

# Southern Area Interagency Incident Management Teams



## MOBILIZATION AND OPERATION GUIDE

## **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 regular members and a good introduction as to how the team functions 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, these 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 to collect information about the incidents and make adequate preparations prior to leaving the home units.

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

The emphasis is to state the team attitude, capture some of the subtle interactions within the team, and document key things in each function that helps the teamwork as a team.

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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 and 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.

As Incident Commanders our vision is to maintain the Southern 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 each and 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 each and everyone of us feel that we are all valuable and welcome members of the best incident management teams in the nation.

**Sincerely,**

Mike Quesinberry

**Incident Commander Type 1**

Mark Ruggiero

**Incident Commander Type 1**

Tony Wilder

**Incident Commander Type 2**

## SECTION I - TEAM MEMBERSHIP

### I-1 Applying for the Team

Team members are expected to re-apply for current or proposed team positions annually in November. Team selections will be made by the end of the calendar year. New team member Applications will be accepted quarterly

### 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, except Operations. The intent is to have the teams deploy with three Operations Section Chiefs. There will be a "lead" and "planning" operations chief position identified for each incident. The goal of the Southern Area Teams is to have qualified alternates to serve with the teams when the primary is not available. It is likely that the alternate will deploy with the primary in anticipation of safely staffing 18-24 hours per day while assigned to the incident. 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. The type 2 team may deploy with less staffing than above based on the complexity of the incident.

### 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. 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. A trainee is expected to perform specific tasks within their supervised role needed to become fully qualified in their targeted position.

### I-4 Qualifications

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. It is national policy that six trainees go with the teams on federal agency fire assignments. The training specialist will coordinate incident training. On Southern Area assignments, the developmental positions will go with the team.

### I-6 Team Member Availability

If you are not available during the week of alert, update ROSS and notify your

- Team Supervisor
- Alternate
- Unit Dispatch Office

Members of the Type 1 teams will be on alert every other week for national assignments and type 1 and 2 teams will be on alert for 2 week periods regionally during the calendar year. Team members should make every effort to be available for the time period that their team is "up." Alert runs from Wednesday at 0001 hours to 2400 hours on Tuesday of the following week nationally and Sunday through Saturday for two weeks for regional availability. All team members should utilize ROSS self-statusing to report availability. ROSS can be accessed from the team's web site **at:** <http://www.fs.fed.us/r8/incident/saimt/index.html>

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1. If a team member will not be available during the period of time when they are on alert, 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 coordinating a fully qualified replacement through their Section Chief who will then coordinate with Incident Commanders and other affected Section Chiefs.

### **I-7 Length of Assignments**

A commitment to continue 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. Team members who know they are unavailable for less than a full detail need to find a replacement who is fully qualified and available for the entire assignment. Communications between unit leaders, their staff and section chiefs is critical to efficient mobilization of the team.

### **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 supports 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 announce at briefings.

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

## **SECTION II - MOBILIZATION**

### **II-1 Team Mobilization**

When a team is mobilized each individual member needs to get from their dispatcher the following items: resource order number, ordering agency and sub-unit, travel arrangements, destination and departure time (a photocopy fax 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 raingear)
- 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 (cause there isn't any power)
    - At least one MRE and two bottles of water (or canteens full)
    - Bug repellent

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- 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 (cause there isn't any power)
- King radio on travel channel
- Cash – 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 should either be in agency uniform or Team attire while traveling to an incident. While assigned to the incident it is important to be identifiable as a Southern Area Incident Management Team Member. On fire incidents appropriate attire is the team shirt, nomex pants, and boots. Blue jeans and tennis shoes should not be worn by team members while on duty during the assignment. Optional dress such as agency issued uniform shorts for full time employees or bermuda type shorts for AD's may be approved for all-risk incidents by the Incident Commander as appropriate.

## **II-3 Travel**

Team members within 6 to 8 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 on an individual as-need basis.

