Southern Area Interagency Incident Management Teams

Southern Area Incident Management Team Operations Handbook

Revised February 5, 2015

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INTRODUCTION

The intent of this document is to provide information about the Southern Area Incident Management Teams. It is intended to be a reference document for team members and a good introduction as to how the teams function for new or substitute members.

The Southern Area teams have been assigned to incidents in a variety of situations. The operative directive for all participants is, "be flexible." For example, our teams have managed wildfires throughout the USA, as well as performed hurricane relief in the southeast and Caribbean; the teams have rotated into incidents after other teams have rotated out; the teams have worked for the Geographic Area Coordination Center (GACC) and area commanders throughout the U.S. It is incumbent on team members to act aggressively and independently upon being called out. Team members should remain aware of the national situation, and be proactive collecting information regarding incidents and make adequate preparations prior to leaving the home units.

Successful teamwork requires knowledge of our assigned jobs, skill in accomplishing the job, building and maintaining relationships with other team members, the willingness to look for tasks that must be completed and working with other members to ensure that everything "gets done."

This document is also intended to emphasize the importance of the teams' attitude, capture some of the subtle interactions within the team, and to document key things in each function that facilitate optimal team performance.

The mission of Southern Area Interagency Incident Management Teams is to safely, effectively, and efficiently manage all incidents that we are assigned by maintaining a cadre of skilled and productive team members. During each team call out we will strive to successfully complete each mission to achieve our objectives while creating a positive work environment for all personnel whether or not they are team members or single resources assigned to us. We will act as wise stewards of the nation's resources, and serve as diplomats for the Southern Area.

As Incident Commanders, our vision is to maintain the Southern Area Incident Management Teams as diverse groups that will integrate and maintain the values of Duty, Respect and Integrity into our incident work environment. As Incident Commanders we are dedicated to encouraging team members and assigned personnel to communicate, coordinate, and cooperate with each other, supporting agencies, and all local partners on every assignment.

In order to achieve our vision we encourage formal and experience-based training assignments for primary, alternate, trainee and apprentice members designed to enhance and improve the leadership and technical development of our teams. The implementation of this vision by all assigned incident personnel will ensure the safe and successful completion of team assignments while improving the performance not only of current and future team members but all assigned incident personnel.

It is the wish of all three Incident Commanders that as a team we make everyone of us feel that we all valuable and welcome members of the best Incident Management Teams in the nation.

Sincerely,

Mike Wilkins	Mike Dueitt	Marty Bentley
Incident Commander Type 1	**Incident Commander Type 1**	**Incident Commander Type 2**

SECTION I - TEAM MEMBERSHIP

I-1 APPLYING FOR TEAM MEMBERSHIP

All qualified individuals are welcome to apply for positions on the Southern Area Incident Management Teams. The application process opens annually in September and remains open for approximately 30 days. The system currently being used to apply for Incident Management Positions is the Incident Command Application Process (ICAP) system. Additional information and instructions on how to apply can be found on the Lessons Learned Center.

Team members are required to reapply every year. Applicants are selected and team rosters for the next calender year are filled annually in October. These rosters are approved by the Southern Area Coordinating Group in November and become effective on January 1 of each year.

I-2 PRIMARY AND ALTERNATE ROLES

Each position on the Southern Area Incident Management Teams has one person designated as the primary for that position. Each position also has designated alternates who are fully qualified and able to serve in the position if the primary is unavailable for any reason. It is the responsibility of the primary member to communicate with his or her alternate to ensure that the team has coverage for every availability period. The process for finding replacements is discussed in Section I-6, Team Availability.

I-3 APPRENTICE AND TRAINEE ROLES

An apprentice is defined as a person who is being developed for a position, but is not yet qualified nor able to receive a task book for the goal position. When an apprentice is dispatched to an incident they will be expected to work to the extent practical to complete lower level task books leading to trainee status. At a minimum they will shadow fully qualified team members in their targeted field to assure that this is where they want to go professionally. Apprentices may not get more than one assignment and will then be expected to begin working on task books which will bring them to trainee status. Apprentices are generally recruited for non-traditional fire positions in finance, logistics and plans where there are shortages of qualified applicants. Apprentices are not rostered for national or FEMA assignments.

A trainee is defined as a person with a task book that is qualified to serve in the position under the guidance of a person who is fully qualified in the position and able to serve as a mentor for the trainee. The trainee is expected to perform specific tasks within their supervised role needed to become fully qualified in their targeted position. When a team comes up on rotation the Incident Commander (IC) will determine which Trainees and Apprentices will be put on the team roster. When a team receives an assignment the IC will work with the designated Agency Administrator on the incident to determine how many Trainees and Apprentices can be accommodated. These negotiations may occur prior to or after the team has been delegated the authority to manage an incident. Within the Southern Area a total of 10 trainees and apprentices may be rostered.

I-4 QUALIFICATIONS

Selected individuals will be assigned to one of the three IMT's at the fully qualified, trainee or apprentice level.

Some positions have additional requirements for qualifications that are not listed in PMS-310 and 5109-17. It is incumbent on the trainee to know and understand all requirements of the position. Homeland Security Presidential Directive (HSPD-5) requires training for all emergency responders to support the NRF; for example, NIMS: An Introduction (IS-700) and NRF: An Introduction (IS-800B). NIMS training requirements are attached to all positions identified in the PMS 310-1 and is enforced for all.

