BAY AREA

REGIONAL LOGISTICS PROGRAM

DISASTER LOGISTICS

# Logistics Staging Area Manual

February 2014

DISASTER LOGISTICS

# Logistics Staging Area Manual

This manual is intended to provide guidance to local and state officials in executing disaster logistics operations, and is neither prescriptive nor comprehensive. The actions described in this manual will not necessarily be completed in every event, nor is every activity that may be required described in this manual. Local and state officials and those of nonprofit and private sector partners will use judgment and discretion to determine the most appropriate actions at the time of the incident.

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# Preface

Established in 2008, the Department of Homeland Security's Regional Catastrophic Preparedness Grant Program (RCPGP) was authorized to encourage collaborative all-hazards planning for catastrophic incidents in some of America's largest metropolitan areas. A 12-county area representing the greater San Francisco Bay Area was identified by Congress as one of ten eligible areas to receive funding. These counties are Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

The Bay Area Urban Areas Security Initiative (UASI), through its regional governance structure, manages the RCPGP grant for the Bay Area. Using these funds, the Bay Area UASI produced seven functional annexes to the Bay Area Regional Emergency Coordination Plan (RECP). This manual is one of a series of accompanying documents to the Regional Catastrophic Earthquake Logistics Response Plan (Regional Logistics Plan) Annex to the RECP.

In addition to promoting collaborative planning across metropolitan areas, the RCPGP was also intended to encourage collaborative planning and information sharing across the ten metropolitan areas. This manual was originally developed under the RCPGP by the New York-New Jersey-Connecticut-Pennsylvania (NY-NJ-CT-PA) Regional Catastrophic Planning Team's Regional Logistics Program, with contributions from a multi-jurisdictional planning team.

This document was refined for the Bay Area under the guidance of the Regional Logistics Plan Steering Committee, with input from local, state and federal stakeholders, the American Red Cross Bay Area Chapter and the California Resiliency Alliance.

The standards contained in this document may be applied to any and all jurisdictions throughout the country.

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# Using this Document

## This Logistics Staging Area (LSA) Manual provides operational guidance for LSAs supporting one or more Operational Areas following a catastrophic incident.

It is assumed that the reader is familiar with basic emergency management doctrine, including the National Incident Management System and California's Standardized Emergency Management System (SEMS). For more information on SEMS, see the glossary.

Although the planning assumptions in this document pertain to a catastrophic earthquake, this document is applicable to all hazards.

This manual will help you:

**Find decision-making checklists.** 8

**Review the physical layout, staff patterns and resources required for LSA operations.** 10

**Find task-based guidance on launching, sustaining, supporting and demobilizing LSA operations.** 14

**Find tools and reference materials that support the execution of the strategies and objectives outlined in this plan.** 44

↗ When you see a reference arrow, look to the bottom of the page for guidance on where to find additional information from the Regional Logistics Program.

The LSA Manual is part of a comprehensive suite of disaster logistics documents produced by the Bay Area Regional Logistics Program. The entire suite of documents includes the Regional Catastrophic Earthquake Logistics Plan, operational manuals, field operations guides, assessment papers, forms, and training. For more information, visit http://bayareauasi.org/programs/rcpgp/projects

# Overview

The resources required for response and recovery operations following a catastrophe often overwhelm existing supply chains. A LSA provides a way-station for incoming shipments, so that the California Governor's Office of Emergency Services (Cal OES) in conjunction with Operational Areas can effectively manage a sharp increase in incoming support resources to meet the resource requests of Local Government.

**Goal**

Provide the Operational Area Emergency Operations Center (EOC), Cal OES Coastal REOC or state personnel operating from a Joint Field Office (JFO) with a standardized mechanism to receive, manage, stage and distribute large quantities of critical commodities, supplies and equipment.

**Important Note**

**Throughout this document, the term EOC is used to refer to an Operational Area EOC, REOC or REOC functionality within a JFO.**

**Objectives**

1. Provide time-phased, task-based guidance for EOC personnel and partners assigned to support LSA operations:
   - Establish triggers and decision-making guidance for activating and deactivating an LSA.
   - Identify the resources that are required to support LSA operations.
   - Establish guidelines for coordination and communication between the EOC and LSA.
   - Outline mechanisms for determining the appropriate number, type and location of LSAs.
2. Provide preparedness guidance to help jurisdictions pre-identify potential LSA sites.
3. Serve as a common point of reference for any emergency response official from within or outside the Bay Area who supports LSA or other staging operations for support resources.

**Intended Audience**

- Emergency managers and EOC personnel at the Operational Area or Region levels. During a Major Disaster, this guidance may apply to state personnel operating from a JFO.
- Logistics personnel responsible for activating, coordinating, supporting or ordering the demobilization of field logistics, including resource management.
- Agency stakeholders who work with the EOC on resource management, movement control and distribution management tasks.
- Emergency response officials (agency heads, their deputies and logistics chiefs) at the local, state and federal levels responsible for sourcing and managing critical commodities, supplies and equipment.

**Planning Assumptions**

Following a catastrophic earthquake in the Bay Area:

- Local and State resources are exhausted quickly, resulting in competing priorities for supplies.
- Logistics requirements will exceed the capability of local and state governments.
- Various kinds and types of resources will be requested through the California Disaster and Civil Defense Master Mutual Aid Agreement, Interstate Mutual Aid, Emergency Management Assistance Compact (EMAC) and from the federal government.
- The President will declare a Major Disaster for all or part of the Bay Area.
- Upon activation of the JFO, the functions of the State Operations Center (SOC) and Coastal REOC will be integrated into the JFO. Each Operational Area will coordinate with an assigned Cal OES Coastal Region liaison.
- The Region's utilities (water supply, electric grid, natural gas supply, petroleum / fuel distribution and telecommunications systems) could be significantly disrupted for 14 to 60 days.
- Expected transportation infrastructure damage will limit access to the disaster area, hinder logistics support efforts and reduce capacity in existing public and private-sector supply chains. Transportation infrastructure will range from operable to severely compromised.
  - A combination of ground, air and marine transportation resources will be necessary to reach affected areas with required commodities.
  - Debris removal operations will be required to facilitate ground transport.
  - Rotary-wing aircraft and/or marine transport, in tandem with short-range ground transport, may be required in the most affected areas.
  - Improvised staging areas will be required to support rotary-wing aircraft and marine transport.
  - Cascading effects to commercial and governmental supply chains in the Bay Area and nationwide may not be immediately obvious but could further hinder logistics support efforts for 14 to 60 days or more.
- The Federal Emergency Management Agency (FEMA) would begin to mobilize an Incident Support Base (ISB) in anticipation of State requests for assistance.
- Upon the declaration of a Major Disaster, FEMA would mobilize Federal Staging Areas (FSAs) to meet State requests for assistance.
- Efforts to pre-identify field sites will have been made by Cal OES and Operational Areas, prior to an incident.
- Federal Staging Areas and LSAs should not be co-located.
- Tactical and support resources may be co-located at the same staging areas. In other words, LSAs may be co-located with staging areas for operational resources.
- Operating conditions are expected to be adverse, and may include widespread sustained power outages, lack of shelter; excessive heat, cold or wet weather conditions, limited access to healthcare; poor sanitary conditions; and general conditions of population insecurity.

# Decision-Making

This section identifies triggers for activating LSAs and provides executive-level checklists for decision makers to use during activation, operations, and demobilization.

## Activation

In accordance with the Hub-and-spoke model described in the Regional Logistics Plan, an LSA may be activated to support Local Governments in one or more Operational Areas with critical commodities and other support resources. LSAs are activated when at least one of the following triggers has been met.

| | |
|---|---|
| **Trigger A** | **Disruptions to supply chains have significantly diminished public access to life-sustaining commodities, supplies or equipment and the required staging of incoming support resources is beyond the capacity of one or more affected Local Government(s) within an Operational Area.** |
| **Trigger B** | **Operational Areas require tactical support in tracking incoming support resources and managing their allocation, based on Local Government requests, to multiple Local Governments.** |

## Considerations

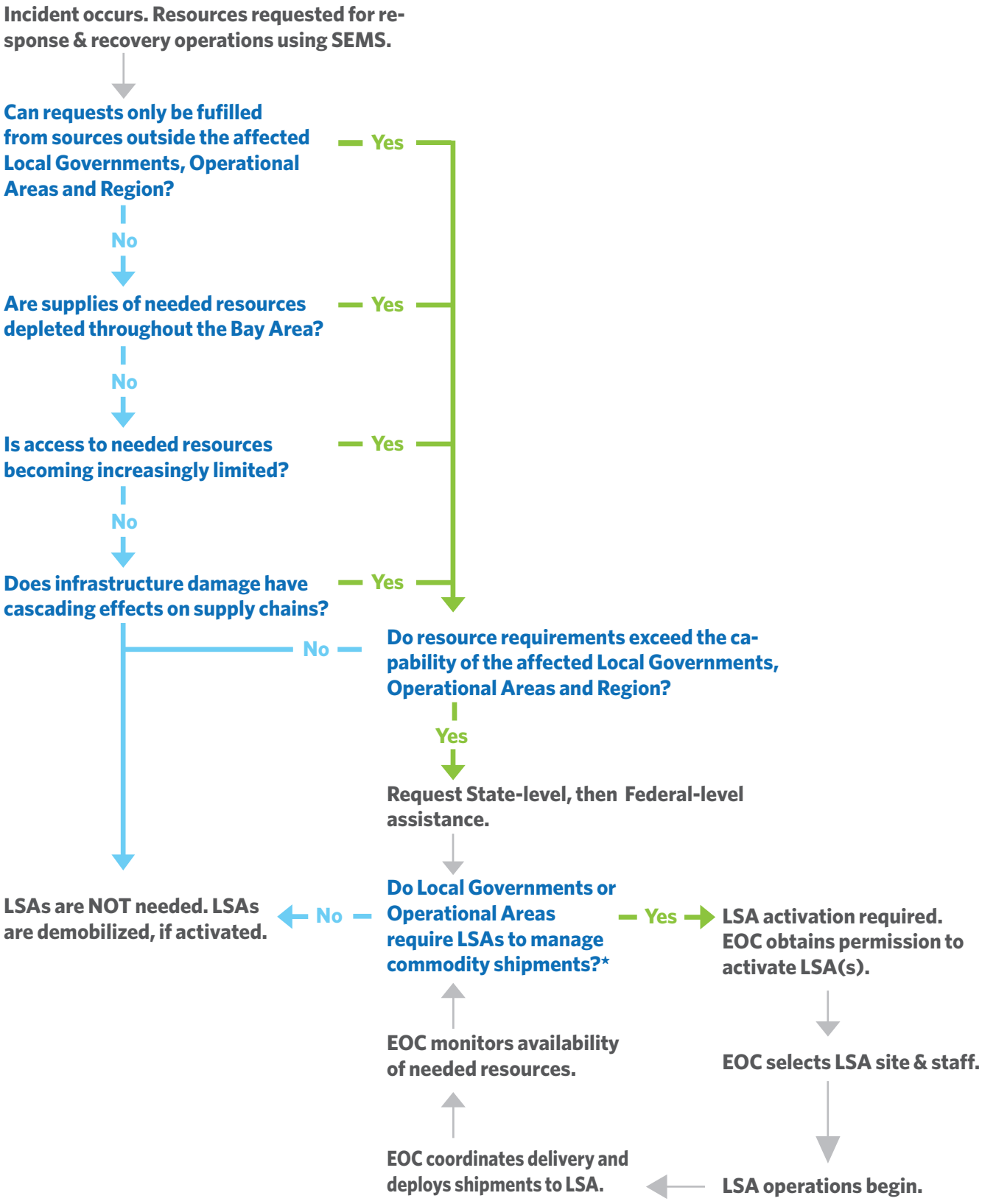
When activating LSAs, the Local Government(s), Operational Area(s) and/or Cal OES Coastal Region take into account:

- Existing or expected unmet resource needs for response and recovery operations.
- Current or anticipated resource requests with no local or state sources of supply.
- Sustained damage to critical infrastructure that is expected to have an effect on public and private sector sourcing mechanisms, including:
  - Scope and duration of disruptions to a jurisdiction's utilities (water supply, electric grid, natural gas supply, fuel distribution and telecommunications systems).
  - Damage or destruction of critical warehouse, production and distribution facilities.
  - Anticipated cascading effects to local, state and national supply chains.
- Overall needs for resources compared against available supply.
- Accessibility to a FSA.

## Deactivation

The EOC continually monitors resource needs and the availability of critical commodities, supplies and equipment. When the EOC determines that existing supply chains and public access to life-sustaining commodities have been sufficiently restored, they order the deactivation and demobilization of the LSA.

## Decision-Making Sequence of Events




* If FEMA's FSA(s) are sufficient to manage commodity shipments into the impacted area, LSAs may not need to be established.

## Decision-Making Checklist

After the emergency management agency executive or designee determines that LSAs must be established, they advise the EOC Manager to activate the LSA Coordinator. The emergency management agency executive, EOC Manager, and LSA Coordinator execute a number of critical decision-making tasks during activation, operations and demobilization.

| EOC MANAGER CHECKLIST | |
|---|---|
| **Activation** | |
| ☐ | Review and submit requests for assistance using SEMS. |
| ☐ | Assign an LSA Coordinator. |
| ☐ | Participate in the EOC Incident Briefing with staff assigned to the LSA. |
| **Operations** | |
| ☐ | Provide direction and support to the LSA Coordinator as needed. |
| **Demobilization** | |
| ☐ | Work with the LSA Coordinator to determine the appropriate demobilization timeline. |
| ☐ | Order demobilization of the LSA. |

## LSA COORDINATOR CHECKLIST

| | |
|---|---|
| **Activation** | |
| ☐ | Instruct EOC personnel to prepare reports on unmet, met, and anticipated resource requests. |
| ☐ | Conduct an incident briefing with the LSA Commander and provide reports on all unmet, met, and anticipated resource requests. |
| ☐ | Approve any agreements (if needed) for use of LSA site(s) or facilities. |
| ☐ | Request initial staff and resources to support LSA operations. |
| ☐ | Ensure open resource orders are re-directed for delivery to the LSA, where necessary. |
| **Operations** | |
| ☐ | Provide support to the LSA Commander, as needed. |
| ☐ | Receive updates on LSA operations, providing direction and support to the LSA Commander as needed. |
| **Demobilization** | |
| ☐ | Advise the EOC Manager to demobilize the LSA(s). |
| ☐ | Provide support to the LSA Commander during demobilization, particularly regarding financial recovery and reimbursement procedures. |
| ☐ | Demobilize the LSA Commander. |
| ☐ | Ensure all remaining incoming shipments are re-directed to an alternative delivery location. |

Find more information in the LSA Coordinator *Job Action Sheet*

# The Logistics Staging Area

**Operational Component 1**

The LSA is a way-station designed to receive, stage and deploy critical shipments of commodities, supplies and resources. This section describes the LSA operation.↗

The LSA augments existing emergency supply chains to support Local Government and expands the Region or Operational Area capability to manage a surge of critical shipments into an impacted area. LSAs may be co-located with staging areas for operational resources. FSAs and LSAs should not be co-located.

The LSA does not traditionally serve as a mobilization point for tactical resources. While LSAs and staging areas for tactical resources may be located in close proximity to each other, they serve separate functions.

For the purposes of this plan, it is important to distinguish between a resource that supports the incident and one that supports the mission of the LSA, as follows:

- **Resource:** any staff member, supply or piece of equipment available to support LSA operations that is assigned to the LSA Commander.
- **Shipment:** any commodity, supply or piece of equipment en route to, received at, or stored at the LSA for assignment to the incident and controlled by the EOC.
- **Deployment:** a shipment that is assigned to the incident by the EOC and deployed by LSA staff using EOC deployment orders.

**Layout**

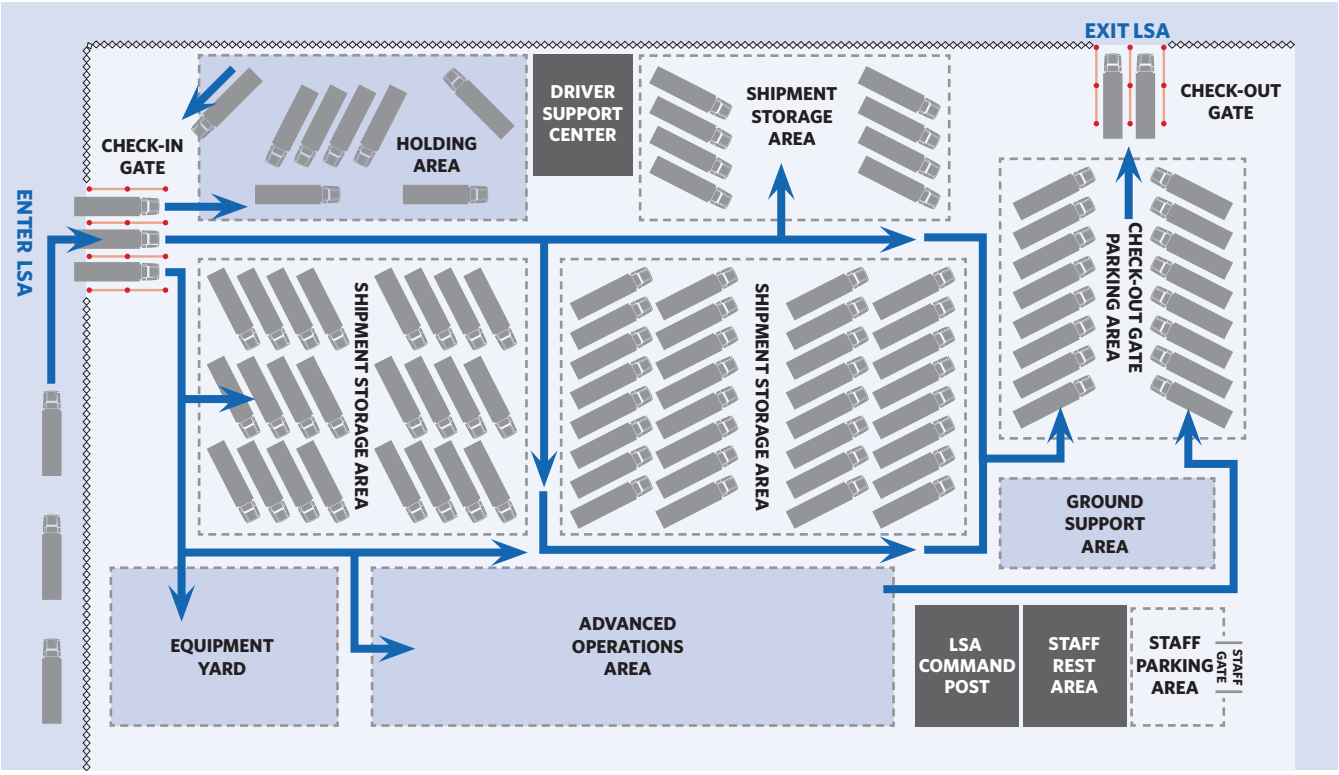
The layout of the LSA varies by site. Although there is no standard layout, the diagram that follows provides a sample LSA layout.

