Puri District. You are the Logistics Section Chief and are en route to the incident with your team. Very little information has been received, although rumor has it that up to 2,000 people have lost their lives in the Puri District alone, and up to 7,000 are injured. Many villages in the coastal area have been reported swept away and it is a given that thousands will be homeless and in need of shelter.

Exercise Instructions

- As a group, students will compile a list of things they should be thinking about with respect to the logistics function as they travel to Puri.

Exercise Closeout Message to Students

The Logistics function must provide support not only to the Incident Response Team itself, but it must also provide the support necessary for the Operations function to carry out the core mission. There are virtually endless arrays of issues the Logistics Section Chief must consider.

Unit 2: Organize and Staff the Section

Exercise 2-1

Timeframe

One and a half hours, including discussion

Mechanism

Cyclone scenario

Output

List of staffing in the Logistics Section/List of additional resources needed/
Group discussion

Scenario

You have arrived at the incident and the Incident Commander has informed that your team will be responsible for relief activities in three of the worst affected Blocks in Puri District. In these Blocks, it is estimated that there are approximately 300 fatalities and 800 injuries, as well as 50,000 people who have lost their homes.

The Incident Commander will be provided a Delegation of Authority from the District Magistrate to manage the incident, with command transferred from the District Incident Response Team (DIRT) that has been in place from the onset of the cyclone.

The DIRT's Operations Section has been conducting search and rescue relief and EMS operations, corpse and carcass disposal, restoring infrastructure (roads, power lines, communications), and maintaining law and order, and your Incident Commander (IC) has asked your Operations Section Chief to continue and expand these efforts. IC has assigned temporary shelter and relief distribution for the victims to the Logistics Section. This assignment is in addition to the normal Logistics duties of supporting the team.

The District Magistrate has given the team a briefing and you noted the following information, as it is critical to meeting your objectives as Logistics Section Chief.

There was wide spread contamination of drinking water sources due to inundation; dead body of animals etc; many hand pumps were damaged,

roughly half of the tube wells in the District were submerged, and most of the traditional dug wells were contaminated. In addition, sewage systems have been destroyed. As a result, there is a huge demand for potable water and sanitation, and there is concern about the possibility of widespread cholera epidemics. There is also widespread concern about rapid disposal of human and livestock corpses to prevent the spread of disease.

Up to 90 percent of the crops were lost as the cyclone hit during the most vulnerable time of paddy crop. Hundreds of people are homeless & without food & clothes. This is serious issue. In addition, many people's livelihoods have been impacted and foodstuffs and other relief commodities will need to be distributed.

Relief measures have been hampered by disruption of the main road link between coastal Orissa and the rest of the Country. Telephone towers have been destroyed in some Blocks within the District and Ham Radio volunteers from the National Institute of Amateur Radio and police wireless system are providing the only form of communication.

Although the port was initially damaged, the Navy reopened the navigation channel two days after the cyclone, and relief materials are starting to arrive by ship.

The UNICEF, SAIL, Red Cross and CARE have offered to take on distribution of relief materials and establish temporary shelters, but they want the supplies for these activities delivered to a central place in each Block. In addition to food, water, blankets and other household necessities, they want to ensure that the specialized needs of pregnant and lactating women are met. They wanted security to reach the affected people due to apprehension of rioting / looting. Transportation of food grains required security. Some of the roads are open or will be repaired soon, so some two Blocks are accessible by road, while the third is only accessible by boat or air. Bridges are damaged. Army helps being taken for bailey bridges.

The District Magistrate has told the team that additional medical supplies and doctors/paramedic will be needed to treat the injured. Ambulances are required. Corpse disposal has been hampered due to non availability of chemical for preventing decomposition and inadequate staffing for the job of cremation, and there is serious concern of disease epidemic. The power companies have trained crews but will need cherry picker trucks to repair the power lines.

Army and NDRF are due to arrive tomorrow, and will come complete with heavy equipment and their own logistics support. But they would require open ground for putting up tents and setup their logistic base to support their operational units. They will be assigned to carry out search & rescue work and restore infrastructure, but the IC has asked that you work closely with them.

The search and rescue teams have been requested to rescue victims located in areas relatively close to open roads. One Type 3 helicopter with hoist capability is operational in rescue work and dropping of relief material.