Each team member is responsible for knowing their status regarding the annual refresher and work capacity test. Not keeping current with either of these requirements will cause a team member to become unqualified and unavailable for assignment.

Team members should inform the IC through their appropriate chain of command of any change in their qualifications that would affect their ability to fill an assigned position, as well as other qualifications that might be of service to the team.

I-5 TRAINING

Team policy is to take maximum advantage of training opportunities for regular members of the team as well as other overhead on the incident. Someone desiring a training assignment or seeing a good training opportunity for another person should discuss this with the Section Chief. If at all possible, try to accommodate requests for training and take advantage of all opportunities that arise. The Training Specialist will coordinate incident training and at the end of each incident present the IC with a list of team trainees and the progress made on their task books. The Section Chief will assign trainees to trainers in each section and will monitor the progress of the training assignment to ensure that the trainee gets the most meaningful assignment possible.

Within the Southern Region we can take 10 trainees, the national policy that six trainees go with the teams on federal agency fire assignments. The Training Specialist will coordinate incident training.

The training specialist will brief each team member acting as a trainer to inform him of the responsibilities to the trainee and to make sure that the trainer understands how to properly document training received on the assignment.

I-5A TRAINING SPECIALIST-TRAINER-TRAINEE RELATIONSHIPS

Serving as a trainer for an IMT is a critical and important role. The trainer will work with the trainee daily to improve the skills and knowledge of the trainee. Any deficiencies that the trainee exhibits will be documented in the task book or attached to the task book as a memo. Each trainer will completely and honestly document a trainee's performance and alert the trainee if his or her performance is lacking prior to the end of the incident. None of the teams' Incident Commanders will tolerate a trainer who is negligent or uncaring in their role as trainer.

It is the responsibility of the trainee to meet all prerequisites required of the trainee position and to begin each training assignment with a great interest in that position and to apply him or herself fully to learning how to function in the position. It is the responsibility of the trainee to maintain communication with the trainer. If the trainee believes that the trainer is not providing a learning environment then it is the trainee's responsibily to notify the section chief who will arrange a meeting and bring the issue to resolution.

I-6 TEAM MEMBER AVAILABILITY

If you are not available during your teams rotation, update ROSS and notify your

- Team Supervisor
- Alternate
- Unit Dispatch Office

For assignments within the Southern Area all three teams are on a two week rotation from Monday at 0001 until Sunday at 2400. Team members should make every effort to be available for the time period that their team is "up." All team members should utilize ROSS self-statusing to report availability. ROSS can be accessed through the SACC website at: http://gacc.nifc.gov/sacc/predictive/intelligence/intelligence.htm or your Incident Management Team Center website. Assistance with self statusing should be requested through your local center manager. In addition, each team C&G member receives a daily email of the ROSS status for his or her particular team. The Incident Commander and lead Section Chiefs are responsible for monitoring this list and informing each section member of any discrepancies from their stated availability.

Members of the Southern Area Type 1 Teams will be on alert consistent with the National Rotation. This rotation runs for seven days from Friday to Friday 1000 MDT. Each member of a Type 1 Team is expected to monitor this rotation and be ready for deployment. This rotation can be found on the SACC website at http://www.nifc.gov/nicc/logistics/teams/imt_rotate.pdf.

If a team member will not be available during a rotation period, they need to inform their team supervisor, their team alternate and their unit dispatch office, to enable replacement orders prior to the team going on alert. Team members are responsible for finding their own fully qualified replacements. The accepted flow is from the unavailable member to the alternate to the corresponding alternate on the other two teams. If none of those people are available then the person will locate a non-team member single resource to fill in for the rotation. Lists of qualified resouces are available through the various state coordination centers. The Section Chief will be responsible for overseeing this process.

Team members who are only available after the beginning of a rotation will not be placed on the mobilization roster until the date they are available to travel. Team members who are only available for a week or less from the beginning of the rotation period will not be placed on the mobilization roster. Team members who know they are unavailable for less than a full rotation need to find a replacement who is fully qualified and available for the entire assignment. Communication between Unit Leaders, their Staff and Section Chiefs is critical to efficient mobilization of the team.

I-7 LENGTH OF ASSIGNMENTS

A commitment to mobilize for fourteen days (not counting travel to and from the incident) is the minimum length of assignment each team member is expected to fulfill. In some cases you may be asked to extend to 21 days or to take R&R with the team along with another 14-day fire assignment. You have the option of declining to serve any tour extended beyond the 14-day period.

I-8 ALCOHOL AND DRUG USE

Because teams are mobilized to respond to emergencies, it is our policy that no alcohol will be consumed while team members are in pay status, on call or in a fire camp situation. The duration of an assignment is ended when we are released to our home unit at the end of 14, 21 or 30 days. Team members are expected to use good judgement while in travel status, R&R, or other off-duty activities to ensure that a professional image of team members and the team is maintained. While we see no problem with a team member having a cocktail, beer or wine while on R&R and away from the incident, any alcohol abuse problems will be dealt with swiftly. Possession or use of non-prescription unlawful drugs is not allowed.

I-9 EEO/SEXUAL HARASSMENT

The Southern Area Incident Management Teams fully support EEO and will not tolerate sexual harassment or any form of discrimination! All inappropriate behavior will be promptly dealt with. Disciplinary action and reporting to the home unit will be implemented as necessary depending on the situation. A statement of zero tolerance policy will be included in action plans, posted on information boards and announced at briefings.