**Important Note**

**This document provides example layouts and site requirements for staging resources transported by ground. Following a catastrophic incident, rotary-wing or marine resources may be required to transport supplies to areas which have become isolated due to infrastructure damage. In this case, the LSA Commander works with an assigned liaison from the Department of Defense, California National Guard or other entity providing shipments to the LSA, to improvise a layout to accommodate landing or docking the incoming resources.**

↗ Find more detailed information on LSA field operations in the **LSA Field Operations Guide (FOG).**

## Sample LSA Site Layout




## Functional Areas

- **Check-In Gate:** The point of entry for arriving shipments.
- **Holding Area:** An open area where shipments requiring additional action are temporarily quarantined upon arrival.
- **Shipment Storage Areas:** Open areas where shipments are staged for deployment.
- **Equipment Yard:** An area for items requiring special handling, storage, maintenance and fueling, such as generators.
- **Driver Support Center:** A support facility for drivers, with amenities such as restrooms and showers, water, and information for drivers awaiting deployment.
- **Check-Out Gate:** The point of exit for departing deployments.
- **Check-Out Parking Area:** An open area where deployments are organized and documentation is finalized prior to departure.
- **Ground Support Area:** An area for support equipment used at the LSA, including fuel, tool kits, spill kits and limited repair parts needed for equipment requiring support.
- **LSA Command Post:** A field office for command staff and staff needing work stations.
- **Staff Rest Area:** A facility with basic amenities for staff, including food and water, restrooms, showers, phones, computers and power outlets.
- **Staff Gate & Parking Area:** A gate where LSA staff enter and exit, with parking.
- **Advanced Operations Areas:** Areas that may be activated when there is a need for special operational capabilities at the LSA, including:
  - Ground operations: cross-docking or managing leased trailers/shuttle tractor fleets.
  - Intermodal operations: movement of shipments between different modes of transportation.

## Staffing

Staffing requirements for an LSA operation depend on the site layout and traffic pattern, hours of operation, and scale of operations. As a general guideline, **between 40 and 172 personnel** should be assigned. In extreme circumstances, this may be scaled down to 20, or scaled up to 183 personnel.

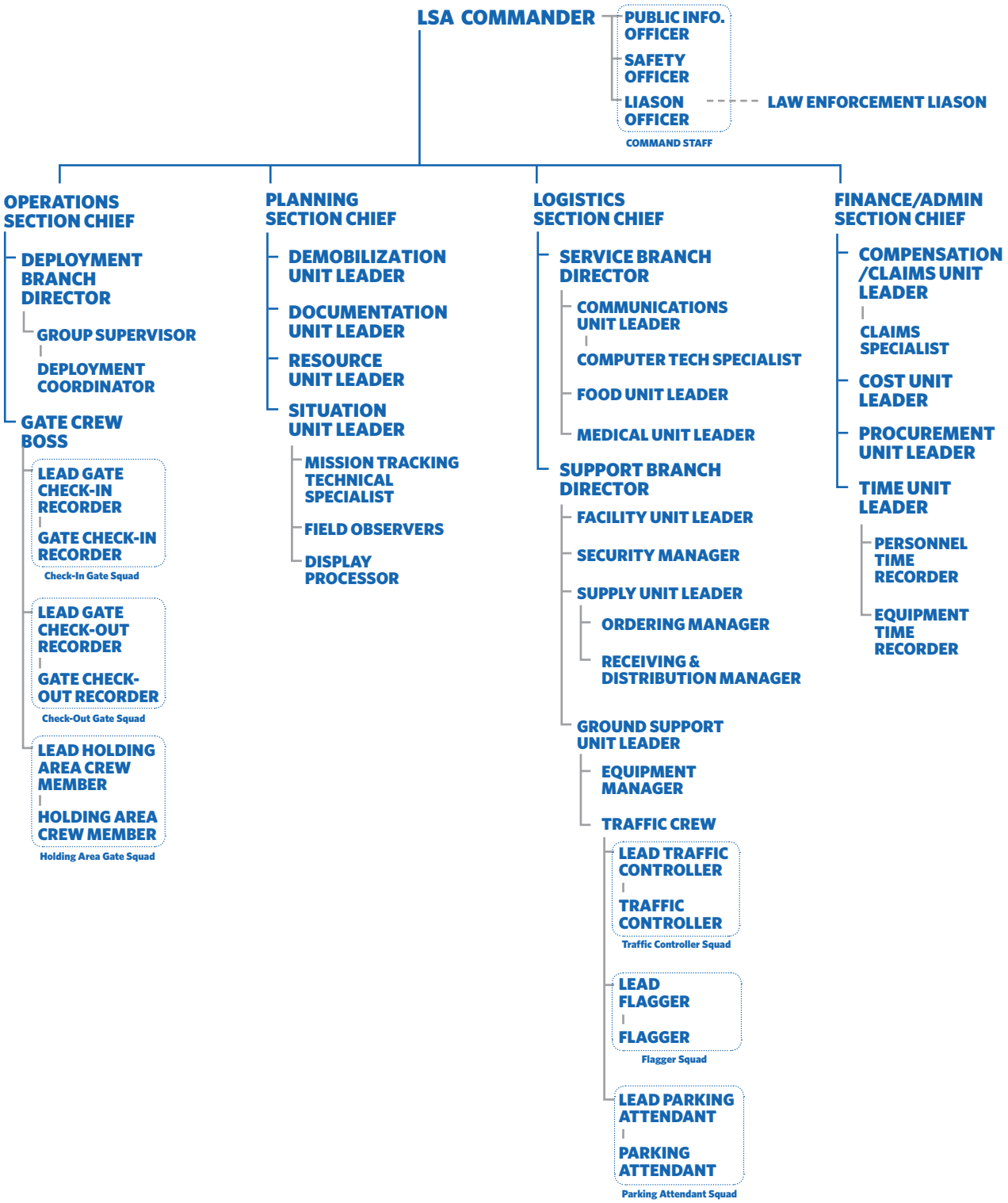
The organization chart that follows shows a fully expanded LSA staffing organization for one operational period.↗

All LSA staff members are under the operational control of the LSA Commander and are organized according to Incident Command System (ICS) principles.

| | |
|---|---|
| **Command Staff** | Manages the LSA, including agency coordination, safety and public information. |
| **Operations Section** | Receives shipments at the LSA and prepares deployments for departure from the LSA using: a Deployment Branch which prepares and coordinates deployments; and, the Gate Crew which receives shipments as they arrive at the LSA and oversees deployments as they depart from the LSA. |
| **Planning Section** | Provides reports to the EOC on shipments and deployments, relays EOC orders for deployments to the Operations Section and prepares the LSA Action Plan. |
| **Logistics Section** | Receives and readies shipments for deployment, organizes and directs all traffic at the LSA using a Traffic Crew, and manages LSA resources, facilities, services and materials. |
| **Finance/ Administration Section** | Maintains administrative, financial and cost information. |

The ICS emphasizes unity of command, a flexible and modular organization, and span-of-control. Depending upon the operational needs of an LSA, its staffing organization can be expanded or contracted and position responsibilities further delineated or combined at each operational period. More information on staffing can be found in *Operational Strategy 2: Staff Identification and Mobilization*.

↗ Find complete job descriptions in the **LSA FOG.**


LSA COMMANDER
PUBLIC INFO. OFFICER
SAFETY OFFICER
LIASON OFFICER
LAW ENFORCEMENT LIASON
COMMAND STAFF
OPERATIONS SECTION CHIEF
DEPLOYMENT BRANCH DIRECTOR
GROUP SUPERVISOR
DEPLOYMENT COORDINATOR
GATE CREW BOSS
LEAD GATE CHECK-IN RECORDER
GATE CHECK-IN RECORDER
Check-In Gate Squad
LEAD GATE CHECK-OUT RECORDER
GATE CHECK-OUT RECORDER
Check-Out Gate Squad
LEAD HOLDING AREA CREW MEMBER
HOLDING AREA CREW MEMBER
Holding Area Gate Squad
PLANNING SECTION CHIEF
DEMOBILIZATION UNIT LEADER
DOCUMENTATION UNIT LEADER
RESOURCE UNIT LEADER
SITUATION UNIT LEADER
MISSION TRACKING TECHNICAL SPECIALIST
FIELD OBSERVERS
DISPLAY PROCESSOR
LOGISTICS SECTION CHIEF
SERVICE BRANCH DIRECTOR
COMMUNICATIONS UNIT LEADER
COMPUTER TECH SPECIALIST
FOOD UNIT LEADER
MEDICAL UNIT LEADER
SUPPORT BRANCH DIRECTOR
FACILITY UNIT LEADER
SECURITY MANAGER
SUPPLY UNIT LEADER
ORDERING MANAGER
RECEIVING & DISTRIBUTION MANAGER
GROUND SUPPORT UNIT LEADER
EQUIPMENT MANAGER
TRAFFIC CREW
LEAD TRAFFIC CONTROLLER
TRAFFIC CONTROLLER
Traffic Controller Squad
LEAD FLAGGER
FLAGGER
Flagger Squad
LEAD PARKING ATTENDANT
PARKING ATTENDANT
Parking Attendant Squad
FINANCE/ADMIN SECTION CHIEF
COMPENSATION /CLAIMS UNIT LEADER
CLAIMS SPECIALIST
COST UNIT LEADER
PROCUREMENT UNIT LEADER
TIME UNIT LEADER
PERSONNEL TIME RECORDER
EQUIPMENT TIME RECORDER

## Hours of Operation

| Personnel | Shift | Time |
|---|---|---|
| Command and Supervisory Staff | Day (Shift #1) | 06:30 - 19:00 |
| | Night (Shift #2) | 18:30 - 07:00 |
| All Other LSA Staff | Day (Shift #1) | 07:30 - 20:00 |
| | Night (Shift #2) | 19:30 - 08:00 |

*These guidelines may be modified as required by the agency providing staff.

## Types of Shipments and Deployments

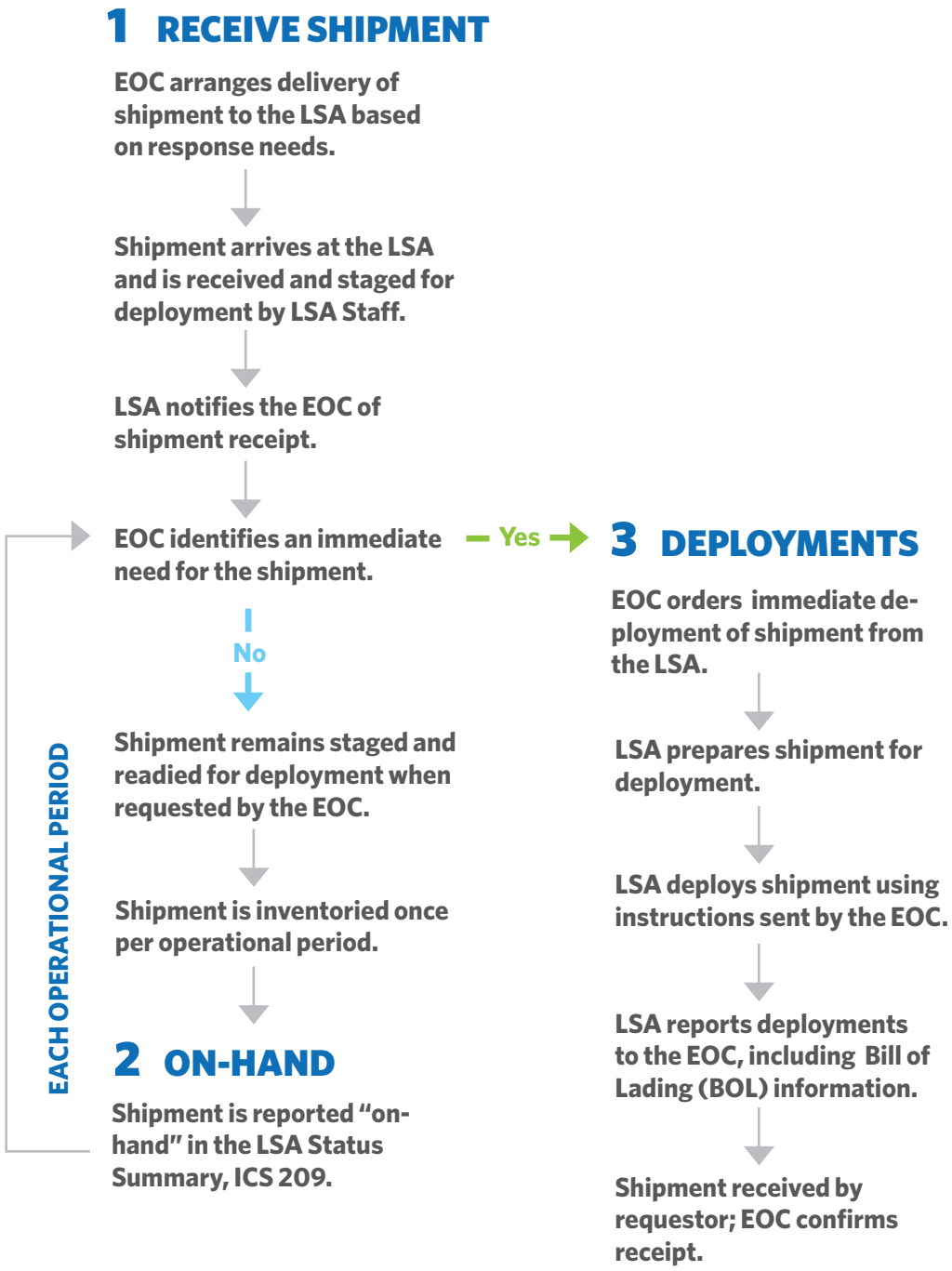
The LSA receives shipments of critical commodities, supplies and resources:

- Commodities such as bottled water, food and baby formula, blankets, cots, and tarps.
- Supplies, such as commonly used shelter items, which include hygiene kits, shelter cleaning items, leased or contracted items (fuel, dumpsters with service, refrigerated trailers or 'reefers'), infant and toddler kits, durable medical equipment items (wheelchairs, crutches), consumable medical equipment (bandages, catheters, first aid kits) and other miscellaneous items (hand sanitizer, caution tape).

## Operational Process

As a general guideline, an **LSA handles between 200-600 trailers per day**; only in the most extreme circumstances can the LSA scale up to manage up to 800 trailers per day. The exact capacity depends upon the size of available hardstand at a potential LSA site and its ingress/egress capacity.

When an LSA is fully operational, the delivery, receipt, staging and deployment of shipments proceeds through the process that follows.



**EOC Management Interface and the LSA Coordinator**

When the LSA Plan is activated by the Agency Administrator, the EOC assigns an LSA Coordinator within the EOC's staffing organization. The LSA Coordinator oversees the EOC interface and coordination involved with the activation, ongoing operational coordination and the eventual demobilization of an LSA. Find a full task list in the LSA Coordinator's *Job Action Sheet* on page 44.

## Supporting Partners

- Local or state agencies with Type I or Type II Incident Management Teams (IMTs).
- California Department of Forestry and Fire Protection (Cal Fire) IMTs.
- State agencies coordinating national guard deployments, including:
  - Office of the Governor.
  - California National Guard.
  - California Conservation Corps (CCC).
- Federal agencies with Type I or Type II IMTs coordinated through the National Interagency Fire Center (NIFC) and/or the NIFC's National Interagency Coordinating Center, including:
  - United States Department of Agriculture, United States Forest Service
  - National Park Service
  - Bureau of Land Management
  - Bureau of Indian Affairs

# Site Selection

**Operational Strategy 1**

This strategy details the processes and considerations for selecting and activating LSA site(s).

## 1 Estimate LSA Throughput

Throughput is the number of shipments that move through the LSA in a 24 hour period. Use the worksheet below to estimate how many trailers will arrive over the next 96 hours. The quantities per 53 foot trailer provided below are approximations.

### Total Anticipated Trailers for the First 96 Hours

| | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| **Resource Requested** | **Unit** | **Existing Unfilled Requests** | **Deliveries & Anticipated Requests** | **Total Requests** | **Quantity per 53 foot Trailer (Estimated)** | **Number of Trailers** |
| **Baby Formula** | 8 oz can | | | | 79,500 | |
| **Blankets** | Each | | | | 6,500 | |
| **Bottled Water** | Liters | | | | 22,000 | |
| **Cots** | Each | | | | 1,500 | |
| **Fuel** | Gallons | | | | 5,000 | |
| **Generators (USACE power pack)** | Each | | | | 3 | |
| **Hygiene Kits** | Each | | | | 5,000 | |
| **Ice** | Pounds | | | | 40,000 | |
| **MRE / Shelf-Stable Meal (SSM)** | Each | | | | 21,000 | |
| **Personal Wash Kits** | Each | | | | 27,000 | |
| **Pillows** | Each | | | | 7,500 | |
| **Sleeping Bags** | Each | | | | 800 | |
| **Tarps** | Each | | | | 2,000 | |
| **Tents** | Each | | | | 1,500 | |

| | |
|---|---|
| **Other*** | |
| *Determine units of measure and pallets per trailer. | **TOTAL:** |

## Instructions

| | |
|---|---|
| **Existing Unfulfilled Requests** | 1 Enter the total number of resource requests received that have not yet been fulfilled by the EOC. Do not include requests that may be directly shipped from a vendor or FEMA ISB/FSA to the requestor. |
| **Deliveries & Anticipated Requests (next 96 hrs)** | 2 Enter the estimated number of deliveries expected at the LSA and anticipate required resources based on:<br>• Upward trends in resource requests approved by the EOC Logistics Section.<br>• Activation of plans, such as commodity points of distribution (PODs) , shelters and other mass feeding operations. The POD Manual can help in estimating pre-determined, calculable resource needs for PODs.<br>• Fulfilled resource requests that will be delivered to the LSA when it is fully operational (typically 24-36 hours from plan activation).<br>• Deliveries to the LSA and anticipated requests for the next 96 hours from either (1) trends in resource needs provided by the EOC's planning unit, or (2) scenario-based plans applicable to the actual incident (e.g. Regional Logistics Plan); do not include anticipated requests that may be sourced through FEMA. |
| **Total Requests** | 3 Calculate totals for each commodity. **Column 3 = Column 1 + Column 2** |
| **Quantity Per Trailer** | 4 Make sure you know how much of each resource type can fit on a 53 foot trailer. |
| **Number of Trailers** | 5 Calculate how many 53 foot trailers are required for each resource type. **Column 5 = Column 3 ÷ Column 4** |
| **Total** | 6 Add up all trailers required for all resource types. The sum of all numbers in Column 5 is the **Total Estimated Trailers**. |

Next, estimate throughput using the equation below:

### Total Anticipated Trailers x 0.45 = LSA Estimated Throughput

This calculation is based on the U.S. Army Corps of Engineers (USACE) commodity ordering model, whereby approximately 45% of anticipated resources are expected to be ordered and/or deployed in the first 24 hours after an incident.

If the throughput exceeds 600 trailers per day, more than one LSA may be necessary. While the guidance in this plan indicates that a single LSA may be able to support a maximum throughput of up to 800 trailers, this is only recommended in extreme circumstances where it is known that local roads and transportation networks can support the resulting traffic loads.

# 2 Determine Site Operating Requirements

Use the LSA estimated throughput to determine operating requirements for potential sites, following the steps below.

2.1 **Determine the operating pattern**

LSAs can have two operating patterns. Use the tables that follow to review the advantages and disadvantages of 24 hour operations, and to decide which operating pattern to use.

- Daytime-only operations are typically comprised of one shift that is 12-hours long. Since no staff are available outside of the established 12-hour period, the receiving of shipments and processing of deployments only occurs during this 12 hour period. This operating pattern is recommended only when the LSA estimated throughput is less than 200 trailers per day.
- 24-hour operations are typically comprised of two shifts that are each 12-hours long. Staff are available continuously to receive inbound shipments, while outbound deployments can take place as soon as the EOC issues a deployment request. If the LSA estimated throughput is greater than 200 trailers per day, then a 24-hour operating pattern is strongly recommended.