## **II-4 Pre-Order**

The IC will contact the ordering Agency Line Officer, or representative, as soon as possible after the team is ordered. 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:

1. IC contacts primary LSC immediately upon notification of imminent activation and knowledge of destination
2. Those not ordered with rental cars should contact their unit leader for transportation arrangements, go to rental area to ride with others, or contact expanded dispatch for instructions
3. Those authorized for cell phones, laptops, GPS, cameras, printers are listed on resource order, however they are not required to bring one.
4. Those ordered with cell phones must have a national plan if they bring it
5. LSC works with ORDM/SACC to place Pre-order and ensure items are being filled as listed
6. Once at the incident, Vehicles will be checked in with Ground Support and adjusted as needed to ensure safe, efficient and smooth operation. Some vehicles were simply to get the team to the fire. Those not needed for the individual's work will be kept in the motor pool during the incident.

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Note: Not all positions will be filled on every incident. Out-of-region incidents are limited to 52 positions on original team order.

TEAM POSITION (Rev 6.30.05)	4wd RENTAL CAR	Minivan RENTAL CAR	SUV RENTAL CAR	Sedan RENTAL CAR	* CELL PHONE	* PRINTER/LAPTOP	* CAMERA	* GPS	* = If appropriate and available REMARKS
IC				X	X	X			
DPIC				X	X	X			
IOF (1)			X		X	X	X		
IOF (2)					X	X	X		ride with others or call dispatch on arrival
SOF (1)	X				X	X	X	X	
SOF (2)	X				X	X	X	X	
OSC (1)	X				X	X		X	
OSC (2)	X				X	X		X	
OSC (3)	X				X	X		X	
DIVS (1)	X				X			X	
DIVS (2)	X				X			X	
DIVS (3)	X				X			X	
DIVS (4)	X				X			X	
AOBD	X				X	X	X	X	
ATGS				X	X			X	
ASGS			X		X	X	X	X	
LSC (1)	X				X	X	X	X	
LSC (2)		X			X	X	X		
COML	X				X	X			
SPUL (1)			X		X	X	X		
SPUL (2)					X	X			ride with others or call dispatch on arrival
[RCDM]					X	X	X		
ORDM				X	X	X			ride with others or call dispatch on arrival
ORDM (2)					X	X			
MEDL	X				X	X			
FACL				X	X	X	X		
GSUL (1)	X				X	X	X	X	
GSUL (2)					X	X			
[EQPM]	X				X	X	X	X	
FSC			X		X	X			
PROC			X		X				
COMP				X	X	X	X		
TIME									ride with others or call dispatch on arrival
COST						X			ride with others or call dispatch on arrival
HRSP				X	X	X			
TNSP					X	X			ride with others or call dispatch on arrival
PSC			X		X	X		X	
RESL (1)			X		X	X			
RESL (2)					X	X			ride with others or call dispatch on arrival
SITL (1)	X				X	X	X	X	
SITL (2)					X	X	X	X	ride with others or call dispatch on arrival
FBAN	X				X	X	X	X	
DMOB				X	X	X			
CTSP(1)		X			X	X			
CTSP(2)					X	X			ride with others or call dispatch on arrival
TRAINEES (?)									IC Authorizes equipment to match position, as listed above
APPRENTICE									**No vehicles or electronic equipment authorized
S(?)									

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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 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

### ADDITIONAL OVERHEAD WHEN MOBILIZED FOR WESTERN ASSIGNMENT:

As needed for incident

Type 1 Team EQUIPMENT/SUPPLIES (For the Type 2 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)

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

REGIONAL COMPUTER KIT

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 11 X 14” Paper, 20-bin sorter;

plus as an option have capability of printing booklets (smaller version of the IAP)

PALM IR or XEDAR UNIT

## 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 you in at the incident, sets up your file for posting time, and provides important release and demobilization information. After check-in, locate your incident supervisor and obtain your initial briefing. The items that you receive in your briefing, in addition to functional objectives, will also be needed by your subordinates in their briefing. Your briefing should include:

Specific job responsibilities and performance expected

Identification of co-workers within your job function

Definition of functional work area

Eating and sleeping arrangements

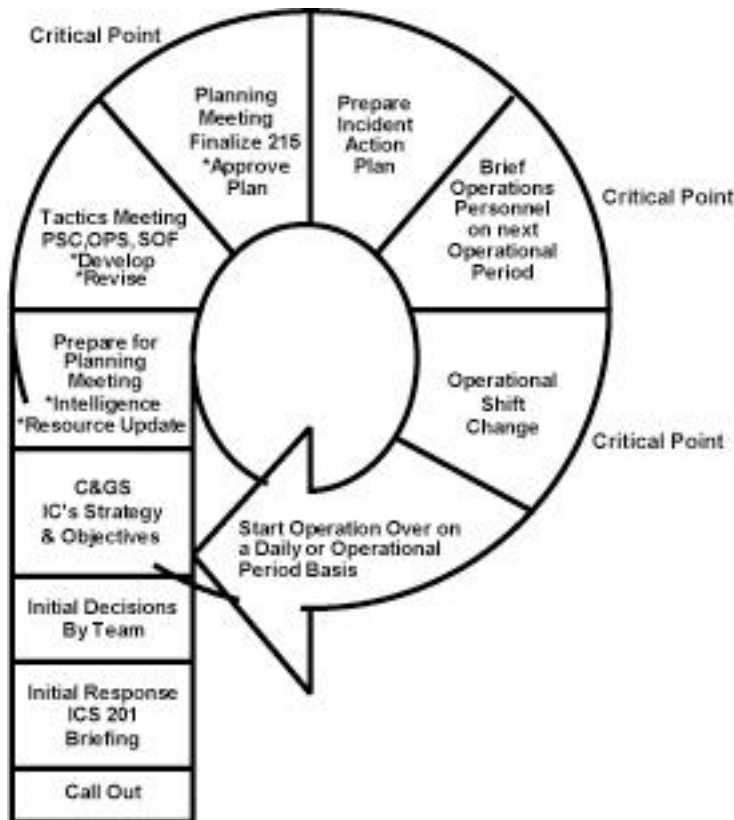
Instructions for ordering procedures

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

Team members should hold questions until after the briefing when the IC can call on each section chief for questions. Keep questions and answer period to reasonable length. When room or other considerations make entire team attendance impractical, the Command and General 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 or section chief or IC.

#### III-2 Strategy Meeting

Strategy meetings will be held after the administrative briefing to review the WFSAs and Delegation of Authority, and set the strategy and Incident Objectives. Attendance at the strategy meetings will be the Command and General Staff, needed members of each section, and Resource Advisor. The team will review the strategy and WFSAs at each planning meeting to ensure that they 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, and others as needed. The entire Command and General Staff is not needed for the tactics meeting.



### **III-5 Planning Meeting**

A planning meetings 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 Chief. It will be kept to 30 minutes maximum in length. All Command and General Staff will attend or send an acting. In addition, the Resource Advisor, Resource Unit Leader, Meteorologist, Fire Behavior Analyst, Air Operations Branch Director, and any Agency Coordinators may attend as needed. Issues not directly affecting the plan for the next operational period should be addressed in other conversations or 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. These concerns 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, (See form in Appendix). This will be our "report card" from the troops!

### **III-7 Incident Transition**

Once Operations is projecting accomplishment of the assigned mission a transition schedule, several days in advance, that will get the resource level down to where the hand off can take place. 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 they are comfortable with that schedule and approach. Keep the schedule flexible and not let the schedule dictate to us. To ensure a smooth transition, the IC should monitor this period of the incident very closely. (One major caution is not to get "go home itis" and try to have the team released too soon. Stay as long as it takes to get the incident in good shape where the home unit feels comfortable with taking it back).

### **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 they wish, only the Command and General Staffs will attend the debriefing. If this occurs, the planning section will again be responsible for taking notes at the debriefing 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 their section, concentrating on things that "went well" and things "need to improve on." It is important that these presentations be kept positive and constructive in tone. The PSC shall have a "Transition Plan" compiled from section chief reports for the closeout. The Transition Plan usually contains a daily narrative of the activities occurring on 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 fire team with a copy left in the final fire package.

### **III-9 Team Critique**

The IC shall 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, along with the Resource Advisor. 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.

The PSC will maintain standard team documents to include:

- Incident Emergency Plan
- Structure Protection Plan
- Team Pre-Order
- Team Phone List
- Visitors to the Incident Plan
- Contingency Planning Guide

## **SECTION - IV FUNCTIONAL AREA RESPONSIBILITIES**

### **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 as they are found. 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, and etc. This information will be used too help schedule R&R, determine crew assignments, determine the order of release and recommendations on whether crews should be reassigned to another fire 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.