The Incident Commander will order a Human Resource Specialist for each incident as needed to oversee this policy and its implementation.

1-10 TEAM MEMBER DE-SELECTPION PROCESS

A team member may be de-selected from the team for issues related to performance, conduct, availability, and/or team membership and overall team performance. Team members may also be de-selected for issues related to attitude, initiative, consideration for personnel welfare, physical ability for the job, and/or safety.

The team member would be advised of the shortcomings in writing on the Performance Rating and also orally by the appropriate C&G member and/or IC. The final decision will be made by the Incident Commander after consultation with the appropriate C&G team member.

The de-selection process is included in Appendix B of this document.

SECTION II – MOBILIZATION

II-1 TEAM MOBILIZATION

When a team is mobilized, each individual member should receive the following from their Dispatcher/Center Manager: resource order number, ordering agency and sub-unit, travel arrangements, destination and departure time. A copy of the "Resource Order" form would contain all the needed information.

Team members should travel with all the essentials for extended assignments, including a tent and sleeping bag.

Personal Items to Bring

- Clothing for 2 week assignment
- Toiletries and hygiene supplies
- Outerwear as appropriate for the season and climate (includes rain gear)
- Flashlight
- Watch
- Medications
- Tent
- Sleeping bag
- Other items might include: Air mattress, pillow, sunglasses, sunscreen, book
- Additional items to consider for a hurricane detail:
- Good rain gear
- More flashlights than usual (in case there is no power)
- At least one MRE and two bottles of water (or canteens full)
- Bug repellant
- Well-oiled boots and rubber boots or spare footwear
- Large plastic drawstring garbage bags (x2) for your gear
- Ziploc bags for your notepad, camera, phone, etc.
- Car charger for any phones (in case there is no power)
- King radio on travel channel
- Cash (in case there is no power)

Once an incident base is established everyone will be expected to reside at the base. Any exceptions will be approved by the IC on a case-by-case basis.

II-2 TEAM APPAREL AND APPEARANCE

During the assignment (including travel) it is important that the team present a professional appearance. Team members who are interacting with the public and/or other federal, state or local agency personnel should be in their agency uniform or team attire. Team members doing routine work at the ICP may also wear appropriate attire based on recommendation of Team Safety Officer and approved by the IC such as tennis shoes, jeans and a t-shirt. Please remember that while assigned to the incident it is important to be identifiable as a Southern Area Incident Management Team Member and to dress appropriately based on your situation. While it may be appropriate to wear jeans, tennis shoes and a t-shirt while doing routine work at the ICP, it is not appropriate attire while presenting information during a briefing or attending meetings while representing the team. At these functions team shirts with collars or agency uniforms are required.

Optional dress such as agency issued uniform shorts for full time employees or Bermuda-type shorts for AD's may be worn during all-risk incidents when recommended by the Safety Officer and approved by the Incident Commander.

II-3 TRAVEL

Team members within 10 hours of the incident should give priority to ground transportation. If possible, drive a vehicle that will be useful on the incident. Rental cars will be authorized to positions identified on the team preorder and to individuals on an as-needed basis. Apprentices and Trainees will not be authorized rentals but should drive AOV if available.

II-4 PRE-ORDER

The IC will contact the ordering Agency Line Officer, or representative, as soon as possible after the team is ordered. They will discuss arrival times, pre-orders, line officer briefing and transition period. Once the IC has an agreement with the incident unit, notification will be made with the LSC of the arrangements for pre-ordering. The team standard pre-order is as follows:

Notes on vehicle and electronic equipment orders:

- IC contacts primary LSC immediately upon notification of imminent activation and knowledge of destination.
- Employees who are authorized a rental vehicle are required to rent vehicles under the U.S. Government Rental Car Agreement. This agreement includes some provisions that aren't covered in a standard rental car agreement and it also addresses insurance and damage liability.
- It includes a list of fourteen "exceptions" that will void the agreement. The exception list includes such things operating the vehicle under the influence of drugs/alcohol, pushing or towing other vehicles, and also operating the vehicle off "paved, graded, Federal, state, or professionally maintained roads". There is a lot of room for interpretation in the exception related to off road use. If the rental vehicle is going to be used as a "work" vehicle, something above and beyond that of what is considered standard rental car use, then obtaining a rental car via this means may not be a good choice. Instead the vehicle should be obtained under an Emergency Equipment Rental Use Agreement which has different provisions. The Government Rental agreement can be found at: http://www.gsaelibrary.gsa.gov/ElibMain/sinDetails.do?scheduleNumber=48&specialItemNumber=411+2&executeQuery=YES
- Those not ordered with rental cars should contact their Unit Leader. Apprentices and Trainees will not be authorized rentals but should drive AOV if available. For transportation arrangements, go to rental area to ride with others, or contact expanded dispatch for instructions.
- Those authorized for cell phones, laptops, GPS, cameras and/or printers are listed on resource order, however they are not required to bring these items. It should be noted that although authorized in the Pre-Order non-govermental cell phones will not be covered for damage or additional carrier charges for over use. If you are concerned about the use of your personal cell phone on an incident please work with your supervisor to aquire an agency phone for the duration of the assignment.
- Those ordered with cell phones must have a national plan if they bring it.
- LSC works with SACC to place pre-order and ensure items are being filled as listed.
- Once at the incident, all vehicles will be checked in with Ground Support.