### Evaluating 24-hour Operations

| Advantages | Disadvantages |
|---|---|
| • Can boost site throughput up to 33%.<br>• Decreases staff workloads for longer mobilizations.<br>• Deployments may be requested at all hours to fulfill urgent requests.<br>• PODs can be re-supplied overnight so daylight hours are focused on commodity distribution.<br>• Truck transport may be more efficient overnight if transportation networks are less congested. | • Required staffing is nearly doubled.<br>• Security threats are more prominent during overnight hours.<br>• Additional resources are required for lighting and high-visibility PPE.<br>• Lighting on roads may not be restored in an impacted area.<br>• Reduced visibility poses safety risks.<br>• Decreased alertness of night staff or drivers may add operational risk. |

2.2 **Identify the required number of check-in lanes**

The LSA must have enough check-in lanes to receive shipments. Use the LSA estimated throughput, the operating pattern and the table below to determine the number of check-in lanes required for a site.

| Operating Pattern | LSA Estimated Throughput | Number of Available Check-In Lanes | | | |
|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 |
| DAYTIME ONLY | 100 | Preferred | Preferred | Preferred | Preferred |
| | 200 | Insufficient | Preferred | Preferred | Preferred |
| 24-HOUR | 200 | Minimum | Preferred | Preferred | Preferred |
| | 400 | Insufficient | Minimum | Preferred | Preferred |
| | 600 | Insufficient | Insufficient | Minimum | Preferred |
| | 800 | Insufficient | Insufficient | Minimum | Minimum |

**Preferred**

- Pace is achievable, and will improve as personnel gain experience.
- Pace is sustainable on an ongoing basis.
- Congestion and choke-points are less likely; surge staff can be mobilized, as required. Alternatives for increasing access to the site do not need to be identified.

**Minimum**

- Pace should be sustainable on an ongoing basis, but may require experienced personnel.
- Congestion is possible during surges, but may be mitigated through staffing and planning.
- Alternatives for increasing access to the site should be identified, even though access should be sufficient for anticipated operations.

**Insufficient**

- Should not be used, except in circumstances where no other alternatives are available.
- Pace is likely not achievable, especially during initial operations; aggressive staffing is needed.
- Pace of operations may not be sustainable beyond one or two operational periods.
- Congestion and choke-points are likely and traffic management on local roads providing access to the site is required.
- Alternative options for access to the site should be identified and considered, including reducing barriers in order to increase check-in lanes to the site.

2.3 **Identify Required On-Site Storage**

The LSA must have sufficient space for staging and storing shipments. Use the LSA estimated throughput and the following table to determine the on-site storage requirements.

## On-Site Storage Area Requirements*

| Max Trailers Per Day | Tractor + Trailer | | Trailer Only** | |
|---|---|---|---|---|
| | Sq Ft | Acres | Sq Ft | Acres |
| **200** | 240,000 | 6 | 144,000 | 4 |
| **400** | 480,000 | 12 | 288,000 | 7 |
| **600** | 720,000 | 17 | 432,000 | 10 |
| **800** | 960,000 | 23 | 576,000 | 14 |
| **1,000** | 1,200,000 | 28 | 720,000 | 17 |
| **1,200** | 1,440,000 | 34 | 864,000 | 20 |
| **1,400** | 1,680,000 | 39 | 1,008,000 | 24 |
| **1,600** | 1,920,000 | 45 | 1,152,000 | 27 |
| **1,800** | 2,160,000 | 50 | 1,296,000 | 30 |
| **2,000** | 2,400,000 | 56 | 1,440,000 | 34 |

* Storage area should be hard-stand and support the weight of fully loaded 53 foot trailers. Values are approximate; traffic patterns, obstacles, and road layout may reduce the actual area available at a site.

** Recommended only if a shuttle fleet will be used.

If the LSA will also be used for a USACE Temporary Power Mission, an additional five acres (220,000 sq ft) of on-site storage area will be required in addition to the values noted in the preceding table.

2.4 **Identify the required number of check-out lanes**

The LSA must also have enough check-out lanes for outbound deployments. Use the LSA estimated throughput, the operating pattern and the table below to determine the number of check-out lanes required for a site.

| Operating Pattern | LSA Estimated Throughput | Number of Available Check-Out Lanes | | | |
|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 |
| DAYTIME ONLY | 100 | Preferred | Preferred | Preferred | Preferred |
| | 200 | Preferred | Preferred | Preferred | Preferred |
| 24-HOUR | 200 | Preferred | Preferred | Preferred | Preferred |
| | 400 | Minimum | Preferred | Preferred | Preferred |
| | 600 | Minimum | Preferred | Preferred | Preferred |
| | 800 | Insufficient | Minimum | Preferred | Preferred |

**Preferred**

- Pace is achievable, and will improve as personnel gain experience.
- Pace should be sustainable on an ongoing basis.
- Congestion and choke-points are less likely; surge staff can be mobilized, as required.
- Alternatives for increasing access to the site do not need to be identified.

**Minimum**

- Pace should be sustainable on an ongoing basis, but may require experienced personnel.
- Congestion is possible during surges, but may be mitigated through staffing and planning.
- Alternatives for increasing access from the site should be identified, even though access should be sufficient for anticipated operations.

**Insufficient**

- Should not be used, except in circumstances where no other alternatives are available.
- Pace is likely not achievable, especially during initial operations; aggressive staffing is needed.
- Pace of operations may not be sustainable beyond one or two operational periods.
- Congestion and choke-points are likely and traffic management on local roads providing access from the site is required.
- Alternative options for access from the site should be identified and considered, including reducing barriers in order to increase check-out lanes for the site.

## 3 Create a list of potential sites

- Locate a list of pre-identified LSA sites, if available.
- If there are no pre-identified sites, create a list of potential sites based on the criteria in the table that follows.

## 4 Select preferred site

- Confirm that the preferred site meets the preferred characteristics of an LSA, listed in the table that follows.
- Confirm that any buildings adjacent to the site are structurally sound and do not pose a risk to anyone at the site.
- Determine whether there are any environmental issues at the site that could put workers at risk.

  Only sites with the required number of check-in lanes, on-site storage, and check-out lanes should be considered; sites that do not meet the minimum characteristics outlined below should be considered only in extreme circumstances when no other alternatives are available.

## 5 Contact facility manager

5.1 Confirm that the site is available and agreements are in place governing its use. If agreements are not in place, follow procurement procedures to obtain authorization to use a site.

5.2 Identify the agency or entity that owns the site. Contact the site owner to confirm that:

- The site is clear of debris and free from further cascading incident impacts.
- There is no damage to utilities or power lines on-site.
- The site is safe for receiving and distribution operations and there are no environmental issues that could pose a risk to anyone at the site.

5.3 Obtain written authorization for use of the site. Confirm that agreements are in place governing use of the site, or establish agreements:
Coordinate with legal counsel to establish Memoranda of Understanding (MOUs) or Memoranda of Agreement (MOAs).

- Submit a resource request to the EOC for properties owned by state or local agencies.
- The State must submit an Action Request Form (ARF) to FEMA for use of federal properties when other options are insufficient.
- Negotiate and agree to a short-term lease with the site owner / management.

5.4 Obtain a point of contact for the site to coordinate with mobilized personnel.

## 6 Document facility conditions

Take photographs of any existing damage, if possible.

## 7 Contact the EOC Manager

Notify the EOC Manager of the location of the site chosen.

## Characteristics of an LSA

| Site | Location |
|---|---|
| **Preferred** | |
| ☐ Preferred number of Check-In/Check-Out lanes. | ☐ Within four hours drive of delivery locations, given prevailing conditions (i.e., consider transportation infrastructure damage). |
| ☐ Overflow capacity for additional trailers, if required. | ☐ Robust infrastructure and resource availability; site can supplement economic losses to local services/ business in impacted area due to incident. |
| ☐ Equipped with loading docks and cross-docks for ground operations. Contract staff available on-site. | ☐ Highway or arterial is directly accessible from site, without traffic signals or other traffic impediments. |
| **Minimum** | |
| ☐ Minimum number of Check-In/Check-Out lanes. | ☐ Not yet in use, with no plans for co-location with any other operations. |
| ☐ Meets storage area requirements on page 21. | ☐ Within four hours drive of most delivery locations , given prevailing conditions (i.e., consider transportation infrastructure damage). |
| ☐ Equipped with loading docks, cross-docks for ground operations, but trained staff and additional MHE are needed. | ☐ Resource shortages and compromised infrastructure will not be exacerbated by site's location. |
| | ☐ Highway or major arterial is nearby. |
| **Insufficient** | |
| ☐ Number of Check-In/Check-Out lanes is insufficient. | ☐ Co-located with other tactical staging area or grand support operations. |
| ☐ On-site storage is insufficient. | ☐ Incident may disrupt operations at site and must be monitored for staff safety. |
| ☐ Not equipped with loading docks, cross-docks for ground operations; related activities must be improvised. | |

| Damage Assessment | Security | Other |
|---|---|---|
| ☐ No impacts from incident; on-site utilities are functional, debris is negligible.<br>☐ Incident has no current or cascading impacts on operations. | ☐ Secure perimeter (fence, etc.) minimizes trespassers or other security concerns.<br>☐ Lighting fully illuminates site for safe 24-hour operations.<br>☐ On-site security personnel are available and may be contracted, if needed. | ☐ Communications infrastructure is on-site and fully functioning.<br>☐ Utilities are fully operational throughout site. |
| ☐ Site impacts are limited to light debris; no cascading incident impacts are likely.<br>☐ Appears safe for LSA operations. | ☐ Security perimeter (fence, etc.) provides sufficient control of access to site.<br>☐ Lighting available in key areas of operational activity.<br>☐ Easily staffed by roaming security personnel. | ☐ Communications infrastructure is on-site and easily restored or activated; wireless infrastructure needs are limited.<br>☐ Utilities are available or easily restored before operations are expected to begin; minimal need for portable generators. |
| ☐ Significant damage to site; cascading incident impacts may threaten staff safety.<br>☐ Damage to existing utilities will require repairs lasting longer than 24-hours. | ☐ Limited or no security perimeter (fence, etc.).<br>☐ No lighting available on-site.<br>☐ Requires extensive security resources to secure perimeter. | ☐ Communications infrastructure is not available on-site; operation will rely on wireless infrastructure.<br>☐ Utilities are not available on-site; portable generators will be required. |

**Supporting Partners**

- Agency or EOC legal counsel (for drafting MOA or MOU)
- FEMA
- Local general services agency (for authority to lease sites)
- Local OES
- California National Guard
- Cal Fire
- CCC

# Staff Identification and Mobilization

**Operational Strategy 2**

This strategy provides a process for identifying and mobilizing LSA staff. Staffing levels vary with the size and complexity of the incident, and personnel may be provided by various agencies and organizations.

There are six different types of personnel who may be mobilized to work at an LSA:

- **ICS qualified personnel** have training and experience to serve in specific positions within the ICS.
- **Emergency management personnel** are employees of a local or state emergency management agency, who fill specific roles that are critical for successful EOC integration.
- **Law enforcement personnel** have jurisdictional authority over the site or the areas where deployments from the LSA will be delivered.
- **Security personnel** are qualified to serve in a security role at the LSA.
- **Contractors** are hired to provide specialized expertise to the LSA.
- **Casual hires** are typically local workers hired for unskilled positions such as clerical work, general labor, facility maintenance, and vehicle operation.

The majority of staff positions at the LSA require specific experience, prior training and qualifications in specific ICS positions or roles. Knowledge of the Wildland Fire Qualification System, SEMS and the National Incident Management System (NIMS) may also be an asset.↗ For more informaion on SEMS, see the glossary. The LSA can be managed and staffed by a Type I or Type II IMT.

## 1 Identify LSA Coordinator

The LSA Coordinator oversees all EOC actions involved with the activation, ongoing operational coordination, and demobilization of an LSA, including setting objectives and supporting fulfillment of resource needs. Refer to the LSA Coordinator *Job Action Sheet* for more information.

The LSA Coordinator should be a representative from the Operational Area or state personnel with the authority to financially and contractually obligate the agency to obtain use of a site and mobilize large teams (100+) of personnel when an LSA is expressly identified as a requirement in the EOC Incident Action Plan (IAP).

In the event that an LSA follows a 24-hour operating pattern, the LSA Coordinator should work with the EOC Manager to identify and assign a second LSA Coordinator to serve in a relief capacity when following a 24-hour schedule. The two LSA Coordinators should rotate on 12-hour shifts or in accordance with the EOC's established operational periods. One LSA Coordinator should be on-duty at all times.

↗ Find more information, including supplemental job aids, references and guidance, in the **LSA FOG.**

# 2 Determine Initial Staffing Needs

Staffing requirements depend on site layout, traffic pattern, hours of operation and scale of operations.

- Use the LSA estimated throughput calculated in *Operational Strategy 1, Site Selection* to identify the relevant staffing numbers in the table that follows.
- If more than one LSA is being activated, calculate the total staffing number by multiplying the staff number totals from the table, below, by the number of LSA sites that will be activated.

| Operating Pattern: | Daytime Only | | 24-Hour | | | |
|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | **100** | **200** | **200** | **400** | **600** | **800** |
| ICS Qualified Personnel | 40 | 55 | 76 | 108 | 139 | 172 |
| Emergency Management Personnel | 2 | 3 | 4 | 7 | 8 | 9 |
| Law Enforcement Personnel | 1 | 1 | 2 | 2 | 2 | 2 |
| **Total Personnel** | **43** | **59** | **82** | **117** | **149** | **183** |

| Operating Pattern: | Daytime Only | | 24-Hour | | | |
|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | **100** | **200** | **200** | **400** | **600** | **800** |
| **Command Staff** | | | | | | |
| LSA Commander | 1 | 1 | 1 | 1 | 1 | 1 |
| Deputy LSA Commander | 0 | 0 | 1 | 1 | 1 | 1 |
| Public Information Officer | 1 | 1 | 1 | 1 | 1 | 1 |
| Safety Officer | 1 | 1 | 1 | 1 | 1 | 1 |
| Law Enforcement Officer | 1 | 1 | 2 | 2 | 2 | 2 |
| Liaison Officer | 0 | 0 | 1 | 1 | 1 | 1 |
| **Operations Section** | | | | | | |
| Operations Section Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Deputy Operations Section Chief | 0 | 0 | 1 | 1 | 1 | 1 |
| Deployment Branch Director | 1 | 1 | 2 | 2 | 2 | 2 |
| Group Supervisor | 2 | 2 | 2 | 6 | 6 | 6 |
| Deployment Coordinator | 1 | 6 | 7 | 10 | 17 | 24 |
| Gate Crew Boss | 1 | 1 | 2 | 2 | 2 | 2 |
| Lead Gate Check-In Recorder | 1 | 1 | 2 | 2 | 2 | 3 |
| Gate Check-In Recorder | 2 | 5 | 4 | 7 | 9 | 14 |
| Lead Holding Area Crew Member | 1 | 1 | 2 | 2 | 2 | 2 |
| Holding Area Crew Member | 0 | 1 | 0 | 3 | 4 | 5 |
| Lead Gate Check-Out Recorder | 1 | 1 | 2 | 2 | 2 | 2 |

| Operating Pattern: | Daytime Only | | 24-Hour | | | |
|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | **100** | **200** | **200** | **400** | **600** | **800** |
| **Operation Section (cont.)** | | | | | | |
| Gate Check-Out Recorder | 2 | 2 | 4 | 4 | 7 | 9 |
| **Planning Section** | | | | | | |
| Planning Section Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Deputy Planning Section Chief | 0 | 0 | 1 | 1 | 1 | 1 |
| Situation Unit Leader | 1 | 1 | 2 | 2 | 2 | 2 |
| Mission Tracking Technical Specialist | 2 | 3 | 3 | 6 | 7 | 8 |
| Field Observers | 1 | 1 | 1 | 2 | 4 | 4 |
| Display Processor | 0 | 0 | 0 | 2 | 2 | 2 |
| Resource Unit Leader | 1 | 1 | 2 | 2 | 2 | 2 |
| Documentation Unit Leader | 1 | 1 | 2 | 2 | 2 | 2 |
| Demobilization Unit Leader | 0 | 0 | 0 | 0 | 1 | 1 |
| **Logisitics Section** | | | | | | |
| Logistics Section Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Deputy Logistics Section Chief | 0 | 0 | 1 | 1 | 1 | 1 |
| Service Branch Director | 0 | 0 | 0 | 1 | 1 | 1 |
| Communications Unit Leader | 1 | 1 | 2 | 2 | 2 | 2 |
| Computer Technical Specialist | 1 | 1 | 2 | 3 | 3 | 4 |
| Food Unit Leader | 0 | 0 | 0 | 0 | 0 | 1 |
| Medical Unit Leader | 0 | 0 | 0 | 0 | 0 | 1 |
| Support Branch Director | 0 | 0 | 0 | 0 | 1 | 1 |
| Supply Unit Leader | 1 | 1 | 1 | 1 | 1 | 1 |
| Ordering Manager | 0 | 0 | 0 | 0 | 1 | 1 |
| Receiving and Distribution Manager | 0 | 0 | 1 | 2 | 2 | 2 |
| Facilities Unit Leader | 1 | 1 | 2 | 2 | 2 | 2 |
| Security Manager | 1 | 1 | 2 | 2 | 2 | 2 |
| Ground Support Unit Leader | 1 | 1 | 2 | 2 | 2 | 2 |
| Equipment Manager | 1 | 1 | 2 | 2 | 2 | 2 |
| Traffic Crew Boss | 1 | 1 | 2 | 2 | 2 | 2 |
| Lead Traffic Controller | 1 | 1 | 2 | 2 | 2 | 2 |
| Traffic Controller | 1 | 3 | 2 | 6 | 10 | 14 |
| Lead Flagger | 1 | 1 | 2 | 2 | 2 | 2 |
| Flagger | 1 | 3 | 2 | 6 | 10 | 14 |
| Lead Parking Attendant | 1 | 1 | 2 | 2 | 2 | 2 |
| Parking Attendant | 1 | 3 | 2 | 6 | 10 | 14 |

| Operating Pattern: | Daytime Only | | 24-Hour | | | |
|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | **100** | **200** | **200** | **400** | **600** | **800** |
| **Finance/Administration Section** | | | | | | |
| Finance/Administration Section Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Cost Unit Leader | 0 | 0 | 0 | 0 | 0 | 1 |
| Procurement Unit Leader | 1 | 1 | 1 | 1 | 1 | 1 |
| Compensation/Claims Unit Leader | 1 | 1 | 1 | 1 | 1 | 1 |
| Claims Specialist | 0 | 0 | 0 | 0 | 0 | 1 |
| Time Unit Leader | 1 | 1 | 1 | 1 | 1 | 1 |
| Personnel Time Recorder | 0 | 0 | 0 | 1 | 1 | 1 |
| Equipment Time Recorder | 0 | 0 | 0 | 0 | 1 | 1 |
| **Totals** | **43** | **59** | **82** | **117** | **149** | **183** |

A Type I or Type II Incident Management Team (IMT) may be mobilized, in conjunction with tactical staff to fulfill the staffing requirements of an LSA. If the LSA Coordinator is considering activating a Type I or Type II IMT for the LSA, find instructions for requesting them in *Appendix C, Requesting Type I or II IMTs*.