You have been provided a list of equipment, transportation and supplies currently available or already committed, including the following:

- 7, 10-ton trucks
- 20, 5-ton trucks
- 3, 2.5-ton trucks
- 50 medical kits
- 3 medical teams
- 2 ambulances
- District Hospital with staff in Puri
- 2 police squads (2 police companies)
- Polythene sheets - 10000
- Stockpiled rice and other grain - enough for 6,000 people for two days
- 2 stockpiled water purifiers
- PWD, Sanitary, road and telephone crews
- **Tasks**
 1. Set up logistic section
 2. What function they would perform
 3. What is ordering procedure?

Exercise Instructions

Determine and list staffing requirements for the Logistics Section. List additional resources needed to support the incident for the next 3-4 days. Discuss how the ordering process will work to obtain necessary resources.

Unit 2 - Section Management

Exercise 2-2 with Possible Solutions

The class will be divided into groups and assigned one of the scenarios. Answer the questions and be prepared to explain your reasoning. Present your solutions to the class through discussion and flipchart.

Scenario 1

You are a FBD on an Uttarakhand state incident response team. You are dispatched to an earthquake in Uttarkashi District. Preliminary reports indicate the incident has affected a number of small villages in three Panchayats with reports of extensive building damage and fatalities.

What resources would you order before you leave?

What duties would you perform and/or delegate as the FBD in the absence of branch personnel?

Scenario 2

You are a FBD on one of the Andhra Pradesh State incident response teams (SIRT). The team is dispatched with the full complement of finance branch Unit Leaders. A large cyclone has hit eight of the Districts in the State; you are being assigned to the worst impacted District. The SIRT will be transitioning with a District IRT that has been in place for four days. There are 200 personnel assigned (overhead and search and rescue teams), and 25 pieces of equipment. A low-pressure system continues with steady rainfall and winds expected to continue for the next several days.

As the FBD, how would you determine what resources are available to stay at the incident and what additional resources would you order prior to leaving for the incident?

Scenario 3

You are a FBD on the Dharmaji District (core) incident response team (DIRT); (there are no finance Unit Leaders). Your team is responding to a flood in an adjacent District and road access to that District has been cut off by rising floodwaters. It is likely the incident command post (ICP) will be isolated, and transportation to the incident will be by helicopters or boats. No other personnel have been ordered for the Finance branch.

What resources would you order for the Finance branch?

Scenario 4

You are the FBD on the Firozabad District in Uttar Pradesh. You have been ordered (single resource) as a FBD to fill in for the FBD on the Agra District (core) incident Response team. The IRT is charged with planning the 350th anniversary of the Taj Mahal. The responsible officer has stated that she would like local District employees to staff the incident, but most have no IRS qualifications.

What positions could local District staff fill?

What questions would you ask before ordering additional resources?

Unit 3: Planning Activities

Exercise 3-1

Timeframe

One hour including discussion

Mechanism

Supreme Court decision scenario

Output

Group discussion

Scenario

The Supreme Court will announce its decision next week regarding the closure of polluting industries in New Delhi. There are over 800,000 industries in the city, and it is expected that tens of thousands of workers will protest the loss of their jobs. Many others are angry about the possibility of uprooting their families to follow relocated industries. Environmentalists supportive of the likely decision will also be on the streets and clashes between these groups are expected.

In an attempt to influence the decision earlier this month, protestors resorted to road blockade at several places, set fire to government buildings and railway property. Police had to resort to lathi charge & firing at few places. There were two fatalities and a number of injuries during these demonstrations. At that time, local officials recognized the potential for widespread unrest and rioting throughout the city on the day of the announced decision, and have requested additional deployment of police.

In anticipation of the protests, approximately 2,000 central paramilitary will be deployed in New Delhi two days before the Supreme Court announcement. This is in addition to deployment of Delhi police.

You are the Logistics Section Chief on the New Delhi State Incident Response Team and have been assigned to provide support for the law enforcement personnel buildup. You have to identify ICP, base and camps. Your responsibilities include providing facilities of food and housing for the outside forces, communications management, and stocking of supplies such as tear gas and gas masks. The New Delhi police can provide bus transport for 1,000 men, but the team will need to arrange transportation for the remaining personnel. You have also been asked

to provide a transportation map for the route from the housing areas to the staging areas for the protest sites, as well as identifying the staging areas on the ground for non-local personnel.