Note 1: Not all positions will be filled on every incident. Out-of-region incidents are limited to 55 positions on original team order which includes six S-420 and S-520 Mentorees and six trainees.

Pre-Order Team Member Authorizations by Position

Team PositPIOn	4wd Rental	Cargo Mini Van	SUV Rental Car	Sedan Rental	Cell Phone	Laptop,Ipad, Printer	Camera	GPS Unit	Purchase Card authorized on Incident	REMARKS
IC				X	X	X				
DPIC				X	X	X				
LOFR				X	X	X	X	X		
PIO (1)			X	X	X	X	X			
PIO (2)			X		X	X	X			
SOF (1)	X				X	X	X	X		
SOF (2)	X				X	X	X	X		
OSC (1)	X				X	X		X		

Team PositPIOn	4wd Rental	Cargo Mini Van	SUV Rental Car	Sedan Rental	Cell Phone	Laptop,Ipad, Printer	Camera	GPS Unit	Purchase Card authorized on Incident	REMARKS
OSC (2)	X				X	X		X		
OSC (3)	X				X			X		
OPBD (1)	X				X	X		X		
OPBD (2)	X				X	X		X		
DIVS (1)	X				X			X	X	
DIVS (2)	X				X			X	X	
DIVS (3)	X				X			X	X	
DIVS (4)	X				X			X	X	
STPS (1)	X				X	X		X	X	
STPS (2)	X				X	X		X	X	
AOBD	X				X	X	X	X		
ATGS				X	X	X	X	X		
ASGS	X				X					
LSC (1)	X				X	X	X		X	
LSC (2)		X			X	X	X		X	
SUBD				X	X	X	X	X		Support Branch Director
SVBD				X	X	X	X	X		Service Branch Director
COML	X				X	X				
SPUL (1)	X			X	X	X	X			4wd truck
SPUL (2)	X				X	X	X			Ride with others or contact dispatch upon arrival
RCDM					X					Ride with others or contact dispatch upon arrival
ORDM (1)				X	X	X				
ORDM (2)					X	X				Ride with others or contact dispatch upon arrival
MEDL	X				X	X				
FACL	X			X	X	X	X		X	
GSUL (1)	X		X		X	X	X	X		
GSUL (2)	X				X					Ride with others or contact dispatch upon arrival
EQPM	X				X	X	X	X		
SECM	X				X	X	X			
FSC			X		X	X			X	
PROC			X		X	X	X		X	
COMP			X		X	X	X		X	Need SUV to transport employees to doctor
TIME					X	X			X	Ride with others or contact dispatch upon arrival
COST					X	X			X	Ride with others or contact dispatch upon arrival
PSC			X		X	X	X	X		
RESL (1)			X		X	X				
RESL (2)					X	X				Ride with others or contact dispatch upon arrival
SITL (1)	X				X	X	X	X		
SITL (2)					X	X	X	X		Ride with others or contact dispatch upon arrival
FBAN	X				X	X	X	X		
DMOB				X	X	X				
CTSP (1)		X			X	X				
CTSP (2)					X	X				Ride with others or contact dispatch upon arrival
GISS		X			X	X	X	X		
GISS (2)					X	X	X	X		Ride with others or contact dispatch upon arrival
TNSP					X	X				Ride with others or contact dispatch upon arrival
HRSP				X	X	X				

Team PositPIOn	4wd Rental	Cargo Mini Van	SUV Rental Car	Sedan Rental	Cell Phone	Laptop,Ipad, Printer	Camera	GPS Unit	Purchase Card authorized on Incident	REMARKS
Team Trailer										Order with 2 drivers and towing vehicle ¾ ton or above

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LOGISTICS SECTION

Following the initial call from the Incident Commander to the Logistics Chief, LSC will call the ordering official at SACC and place the pre-order. These items have been deemed necessary by the Command and General Staff as essential regardless of the incident. LSC will maintain flexibility, as the pre-order will most likely change with each incident.

ADDITIONAL OVERHEAD

As needed for incident.

ADDITPIONAL OVERHEAD WHEN MOBILIZED FOR WESTERN ASSIGNMENT:

As needed for incident.

<u>Type 1 Team EQUIPMENT/SUPPLIES</u> (For the Type2 team this list will be modified by IC and the LSC based on anticipated incident complexity)

- NFES 7010 - CACHE VAN – 250 PERSON
- NFES 4390 - RADIO STARTER KIT
- NFES 1836 – ADVANCED TECHNOLOGY METROLOGICAL UNIT (ATMU). *Note: Do not order until IMET is ordered and filled.*
- NFES 5800 – REMOTE ENVIRONMENT MONITORING SYSTEM (REMS)
- NFES 4289 – CELLULAR PHONE KIT (includes satellite phones)
- NFES 1760 - FIRST AID KIT - 100 PERSON
- NFES 1842 - FOOD, MREs, 20 BX
- NFES 1040 – CRASH RESCUE KIT – 1 EA
- NFES 0650 – EVACUATION KIT – 1 EA
- NFES 0520 – HELICOPTER SUPPORT KIT – 1 EA
- NFES 1050 – BELT WEATHER KIT – 10 EA
- NFES 0528 - LEAD LINES – 4 EA
- NFES 0531 - NETS – 4 EA
- NFES 0526 - SWIVELS – 4 EA
- COPY MACHINE – 50,000 copies/month type; capable of up 8 1/2 X 14" Paper, 20-bin sorter, sort, staple and duplex capabilities; plus as an option have capability of printing booklets (smaller version of the IAP).