## 3 Request Initial Staff

- Submit requests to the EOC for:
  - ICS-qualified personnel
  - A Liaison Officer, who should have the required ICS qualifications as well as strong experience in the emergency management agency standard operating procedures (SOPs) and emergency operation plan (EOP).
  - Mission Tracking Technical Specialists, who should have prior experience and training in resource management.
  - A Law Enforcement Officer, who must have law enforcement authority within the jurisdiction in which the LSA is located, and can coordinate with law enforcement in the areas to which deployments are being shipped.
- Staff should be identified using SEMS. When staff cannot be identified, the State level completes an EMAC Request A and submits it to the EMAC Coordinator, or completes a FEMA ARF and submits it to FEMA.

## 4 Request Additional Staff as Needed

During the first 72 hours of operation, additional staffing requirements are identified by LSA staff members, who submit requests to the LSA Logistics Section. The LSA Logistics Section validates, manages and submits these requests to the EOC using the established resource request process for ordering and fulfillment. Special coordination with the EOC Logistics Section may be necessary, depending upon the types of staffing requests received from the LSA.

- Request additional law enforcement personnel as needed:
  - Work with the EOC Law Enforcement Unit to request additional law enforcement personnel who can be mobilized to escort deployments to requestors, as situations demand.
  - If the EOC Law Enforcement Unit cannot identify a sufficient number of officers through their agency, submit requests to the EOC Logistics Section for additional officers with jurisdictional law enforcement authority at the site and deployment delivery areas.
- Request additional security personnel as needed:
  - Work with the LSA Security Manager to request additional security personnel who are not required to have jurisdictional law enforcement authority. When personnel are not available from an assisting law enforcement agency, requests may be fulfilled by security contractors through a private security firm.
- Request contractors & casual hires as needed:
  - Work with the EOC to hire contractors, who may be requested for specific roles, such as:
    - Specific security staffing or other security measures.
    - Advanced operations involving specialized skills for cross-docks, leased trailer management, shuttle fleets, or intermodal movements.
    - Feeding of LSA staff, through catering services or other food preparation services.
    - Facilities maintenance, waste management and other site support functions.
    - Duplication services.
  - Explain the process for acquiring hires to the LSA Finance/Administration Section.
  - Work with the EOC to source casual hires needed for unskilled positions, such as clerical support for the Documentation Unit, facilities maintenance and cleaning support for the Facilities Unit, or vehicle operation support for the Ground Support Unit.

## 5 Mobilize Staff

- Work with the assigned LSA Commander to address any issues or questions about staff assignments.
- Obtain and provide sufficient copies of the **LSA Field Operations Guide**.
- Ensure reporting instructions and site locations are provided to assigned staff.

## Supporting Partners

Agencies involved in the identification and mobilization of ICS qualified staff for assignment to an LSA may include:

- FEMA
- Cal Fire or other state forestry and wildland firefighting agencies
- National Interagency Fire Center (NIFC)
- California National Guard or other state national guard
- CCC

Security may be provided by:

- Local law enforcement
- CHP
- Other inter/intrastate mutual aid law enforcement resources
- Private security contractors
- California National Guard or other state national guard

Potential contractor staff sources include:

- Disaster support contractors for feeding, sanitation and basic field support
- Local Government finance department(s)
- Local Governement general services administration (s)/ department(s) of administrative services
- Private warehousing and distribution center
- Private transportation or third party logistics companies
- Trucking companies and / or contractors

Potential casual hire staff sources include:

- Disaster support contractors for feeding, sanitation and basic field support
- Other Disaster Service Workers

# Resource Requirements

**Operational Strategy 3**

This strategy details the supplies, equipment, and technology required to support and sustain an LSA, as well as the process used by the EOC and the LSA to fulfill the requirements.

After identifying facilities and staff, the LSA Coordinator must obtain resources to support the LSA. The supply, equipment and technology resources required by an LSA vary depending on the site layout, traffic pattern, hours of operation and scale of operations. The LSA Coordinator works with EOC staff to source the required supplies and gather the required documents.

## 1 Determine Initial Resource Needs

Use the LSA estimated throughput calculated in *Operational Strategy 1, Site Selection* and the tables that follow, to determine the type and quantity of resources needed for the first 72 hours of operation.

## 2 Request Initial Resources

The LSA Coordinator works with the EOC Logistics Section to source resources needed for the first 72 hours of operations.

## 3 Identify Ongoing LSA Resource Requirements

During the first 72 hours of operation, additional resource requirements are identified by LSA staff members, who submit requests to the LSA Logistics Section. The LSA Logistics Section validates and manages these requests and either:

- Submits requests to the EOC using the established resource request process for ordering and fulfillment.
- Works with the LSA Finance/Administration Section to directly procure items within the procurement authorities delegated to the LSA by the EOC.
- Works with the LSA Finance/Administration Section to use EOC blanket purchase order agreements and service contracts.

The LSA Coordinator continues to work with the EOC Logistics Section to fulfill any requests submitted to the EOC. The LSA Coordinator may work to anticipate ongoing LSA resource requirements, but should only order and deliver resources explicitly requested by the LSA Logistics Section.

## Initial LSA Resource Requirements

| | | Operating Pattern: Daytime Only \| 24-Hour | | | | | |
|---|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | | **100** | **200** | **200** | **400** | **600** | **800** |
| **Item** | **Unit** | **Quantity** | | | | | |
| AM/FM radio | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Axe or hatchet, with sheath | Each | 2 | 1 | 1 | 1 | 1 | 1 |
| Bacteriostatic replacement for eye-wash station (8 oz.) | Bottle | 4 | 4 | 4 | 4 | 4 | 4 |
| Baseball caps, high-visibility, orange (one-size-fits-all) | Each | 23 | 38 | 46 | 72 | 99 | 127 |
| Black laser toner cartridge | Each | 7 | 11 | 11 | 18 | 25 | 32 |
| Blade or hacksaw | Each | 10 | 10 | 10 | 10 | 10 | 10 |
| Bolts (5/16 inch diameter x 2 1/8 inch height) | Each | 30 | 30 | 30 | 30 | 30 | 30 |
| Box cutters | Each | 29 | 29 | 29 | 29 | 29 | 29 |
| Broom | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Buckets (5 gallon) | Each | 12 | 12 | 12 | 12 | 12 | 12 |
| Calculators (solar, pocket-type) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Camp saw | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Carpenter square (6 inch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Caution tape (3 inch x 1000 ft) | Roll | 16 | 16 | 16 | 16 | 16 | 16 |
| CD-ROMs (blank, with cases) | Each | 10 | 10 | 10 | 10 | 10 | 10 |
| Clipboards | Each | 19 | 30 | 36 | 52 | 69 | 87 |
| Coffee urn (electric, no plumbing required, 60 cup capacity) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Coffee (ground) | Pound | 2 | 2 | 3 | 4 | 5 | 6 |
| Color laser toner cartridges (cyan, magenta, and yellow) | Each | 7 | 9 | 9 | 13 | 19 | 24 |
| Cord, cotton braided (1/8 inch diameter x 100 ft) | Roll | 1 | 1 | 1 | 1 | 1 | 1 |
| Cord, nylon shroud (2100 ft , 550-LB breaking strength) | Spool | 2 | 2 | 2 | 2 | 2 | 2 |
| Correction tape (1/5 x 315 inches, 10/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Creamer, non-dairy (500 packets/box) | Box | 3 | 3 | 3 | 2 | 4 | 4 |
| Cups, disposable paper (12 oz., white, 1000/pack) | Pack | 1 | 1 | 1 | 1 | 2 | 2 |
| D-cell batteries (24/pack) | Pack | 3 | 3 | 5 | 6 | 7 | 8 |
| Digital camera (1GB external memory, with charger) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Disposable forks (heavyweight, 1000/box) | Box | 1 | 1 | 1 | 1 | 1 | 1 |
| Disposable knives (heavyweight, 1000/box) | Box | 1 | 1 | 1 | 1 | 1 | 1 |
| Disposable spoons (heavyweight, 1000/box) | Box | 1 | 1 | 1 | 1 | 1 | 1 |
| Document bags / file folders, (waterproof) | Each | 10 | 20 | 20 | 40 | 60 | 80 |
| Duct tape, dark green (60 yards x 1 inch) | Roll | 5 | 8 | 8 | 15 | 21 | 28 |
| Duct tape, electric blue (60 yards x 1 inch) | Roll | 6 | 10 | 10 | 19 | 28 | 37 |
| Duct tape, fluorescent green, (60 yards x 1 inch) | Roll | 3 | 3 | 3 | 4 | 5 | 6 |
| Duct tape, orange (60 yards x 1 inch) | Roll | 7 | 12 | 12 | 23 | 34 | 45 |
| Duct tape, purple (60 yards x 1 inch) | Roll | 5 | 8 | 8 | 15 | 21 | 28 |
| Duct tape, red (60 yards x 1 inch) | Roll | 6 | 10 | 10 | 19 | 28 | 37 |
| Duct tape, silver (60 yards x 1 inch) | Roll | 17 | 17 | 17 | 18 | 19 | 20 |
| Duct tape, teal (60 yards x 1 inch) | Roll | 5 | 8 | 8 | 15 | 21 | 28 |
| Electrical outdoor extension cords (50ft) | Each | 13 | 13 | 37 | 37 | 39 | 41 |

## Initial LSA Resource Requirements

| | | Operating Pattern: Daytime Only \| 24-Hour | | | | | |
|---|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | | **100** | **200 \| 200** | | **400** | **600** | **800** |
| **Item** | **Unit** | **Quantity** | | | | | |
| Electrical tape, plastic (3/4 inch x 36 yd) | Roll | 3 | 3 | 3 | 3 | 3 | 3 |
| Envelopes (9.25 x 12 inches) | Each | 50 | 50 | 50 | 100 | 100 | 100 |
| Fence post driver | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| File folders (12 x 9.5 inches) | Each | 250 | 250 | 450 | 450 | 650 | 650 |
| File folders (hanging with 1/5 inch cut index tabs, 25/box) | Box | 4 | 4 | 4 | 8 | 12 | 12 |
| File handle (8 - 14 inch files) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| File mills (10 inch) | Each | 12 | 12 | 12 | 12 | 12 | 12 |
| Fire extinguishers, purple K (for fuel fires), 21 lb | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Fire extinguishers, class ABC, 5 lb | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Floodlights w/tripod stand (halogen, 2-head, 1000 watt w/ bulb) | Each | 0 | 0 | 12 | 12 | 13 | 14 |
| Foam boards (30 x 20 inch, white) | Each | 73 | 76 | 75 | 88 | 103 | 116 |
| Folders / portfolios, double-pocket (25/box) | Box | 1 | 1 | 1 | 2 | 2 | 2 |
| Folding chairs | Each | 60 | 60 | 60 | 80 | 80 | 80 |
| Folding table (6 x 3 ft) | Each | 27 | 27 | 27 | 29 | 30 | 31 |
| Forms package (copies of all forms needed at the LSA) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Fuel storage Type I safety cans for flammables (5 gallon) | Each | 5 | 5 | 12 | 14 | 16 | 18 |
| Funnels for Type I steel safety can | Each | 2 | 2 | 2 | 3 | 3 | 3 |
| Garbage bags, heavy-duty (32 gallon, 250/box) | Box | 2 | 2 | 2 | 2 | 3 | 3 |
| Garden hoses (standard 75ft x 5/8 inch diameter) | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Gator or golf cart (diesel/electric with charging accessories) | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Generator (minimum1400 watts, gasoline or diesel) | Each | 0 | 0 | 1 | 1 | 1 | 1 |
| Generator (minimum 2500 watts, gasoline or diesel) | Each | 0 | 0 | 1 | 1 | 1 | 1 |
| Generator (minimum 8000 watts, gasoline or diesel) | Each | 0 | 0 | 2 | 2 | 2 | 2 |
| Hacksaw frame | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Hammer, claw-type | Each | 3 | 3 | 3 | 3 | 3 | 3 |
| Hand cleaning wipes (72/pack) | Pack | 1 | 1 | 1 | 2 | 2 | 2 |
| Hand soap (3 oz, 72/box) | Box | 1 | 1 | 1 | 1 | 1 | 1 |
| Hand trucks (300 lbs capacity) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Handheld 3/4 inch invisible tape dispensers | Each | 6 | 6 | 6 | 6 | 6 | 6 |
| Hanging file boxes, 21.5" (l) x 15" (h) x 12.5" (w) | Each | 8 | 8 | 8 | 12 | 16 | 16 |
| Highlighters (4-color set) | Each | 2 | 2 | 2 | 4 | 4 | 4 |
| Hose adapter for water hydrant, with wrench | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Hose couplings (5/8 inch diameter) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Ice chests (48 quart) | Each | 10 | 10 | 10 | 10 | 10 | 10 |
| ICS-219-1, resource status card, label, grey | Page | 25 | 25 | 25 | 25 | 25 | 25 |
| ICS-219-2, resource status card, crew, green | Page | 50 | 50 | 50 | 50 | 50 | 50 |
| ICS-219-5, resource status card, personnel, white | Page | 75 | 100 | 125 | 150 | 175 | 200 |
| ICS-219-8, resource status card, equip / task forces, tan | Page | 75 | 100 | 125 | 150 | 175 | 200 |
| Incident sign installation guide | Each | 1 | 1 | 1 | 1 | 1 | 1 |

## Initial LSA Resource Requirements

| | | Operating Pattern: Daytime Only \| 24-Hour | | | | | |
|---|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | | **100** | **200** | **200** | **400** | **600** | **800** |
| **Item** | **Unit** | **Quantity** | | | | | |
| Invisible tape refill rolls (3/4 inch x 36 yards, 6/pack) | Pack | 3 | 3 | 3 | 3 | 3 | 3 |
| Jugs, insulated (5 gallon) | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Knives, razor, retractable blade | Each | 6 | 6 | 6 | 6 | 6 | 6 |
| Label, DOT, flammable gas class 2 (4 x 4 inch, 50/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Label, DOT, flammable liquid class 3 (4 x 4 inch, 50/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Label, DOT, flammable solid class 4 (4 x 4 inch, 50/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Label, DOT, non-flammable gas class 2 (4 x 4 inch) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Label, DOT, oxidizer class 5.1 (4 x 4 inch, 50/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Labels, white adhesive (1.75 x .5 inch, 252/box) | Box | 4 | 4 | 4 | 4 | 4 | 4 |
| Lanterns, LED (with 3 AA-cell batteries) | Each | 12 | 12 | 12 | 12 | 12 | 12 |
| Laptop or mobile work station (with network connectivity) | Each | 24 | 24 | 26 | 31 | 34 | 38 |
| Legal pads (11/75 x 8.5 inch, ruled) | Dozen | 2 | 2 | 2 | 3 | 3 | 3 |
| Lid removers | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Lights, clamp-on 150 Watt | Each | 23 | 23 | 23 | 23 | 23 | 23 |
| Light bulbs, 150 Watt | Each | 46 | 46 | 46 | 46 | 46 | 46 |
| Light wands / glow cones, flashlight-type (12 inch, with 2 D-cell batteries) | Each | 0 | 0 | 7 | 13 | 19 | 25 |
| Masking tape (1 inch x 60 yards, 4/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Measuring tape (100 ft) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Measuring tape (25 ft) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Metal stakes (for flood light assembly) | Each | 0 | 0 | 39 | 39 | 42 | 45 |
| Multifunction copier / printer | Each | 6 | 6 | 6 | 6 | 7 | 7 |
| Nails (10D, 3 inch) | Pound | 1 | 1 | 1 | 1 | 1 | 1 |
| Nails (16D) | Pound | 1 | 1 | 1 | 1 | 1 | 1 |
| Night-time reflective coating spray paint | Each | 16 | 16 | 16 | 16 | 16 | 16 |
| Pallet jack (5500 lb capacity) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Pallets, heat treated wood (48 x 40 inches) | Each | 20 | 20 | 20 | 20 | 20 | 20 |
| Paper towel rolls (12/case) | Case | 1 | 1 | 1 | 2 | 3 | 4 |
| Paper towels, multifold (4000/box) | Box | 1 | 1 | 1 | 1 | 1 | 1 |
| Paper (500 sheets/reams) | Ream | 12 | 20 | 20 | 33 | 51 | 64 |
| Paper punch (3-hole punch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Paper punch (single hole punch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Patch road sign overlay: Arrow Symbol / Blank / Emergency | Each | 6 | 6 | 6 | 6 | 6 | 6 |
| Pavement striping machine (for spray marking paint) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Pens | Dozen | 20 | 26 | 36 | 47 | 57 | 72 |
| Permanent marker, water-proof ( black & 4-color set) | Each | 12 | 14 | 22 | 26 | 28 | 34 |
| Placard, DOT, combustible class 3 (10.75 x 10.75 inches) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Placard, DOT, corrosive class 8 (10.75 x 10.75 inches) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Placard, DOT, dangerous class 4 (10.75 x 10.75 inches) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Placard, DOT, flammable class 3 (10.75 x 10.75 inches) | Each | 4 | 4 | 4 | 4 | 4 | 4 |

## Initial LSA Resource Requirements

| | | Operating Pattern: Daytime Only \| 24-Hour | | | | | |
|---|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | | **100** | **200 \| 200** | | **400** | **600** | **800** |
| **Item** | **Unit** | **Quantity** | | | | | |
| Placard, DOT, flammable gas class 2 (10.75 x 10.75 inches) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Placard, DOT, flammable solid class 4 (10.75 x 10.75 inchs) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Placard, DOT, oxidizer class 5.1 (10.75 x 10.75 inches) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Platform truck, folding, heavy duty (600 lbs capacity) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Pliers, slip joint- type (8 inch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Pliers, with cutter (7 inch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Pocket notebook (5.5 x 3.5 inch) | Dozen | 1 | 2 | 2 | 3 | 4 | 5 |
| Pop-up tent (10 x 10 ft with 4 side walls) | Each | 10 | 10 | 10 | 10 | 10 | 10 |
| Portable eye-wash station (16 gallon) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Portable hand wash stations with service contract | Each | 3 | 3 | 3 | 4 | 5 | 6 |
| Portable toilets, ADA-accessible, with service contract | Each | 2 | 2 | 3 | 4 | 5 | 6 |
| Portable toilets, with service contract | Each | 5 | 8 | 8 | 12 | 16 | 21 |
| Post-It note pads (3 x 3 inch) | Each | 12 | 12 | 12 | 24 | 24 | 24 |
| Posts, round (60 inches high x .5 inch diameter) | Each | 43 | 44 | 43 | 44 | 45 | 46 |
| Project display board, corrugated white tri-fold (48x36inch) | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Push pins (assorted color, 100/box) | Box | 1 | 1 | 1 | 2 | 2 | 2 |
| Reflective pavement marking tape (150 ft long x 4 in. wide) | Roll | 12 | 13 | 14 | 15 | 16 | 17 |
| Replacement bulbs (halogen, 500 watt) | Each | 0 | 0 | 24 | 24 | 26 | 28 |
| Respirators (N95, disposable, 20/pack) | Pack | 20 | 20 | 20 | 20 | 20 | 20 |
| Retractable cone bar, orange, telescoping (60 - 108 inches) | Each | 30 | 30 | 30 | 30 | 30 | 30 |
| Ribbon (flagging) red (1 inch x 300 ft) | Roll | 7 | 7 | 7 | 7 | 7 | 7 |
| Ribbon (flagging) yellow (1 inch x 300 ft) | Roll | 6 | 6 | 6 | 6 | 6 | 6 |
| Road sign adaptor clamps | Each | 12 | 12 | 12 | 12 | 12 | 12 |
| Road sign kit instructions | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Rope, solid braided nylon (600 ft x 1/4 inch diameter) | Spool | 0 | 0 | 21 | 21 | 21 | 21 |
| Rubber bands (assorted sizes, 1/4 lb) | Bag | 1 | 1 | 1 | 1 | 1 | 1 |
| Ruler (12 inch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Safety glasses | Pair | 2 | 2 | 2 | 2 | 2 | 2 |
| Safety lights, vehicle strobe / beacon (LED, red, with 2 D-cell batteries) | Each | 2 | 2 | 2 | 2 | 2 | 1 |
| Safety power strips (8-outlet, GFCI, outdoor-type) | Each | 14 | 17 | 17 | 23 | 29 | 36 |
| Scissors | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Scrapers (razor blade) | Each | 7 | 9 | 10 | 12 | 14 | 17 |
| Screwdriver (combo flat/cross tip) | Each | 3 | 3 | 3 | 3 | 3 | 3 |
| Screws (dry wall 1 5/8 inch) | Pound | 1 | 1 | 1 | 1 | 1 | 1 |
| Screws (dry wall 2 1/2 inch) | Pound | 1 | 1 | 1 | 1 | 1 | 1 |
| Security seal, plastic /polypropylene, numbered (250/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Shears (7 – 9 inch) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Shipping tag, blank | Each | 100 | 100 | 100 | 100 | 100 | 100 |
| Shovels | Each | 4 | 4 | 4 | 4 | 4 | 4 |