### **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 an Information Officer and is expected to participate in telling the "Story." In this organization the IO 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 fire-line including media and non-firefighting personnel can be found in the Visitors to the fire-line guide. The Planning Section Chief maintains a copy of this document.

#### *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 ordering 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 impossible to get at the incident.

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### *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. A FAX machine with a dedicated phone line, should also be secured for use by Information personnel. Where possible, a phone line dedicated to Internet access is also desirable. If there are no phones, set up runners to communicate with the information center.

### *RELEASE OF INFORMATION*

Work with the IC to determine whether to handle the total information picture or feed material to the agency information officers. It is preferable to handle it yourself. This relieves the agency information officer to conduct normal business. The incident IO should maintain daily contacts with the agency IO. 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. Explain your intentions. Paint an honest picture. 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*

Community relations is 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 board at the Post Offices and local businesses, and personal contacts of key people by the Information Officer may be desirable depending on the situation. Incident IO 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 both planning meetings each day or have an alternate there to collect information. Also touch base with each of 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.

### *THANK YOU LETTERS*

Prepare letters of appreciation to people who have really helped both in the agency and in the community. Request section chiefs to provide names and addresses for "thank you" letters at least two days prior to anticipated team departure date. The IC will personally sign each letter 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. Make daily briefing tapes and send them to Congressionals, the Governor, the agency line officer, the corner store, the Mayor, etc.

### *WEB SITES AND INTERNET*

Many local agencies now have their own Websites. Where this is the case, request that daily updates for the incident be posted on the Website. 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 promote preparedness or prevention message.

## **PROCEDURES - FINANCE SECTION**

### *INTERNAL COMMUNICATIONS*

The Finance Section Chief 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.

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#### *AGENCY CONTACT*

Request that the Agency Administrative Officer 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*

1. ALL time reports must be signed by the next higher supervisor. Shift lengths of 12 hours is a target. Justification statements will be prepared for shifts that exceed 16 hours.
2. Compensable meal periods are the exception, not the rule. A meal period of at least 30 minutes must be ordered and taken for each six hours on duty. (Until the fire is controlled, employees on the fireline MAY be compensated for meal periods. In those situations where an employee cannot be relieved from work and take a break from post of duty, a meal period may be counted as time worked for which compensation shall be allowed.
3. Hours of operation will be posted on bulletin board and at check-in.

#### *SUPPORT TO SPECIAL TEAM*

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 Administrative Officer and the involved section heads 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.

#### **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 chief. In addition, the COML should prepare and keep updated an incident landline and cell phone list as soon as possible. This should be distributed to all section chiefs and night dispatcher daily.**

#### **PROCEDURES - OPERATIONS SECTION**

The Southern Area Incident management teams brings three fully qualified Operations Section Chiefs (OSC) 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.

The role of the 'Lead' OSC is to:

Establish tactics and suppression strategies within Incident Objectives

Coordinate suppression operations

Ensures implementation of tactical and strategic incident objectives

Participates in operational briefings

Coordinate Air Operations

The role of the Planning OSC is to:

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Facilitate information flow from the OSCs to the planning section, i.e., gather field input for the planning meetings

Attend all strategy and planning meetings

Provide support and complete assessments as requested by the OSCs

Coordinate all activities with the planning section

The role of the Division Supervisor is to:

- Implement strategy and tactics assigned in the Incident Action Plan
- Ensure personnel are briefed concerning safe operations
- Coordinate their 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.
- Ensure that all Operational resources on your division have transportation and are en-route to camp.

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.

#### *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 insure 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:

1. Assessment of needs.
2. Initial resource orders

#### **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 PSC with concurrence of the OPS and IC.

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

#### Team Documents

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 Emergency 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.

#### *WELCOME TO THE TEAM HANDOUTS*

Planning has developed a "Welcome to the Southern Region s Incident Management Teams" handout to help orient folks (see appendix). The resources unit leader will carry enough copies of the handout to each incident to handle the initial stages of check-in and until duplication facilities are set up. Every crew and overhead that checks in should receive a copy of the handout.

#### **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 their 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 section
- Clean sleeping and work area
- Return or transfer all equipment and supplies signed for on the incident
- Assist other team members with demobilization

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