II-5 INCIDENT CHECK-IN AND INITIAL BRIEFING

Upon arrival at the incident command post or base camp all team members should check in with:

1. The Planning Section
2. The Finance Section

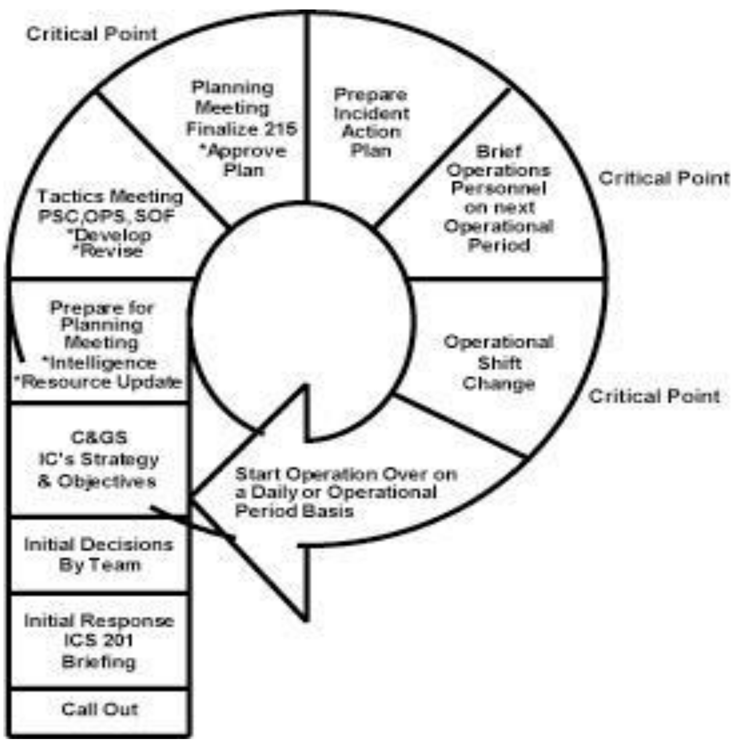
Check-in officially logs each person on the incident, sets up individual profiles for posting time, and provides important release and demobilization information. After check-in, each team member should locate his or her incident supervisor and obtain an initial briefing, which will include information that must, in turn, be shared with subordinates. The briefing should include:

- Specific job responsibilities and performance expected
- Identification of co-workers within the functional area
- Definition of functional work area

- Eating and sleeping arrangements
- Ordering procedures
- Identification of work shifts
- Copy of current Incident Action Plan

SECTION III - PLANNING CYCLE

For most incidents the team will follow the Planning Cycle described below:



III –1 INITIAL RESPONSE BRIEFING

All team members on resource order, particularly C&G, should plan to travel in as timely a manner as possible in order to be present at the team in-briefing. Each C&G member will designate a Unit Leader to represent them if he cannot arrive in time for in-briefing. Each team member present at in-briefing will use forms such as Appendices D and H in the Interagency Standards for Fire and Aviation Operations (Red Book).

Team members should hold questions until after the briefing when the IC can call on each Section Chief for questions. Keep question and answer period to reasonable length. When room or other considerations make entire team attendance impractical, the C&G Staff positions should attend the briefing. When this occurs, the rest of the team should be briefed afterwards by the Plans Chief, their Unit Leader, Section Chief or IC.

III-2 STRATEGY MEETING

Strategy meetings will be held after the administrative briefing to review the WFDSS Decision Document and Delegation of Authority, and to set the strategy and incident objectives. Attendance at the strategy meetings will be the C&G Staff, needed members of each section and Resource Advisor. The team will review the strategy, incident objectives and WFDSS at each planning meeting to ensure that these are still current and applicable. Additional strategy meetings will be held as needed to adjust the strategy according to situational changes.

III-3 COMMAND AND GENERAL STAFF MEETINGS

Command and General Staff meetings will be held daily as needed to share information, address safety concerns, and review tactics. All Command and General Staff or their designees should attend. This meeting will be facilitated by the Planning Section Chief. A time limit of one-half hour will be followed for these meetings. Information flow is critical to the effective function of the team. The Chiefs should in turn share the results of the Command and General Staff meetings with their section staff.

III-4 TACTICS MEETING

A tactics meeting will be held for each Operational Period to complete the 215 and 215a in preparation for the Planning Meeting. The tactics meeting will be facilitated by the Planning Section Chief and will be attended by Planning Operations, Safety Officer, Logistics Section Chief and others as needed. The entire Command and General Staff is not needed for the tactics meeting.

III-5 PLANNING MEETING

A planning meeting will be held for each operational period. The purpose of this meeting is to approve the plan for the next operational period. The planning meeting will be facilitated by the Planning Section. It will be kept to 30 minutes maximum in length. All Command and General Staff or designated representatives will attend. In addition, the Resource Advisor, Resource Unit Leader, Meteorologist, Fire Behavior Analyst, Air Operations Branch Director, and any Agency Representatives may attend as needed. Issues not directly affecting the plan for the next operational period should be addressed in other conversations or in the Command and General Staff meeting.