## Initial LSA Resource Requirements

| | | Operating Pattern: Daytime Only \| 24-Hour | | | | | |
|---|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | | **100** | **200 \| 200** | | **400** | **600** | **800** |
| **Item** | **Unit** | **Quantity** | | | | | |
| Sign, "Be Prepared to Stop", diamond roll up | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Sign, flagger symbol, diamond roll up | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Sledge hammer (8 lb) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Spray marking paint, highway yellow | Each | 42 | 42 | 42 | 42 | 42 | 42 |
| Spray paint, black | Each | 13 | 13 | 13 | 15 | 17 | 19 |
| Staple remover | Each | 3 | 3 | 3 | 5 | 5 | 5 |
| Stapler, standard desk-type | Each | 5 | 5 | 5 | 6 | 6 | 6 |
| Stapler (heavy duty, 1/2 inch) | Each | 3 | 3 | 3 | 3 | 3 | 3 |
| Staples (heavy duty, 1/2 inch, 2500/box) | Box | 3 | 3 | 3 | 3 | 3 | 3 |
| Staples (standard, 25,000/box) | Box | 2 | 2 | 2 | 2 | 2 | 2 |
| Stencil kit, letters and numbers (4 inch height) | Kit | 4 | 4 | 4 | 5 | 5 | 5 |
| Step ladder, 8 ft | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Stop / Slow EGR reflective paddle, wood handle, (18 inch) | Each | 1 | 1 | 2 | 4 | 6 | 7 |
| Stretch wrap, hand, 18" (w) x 1500' (l) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Sugar and sugar substitute for coffee (1000 packet boxes) | Box | 2 | 2 | 2 | 2 | 4 | 2 |
| T Card Sorter | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Tarps (10 x 12 ft) | Each | 12 | 12 | 12 | 12 | 12 | 12 |
| Telephones (analog) | Each | 5 | 5 | 5 | 5 | 5 | 5 |
| Telephone extension cords (50ft) | Each | 5 | 5 | 5 | 5 | 5 | 5 |
| Thumb tacks (200/pack) | Pack | 1 | 1 | 1 | 1 | 1 | 1 |
| Plastic ties, one-way self-locking (15–17 inch) | Each | 20 | 20 | 20 | 20 | 20 | 20 |
| Plastic ties, one-way self-locking (7 inch) | Each | 200 | 200 | 200 | 200 | 200 | 200 |
| Toilet paper rolls (24/case) | Case | 1 | 1 | 1 | 2 | 3 | 4 |
| Tool sets (general mechanic) | Kit | 2 | 2 | 2 | 2 | 2 | 2 |
| Traffic cones (orange, 36 inch) | Each | 190 | 196 | 190 | 221 | 258 | 295 |
| Traffic safety vests (high-visibility orange, ANSI Class 1) | Each | 16 | 25 | 32 | 46 | 61 | 77 |
| Traffic warning flags, wood handle (orange, 24 x 24 inch) | Each | 2 | 4 | 2 | 4 | 6 | 7 |
| Trash cans (32 gallon) | Each | 16 | 16 | 17 | 22 | 27 | 32 |
| Truck tire repair kit (heavy duty) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Two-way radio with charger | Each | 35 | 46 | 40 | 54 | 67 | 84 |
| U Channel sign post | Each | 12 | 12 | 12 | 12 | 12 | 12 |
| Universal maintenance absorbent pads (30 x 30 inch, 50/ case) | Case | 1 | 1 | 1 | 1 | 1 | 1 |
| Universal spill control drum kit (55 gallon) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Universal spill control kit (5 gallon) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| USB key drive (8 GB) | Each | 8 | 8 | 8 | 8 | 8 | 8 |
| Washer (5/16 inch diameter) | Each | 60 | 60 | 60 | 60 | 60 | 60 |
| Water (10 oz bottles, 24/case) | Case | 248 | 378 | 498 | 753 | 950 | 1170 |
| Whistle (standard, plastic) | Each | 4 | 4 | 4 | 4 | 4 | 4 |
| Wi-Fi-enabled mobile computing device (iPhone, android, | Each | 3 | 5 | 4 | 8 | 12 | 16 |

## Initial LSA Resource Requirements

| | | Operating Pattern: Daytime Only \| 24-Hour | | | | | |
|---|---|---|---|---|---|---|---|
| **LSA Estimated Throughput** | | **100** | **200 \| 200** | | **400** | **600** | **800** |
| **Item** | **Unit** | **Quantity** | | | | | |
| blackberry or similar) | | | | | | | |
| Wing nut (5/16 inch diameter) | Each | 30 | 30 | 30 | 30 | 30 | 30 |
| Wiping rags (cotton 13 x 10 inch, 200/box) | Box | 2 | 2 | 2 | 2 | 2 | 2 |
| Wireless access point for network connectivity | Each | 3 | 3 | 4 | 5 | 6 | 6 |
| Work gloves, mechanic, leather-type or comparable (variety of sizes) | Pair | 35 | 35 | 35 | 35 | 35 | 35 |
| Work organizer file folder (accordion-style) | Each | 5 | 5 | 5 | 5 | 5 | 5 |
| Wrecking bar (18 inches long, 5/8 inch diameter) | Each | 1 | 1 | 1 | 1 | 1 | 1 |
| Wrench (adjustable 12 inch) | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Wrench (adjustable 6 inch) | Each | 2 | 2 | 2 | 2 | 2 | 2 |
| Wrench, bung-type | Each | 1 | 1 | 1 | 1 | 1 | 1 |

## Forms

| Form | Unit | Quantity |
|---|---|---|
| 9120-1, Radio Station Log | Book | 1 |
| AD-102, Telephone Call Register | Book | 1 |
| AD-382, Claim / Damage | Page | 10 |
| DI-570, Employee Claim for Loss/Damage Personal Property | Page | 10 |
| FS6400-17, Warning Tag, "Danger! Do Not Operate" | Each | 25 |
| ICS-219-A, Tag, Accountable Property Transfer, White | Each | 25 |
| OF-286, Emergency Equipment Use Invoice | Page | 50 |
| OF-286, Emergency Equipment Use Invoice, 4-part set, 10/pack | Pack | 4 |
| OF-294, Emergency Equipment Rental Agreement | Page | 20 |
| OF-294, Emergency Equipment Rental Agreement, 4-part set, 10/pack | Pack | 1 |
| OF-296, Vehicle/Heavy Equipment Inspection Checklist 4-Part Set, 50/book | Book | 2 |
| OF-297, Emergency Equipment Shift Ticket 4-Part Set, 25/book | Book | 27 |
| OF-304, Emergency Equipment Fuel and Oil Issue, 6-part set, 25/book | Book | 10 |
| OF-305, Emergency Equipment Rental Use Envelope, 5/pack | Pack | 1 |
| OF-313, Incident Injury Case File Envelope | Pack | 1 |
| OF-314, Incident Claims Case File Envelope | Pack | 1 |
| OF-315, Incident Replacement Requisition, 4-part set, 20/pack | Pack | 1 |
| OF-315A, Incident Replacement Requisition, Continuation, 4-part set, 20/pack | Pack | 1 |
| OF-316, Interagency Incident Waybill, 4-part set, 20/pack | Pack | 1 |
| OF-316A, Interagency Incident Waybill, Continuation, 4-part set, 20/pack | Pack | 1 |
| SF-261, Crew Time Report, 2-part set, 50/book | Book | 15 |

## Medical Supplies

In addition, the following medical kits, defined by the federal National Wildfire Coordinating Group (NWCG) National Fire Equipment System (NFES) should be requested for all LSAs:

- NFES #1760: First Aid Kit, 100-Person
- NFES #0640: Body Fluid Barriers Kit
- NFES #1604: First Aid Kit, Type III, 24-Person

If these kits are unavailable, use the following resource list to request medical items for the LSA:

| Item | Unit | Quantity |
|---|---|---|
| Acetaminophen tablets (2/pack) | Pack | 15 |
| Adhesive tape (1/2 x 2 1/2 inch) | Roll | 3 |
| Antiseptic kit | Bag | 2 |
| Aspirin tablets (2/pack) | Pack | 15 |
| Bag, bio-hazard disposal (7-10 gallon, 14 x 16 inch) | Each | 2 |
| Bag, paper, small #4 | Each | 5 |
| Bag, plastic, biohazard | Each | 1 |
| Bag, ziploc (2 x 2 inch) | Each | 100 |
| Bandage, butterfly (1/2 x 2 3/4 inch) | Each | 16 |
| Bandage, compress | Each | 2 |
| Bandage, elastic (1 x 3" inch, 100/box) | Box | 1 |
| Bandage, elastic (2 inches x 4 yards) | Roll | 2 |
| Bandage, elastic (3 inches x 4.5 yards) | Roll | 6 |
| Bandage, elastic support (2 inches x 5 yards) | Roll | 1 |
| Bandage, gauze (2-ply, 3 inches x 5 yards) | Roll | 6 |
| Bandage, knuckleform, adhesive, cut (100/box) | Box | 2 |
| Bandage, triangular (3 inch) | Each | 2 |
| Bandage, woven adhesive (1 x 3 inch) | Each | 25 |
| Calamine lotion | Bottle | 1 |
| Clipboard | Each | 1 |
| Clippers (finger nail) | Each | 1 |
| Cold compress (4 x 4 inch, disposable instant cold pack) | Each | 3 |
| Combine dressing | Each | 2 |
| Cough drops (50/box) | Box | 4 |
| Cream, antifungal, tolnafnate (144.9 gms/box) | Box | 1 |
| Cream lotion, calagel (144/box) | Box | 1 |
| D-cell batteries | Each | 4 |
| Disposable face mask with eye shield & ties | Each | 5 |
| Disposable heating pad | Each | 2 |
| Examination gloves, nitrile (100/Box) | Box | 1 |
| Eye dressing kit (4 pads, 2 left eye and 2 right eye) | Kit | 1 |
| Eye wash solution (1 oz) | Bottle | 13 |
| Face shield, loerdal patient | Each | 2 |
| Facial tissue (2 Ply 100/box) | Box | 2 |
| First aid field dressing (4 x 7 inches) | Each | 2 |
| First aid manual | Each | 1 |

| Item | Unit | Quantity |
|---|---|---|
| Flashlight (general purpose, with 2 D-cell batteries) | Each | 1 |
| Foot powder (medicated 1.5 oz canister) | Canister | 12 |
| Forceps | Each | 2 |
| Gloves, latex P2 | Pair | 2 |
| Gloves, non-Latex | Pair | 2 |
| Hand sanitizer (1/2 oz) | Each | 6 |
| Individual prep pad, providone iodine | Each | 5 |
| Label, "Biohazard" (small) | Each | 2 |
| Lip balm | Tube | 50 |
| Lotion, sun blocker (30 SPF, 1 oz) | Each | 15 |
| Mask with oxygen inlet | Each | 1 |
| Moleskin (4 x 4 inch) | Each | 4 |
| Moleskin (12 inch x 5 yard) | Roll | 1 |
| Mouth-to-mouth micro shield barrier | Each | 4 |
| Ointment, bacitracin (144/box) | Box | 1 |
| Ointment, zinc oxide (1 oz) | Tube | 1 |
| Pad, non-adherent (2 x 3 inch, 100/box) | Box | 1 |
| Paramedic scissors | Pair | 1 |
| Paramedic shears | Pair | 1 |
| Patient information tag | Each | 2 |
| Pencils | Each | 2 |
| Saline nasal spray (1.5 oz) | Each | 6 |
| Second skin, with adhesive (3 x 6.5 inch) | Box | 1 |
| Soap (liquid 1.5 oz) | Bottle | 1 |
| Soap (tincture of green) | Bottle | 1 |
| Splint (cardboard, 24 inch long) | Each | 2 |
| Sponge (surgical, 4 x 4 inches) | Each | 50 |
| Sting relief wipes (100/box) | Box | 1 |
| Surgical scrub brush | Each | 1 |
| Tablet, antacid (2/pack, 50 pack/box) | Box | 1 |
| Tablet, aspirin (2/pack, 50 pack/box) | Box | 1 |
| Tablet, diotame (100/box) | Box | 1 |
| Tablet, ibuprofen (200mg, box with 2/pack, 50 pack/box) | Box | 1 |
| Tablet, non-aspirin pain relief (2/pack, 50 pack/box) | Box | 1 |
| Tablet, Sudafed PE (100/box) | Box | 1 |
| Tampons (10/box) | Box | 1 |
| Tape, athletic (1 1/2 inch x 10 yards) | Roll | 6 |
| Tape, surgical (1 inch x 10 yards) | Roll | 4 |
| Thermometer, oral (non-mercury), with case | Each | 2 |
| Thermometer, sheath | Box | 1 |
| Tongue depressor , wood | Each | 25 |
| Towlettes, anti-microbial skin wipes | Each | 4 |
| Towlettes, antiseptic | Each | 100 |
| Under wrap, athletic | Roll | 4 |

# Coordination and Planning

**Operational Strategy 4**

For LSA operations to succeed, ongoing coordination and planning must take place between the LSA and the EOC. This strategy details those processes.

There are three key ongoing coordination and planning activities that take place between the LSA and the EOC while the LSA is operational.

## 1 Coordinate Inbound Shipments

To ensure the efficient receipt and processing of shipments at the LSA, the LSA Coordinator and EOC personnel work together to clarify the process for managing inbound shipments.

The LSA Coordinator ensures that the EOC Logistics Section provides suppliers sending shipments to the LSA with instructions that include:

- **LSA Check-In Gate Location:** A physical description, cross streets and whatever address most accurately describes the Check-In Gate location. This may differ from the site's mailing address.
- **Hours of operation:** The hours during which the LSA receives shipments.
- **Site restrictions:** Any restrictions for drivers entering the site, such as bans on alcohol, firearms, pets, etc. or any driver citizenship, nationality or residency requirements imposed by the site.
- **Directions:** The recommended routes that drivers should use when delivering shipments to the LSA, considering road closures, or restrictions.
- **Documentation:** Any documentation required by the EOC or the LSA, including a bill of lading (BOL), which is a list of trailer contents that includes the name of the LSA receiving the shipment, or the EOC that requested the shipment.

The LSA Coordinator also establishes guidance for LSA staff to use when managing inbound shipments. This includes:

- A list of approved donations and any specific guidance or procedures for accepting, validating and documenting such items at the LSA.
- Guidance on priority items, supplies or commodities that are particularly urgent during a given operational period, and specific instructions on their prioritization at various points of LSA operations.
- Special procedures or documentation requirements for dealing with broken trailer security seals.

## 2 Coordinate Outbound Deployments

To ensure the efficient preparation and departure of deployments from the LSA, the LSA Coordinator and EOC personnel work together to clarify the deployment process and delegate responsibilities.

The deployment process relies on effective information-sharing between the EOC and LSA. EOC personnel issue deployment orders to Mission Tracking Technical Specialists at the LSA, who must be trained in resource management.

**LSA Coordinator**

The LSA Coordinator is responsible for ensuring that:

- EOC personnel post all deployment orders to a shared status or message board.
- Mission Tracking Technical Specialists at the LSA have full access to the shared status board to monitor deployment orders as they are posted.
- All deployment orders include:
  - The name of the agency or operation receiving the deployment and contact information for a point of contact at the agency.
  - The destination, including street address, cross streets, and GPS coordinates if possible.
  - An itemized list of deployment contents with unit of measure and quantity.
  - Additional information for the driver of the deployment, including any special routing instructions, road closures, height restrictions, etc.
- All requests for information are directed to the shared status board before asking LSA staff to address questions.

**LSA Commander**

The LSA Commander is responsible for ensuring that:

- Mission Tracking Technical Specialists prepare bills of lading to accompany each outbound deployment from the LSA, using information from the deployment orders. A generic bill of lading form is used, unless a customized template is provided by the EOC.
- Once deployments have departed the LSA, Mission Tracking Technical Specialists update the status of the deployment order with a reference to the bill of lading, and the time of departure from the LSA.

# 3 Operational Planning and Communication

Timely reporting of information is vital to the success of an LSA operation. The LSA Coordinator and EOC personnel work together to support effective operational planning at the LSA and enhance situational awareness by:

- Defining LSA objectives for each operational period. The EOC is responsible for setting priorities, and the LSA Coordinator is responsible for providing an update on operations, lessons learned and common problems at the LSA.
- Anticipating shipments and deployments for the next operational period. This information must be provided to the LSA Planning Section Chief.
- Providing the most current LSA Situation Report to the EOC Planning Section and ensuring a summary of important information is included in the EOC's IAP for each operational period.

# Job Action Sheet

## LSA COORDINATOR

**Reports to** EOC Operations or Logistics Section Chief, or as assigned at the time of incident

**Coordinates with** LSA Commander and EOC personnel

**Staffed by** Local or state personnel with the authority to obtain use of a site and mobilize large teams of personnel when an LSA is expressly identified as a requirement in the EOC's IAP.

**Job Summary** The LSA Coordinator is stationed at the EOC and serves as the primary link between the EOC and the LSA, works with the LSA Commander to set objectives for the LSA, and oversees all tasks involved with the activation, ongoing operational coordination and the demobilization of an LSA.