Exercise Instructions

Break into assigned groups. Determine and list staffing requirements for the Logistics Section. Prepare a briefing for your staff. Each group will identify a spokesperson who will present this briefing to the rest of the class.

Unit 3 - Interaction and Coordination

Exercise 3-1 with Possible Solutions

The class will be divided into groups and assigned one of the scenarios. Answer the questions and be prepared to explain your reasoning. Present your solutions to the class through discussion and flipchart.

Scenario

Your IRT has been assigned to respond to the failure of the main dam for the Ramganga Reservoir in Corbett National Park, which has resulted in the flooding of numerous villages. Forest department (Park) Officials and District officials are working together to mitigate the impact of flood and provide relief for local residents. Many houses have been damaged or destroyed in the villages of Kalagarh, Afzalgarh and Surjannagar. District Staff and residents are working to find missing people. National Park officials are also concerned about the effects to wildlife within the park. An incident base has been established, but there is question as to whether it is located on private or national park land. The IRT has received the responsible officer briefing, but no branch-specific contacts have been made. You have three hours until the first IRT meeting.

List issues to address and who to contact for information.

Objective – Student will identify key contact person and information needed.

Unit 10 - Incident Cost Tracking

Exercise 10-1

You arrive on the Uttarkashi District Incident on the morning of 7/17 and receive the following information at the initial briefing:

- The landslide started on 7/16 at approximately 0100.
- The incident commander is Sourav Ganguly.
- Daily estimated costs for the ICS-209 are due to the PSC by 1700 daily.
- The landslide is located on government land and as of 0600 it is 500 hectares.
- Incident base is located on government land at no cost to the incident.

Initial attack resources include:

- 2 Crews
- 2 Helicopters are on the incident

Additional resources arrived on the incident at 1800 on 7/16 and include:

Travel started at 0600 for all resources.

- 10 Ambulances
- 2 Backhoes
- 2 Bulldozers with transports
- 25 Miscellaneous overhead

Resources expected to arrive on 7/17 include:

- 2 Crews
- 10 Miscellaneous overhead
- 10 Trucks
- 1 Caterer

Using the Cost Estimate Guide and the above information prepare daily cost estimates for 7/16 and 7/17.

Exercise 10-2

Use the Uttarkashi District Incident from Exercise 10-1 to calculate your costs.

1. The finance/administration section chief (FSC) has come to you and asked for incident cost projections through the next 7 and 14 days at the current resource level (7/17). Note: helicopters have been released.

Resources on the incident (7/17) include:

- 45 Overhead
- 9 Crews
- 2 Bulldozers with transports
- 10 Trucks
- 1 Caterer

Calculate costs through the next 7 days:

Group Exercise

- Team-A: IRT managing a Flood (Example- J&K flood-Srinagar City)
- Team-B: IRT managing a Cyclone (Example- Hudhud, Visakhapatnam city AP)
- Team-C: IRT managing an Earthquake (Example- Sikkim Earthquake- Gangtok City)

Group Task-1

- List kind of resources IRT will have to mobilize/procure for Search & Rescue operations your respective situations.
- Make certain ASSUMPTIONS- No. of people to be rescued, food, water, shelter, medical first aid etc. to be provided

Group Task-2

- Evolve 3 STRATEGIES for completion of Search & Rescue operations with timelines 12 hrs/24hrs/36 hrs.
- Work out requirement of resources for 3 Strategies
- Work out COST for each Strategy.