III-6 CREW BOSS MEETING

During the incident, the IC or Deputy IC should meet with the crew bosses every couple of days, especially early in the incident. Any concerns identified should be relayed to the team at a strategy meeting or team meeting, and efforts made to quickly correct problems. If something prevents the IC from being available to do this, a representative will be appointed to represent the IC in a meeting with the crew bosses. This meeting should only be for the IC and the crew bosses. A team critique will be available for completion by the crew bosses when they are demobed. This will be our "report card" from the troops!

III-7 INCIDENT TRANSITION

Once the Operations Chiefs are projecting accomplishment of the assigned mission, a transition schedule will be prepared several days in advance to reach the appropriate resource level for incident transition. The schedule will provide for demobilization of all resources not needed by the succeeding incident management organization. The IC will discuss this schedule, well in advance, with the Resource Advisor and the Agency Line Officer to be sure both are comfortable with the proposed schedule and approach. The schedule will be kept flexible and will not be allowed to dictate team actions. To ensure a smooth transition, the IC and C&G Staff should monitor this period of the incident very closely.

III-8 AGENCY DEBRIEFING

As part of the transition schedule, the IC will make arrangements for a debriefing by the hosting agency. If possible, the entire team will attend the debriefing; however, that decision is up to the hosting agency. If only the Command and General Staff attend the debriefing the planning section will be responsible for taking notes so that the information can be shared (either verbally or in writing) with the entire team later.

At the debriefing, each member of the Command and General Staff should be prepared to give a short summary of the activities of the section, concentrating on things that "went well" and things that "need to improve". It is important that these presentations be kept positive and constructive in tone. The PSC shall have an “Incident Summary and Transition Plan” compiled from Section Chief Reports for the closeout. This plan will contain pertinent information needed by the incoming IMT or organization for continued management of the incident.

The final fire package should be delivered to the hosting agency at the debriefing.

All performance evaluations should be mailed to the unit's regional or area office by the Incident Management Team with a copy left in the final fire package.

III-9 TEAM AAR

The IC's will have the PSC schedule and facilitate a team critique after transitioning from the incident(s) and before team members depart for home bases. All team members should attend. This needs to be held in a quiet, private place where the team can let their hair down and talk about specifics - both good and bad.

SECTION - IV FUNCTIONAL AREA RESPONSIBILITIES

IV-1 PROCEDURES - SAFETY

AUTHORITY

The Safety Officer has the authority, from the IC, to stop any operation related to the incident which is considered unsafe. The Safety Officer will work under the premise of "evaluation and communication" of safety management concerns and work closely with Section Chiefs and other team members to correct deficiencies. With team members' cooperation, use of the "stop" authority should be unnecessary.

STAFFING

On the incident, the Safety Officer will order additional Safety Officers based on size and complexity of the incident with additional adjustment as needed. Safety Officer staffing will also be influenced by communications between the incident Safety Officer and the General Staff to determine their concerns over potential health and safety risks and hazards of the operational incident.

The team travels with a Safety Officer. On most incidents, the optimal staffing would be one Safety Officer for each Division/Group. The Safety Officer should order additional Safety Officers as needed.

PERSONNEL SCREENING

The Incident Safety Officer will assist Plans and Operations in screening crews for physical condition, illness, etc. This information will be used to help schedule R&R, to determine crew assignments and the order of release, and to make recommendations regarding whether crews should be reassigned to another incident or sent home.

LCES CHECKLIST

The Safety Officer will ensure this checklist is used, displayed, and discussed at all briefings and meetings. Coordinate with Plans and Operations.

IV-2 PROCEDURES - FIRE INFORMATION

GENERAL

Team philosophy is total accessibility, consistent with line officer's directions, to the media and to the public. The Team will work to make Incident Operations known to the public, media and incident personnel.

Everyone in the incident organization is a Public Information Officer and is expected to participate in telling the "Story." In this organization the Public Information Officer (PIO) is a facilitator whose job is to marry the media and anyone else with the right person (or persons) to get the scoop.

The Team believes in being safe, efficient, and, most of all, in being responsive to people's needs.

OPERATIONS

The team standards for visitors to the fireline including media and non-firefighting personnel can be found in the Visitors to the fireline guide. The Planning Section Chief maintains a copy of this document. This document is reviewed and updated annually to assure that NWCG policy requirements are being met.

IN THE PUBLIC EYE

A primary incident mission is to inform and appropriately involve the public. Two fires are usually involved...one on the ground and the other in the public's eye. Failure to openly and professionally handle either one will result in what can be a bad experience for the team and hosting unit.

TRANSPORTATION

Secure a vehicle at the first opportunity (see Standard Pre-Order Sec II-4). Vehicles, and especially 4x4's, are at a premium and often difficult to get at the incident. SUV's are preferred to transport the media and their gear to the fireline.

COMMUNICATIONS

Establish communications. Working with Logistics, secure at least two phones if possible...one to call out on and the other to serve incoming calls from the media and the public. It is very important to secure internet connectivity as soon as possible. If there are no phones, set up runners to communicate with the information center.

RELEASE OF INFORMATION

Work with the Host Agency on the approval and release process for incident information. It is preferable for the Incident Commander as the approving official. This allows the agency Public Information Officer to conduct normal business. The incident PIO should maintain daily contacts with the agency PIO. Daily updates should be provided to media outlets and key contacts on a scheduled basis.

Do not release information to home town news outlets about team members while they are away from home on a team assignment, without specific permission from the team member.