### ACTIVATION TASKS

- ☐ Obtain a briefing from EOC management, and receive:
  - The ICS 201: Incident Briefing (for the entire incident).
  - The ICS 203: Organization Assignment List.
  - The EOC's most current IAP.
  - Information on potential LSA sites that have been pre-identified / assessed by the Operational Area or state personnel.
  - Unfulfilled resource requests: requests received by the EOC with no identified source of supply, which must be fulfilled within 96 hours.
  - Deliveries for the LSA: Fulfilled resource requests that will be delivered to the LSA when it is fully operational (typically 24-36 hours from plan activation) in the next 96 hours .
  - Anticipated resource requests: anticipated needs for resources (with no request or order) over the next 96 hours.
- ☐ Estimate LSA throughput.
- ☐ Select the LSA site(s).
- ☐ Obtain right-of-entry and formal permission for the site's use from the owner or manager of the site, including any required Memorandum of Understanding (MOUs) or Memorandum of Agreement (MOA).
- ☐ Designate the LSA Commander and mobilize other LSA staff using guidance found in *Operational Strategy 2, Staff Identification and Mobilization*.
- ☐ Anticipate resource needs for the LSA during the first 72 hours of operations and submit requests to the EOC using guidance found in *Operational Strategy 3, Resource Requirements*.

| | |
|---|---|
| ☐ | Prepare an ICS 201: Incident Briefing for the LSA Commander using the instructions in *Appendix A, LSA Activation Briefing Agenda* and coordinate an LSA Activation Briefing. Ensure the following personnel are available:<br>• LSA Commander and all available LSA staff.<br>• Agency Administrator.<br>• EOC Manager. |
| ☐ | Brief the LSA Commander and Planning Section Chief on the following:<br>• Reporting requirements and deadlines.<br>• LSA status updates for EOC staff.<br>• The process for directing questions from the EOC to LSA staff. |
| ☐ | Connect Computer Technical Specialists assigned to the LSA with information technology personnel at the LSA and ensure any required EOC information security protocols are addressed. |
| ☐ | Ensure that LSA staff can access and update the EOC's shared status board to:<br>• Receive EOC orders for deployments from the LSA.<br>• Report on the status of shipments and deployments at the LSA. |
| ☐ | Inform the LSA Commander of any EOC security or safety requirements. |
| ☐ | Assist the Food Unit Leader in activating a feeding contract or other feeding plan. |
| ☐ | Provide the LSA Logistics Section Chief with the process for submitting LSA resource requests to the EOC. |
| ☐ | Provide the LSA Liaison Officer with a list of contractors or assisting agencies who are expected to have representatives assigned to the LSA. |
| ☐ | Share guidance with the LSA Finance/Administration Section Chief on:<br>• Purchasing authority, procurement procedures, single point ordering, and processes for requesting payment from the EOC for items or services procured by the LSA.<br>• Compensation or other types of claims procedures, including special requirements for injury or medical reporting and confidentiality.<br>• EOC property management and accounting requirements.<br>• EOC-approved vendors and contractors, including blanket purchase order agrements and service contracts already in place.<br>• EOC cost-reporting procedures and requirements. |

| | OPERATIONAL TASKS |
|---|---|
| ☐ | Work with the LSA Commander to define the LSA objectives for each operational period. |
| ☐ | Inform the LSA Planning Section Chief of the quantity of anticipated shipments and deployments for the next operational period, including shipment types, trailer size and number of trailers. |
| ☐ | Advise the LSA Planning Section Chief of any requirements for preparing bills of lading to accompany outgoing deployments from the LSA. |
| ☐ | Ensure that special routing instructions are included with EOC deployment orders, including height restrictions, road closures and other information that should be brought to the attention of drivers handling outgoing deployments from the LSA. |
| ☐ | Update the list of EOC-approved vendors provided by the EOC Finance/ Administration Staff, and return the list to the LSA Finance/Admin Section Chief. |
| ☐ | Decide if any unsolicited donations of life-sustaining commodities should be accepted at the LSA; if so, provide the list of EOC-approved donations to the LSA Operations Section Chief with any specific guidance or procedures for accepting donated items. |
| ☐ | Provide guidance to the LSA Operations Section Chief on shipments that may be especially urgent or critical, and explain how they should be prioritized in LSA operations. |
| ☐ | Consult with the EOC Logistics Section to determine if any special procedures are required when addressing incoming shipments with broken trailer security seals. Inform the LSA Operations Section Chief. |
| ☐ | Instruct EOC Logistics and Operations Staff on delivery information and documentation requirements for shipments that have been sourced by the EOC and are being delivered to the LSA. |
| ☐ | Ensure that deployment orders are posted to the shared status board and are accessible to LSA Planning Section Staff. |
| ☐ | Update the list of contractors or assisting agencies expected to have representatives deployed to the LSA, and give the list to the Liaison Officer. |
| ☐ | Monitor resource requests and orders placed by the LSA; resolve issues when necessary. |
| ☐ | Resolve operational issues between the LSA and the EOC, as necessary. |

| | |
|---|---|
| ☐ | Participate in Agency/EOC Planning Meetings as requested. |
| ☐ | Manage requests for additional resources and personnel from the LSA. |
| ☐ | Ensure the most current LSA Status Summary is included in each IAP published by the EOC. |
| ☐ | Identify and track resources assigned to the LSA. Report status changes, as required. |
| | **DEMOBILIZATION TASKS** |
| ☐ | Initiate LSA demobilization when ordered by the Agency Executive or EOC Manager, and inform the LSA Commander and LSA Planning Section Chief of demobilization orders. |
| ☐ | Provide EOC demobilization requirements to the LSA Planning Section Chief, including special procedures and timelines. |
| ☐ | Consult the EOC Logistics Section to clarify the process for dealing with retrograde or the proper removal of unassigned shipments remaining at the LSA. Discuss options with the LSA Commander, LSA Demobilization Unit Leader, and other members of the LSA staff, for:<br>• The return of retrograde to the original shipper if the EOC and original shipper agree to terms.<br>• The transfer of shipments to the EOC or an assisting agency.<br>• The donation of retrograde to a VOAD or nonprofit organization. |
| ☐ | Receive a list of excess supplies from the LSA Commander and determine a proper course of action for their disposal. |
| ☐ | Arrange air travel for demobilized LSA staff, as required, according to EOC guidelines. |
| ☐ | Provide the Medical Unit Leader with any procedures and regulations on the disposal of medical waste. |

# Appendix A

## LSA Activation Briefing Agenda

The LSA Coordinator works with the LSA Commander to initiate an LSA Activation Briefing with LSA staff and the Agency Executive or EOC Manager, ideally within 24 hours of activation.

This meeting provides expectations, incident background and initiation of ongoing planning and coordination between the EOC and staff assigned to the LSA.

Suggested Agenda

- Introduction: LSA Commander and LSA Coordinator.
- Situational briefings: Situation Unit Leader, EOC Manager and/or LSA Coordinator.
- Current priorities: Agency Administrator, EOC Manager and LSA Coordinator.
- Organization: Planning Section Chief and LSA Coordinator.
- Resource assignments: Resource Unit Leader.
- Shipments en-route/ordered: Planning Section Chief and/or LSA Coordinator.
- Facilities established: Logistics Section Chief and/or LSA Coordinator.
- Closing questions: LSA Commander and LSA Coordinator.

# Appendix B

## Incident Briefing Form and Instructions

When an LSA is activated, this form is used to provide critical information to LSA staff on the overall incident situation and the resources that have been ordered for delivery to the LSA. The form is prepared by the LSA Coordinator and submitted to the LSA Commander.

| Incident Briefing ICS 201 | | PG 1 of 4 |
|---|---|---|
| 1 LSA Name | 2 Date | |
| 3 Emergency Management Agency | 4 Time | |
| 5 Prepared by (Name/Position) | | |
| 6 Map | | |

**Incident Briefing ICS 201** **PG 2 of 4**

| | |
|---|---|
| **1** LSA Name | **2** Date |
| **3** Emergency Management Agency | **4** Time |
| **5** Prepared by (Name/Position) | |

**7 Summary of Current Actions**

**7A** Initial Incident Objectives

**7B** Current Actions

**7C Shipments En-Route**

| Contents | QTY | ETA Date | ETA Time | On-Site | Supplier/Source/Origin |
|---|---|---|---|---|---|
| | | | | | |
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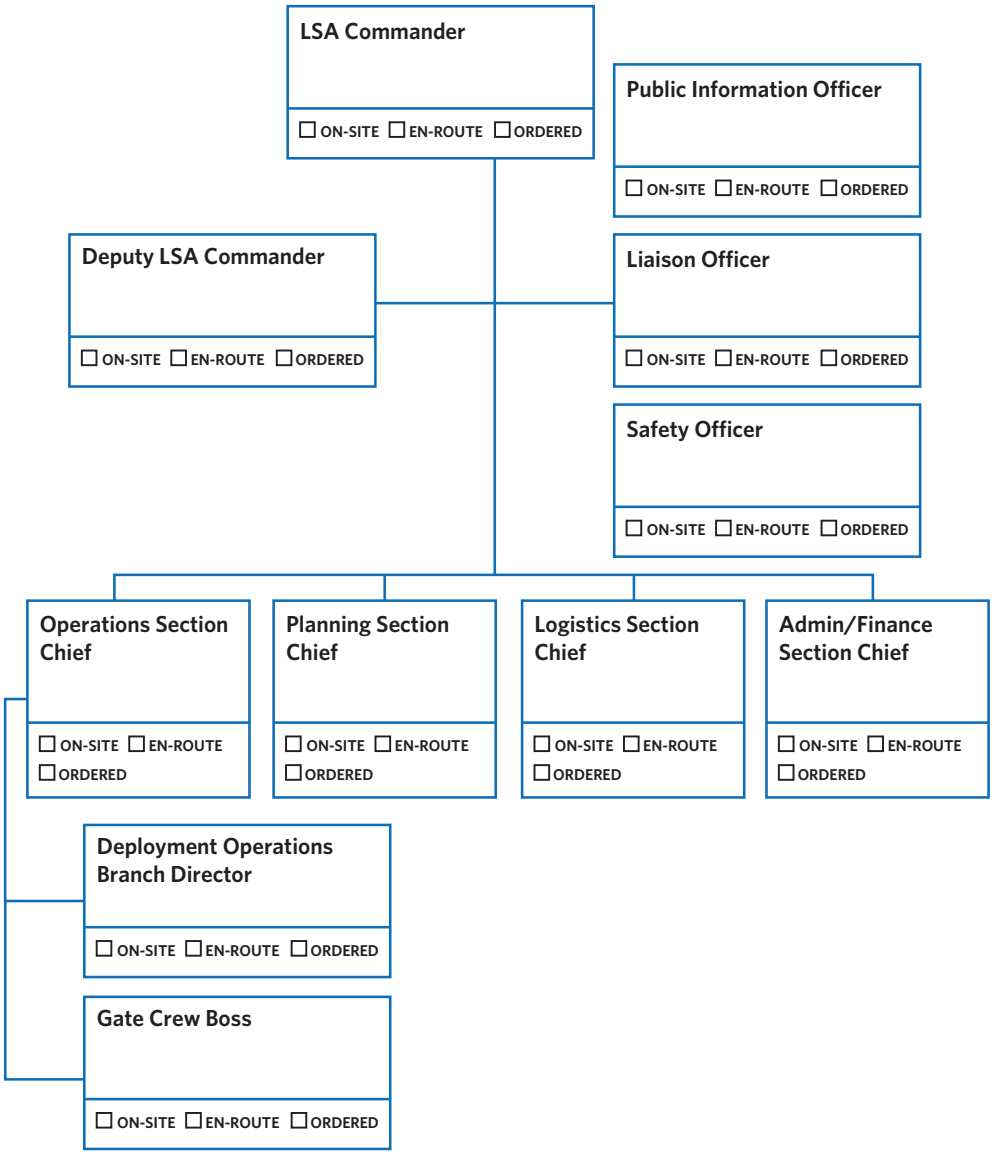
**Incident Briefing ICS 201** PG 3 of 4

| | |
|---|---|
| 1 LSA Name | 2 Date |
| 3 Emergency Management Agency | 4 Time |
| 5 Prepared by (Name/Position) | |

**8 Current Organization**



| Incident Briefing ICS 201 | | | | | PG 4 of 4 |
|---|---|---|---|---|---|
| 1 LSA Name | | | 2 Date | | |
| 3 Emergency Management Agency | | | 4 Time | | |
| 5 Prepared by (Name/Position) | | | | | |

**9 Resource Summary**

| Resource Ordered | QTY | ETA Date | ETA Time | On-Site | Notes |
|---|---|---|---|---|---|
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## Instructions

The following instructions provide guidance for completing the ICS 201 form.

| | | |
|---|---|---|
| **LSA Name** | 1 | Enter the name of the LSA that will be used in further incident planning. Use proper names (Example: East Bay Hub LSA) rather than numerical names (Example: LSA 1). |
| **Date** | 2 | Enter the date prepared (month, day, year). |
| **Emergency Management Agency** | 3 | Enter the name of the emergency management agency that will be used in further incident and LSA planning (Example: Alameda County OES). |
| **Time** | 4 | Enter the time the form was prepared (24-hour clock). |
| **Prepared by** | 5 | Enter the name and position of the person completing the form. |
| **Map** | 6 | Sketch or include a map of the LSA site that shows the perimeter, internal roads, facilities, parking areas and current resource assignments. Include surrounding transportation facilities (roads, ports, airports, etc.) and any other important information. |
| **Summary of Current Actions** | 7 | Include the following:<br>• Initial Incident Objectives. Clearly and concisely state the objectives for managing the initial response.<br>• Current Actions. State the actions taken in response to the incident, including the time and location of any significant problems.<br>• Shipments En-Route. Provide information on any shipments that have been coordinated by the EOC for delivery to the LSA, including:<br>▫ Contents. List shipment contents.<br>▫ QTY. List quantity of items or number of trailers expected, with units of measure.<br>▫ ETA Date. Date of expected arrival at the LSA (month, day).<br>▫ ETA Time. Time of expected arrival at the LSA. (24-hour clock).<br>▫ On-Site. Check (X) here upon the shipment's arrival.<br>▫ Supplier / Source / Origin. Enter the shipment source, supplier or origin, if known. |
| **Current Organization** | 8 | Fill in the organization chart with the names of the individuals assigned to each position. Check the appropriate box to indicate if the individual has been ordered, is on-site, or is en-route to the LSA. Modify the chart, as necessary. |
| **Resource Summary** | 9 | Include the following information on resources allocated to the LSA:<br>• Resource Ordered. Description and type of resource ordered.<br>• QTY. Quantity / number of trailers ordered, with unit of measure.<br>• ETA Date. Date of expected arrival at the LSA (month, day).<br>• ETA Time. Time of expected arrival at the LSA. (24-hour clock).<br>• On-Site. Check (X) here upon arrival.<br>• Notes. Other information that should be noted on the specific resource ordered. |

# Appendix C

## Requesting Type I or II IMT

This appendix provides information that may be used to request a Type I or Type II IMT. The information below is taken from FEMA's August 2007 All-Hazards IMT Technical Assistance Program Team Manual.

IMTs are dispatched when an agency can no longer manage an incident with the resources available internally. Type I and Type II IMTs may be identified and mobilized to staff LSAs activated under this LSA Plan. IMTs may be recognized at the national or state level and may be coordinated through Cal OES, the Geographic Area Coordination Center (GACC) or the National Interagency Fire Center (NIFC).

**Type I IMT**

- A self-contained, all hazard team of 25 to 50 personnel meeting the NWCG qualifications at the Type I level for their specific position.
- Deployed to manage incidents of national significance or incidents requiring a large number of local, regional, state, national, and federal resources, where the Operations Section may exceed 500 staff members per operational period, and total incident staff may exceed 1000.

**Type II IMT**

- A self-contained, all-hazard or wildland team of 20 to 35 personnel meeting the NWCG qualifications at the Type II level for their specific position.
- Deployed to manage incidents of regional significance or incidents requiring a large number of local, regional, state and national resources, where Operations Section staffing numbers approach 200 per operational period, and total incident staff approach 500.

1. Find the LSA Estimated Throughput and operating pattern calculated in *Operational Strategy 1*.
2. Follow the guidance for estimating initial staffing requirements in *Operational Strategy 2*.
3. Refer to the table below to select the appropriate request information to use.

| Operating Pattern | LSA Estimated Throughput | Staff Needed | Type of IMT | Information |
|---|---|---|---|---|
| **Daytime Only** | 100 | 40 | II | Form 1 |
| | 200 | 55 | II | Form 2 |
| **24-Hour** | 200 | 76 | II | Form 3 |
| | 400 | 108 | I /II | Form 4 |
| | 600 | 139 | I/ II | Form 5 |
| | 800 | 172 | I | Form 6 |

## Form 1 Operating Pattern: Daytime Only
## LSA Estimated Throughput: 100 Trailers per Day

Request a **TYPE II IMT** with the following **40** personnel:

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Command Staff** (3 Total) | **1** | **ICT2** | Incident Commander, Type II, mobilized as the LSA Commander* |
| | **1** | **SOF2** | Safety Officer Type II |
| | **1** | **PIO2** | Public Information Officer Type II |
| **Operations Personel** (20 Total) | **1** | **OSC2** | Operations Section Chief Type II* |
| | **1** | **OPBD** | Operations Branch Director, mobilized as the Deployment Branch Director |
| | **2** | **DIVS** | Division / Group Supervisors, mobilized as follows: |

| Qty | LSA Position |
|---|---|
| 2 | Group Supervisors, assigned to the Deployment Branch |

| | | | |
|---|---|---|---|
| | **2** | **CRWB** | Crew Boss, Single Resource, assigned as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Gate Crew Boss |
| 1 | Traffic Crew Boss** |

| | | | |
|---|---|---|---|
| | **2** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses, as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Lead Gate Check-In Recorder |
| 1 | Lead Parking Attendant*** |

| | | | |
|---|---|---|---|
| | **12** | **FFT2** | Firefighter Type II, mobilized as Single Resources, as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Deployment Coordinator |
| 2 | Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |
| 2 | Gate Check-Out Recorder |
| 1 | Lead Traffic Controller*** |
| 1 | Traffic Controller*** |
| 1 | Parking Attendant*** |
| 1 | Lead Flagger*** |
| 1 | Flagger*** |

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Planning Section Staff** (5 Total) | **1** | **PSC2** | Planning Section Chief Type II |
| | **1** | **SITL** | Situation Unit Leader |
| | **1** | **FOBS** | Field Observer |
| | **1** | **RESL** | Resource Unit Leader |
| | **1** | **DOCL** | Documentation Unit Leader |
| **Logistics Section Staff** (8 Total) | **1** | **LSC2** | Logistics Section Chief Type II |
| | **1** | **COML** | Communications Unit Leader |
| | **1** | **CTSP** | Computer Technical Specialist |
| | **1** | **SPUL** | Supply Unit Leader |
| | **1** | **FACL** | Facilities Unit Leader |
| | **1** | **SECM** | Security Manager |
| | **1** | **GSUL** | Ground Support Unit Leader |
| | **1** | **EQPM** | Equipment Manager |
| **Finance/ Administration Section Staff** (4 Total) | **1** | **FSC2** | Finance Section Chief Type II |
| | **1** | **TIME** | Time Unit Leader |
| | **1** | **COMP** | Compensation / Claims Unit Leader |
| | **1** | **PROC** | Procurement Unit Leader |

* A second Type II staff member of this title may be requested as a deputy by the mobilizing unit.

** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Ground Support Unit Leader.

*** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Traffic Crew Boss.

## Form 2

## Operating Pattern: Daytime Only
## LSA Estimated Throughput: 200 Trailers per Day

Request a **TYPE II IMT** with the following **55** personnel:

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Command Staff** (3 Total) | **1** | **ICT2** | Incident Commander, Type II, mobilized as the LSA Commander* |
| | **1** | **SOF2** | Safety Officer Type II |
| | **1** | **PIO2** | Public Information Officer Type II |
| **Operations Personel** (35 Total) | **1** | **OSC2** | Operations Section Chief Type II* |
| | **1** | **OPBD** | Operations Branch Director, mobilized as the Deployment Branch Director |
| | **2** | **DIVS** | Division / Group Supervisors, mobilized as follows: |

| Qty | LSA Position |
|---|---|
| 2 | Group Supervisors, assigned to the Deployment Branch |

| | | | |
|---|---|---|---|
| | **2** | **CRWB** | Crew Boss, Single Resource, assigned as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Gate Crew Boss |
| 1 | Traffic Crew Boss** |

| | | | |
|---|---|---|---|
| | **2** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses, as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Lead Gate Check-In Recorder |
| 1 | Lead Parking Attendant*** |

| | | | |
|---|---|---|---|
| | **27** | **FFT2** | Firefighter Type II, mobilized as Single Resources, as follows: |

| Qty | LSA Position |
|---|---|
| 6 | Deployment Coordinator |
| 5 | Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |
| 2 | Gate Check-Out Recorder |
| 1 | Lead Traffic Controller*** |
| 3 | Traffic Controller*** |
| 3 | Parking Attendant*** |
| 1 | Lead Flagger*** |
| 3 | Flagger*** |

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Planning Section Staff** (5 Total) | 1 | **PSC2** | Planning Section Chief Type II |
| | 1 | **SITL** | Situation Unit Leader |
| | 1 | **FOBS** | Field Observer |
| | 1 | **RESL** | Resource Unit Leader |
| | 1 | **DOCL** | Documentation Unit Leader |
| **Logistics Section Staff** (8 Total) | 1 | **LSC2** | Logistics Section Chief Type II |
| | 1 | **COML** | Communications Unit Leader |
| | 1 | **CTSP** | Computer Technical Specialist |
| | 1 | **SPUL** | Supply Unit Leader |
| | 1 | **FACL** | Facilities Unit Leader |
| | 1 | **SECM** | Security Manager |
| | 1 | **GSUL** | Ground Support Unit Leader |
| | 1 | **EQPM** | Equipment Manager |
| **Finance/ Administration Section Staff** (4 Total) | 1 | **FSC2** | Finance Section Chief Type II |
| | 1 | **TIME** | Time Unit Leader |
| | 1 | **COMP** | Compensation/Claims Unit Leader |
| | 1 | **PROC** | Procurement Unit Leader |

* A second Type II staff member of this title may be requested as a deputy by the mobilizing unit.

** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Ground Support Unit Leader.

*** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Traffic Crew Boss.

## Form 3 — Operating Pattern: 24-Hour<br>LSA Estimated Throughput: 200 Trailers per Day

Request a **TYPE II IMT** with the following **76** personnel:

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Command Staff** (4 Total) | **2** | **ICT2** | Incident Commander, Type II, mobilized as the LSA Commander* |
| | **1** | **SOF2** | Safety Officer Type II |
| | **1** | **PIO2** | Public Information Officer Type II |
| **Operations Personel** (43 Total) | **2** | **OSC2** | Operations Section Chief Type II* |
| | **2** | **OPBD** | Operations Branch Director, mobilized as the Deployment Branch Director* |
| | **2** | **DIVS** | Division / Group Supervisors, mobilized as follows: |
| | | | Qty — LSA Position |
| | | | 2 — Group Supervisors, assigned to the Deployment Branch |
| | **4** | **CRWB** | Crew Boss, Single Resource, assigned as follows: |
| | | | Qty — LSA Position |
| | | | 2* — Gate Crew Boss |
| | | | 2* — Traffic Crew Boss** |
| | **4** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses, as follows: |
| | | | Qty — LSA Position |
| | | | 2* — Lead Gate Check-In Recorder |
| | | | 2* — Lead Parking Attendant*** |
| | **29** | **FFT2** | Firefighter Type II, mobilized as Single Resources, as follows: |
| | | | Qty — LSA Position |
| | | | 7 — Deployment Coordinator |
| | | | 4 — Gate Check-In Recorder |
| | | | 2 — Lead Holding Area Crew Member |
| | | | 2 — Lead Gate Check-Out Recorder |
| | | | 4 — Gate Check-Out Recorder |
| | | | 2 — Lead Traffic Controller*** |
| | | | 2 — Traffic Controller*** |
| | | | 2 — Parking Attendant*** |
| | | | 2 — Lead Flagger*** |
| | | | 2 — Flagger*** |

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Planning Section Staff** (9 Total) | **2** | **PSC2** | Planning Section Chief Type II* |
| | **2** | **SITL** | Situation Unit Leader* |
| | **1** | **FOBS** | Field Observer |
| | **2** | **RESL** | Resource Unit Leader* |
| | **2** | **DOCL** | Documentation Unit Leader |
| **Logistics Section Staff** (16 Total) | **2** | **LSC2** | Logistics Section Chief Type II* |
| | **2** | **COML** | Communications Unit Leader* |
| | **2** | **CTSP** | Computer Technical Specialist |
| | **1** | **SPUL** | Supply Unit Leader |
| | **1** | **RCDM** | Receiving and Distribution Manager |
| | **2** | **FACL** | Facilities Unit Leader* |
| | **2** | **SECM** | Security Manager* |
| | **2** | **GSUL** | Ground Support Unit Leader* |
| | **2** | **EQPM** | Equipment Manager* |
| **Finance/ Administration Section Staff** (4 Total) | **1** | **FSC2** | Finance Section Chief Type II |
| | **1** | **TIME** | Time Unit Leader |
| | **1** | **COMP** | Compensation/Claims Unit Leader |
| | **1** | **PROC** | Procurement Unit Leader |

* Only one individual with these qualifications is on-duty at any specific time; a second individual is requested to serve in a relief capacity as a "Deputy" during alternating shifts of the operation.

** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Ground Support Unit Leader.

*** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Traffic Crew Boss.

## Form 4

## Operating Pattern: 24-Hour
## LSA Estimated Throughput: 400 Trailers per Day

Request a **TYPE I or TYPE II IMT** with the following **108** personnel:

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Command Staff** (4 Total) | **2** | **ICT 1/ ICT2** | Incident Commander, Type I or II, mobilized as the LSA Commander* |
| | **1** | **SOF1/ SOF2** | Safety Officer Type I or II |
| | **1** | **PIO1/ PIO2** | Public Information Officer Type I or II |
| **Operations Personel** (68 Total) | **2** | **OSC1/ OSC2** | Operations Section Chief Type I or II* |
| | **2** | **OPBD** | Operations Branch Director, mobilized as the Deployment Branch Director* |
| | **6** | **DIVS** | Division / Group Supervisors, mobilized as Group Supervisors to the Deployment Branch |
| | **10** | **FFT2** | Firefighter Type II, mobilized as Deployment Coordinators |
| | **In addition, 4 Type II Crews, as noted:** | | |
| | **TYPE II CREW**, for assignment as the **GATE CREW** during the **DAY**, consisting of: | | |
| | **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Gate Crew Boss |
| | **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Lead Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |

| | | |
|---|---|---|
| **8** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows: |

| Qty | LSA Position |
|---|---|
| 5 | Gate Check-In Recorders |
| 1 | Holding Area Crew Members |
| 2 | Gate Check-Out Recorders |

| | | |
|---|---|---|
| | **TYPE II CREW**, for assignment as the **GATE CREW** during the **NIGHT**, consisting of: | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Gate Crew Boss |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows: |

| QTY | CODE | POSITION |
|---|---|---|
| | | Qty LSA Position<br>1 Lead Gate Check-In Recorder<br>1 Lead Holding Area Crew Member<br>1 Lead Gate Check-Out Recorder |
| **6** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows:<br>Qty LSA Position<br>2 Gate Check-In Recorders<br>2 Holding Area Crew Members<br>2 Gate Check-Out Recorders |
| **TYPE II CREW**, for assignment as the **TRAFFIC CREW** during the **DAY**, consisting of: | | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Traffic Crew Boss** |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows:<br>Qty LSA Position<br>1 Lead Traffic Controller**<br>1 Lead Flagger**<br>1 Lead Parking Attendant** |
| **9** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows:<br>Qty LSA Position<br>3 Traffic Controllers**<br>3 Flaggers**<br>3 Parking Attendants** |
| **TYPE II CREW**, for assignment as the **TRAFFIC CREW** during the **NIGHT**, consisting of: | | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Traffic Crew Boss** |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows:<br>Qty LSA Position<br>1 Lead Traffic Controller**<br>1 Lead Flagger**<br>1 Lead Parking Attendant** |
| **9** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows:<br>Qty LSA Position<br>3 Traffic Controllers** |

| | QTY | CODE | POSITION |
|---|---|---|---|
| | | | 3 Flaggers** |
| | | | 3 Parking Attendants** |
| **Planning Section Staff** (12 Total) | **2** | **PSC1/ PSC2** | Planning Section Chief Type I or II* |
| | **2** | **SITL** | Situation Unit Leader* |
| | **2** | **FOBS** | Field Observer* |
| | **2** | **DPRO** | Display Processor* |
| | **2** | **RESL** | Resource Unit Leader* |
| | **2** | **DOCL** | Documentation Unit Leader |
| **Logistics Section Staff** (19 Total) | **2** | **LSC1/ LSC2** | Logistics Section Chief Type I or II* |
| | **1** | **SVBD** | Service Branch Director |
| | **2** | **COML** | Communications Unit Leader* |
| | **3** | **CTSP** | Computer Technical Specialist |
| | **1** | **SPUL** | Supply Unit Leader |
| | **2** | **RCDM** | Receiving and Distribution Manager* |
| | **2** | **FACL** | Facilities Unit Leader* |
| | **2** | **SECM** | Security Manager* |
| | **2** | **GSUL** | Ground Support Unit Leader* |
| | **2** | **EQPM** | Equipment Manager* |
| **Finance/ Administration Section Staff** (5 Total) | **1** | **FSC1/ FSC2** | Finance Section Chief Type I or II |
| | **1** | **TIME** | Time Unit Leader |
| | **1** | **PTRC** | Personnel Time Recorder |
| | **1** | **COMP** | Compensation / Claims Unit Leader |
| | **1** | **PROC** | Procurement Unit Leader |

* Only one individual with these qualifications is on-duty at any specific time; the second individual is requested to serve in a relief capacity as a "Deputy" during alternating shifts of the operation.

** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Ground Support Unit Leader.

## Form 5 Operating Pattern: 24-Hour LSA Estimated Throughput: 600 Trailers per Day

Request a **TYPE I or TYPE II IMT** with the following **139** personnel:

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Command Staff** (4 Total) | **2** | **ICT 1/ ICT2** | Incident Commander, Type I or II, mobilized as the LSA Commander* |
| | **1** | **SOF1/ SOF2** | Safety Officer Type I or II |
| | **1** | **PIO1/ PIO2** | Public Information Officer Type I or II |
| **Operations Personnel** (93 Total) | **2** | **OSC1/ OSC2** | Operations Section Chief Type I or II* |
| | **2** | **OPBD** | Operations Branch Director, mobilized as the Deployment Branch Director* |
| | **6** | **DIVS** | Division/Group Supervisors, mobilized as Group Supervisors to the Deployment Branch |
| | **17** | **FFT2** | Firefighter Type II, mobilized as Deployment Coordinators |
| | **In addition, 4 Type II Crews, as noted:** | | |
| | **TYPE II CREW**, for assignment as the **GATE CREW** during the **DAY**, consisting of: | | |
| | **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Gate Crew Boss |
| | **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Lead Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |

| | | |
|---|---|---|
| **14** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows: |

| Qty | LSA Position |
|---|---|
| 7 | Gate Check-In Recorders |
| 2 | Holding Area Crew Members |
| 5 | Gate Check-Out Recorders |

| | | |
|---|---|---|
| | **TYPE II CREW**, for assignment as the **GATE CREW** during the **NIGHT**, consisting of: | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Gate Crew Boss |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows: |

| QTY | CODE | POSITION |
|---|---|---|

| Qty | LSA Position |
|---|---|
| 1 | Lead Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |

**6** **FFT2** Firefighter Type II, mobilized as Single Resources as follows:

| Qty | LSA Position |
|---|---|
| 2 | Gate Check-In Recorders |
| 2 | Holding Area Crew Members |
| 2 | Gate Check-Out Recorders |

**TYPE II CREW**, for assignment as the **TRAFFIC CREW** during the **DAY**, consisting of:

**1** **CRWB** Crew Boss, Single Resource, assigned as the Traffic Crew Boss**

**3** **ICT5** Incident Commander Type V, mobilized as Squad Bosses as follows:

| Qty | LSA Position |
|---|---|
| 1 | Lead Traffic Controller* |
| 1 | Lead Flagger** |
| 1 | Lead Parking Attendant** |

**15** **FFT2** Firefighter Type II, mobilized as Single Resources as follows:

| Qty | LSA Position |
|---|---|
| 5 | Traffic Controllers** |
| 5 | Flaggers** |
| 5 | Parking Attendants** |

**TYPE II CREW**, for assignment as the **TRAFFIC CREW** during the **NIGHT**, consisting of:

**1** **CRWB** Crew Boss, Single Resource, assigned as the Traffic Crew Boss**

**3** **ICT5** Incident Commander Type V, mobilized as Squad Bosses as follows:

| Qty | LSA Position |
|---|---|
| 1 | Lead Traffic Controller* |
| 1 | Lead Flagger** |
| 1 | Lead Parking Attendant** |

**15** **FFT2** Firefighter Type II, mobilized as Single Resources as follows:

| Qty | LSA Position |
|---|---|
| 5 | Traffic Controllers** |

| | QTY | CODE | POSITION |
|---|---|---|---|
| | | | 5 Flaggers** |
| | | | 5 Parking Attendants** |
| **Planning Section Staff** (15 Total) | **2** | **PSC1/ PSC2** | Planning Section Chief Type I or II* |
| | **2** | **SITL** | Situation Unit Leader* |
| | **4** | **FOBS** | Field Observer* |
| | **2** | **DPRO** | Display Processor* |
| | **2** | **RESL** | Resource Unit Leader* |
| | **2** | **DOCL** | Documentation Unit Leader |
| | **1** | **DMOB** | Demobilization Unit Leader |
| **Logistics Section Staff** (21 Total) | **2** | **LSC1/ LSC2** | Logistics Section Chief Type I or II* |
| | **1** | **SVBD** | Service Branch Director |
| | **2** | **COML** | Communications Unit Leader* |
| | **3** | **CTSP** | Computer Technical Specialist |
| | **1** | **SUBD** | Support Branch Director |
| | **1** | **SPUL** | Supply Unit Leader |
| | **1** | **ORDM** | Ordering Manager |
| | **2** | **RCDM** | Receiving and Distribution Manager* |
| | **2** | **FACL** | Facilities Unit Leader* |
| | **2** | **SECM** | Security Manager* |
| | **2** | **GSUL** | Ground Support Unit Leader* |
| | **2** | **EQPM** | Equipment Manager* |
| **Finance/ Administration Section Staff** (6 Total) | **1** | **FSC1/ FSC2** | Finance Section Chief Type I or II |
| | **1** | **TIME** | Time Unit Leader |
| | **1** | **PTRC** | Personnel Time Recorder |
| | **1** | **EQTR** | Equipment Time Recorder |
| | **1** | **COMP** | Compensation / Claims Unit Leader |
| | **1** | **PROC** | Procurement Unit Leader |

* Only one individual with these qualifications is on-duty at any specific time; the second individual is requested to serve in a relief capacity as a "Deputy" during alternating shifts of the operation.

** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Ground Support Unit Leader.

## Form 6

## Operating Pattern: 24-Hour
## LSA Estimated Throughput: 800 Trailers per Day

Request a **TYPE I** with the following **172** personnel:

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Command Staff** (4 Total) | **2** | **ICT 1** | Incident Commander Type I, mobilized as the LSA Commander* |
| | **1** | **SOF1** | Safety Officer Type I |
| | **1** | **PIO1** | Public Information Officer Type I |
| **Operations Personel** (121 Total) | **2** | **OSC1** | Operations Section Chief Type I* |
| | **2** | **OPBD** | Operations Branch Director, mobilized as the Deployment Branch Director* |
| | **6** | **DIVS** | Division / Group Supervisors, mobilized as Group Supervisors to the Deployment Branch |
| | **24** | **FFT2** | Firefighter Type II, mobilized as Deployment Coordinators |
| | **In addition, 4 Type II Crews, as noted:** | | |
| | **TYPE II CREW**, for assignment as the **GATE CREW** during the **DAY**, consisting of: | | |
| | **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Gate Crew Boss |
| | **4** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows: |

| Qty | LSA Position |
|---|---|
| 2 | Lead Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |

| | | |
|---|---|---|
| **19** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows: |

| Qty | LSA Position |
|---|---|
| 9 | Gate Check-In Recorders |
| 3 | Holding Area Crew Members |
| 7 | Gate Check-Out Recorders |

| | | |
|---|---|---|
| | **TYPE II CREW**, for assignment as the **GATE CREW** during the **NIGHT**, consisting of: | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Gate Crew Boss |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows: |

| Qty | LSA Position |
|---|---|
| 1 | Lead Gate Check-In Recorder |
| 1 | Lead Holding Area Crew Member |
| 1 | Lead Gate Check-Out Recorder |

| QTY | CODE | POSITION |
|---|---|---|
| **9** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows:<br>Qty — LSA Position<br>5 — Gate Check-In Recorders<br>2 — Holding Area Crew Members<br>2 — Gate Check-Out Recorders |
| **TYPE II CREW**, for assignment as the **TRAFFIC CREW** during the **DAY**, consisting of: | | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Traffic Crew Boss** |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows:<br>Qty — LSA Position<br>1 — Lead Traffic Controller**<br>1 — Lead Flagger**<br>1 — Lead Parking Attendant** |
| **21** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows:<br>Qty — LSA Position<br>7 — Traffic Controllers**<br>7 — Flaggers**<br>7 — Parking Attendants** |
| **TYPE II CREW**, for assignment as the **TRAFFIC CREW** during the **NIGHT**, consisting of: | | |
| **1** | **CRWB** | Crew Boss, Single Resource, assigned as the Traffic Crew Boss** |
| **3** | **ICT5** | Incident Commander Type V, mobilized as Squad Bosses as follows:<br>Qty — LSA Position<br>1 — Lead Traffic Controller**<br>1 — Lead Flagger**<br>1 — Lead Parking Attendant** |
| **21** | **FFT2** | Firefighter Type II, mobilized as Single Resources as follows:<br>Qty — LSA Position<br>7 — Traffic Controllers**<br>7 — Flaggers**<br>7 — Parking Attendants** |

| | QTY | CODE | POSITION |
|---|---|---|---|
| **Planning Section Staff** (15 Total) | **2** | **PSC1** | Planning Section Chief Type I* |
| | **2** | **SITL** | Situation Unit Leader* |
| | **4** | **FOBS** | Field Observer* |
| | **2** | **DPRO** | Display Processor* |
| | **2** | **RESL** | Resource Unit Leader* |
| | **2** | **DOCL** | Documentation Unit Leader* |
| | **1** | **DMOB** | Demobilization Unit Leader |
| **Logistics Section Staff** (24 Total) | **2** | **LSC1** | Logistics Section Chief Type I* |
| | **1** | **SVBD** | Service Branch Director |
| | **2** | **COML** | Communications Unit Leader* |
| | **1** | **FDUL** | Food Unit Leader |
| | **1** | **MEDL** | Medical Unit Leader |
| | **4** | **CTSP** | Computer Technical Specialist |
| | **1** | **SUBD** | Support Branch Director |
| | **1** | **SPUL** | Supply Unit Leader |
| | **1** | **ORDM** | Ordering Manager |
| | **2** | **RCDM** | Receiving and Distribution Manager* |
| | **2** | **FACL** | Facilities Unit Leader* |
| | **2** | **SECM** | Security Manager* |
| | **2** | **GSUL** | Ground Support Unit Leader* |
| | **2** | **EQPM** | Equipment Manager* |
| **Finance/ Administration Section Staff** (8 Total) | **1** | **FSC1** | Finance Section Chief Type I |
| | **1** | **COST** | Cost Unit Leader |
| | **1** | **TIME** | Time Unit Leader |
| | **1** | **PTRC** | Personnel Time Recorder |
| | **1** | **EQTR** | Equipment Time Recorder |
| | **1** | **COMP** | Compensation / Claims Unit Leader |
| | **1** | **CLMS** | Claims Specialist |
| | **1** | **PROC** | Procurement Unit Leader |

* Only one individual with these qualifications is expected to be on-duty at any specific time; the second individual is requested to serve in a relief capacity as a "Deputy" during alternating shifts of the operation.