Incident Response System Logistics Section Chief

IRS-Forms

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi

Attach a separate sheet under each heading in case space is not sufficient

1. Incident Name	
2. Map Sketch (Give details of the affected site)	
Date Prepared	Time Prepared

Source: Adapted from ICS Form 201

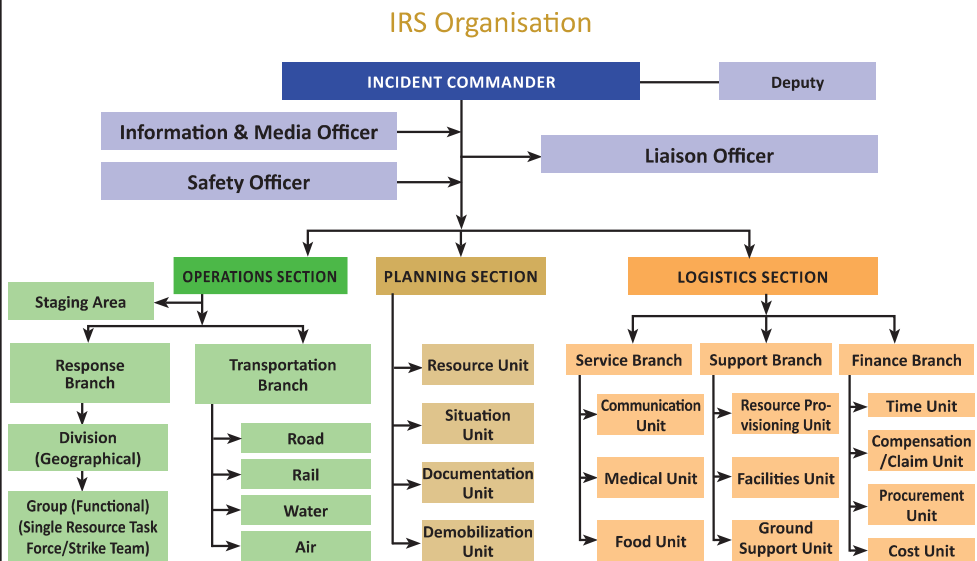
Contd...

3. Summary of Current Actions	
a. Action already taken	
b. Action to be taken	
c. Difficulties if any in response including mobilisation of resources and manpower	

Contd...

4. Current Organisation (Brief about activated section of IRT)

Highlight the activated Sections / Branches / Units



Contd...

Incident Status Summary (ISS) – IRS Form 002

(Major Components)

Attach a separate sheet in case space is not sufficient

1. Name of the incident : _____		2. Name of the IRT: _____		3. Operational Period Date: _____ Time: _____		4. Prepared Date: _____ Time: _____	
5. Name of the IC: _____				6. Phone No. : _____			
7. Current Situation (Nos. of Casualty)							
(a)	(b)	(c)	(d)	(e)	Dead	Identified and cremated / buried dead bodies	Un-identified dead bodies
Locations	Injured	Treated	Discharged	Patients referred (Specify Hospitals with locations)			
8. Status of Infrastructure (put tick mark)							
(a)	(b)	(c)	(d)	9. Threats, if any which may be increase severity of incident may be indicated			
Infrastructure	Not Damaged	Partially Damaged	Completely Damaged				
Road							
Railways							
Airport							
Water Supply							
Electricity Supply							
Communication Network							
Communities / Critical Infrastructure							
Residence							
Any Other (Specify)							

Contd...

10. Resources deployed for response with descriptions									
(a)	(b)				(c)			(d)	
Locations	Resources				ESF involved			Activities	
	Human Resources	Equipments		Type	Quantity	Gov.	Non Gov.		
		Kind							
11. Need for additional resources									
(a)					(b)				
Resource Details									
Kind		Type		Quantity		Source of Mobilization			
12. Remarks if any:									
13. Name and designation of officer Prepared by _____									

Source: Adapted from ICS Form 209

(Major Components)

Attach a separate sheet if space is not sufficient

1. Name of the incident:		2. Name of the Section:		3. Operational Period:	4. Prepared	
					Date:	
				Time:		
5. Name of the Units	6. Work Assigned with Resources	7. Name of the Site			8. Status of work	
					(a)	(b)
					Completed	Not completed
9. Specify accident / incident / weather conditions which may increase severity of incident						
(a)	(b)	(c)				
Time	Locations	Action taken or suggested				
10. Name and designation of officer Prepared by						

Source: Adapted from ICS Form 214

Organization Assignment List – IRS Form 005

(Major Components)

(Attach a separate sheet if space is not sufficient)

This assignment list will be prepared as per IAP and will be circulated among all the responders and supervisory staff at the beginning of each operational period by the respective Section chiefs.