CONTACT PERMITTEES

Find out who the affected permittees/and owners and other affected parties are and call or visit them. These contacts may be coordinated with the Incident Liaison Officer. Explain your intentions. Paint an honest picture and enlist their help. You may want to suggest to the team to hire some of them to provide expertise on roads and routes, water and landownership.

COMMUNITY RELATIONS

Excellent relations with the community are a top priority. Make special efforts in this area. Such things as tours of the base camp by community leaders, town briefings of the incident situation, bulletin boards at the Post Offices and local businesses, and personal contacts of key people by the Public Information Officer may be desirable depending on the situation. Incident PIO should check with the local agency administrator to identify key contacts.

CAMP INFORMATION

Establish and update camp bulletin boards. Attend all operational period briefings.

TEAM INTERACTION

Plan to attend all planning meetings each day or have an alternate there to collect information. Also touch base with the Command and General Staff Officers at least once a day. Find out how they're doing, if they have any good newsworthy information, and arrange interviews with them if appropriate.

ACKNOWLEDGEMENTS

Prepare letters or certificates of appreciation for people who have really helped the Team, hosting agency or the community. Request that Section Chiefs to provide names and addresses for "thank you's" at least two days prior to the anticipated team departure date. The IC will personally sign each letter or certificate and these should be mailed before the team leaves the incident.

USE OF VIDEO

Look for and take advantage of opportunities to use video and still photography to help manage information. Post photos and videos to approved internet and social media sites.

WEB SITES AND INTERNET

Include the website address on daily updates sent to the media or posted on community bulletin boards. The internet may also be used to provide digital photos to media outlets and to promote preparedness or prevention messages. Use Inciweb to post incident information and obtain access to local accounts from the agency Public Information Officer.

SOCIAL MEDIA

Work with the host agency to establish incident social media sites. Encourage the use of incident specific sites to allow for the seamless transition of teams and the host unit. Work closely with operations and the Incident Commander for appropriate release of information via social media sites.

Ask incident personnel to forward information to post to the Incident Public Information Officer. Request that any incident personnel who posts information regarding the incident to their own websites to do so responsibibly and appropriately.

IV-3 PROCEDURES - FINANCE SECTION

INTERNAL COMMUNICATIONS

The Finance Section Chief (FSC) must attend all planning meetings and line briefings as well as any special meetings that develop. Be sure to solicit any issues and concerns from the Finance Section Unit Leaders well in advance of each meeting. The briefings are an excellent opportunity to communicate any changes and reminders to line personnel.

AGENCY CONTACT

Request that the Agency Administrative Officer (AO) attend team entrance briefing meetings. If the AO is not available establish contact within 12 hours. He or she may designate someone else to be the contact (Budget Officer, Personnel Officer), but be sure to make the initial contact. Communicate with the agency contact every day if necessary.

TIMEKEEPING

ALL time reports must be signed by the next higher supervisor. Shift lengths of 12 hours are a target. Justification statements including measures to mitigate fatigue will be prepared for shifts that exceed 16 hours.

Compensable meal periods are the exception, not the rule. A meal period of at least 30 minutes must be ordered and taken for each shift of eight hours or more unless the criteria listed in the Interagency Incident Business Management Handbook (IIBMH) regarding compensable meals are met. *(The IIBMH was most recently published in August 2012 and includes the 8-hour statement.)*

Hours of operation will be posted on bulletin board and at check-in.

SUPPORT TO SPECIAL TEAMS

Buying Units and ADO Teams used in support of the incident necessitate close communication with the Supply Unit and Finance Section. Be supportive and establish operating procedures and responsibilities as soon as possible.

GENERAL

Our goal is to manage the incident within the given objectives safely, and in a cost-efficient manner. Support the firefighters who are striving for that goal. Keep this in mind when making decisions about commissary, work schedules, spike camp support, etc.

CLOSEOUT

At the closeout meeting, be honest and fair in the evaluation of the incident as it relates to the Finance Section. Before the closeout contact the Agency Administrative Officer or their representative to discuss specifics about the final Finance Package. One to two months after the incident contact the Administrative Officer again to see if any challenges arose from the agency review of the Finance Package.

IV-4 PROCEDURES - LOGISTICS SECTION

Following the initial call from the Incident Commander, the Logistics Chief will call the ordering officer and place a pre-order. These items have been deemed necessary by the Command and General Staff as essential regardless of the incident. The Logistics Chief will maintain flexibility, as the pre-order will most likely change with each incident. The standard pre-order is included in SECTION II-4 of this document.

The Logistics Chief should prepare and update a lodging list with phone numbers to the Section Chiefs and night dispatch daily.

The communications unit should establish a communications plan in conjunction with the Planning and Operations Section Chiefs. In addition, the COML should prepare and keep an updated incident landline and cell phone list as soon as possible. This should be distributed to all Section Chiefs and night dispatcher daily if it is not included in the IAP.

IV-5 - PROCEDURES - OPERATIONS SECTION

The Southern Area Incident Management Teams bring three fully qualified Operations Section Chiefs (OSCs) to assignments. This enables full coverage for 24 hour operations. One of the three OSC's will be identified as the "Lead OSC" for the period of the assignment. The lead OSC will set the overall strategy and tactics with input from the other OSCs and the IC.

<u>The role of the 'Lead' OSC is to:</u>

- Establish tactics and suppression strategies within Incident Objectives,
- Coordinate suppression operations,
- Ensure implementation of tactical and strategic incident objectives,
- Participate in operational briefings, and
- Coordinate Air Operations.