** This position is traditionally assigned to the Operations Section in ICS, but at an LSA the position supports specific activities of the Logistics Section and reports to the Ground Support Unit Leader.

# Appendix D

## Site Pre-Identification and Assessment

This appendix provides data points that should be captured during a site assessment. This form should be complemented by layout diagrams, photos, maps, etc.

### Survey Information

| | |
|---|---|
| **Latest Survey Completed:** (mm/dd/yyyy) | |
| **Survey Completed by:** | **Phone:** |

### Site Location Information

| |
|---|
| **Site Name and Number:** |
| **Current Use:** |
| **LSA Layout:** |
| **Maps:** |
| **County:** |
| **Site Name:** |
| **GPS Coordinates:** (Latitude and Longitude) |
| **Known Hazard Assessment:** ☐ Flood ☐ Chemical ☐ Biological ☐ Mechanical |
| **Area Ground & Aerial Photos:** |

### General Site Information

| |
|---|
| **Owner Agency/Organization:** ☐ Privately Owned ☐ Government Owned |
| **Primary or Alternate Site?** ☐ Primary ☐ Alternate |
| **Site Name:** |
| **Address:** |
| **City/Town/Unincorporated Area, County and Zip Code:** |
| **Local Jurisdiction:** |
| **Cross Streets:** |
| **General Description of Neighborhood:** ☐ Commercial ☐ Industrial ☐ Agricultural ☐ Residential |

**Hazard Zones:** (if applicable)

- ☐ Liquefaction Zone
- ☐ Tsunami Inundation Zone
- ☐ Other:

## Contact Information

| Primary Contact | Secondary Contact |
|---|---|
| Name: | Name: |
| Title: | Title: |
| Company: | Company: |
| Work Phone: | Work Phone: |
| Cell Phone: | Cell Phone: |
| Home Phone: | Home Phone: |
| Email: | Email: |
| 24-hour contact? ☐ Yes ☐ No | 24-hour contact? ☐ Yes ☐ No |

## Transportation Information

| |
|---|
| Closest Waterway Port: |
| Port Address: |
| Port Contact: |
| Distance from Site: (miles) |
| Types of Waterway Service at Terminal: |
| Closest Rail Terminal: |
| Terminal Address: |
| Terminal Contact: |
| Terminal Contact Phone Number: |

| |
|---|
| **Distance from Site:** (miles) |
| **Closest Major Arterial:** (major road/highway/Interstate) |
| **Distance from Site:** (miles) |
| **Exit Number/Intersection for site access:** |
| **Distance from Site:** (miles) |

## Site Physical Characteristics and Information

| |
|---|
| **Hardstand/Paved/Gravel Area:** (sq. ft. or acres) |
| **Turning radius concerns for 53 foot trailer:** (at least 45 ft. turning radii) |
| **Percentage of Hardstand/Paved/Gravel Area with Lighting:** |
| **Distance from Site:** (miles) |
| **Surface type and condition:** |
| **Covered Storage:** (sq. ft.) |
| **Office Space:** (sq. ft.) |
| **Number & Height of Loading Docks:** (or ramps) |
| **Lighting at Loading Docks:** |
| **Total Number of Entry/Exit Points:** (with total number of lanes at each point) |
| **Lighting at each Entry/Exit Point:** |
| **Traffic Signal at Entry/Exit to Site:** |
| **Neighboring/Nearby overflow area identified?** |
| **Obstacles/Concerns:** |
| **Facility currently has approved HAZMAT storage on-site?** (if yes, kind?)<br>☐ **Yes**<br>☐ **No** |
| **Portable water tank/well on-site:**<br>☐ **Yes**<br>☐ **No** |
| **Commercial kitchen facilities availability:** |
| **Contract feeding availability and contact info:** |
| **Contract security firm and contact info:** |
| **Number of toilets on-site:** (Male/Female/Unisex) |

| |
|---|
| **Number of showers on-site:** (Male/Female/Unisex) |
| **Helicopter Landing Area on-site:** |

## Communications

| |
|---|
| **Commercial lines – Quantity and Location:** |
| **Landline telephone provider and contact info:** |
| **PBX telephone provider and contact info:** |
| **Data lines: on-site bandwidth capacity:** |
| **Cellular providers and contact info:** |
| **Satellite communication capabilities on-site:** |

## Utilities

| |
|---|
| **Electrical Service provider and contact info:** |
| **Total site kVA requirements:** |
| **Back-up generator (gas/diesel) and contact info:** |
| **Generator maintenance/repair provider and contact info:** |
| **Water provider and contact info:** |
| **Waste treatment provider and contact info:** |
| **Propane/Natural Gas/Oil provider and contact info:** |
| **Functional Fire Extinguishers/Alarms/Sprinklers on-site:** |

## Individual On Site Structures

| |
|---|
| **Name, Number Location & Normal Use of Each:** |
| **Total Square Footage of each for Storage/Admin/Kitchen/Break Room/etc.:** |
| **Wind Load Assessment & Roof Type:** |
| **Number of Restrooms & Showers:** |
| **Total Building kVA:** |
| **Back-Up Generator Total kVA:** |
| **Loading Bay Doors:** (Quantity & Dimensions) |
| **Loading Docks:** (Quantity & Dimensions) |
| **Phone, Data & T1/ISDN lines:** |

| |
|---|
| **Sealed or Open Air:** |
| **Natural/Propane Gas:**<br>☐ **Yes**<br>☐ **No** |
| **Cross Dock Capability:**<br>☐ **Yes**<br>☐ **No** |
| **Drive-In Capability:** |
| **Computer Network:** |
| **Climate Controlled Environments (56-86F) on-site?** |
| **Table/Chairs/Furniture available?**<br>☐ **Yes**<br>☐ **No** |
| **Photocopier(s) available?**<br>☐ **Yes**<br>☐ **No** |
| **Handicapped Accessibility:** |

## Closest Airport

| |
|---|
| **Closest Airport Name:** (IATA Airport Code) |
| **Airport Address:** |
| **Airport Manager/Contact:** |
| **Airport Contact Phone Number:** |
| **Distance from Site:** (miles) |
| **GPS Coordinates:** (Longitude and Latitude) |
| **Closest Waterway Port Name:** |
| **Helicopter Landing Zone:** (sq. ft.) |
| **Number & Length of Runways:** |
| **Covered Storage:** (sq. ft.) |
| **Number of Loading Docks:** |
| **Cargo operations on-site:** (loading pallets off aircraft and into 53' trailers) |
| **On-site Aircraft Maintenance Company & Contact Info:** |
| **Hard Stand:** (sq. ft.) |

| |
|---|
| **Types of Aircraft Site is Capable of Handling:** |
| **Refueling Capabilities:** |
| **Air Traffic Control point of contact:** |
| **All-Weather Capable:**<br>☐ **Yes**<br>☐ **No** |

## Commercial Lodging and Resources

| |
|---|
| **Hotel/lodging establishments within 10 miles:** (list the name, contact and number of rooms of the closest 5) |
| **Food establishments within 5 miles:** (list the name and contact for the closest 5) |
| **Fuel establishments with diesel within 5 miles:** (list the name and contact for the closest 3) |
| **Port Location & Access:** |
| **Rail Location & Access:** |
| **Rail Length, Spurs & Capacity:** |

## Emergency Services and Medical Information

| |
|---|
| **On-Site Medical Facility/Clinic:**<br>☐ **Yes**<br>☐ **No** |
| **Primary & Secondary EMS Agencies and contact info:** |
| **Law Enforcement Contact:** |
| **Closest 24-Hour medical clinic and contact info:** |
| **Local OES Public Access Phone Number:** |

## Threat Assessment and Security

| |
|---|
| **Law Enforcement Agency with Jurisdiction Authority for site:** |
| **Local Law Enforcement Arrest Capability Contact Info:** |
| **Complete Security Perimeter:**<br>☐ **Yes**<br>☐ **No**<br>☐ **Fence**<br>☐ **Wall** |

| |
|---|
| **Type of Outer Perimeter:**<br>☐ **Earthen**<br>☐ **Water** |
| **Types of Gates at Entry/Exit Points:** (automated, etc.) |

## Material Handling Equipment On-Site

| |
|---|
| **Forklifts:** (Number, Type & Capacity) |
| **Motorized Pallet Jacks:** (Number & Capacity) |
| **Flat Bed Hand Trucks:** (Number & Capacity) |
| **High Boy Lifts:** (Number & Capacity) |
| **Dollies/Hand Trucks:** (Number & Capacity) |
| **Banding Machines:** (Number & Capacity) |
| **Yard Hog:** |
| **Cones, Barriers, Lights for Traffic Flow:** |
| **Container Handler:** |
| **Personnel available to operate MHE on contract-basis?**<br>☐ **Yes**<br>☐ **No** |
| **Is the site:**<br>☐ **Open Air**<br>☐ **Inside a Building** |
| **NOTE:** Preparedness guidance is included to assist local jurisdictions with the pre-identification of LSA sites and to draw attention to data points that provide useful information during the LSA site selection process when activation is imminent. Site-specific data, maps, pictures and other essential elements of information are the responsibility of the local jurisdiction; any maps, layouts, pictures or other features included in this plan are for DEMONSTRATION PURPOSES ONLY. |

# References

## Glossary

**24-hour operations:** Operations that are typically comprised of two shifts that are each 12-hours long. Staff members are continuously available to receive inbound shipments as soon as they arrive at site, while outbound deployments can take place as soon as the EOC provides its orders to the LSA. If the LSA estimated throughput is greater than 200 trailers per day, then a 24-hour operating pattern is strongly recommended.

**Advanced Operations:** An operation at an LSA that requires two or more modes of transportation or ground operations such as shuttle fleets and cross-docking.

**Casual hires:** Local workers hired for unskilled positions such as clerical work, general labor, facility maintenance and vehicle operation.

**Chain of command:** The line of authority and responsibility through which orders and assignments are passed in an organization.

**Contractors:** Workers hired to provide specialized expertise to the LSA.

**Daytime-only operations:** Operations that are comprised of one shift that is 12-hours long. Inbound shipments and outbound deployments only take place during this shift. Since no staff members are available for any type of operations outside of the established 12-hour period, this operating pattern is recommended only when the LSA estimated throughput is less than 200 trailers per day.

**Deployment:** a shipment that is assigned to the incident by the EOC and deployed by LSA staff using EOC deployment orders.

**Federal Staging Area (FSA):** A temporary facility in the vicinity of the affected area at which commodities, equipment, and personnel are received and from which they may be deployed upon State request. Resources at a Federal Staging Area are assigned to the disaster, awaiting tactical assignment. These resources are under the control of the FEMA Region Office, Regional Response Coordination Center, its Incident Management Assistance Team, or the Joint Field Office, and are allocated by FEMA according to specific requests by the affected State.

**Field:** Under SEMS, the Field level is where emergency response resources, under the command of responsible officials, execute strategic and tactical operations in direct response to an incident or threat.

**Functional Areas:** Areas or locations within the LSA designated for specific functions throughout activation, operation and demobilization.

**Hardstand:** A paved area for parking heavy vehicles.

**Incident Management Team (Type I):** A self-contained all hazard team of 25-50 personnel meeting the National Wildfire Coordinating Group's Type I qualifications who are deployed to manage incidents of national significance or those requiring a large number of regional, state, national and federal resources.

**Incident Management Team (Type II):** A self-contained all hazard team of 20-35 personnel meeting the National Wildfire Coordinating Group's Type II qualifications who are deployed to manage incidents of regional significance or those requiring a large number of regional, state, and national resources.

**Incident Support Base (ISB):** A location near an impacted disaster area at which FEMA mobilizes and pre-positions commodities and other resources in response to, or in anticipation of, a state request for assistance. Resources at an ISB are national-level resources under the control of FEMA's National Response Coordination Center and are available for deployment nationwide. FEMA considers establishing an ISB to be a valid course of action when an incident is foreseen, or for multi-state incidents.

**Local Government:** Under SEMS, Local Government includes cities, towns, special districts and counties. Local Governments manage and coordinate overall emergency response and recovery activities within their jurisdiction. The Local Government level serves as the coordination and communications link between the Field and the Operational Area levels. A Local Government operates an EOC and may operate one or more department operations centers.

**Logistics Staging Area (LSA):** An LSA is a temporary outdoor facility at which incoming shipments of commodities and other support resources are received and pre-positioned for deployment upon request by the State, Region, JFO, Operational Area, Local Government or the Field.

**LSA Estimated Throughput:** The number of trucks that an LSA site can expect to both receive and deploy in a 24-hour period. This number is used to estimate the requirements for a site, staffing and initial resources when activating an LSA. In this plan, this is assumed to be the maximum throughput anticipated for an LSA's first 72 hours of operations.

**Memorandum of Agreement (MOA):** An MOA is a written agreement between jurisdictions or agencies outlining the terms under which party agrees to assist each other upon request for resources. An agreement is considered an MOA when the efforts of one or more of the parties involved is dependent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreement.

**Memorandum of Understanding (MOU):** An MOU is a written agreement between jurisdictions or agencies outlining the terms under which each party agrees to assist each of the parties upon requests for resources. An agreement is considered an MOU when the efforts of one or more of the parties involved are not contingent on the efforts of one or more of the other parties to accomplish the purpose of the agreement. The parties involved are working cooperatively or in parallel to accomplish the purpose of the agreement.

**Operating Pattern:** A combination of crew working hours and hours of operation.

**Operational Area:** Under SEMS, an Operational Area encompasses all Local Government within a county, including the county. The Operational Area level serves as the coordination and communications link between the Local Government and Region levels. The Operational Area prioritizes resources and coordinates mutual aid among Local Governments within the Operational Area. Each Operational Area is responsible for activating and operating and Operational Area EOC.

**Point of Distribution (POD):** A location from which basic material assistance is provided to the public in the form of emergency food and drinking water. The POD may also distribute other commodities such as ice, tarps, baby food, etc. A POD is not the same as a point of dispensing, which distributes or administers pharmaceuticals.

**Region:** Under SEMS, the Region level serves as the coordination and communications link between the Operational Area and State levels. California is divided into three administrative Regions managed by Cal OES. The Bay Area is located within the Cal OES Coastal Region. Each Region is responsible for operating a Region Emergency Operations Center (REOC).

**Region Emergency Operations Center (REOC):** The REOC is the Region-level EOC. When activated, the REOC coordinates state resources, prioritizes resources and coordinates mutual aid among multiple Operational Areas and may request resources from the State level.

**Resource:** Any staff member, supply or piece of equipment available to support LSA operations that is assigned to the LSA Commander. A resource may be further defined as a support resource or tactical resource.

**Security personnel:** Personnel who are qualified to serve in a security role at the LSA.

**Shelf-Stable Meal (SSM):** A pre-packaged emergency meal that does not require refrigeration and can be consumed at room temperature, if needed.

**Shipment:** any commodity, supply or piece of equipment en route to, received at, or stored at the LSA for assignment to the incident and controlled by the EOC.

**Span-of-control:** The number of individuals that report to a supervisor in a chain of command. In ICS, span-of-control should be between three and seven individuals reporting to a supervisor.

**Standardized Emergency Management System (SEMS):** SEMS is the cornerstone of California's emergency response system and the fundamental structure of the response phase of emergency management. SEMS incorporates ICS, multi-/interagency coordination, mutual aid and the Operational Area concept. There are five levels under SEMS: Field, Local Government, Operational Area, Region and State. All state government agencies must use SEMS when responding to multi-jurisdictional or multi-agency emergencies. All local government agencies must use SEMS in multi-agency emergency responses to be eligible for state reimbursement of response-related costs. SEMS integrates, and is consistent, with the National Incident Management System.

**State:** Under SEMS, the State level serves as the coordination and communications link between Regions and the Federal emergency response system. The State level operations the State Operations Center (SOC).

**State Operations Center (SOC):** The SOC is the State-level EOC. When activated, the SOC coordinates state resources, prioritizes resources and coordinates mutual aid among the Regions. The SOC may request assistance from FEMA or from other state government through EMAC and other interstate compacts and agreements.

**Support Resource:** Any non-tactical resource. Support resources include supplies used to support tactical resources or incident management, or supplies distributed to the public.

**Tactical Resource:** Personnel and major items of equipment (with or without an operator) available or potentially available to the Operations function on assignment to an incident.

**Throughput:** The number of shipments that move through the LSA in a 24-hour period. Local Government: Under SEMS, Local Government includes cities, towns, special districts and counties. Local Governments manage and coordinate overall emergency response and recovery activities within their jurisdiction. The Local Government level serves as the coordination and communications link between the Field and the Operational Area levels. A Local Government operates an EOC and may operate DOCs.

**Unit:** Any ICS function or emergency support function in an Incident Command or EOC (e.g., Branch, ESF, unit).

## Acronyms

| Acronyms | Definition |
|---|---|
| ARF | Action Request Form |
| BOL | Bill of Lading |
| Cal Fire | California Department of Forestry and Fire Protection |
| Caltrans | California Department of Transportation |
| CCC | California Conservation Corps |
| CONOPS | Concept of Operations |
| EMAC | Emergency Management Assistance Compact |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| ETA | Estimated Time of Arrival |
| FEMA | Federal Emergency Management Agency |
| FOG | Field Operations Guide |
| FSA | Federal Staging Area |
| GPS | Global Positioning System |
| IAP | Incident Action Plan |
| ICS | Incident Command System |
| IMT | Incident Management Team |
| ISB | Incident Support Base |
| ISDN | Integrated Services Digital Network |
| JFO | Joint Field Office |
| LSA | Logistics Support Area |
| MHE | Material Handling Equipment |
| MOA | Memorandum of Agreement |
| MOU | Memorandum of Understanding |
| MRE | Meal, Ready-to-Eat |
| NIFC | National Interagency Fire Center |
| NIMS | National Incident Management System |
| NWCG | National Wildfire Coordinating Group |
| POD | Point of Distribution |
| PPE | Personal Protective Equipment |
| PSMR | Pre-Scripted Mission Request |

| Acronyms | Definition |
|---|---|
| RCPGP | Regional Catastrophic Preparedness Grant Program |
| REOC | Region Emergency Operations Center |
| SOC | State Operations Center |
| SOP | Standard Operating Procedure |
| UASI | Urban Areas Security Initiative |
| USACE | United States Army Corps of Engineers |
| VOAD | Voluntary Organization(s) Active in Disasters |

## Planning Team

This document was produced by the Bay Area UASI, in collaboration with the Regional Logistics Plan Steering Committee.

| Agency |
| --- |
| Alameda County Sheriff's Office of Homeland Security and Emergency Services |
| American Red Cross Bay Area Chapter |
| Bay Area UASI |
| Cal OES Coastal Region |
| Contra Costa County OES |
| County of Sonoma, Fire and Emergency Services Department |
| FEMA Region IX |
| Oakland Fire Department, Emergency Management Services Division |
| Marin County Sheriff's OES |
| Monterey County OES |
| Napa County Emergency Services |
| San Benito County OES |
| San Francisco Department of Emergency Management |
| San José OES |
| San Mateo County Sheriff's OES |
| Santa Clara County OES |
| Santa Cruz County OES |
| Solano County OES |

**For more information on the Bay Area Regional Logistics Program, please visit:**

**http://bayareauasi.org/programs/rcpgp/projects**

**For more information on the NY-NJ-CT-PA Regional Logistics Program, please visit:**

**www.EmergencyLogistics.org**




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