1. Name of the Incident: _____	2. Operational Period: _____	3. Prepared: Date: _____ Time: _____
4. Name of the section to whom work assigned: _____		
5. Name of the supervisory Officer concerned: _____		
6. Name of the responder: _____		
7. list of task assigned (a) _____ _____ (b) _____ _____ (c) _____ _____ (d) _____ _____ (e) _____ _____ (f) _____ _____ (g) _____ _____ (h) _____ _____ (i) _____ _____		
8. Name and designation of officer Prepared by:		9. Approved by:

Source: Adapted from ICS Form 203

Incident Check-in and Deployment list – IRS Form 006 (Major Components)

(Attach a separate sheet if space is not sufficient)

[illegible]

Source: Adapted from ICS Form 211

On Duty Officer List – IRS Form 007
(Major Components)

(Attach a separate sheet if space is not sufficient)
This will be maintained by all the Section and sent to RO through IC

1. Name of the incident:		2. Name of Section / Branch / Division / Unit (Specify):			3. Operational Period:		4. Prepared	
							Date:	Time:
Sl	5. Name of Officer	6. Designation in Normal Period	7. Phone No. / E-mail ID	8. IRS Position for the Incident	9. Location of Deployment	10. Location of Camp with Contact Details	11. Any other Information	
12. Name and designation of officer Prepared by		13. Signature of the Section Chief			14. Dispatch			
					Date			
					Time			

Medical Plan – IRS Form 008 (Major Components)

Attach a separate sheet if space is not sufficient

1. Name of the incident: _____		2. Operational period: _____		3. Prepared Date: _____ Time: _____		4. Total Nos. of medical aid camp to be established: _____	
4.1 Sl.No.		4.2 Location (s)		4.3 Resources Available in the medical camp			
	(a) No. of Medical Officers	(b) No. of Paramedics staff	(c) Others (ANM & trained volunteers) Specify	(d) Life saving drugs / Appliances		(e) Facilities of referral services and Blood Banks	
				Yes	No	Yes	No
							(f) Any other (Specify)
5. Status of Ambulances Services				6. Availability of Regular Medical Facilities (Specify in Nos.)			
(a) Name of the Ambulance Service Provider	(b) Address & Contact No.	(c) Paramedics	6.1 Govt			6.2 Private	
			(a) Loca- tions	(b) Sub Centre	(c) PHC	(d) Hospitals	(e) Medical College
		No					
7. Road map of the area circulated among the ambulance service		8. Referral Medical Facilities in the Neighborhood					
(a) Yes	(b) No	(a) Location	(b) Address	(c) Specialization			
9. Name and designation of officer Prepared by (Medical Unit)		10. Approved by _____					

Source: Adapted from ICS Form 206

Communication Plan – IRS Form 009 (Major Components)

(Attach a separate sheet if space is not sufficient)

1. Name of the Incident:		2. Operational Period:		3. Prepared Date: Time:									
3. List of locations where communication is available													
(a) Name of location	(b) Organisation	(c) Requirement of Backup Power Supply		(d) Type of communication				(e) Web					
		Yes	No	Wireless		Telephone		HAM Radio	Web				
				HF	VHF	Morse	Land line	Mobile	Satellite	E-mail	Skype		
4. List of locations where communication has to be setup													
(a) Name of location	(b) Organization responsible	(c) Requirement of Backup Power Supply		(d) Personnel requirement (Specify Nos. if required)	(e) Type of communication				(f) Web				
		Yes	No		Wireless		Telephone		HAM Radio	Web			
				Yes	No	HF	VHF	Morse	Land line	Mobile	Satellite	E-mail	Skype
5. Arrangements for repair and replacement of faulty sets:				6. In stock available sets (Specify Nos., kind and type):									
7. Networking plan for integrating inter-organisational communication facilities with the local setup (Army / NDRF, etc.) – weather repeater or relay setup is required or not				8. Transport requirements for supervision and maintenance:									
9. Name and designation of officer Prepared by: _____													

Source: Adapted from ICS Form 205

IRS - Operational Planning Worksheet - IRS 015																				
1. Incident Name:			2. Operational Period:										Date From: Time From:			Date To: Time To:				
3. Branch	4. Division, Group, or Other	5. Works Assignment & Special Instructions	6. Resources													7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time	
			Req.																	
			Have																	
			Need																	
			Req.																	
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			Need																	
		11. Total Resources Required															14. Prepared By: Name: _____			
		12. Total Resources Have on Hand															Position/Title: _____			
		13. Total Resources Need to Order															Signature: _____			
																	Date/Time: _____			