<u>The role of the Planning OSC is to:</u>

- Facilitate information flow from the OSCs to the Planning Section, i.e., gather field input for the planning meetings,
- Attend all strategy, tactics and planning meetings,
- Provide support and complete assessments as requested by the OSC's, and
- Coordinate all activities with the Planning Section.

<u>The role of the Division Supervisor is to:</u>

- Implement strategy and tactics assigned in the Incident Action Plan,
- Ensure personnel are briefed concerning safe operations,
- Coordinate his or her Division's next shift resource needs with the lead OSC,
- Ensure adequate transportation is provided for resources, in coordination with the Ground Support Unit if necessary,

- Brief the oncoming shift DIVS and contact the Situation Unit Leader (SITL) to be debriefed and to update maps/records, and
- Ensure that all Operational resources on the division have transportation and are enroute to camp at the end of the shift.

At the discretion of the IC**,** the OSCs may elect to alternate roles on each assignment. This flexibility is designed to facilitate professional experience requirements associated with the varying demands and opportunities afforded by both day and night operating periods.

INITIAL INCIDENT ORDER CHECKLIST

As soon as possible after the Agency Administrator's briefing, the Operations Section Chief and staff should review and adjust the initial Incident Order to meet expected needs. This order will be based on the best available information. It is vital that this order for crews, overhead, equipment, aircraft, and supplies is completed and put into the system immediately. Operations should retain a copy of what is ordered as documentation and provide a copy to the Logistics or Ordering Manager.

MANAGING INITIAL ATTACK RESPONSIBILITIES

On many incidents Agency Administrators request that Incident Management Teams accept initial attack (IA) responsibilities. On incidents where IA responsibility is assigned to the team, the Operations Section will develop an Incident Initial Attack Response Plan.

Development of the IA Plan should begin after the Agency Administrator's Briefing and be completed within 24 hours. Copies should be distributed to home unit Dispatch, Agency Representative, Command and General Staff, Division Supervisors, Communications Unit Leader, Air Operations Branch, and the Helibase Manager.

STRUCTURE PROTECTION

When the team is assigned to incidents involving structures, the Operations Section will initiate a structure protection group.

Implementation of this unit should normally trigger consideration of implementing a Unified Command to ensure representation of other jurisdictions, depending upon the complexity of the incident and structural protection needs. Close coordination is required with the Situation Unit in preparation of this plan.

ALL RISK INCIDENTS

When the team is assigned to all risk incidents, the Operations Section will initiate actions to address the need. The initial responsibilities will include:

- Assessment of needs
- Initial resource orders

IV-6 - PROCEDURES – PLANNING SECTION

PLANNING SCHEDULE

Having a set schedule and holding to that routine has worked well for the team. There are times when the schedule needs to be adjusted; however, it should be the exception and must be well announced. Schedule notices will be clearly posted in plans and near chow lines. The general schedule will follow the planning cycle identified in Section III. Specific times of meeting and inputs will be determined by the specifics of the incident and should be set by the Planning Section Chief (PSC) with concurrence of the OPS and IC.

The PSC or designee will facilitate the operational period briefing, the Command and General Staff Meeting, and the planning meeting.

<u>Team Documents</u>

The PSC will maintain copies of team documents for incident assignments. Those documents include standard team procedures and tools such as checklists and job aids. The list of documents includes:

*Incident within an Incident Emergency Action Plan
*Structure Protection Plan
*Team Pre-Order
*Team Phone List
*Visitors to the Incident Plan
*Contingency Planning Guide
*MIST Guidelines
*Briefing Checklist

R & R SCHEDULING

During check in, the planning section will gather information from crews and overhead on their last day off, number of days on fire consecutively, and any agency limitations. This information, with additional input from crew bosses and liaison officers, will be used by Plans and Operations in scheduling R&R and in demobilization.

CHECK-IN PROCEDURE

Check-in and timekeeping should be co-located whenever possible in the early buildup of resources.

DEMOBILIZATION

SCHEDULING

The Demob Unit Leader will develop a "Demob Plan" as soon as practical after arriving at the incident. Preparation of the plan will be coordinated with the next higher level in the ICS hierarchy (Area Command, GACC, Expanded Dispatch, etc.). The plan will be reviewed by all Section Chiefs and approved by the Incident Commander. The plan will establish release priorities, procedures and schedules. All Section Chiefs should be looking several operational periods ahead in a continuing effort to assess personnel and resource needs. A tentative list of surplus resources assigned should be provided to Plans at least 48 hours prior to those resources being surplus.

SECTION V - TEAM DEMOBILIZATION

Each team member should assure that correct information is provided to the Planning Section for demobilization and travel. No resources may demob without prior approval of their supervisor. Supervisors should identify resource tentative demob dates at least 24 hours in advance. Resources requiring air travel should be identified 48 hours in advance. The IC will approve any separate demob of team members. During demob, team members are responsible for:

* Completing evaluations and task books as appropriate for all subordinates, trainees and apprentices;
* Completing and submitting all records for the final package including unit logs;
* Briefing replacement personnel and assisting in the transfer of command;
* Following local checkout procedures;
* Coordinating travel information with the Demob Unit;
* Cleaning sleeping and work area;
* Returning or transferring all equipment and supplies signed for on the incident; and
* Assisting other team members with demobilization.

The team will normally demob as a unit and will stay together through the final team critique.