

South Carolina
Incident Management Team Guidelines
SCFC Type II Team
May 25, 2007



▪ **Statement of Purpose**

IMT's have been established to organize and manage our most serious, complex and costly incidents. Incidents will be managed in a safe and economical manner taking into consideration incident objectives, resource values, and social, environmental and political issues. All activities will be conducted in a manner that ensures the safety of all personnel and the general public.

▪ **Objectives**

- To provide fast, effective and cooperative organization to an agency/unit in need of assistance for the management of fire or other emergency incidents.
- To provide a safe, clean, healthy professional environment that everyone can be proud of.
- To provide a drug-free and alcohol-free work environment for all employees, contractors, and our customers.
- To provide a harassment free environment where people treat each other with respect.
- To maintain "high morals."

▪ **Team Responsibilities**

Professionalism & Behavior- Incident management will be conducted in a professional manner that exhibits a situational awareness to the agency and the general public. Team attitude and actions shall reflect a sense of urgency commensurate with the incident situation. Teams will establish internal and external accountability on the incident.

Team professionalism extends to “off duty” hours as well. The personal conduct of Team members “after hours” should not effect the public perception of the Team in a negative way. Furthermore, team members will use good judgement and “after hours” activities and interactions will not serve to diminish Team performance during “on duty” hours. Team members are expected to remain unimpaired until released from the incident.

Harassment and/or discrimination will not be tolerated. Team members will actively promote the prevention and mitigation of any occurrences and report occurrences to their line supervisor, member of Command and General Staff, and/or human resource specialist.

Team Dress Code -Team members will wear clothing or PPE that is **professionally appropriate** for their position while on the assignment. Team members will wear agency uniforms while in travel status, at agency administration briefings, transition and community meetings, media events, and other events where team members will be representing the team or agency in public. Agency personnel are encouraged to wear agency or team golf shirts or t-shirts, while working, when not wearing agency uniforms. Team members should only wear team shirts, hats & position I.D. tags on incidents and in team meetings/training. Cut-offs, tank tops/muscle shirts, shorts or open toe shoes are examples of clothing that are not appropriate when on duty.

Team Expectations- Team members will place incident and team needs over individual importance. Team members must remember they have been requested to help others, remain service oriented and display a proactive and positive attitude. Team members with down time are expected to help other team members who need assistance with their responsibilities.

Professional Development- Team members will participate in team training and position training as required, to stay proficient. Line supervisors on IMTs are expected to train their replacement or help build team or agency capacity. All team members should look for opportunities to develop people to move up in incident qualification and/or cross-train. This builds team strength, depth, and the ability to handle the unexpected.

▪ **Team Member Responsibilities Prior to Alert/Dispatch**

During periods when the IMT can expect to be placed on alert and/or dispatched, the Incident Commander(s) should be informed through team chain-of-command anytime members will not be available for an assignment. The Incident Commanders will notify the SCFC Fire Staff of any IMT vacancies. The SCFC Fire Staff will identify the IMT’s member replacements.

When teams are placed on alert, team members are notified through the dispatch system. Each team member is responsible to notify their work unit supervisor and IMT supervisor of their availability and readiness for dispatch.

Air Travel Tips

Please see the Federal Aviation Administration's (FAA) Security Tips for Air Travelers:

<http://www.faa.gov/>

Travel information web site:

<http://www.hotelfun4kids.com/travelnews/air-rail/faaguide.htm>

For information not covered on these sites, contact the FAA Consumer Hotline:
Email: 9-awa-aoa-consumer@faa.gov or Phone: 1-800-322-7873.

This toll-free number is designed to respond to consumers with questions concerning child restraint systems, turbulence issues, carry-on baggage, free advisory circulars, assessment summary statements on foreign civil aviation authorities, as well as current events in the aviation industry.

The number is in operation from 8 a.m. to 4 p.m. ET, Monday through Friday, except on Federal holidays.

If the FAQs above or the links on the left of DOT Areas & Services don't lead you to the answer to your question: <http://ntl.bts.gov/faq/dotfaqs.html>

- You can search all DOT web pages using **DOTBOT**
- You can submit your question by way of **Comment/Questions for National Transportation Library**

▪ Team Member Readiness

Do not assume that you will have time to prepare for deployment after the alert or deployment is announced.

Since the SCFC Type 2 Team is on a call-up roster of personnel who will work at an incident you will do well to prepare in advance. Attend all required training. Knowing what position you will fill on-scene will help you prepare, but even if you aren't exactly sure when or how you will be deployed, there are some items that you should assemble in advance. Preparing a "Go Kit" in advance will help ensure that you have everything that you need and will reduce the amount of time between deployment and check-in.

Assembling A "Go Kit"

Your Go Kit should include all of the items that you would need on every incident:

- Agency/department ID badge
- Pens, pencils, markers (both thin and thick point)
- Paper

- ICS and other forms (e.g., accident/injury forms, inventory, etc)
- Appropriate functional annex to your agencies Policy and Procedures
- Other policies, procedures and instructions that you will (or might) need at the incident.
- Maps
- Masking tape and/or pushpins

Your job also may require a laptop computer

Appropriate software (word processing, spreadsheets, data bases, etc)

Printer

Floppy/compact/zip disks

Surge protector

Supply of paper/ink cartridges

Fill out any required form (leave the date blank) for hardware check-out/check-in and have them on hand.

Personal Preparedness

You must also consider your personal needs for deployment.

- One or more changes of clothing (including shoes), especially if you could be deployed for some period of time.
- Toiletries and hygiene supplies.
- Outerwear, as appropriate to the incident, the season, or the climate.
- A flashlight.
- Watch
- Handkerchiefs
- Optional items may include sunglasses, writing paper, envelopes, stamps, notepad, and pens.
- Medications (Note: If the medications that you take have a shelf life, always keep the newest medication in your Go Kit. As you finish your medication, use the one in your Go Kit and replace it with new medication.
- Snacks
- Reading material, portable tape/cd player, or other entertainment for your time off.

Recommended Personal Equipment Checklist

On fire suppression assignments, individuals should be reminded that weight and bulk of personal gear is restrictive in transportation, handling, and storage.

Generally the total weight limit per individual is 50 lbs per bag for two checked in bags. (50 lbs. for personal equipment and 50 lbs. for web gear or kit). You are permitted to carry on board one personal bag and one briefcase type bag.

Tags or markings are recommended for identifying personal gear.
External frame packs shall not be used.

Individuals should be prepared to function for at least 48 to 72 hours with the personal equipment on hand. Incidental purchases while enroute, on approved Rest and Recuperation (R & R), and on return, will require cash or credit card. Always carry a

photo identification card. Commercial airlines require photo ID to get boarding pass, to clear security, and to board the plane.

Deployments, no matter how extended, are never easy on the family. The hardships need not be increased by failure to plan ahead. A carefully prepared and executed pre-deployment checklist can save you and your family from giant headaches in the future. Spouses at home often take on heavier responsibilities of the family during the team members absence; therefore, it is important that both of you sit down together to gather information and documents named in this checklist. You are encouraged to keep originals or copies of all listed documents in a safety deposit box in a location you can find immediately and is known to both of you. Both of you must have access to this location.

- Marriage Certificate
- Birth Certificates of all family members
- Divorce Papers
- Shot records of all family members
- Citizenship/Naturalization papers
- Adoption Papers
- Passports, Visas
- Insurance policies (Note: Company, Policy # and Amount of Payment)
- Real Estate Documents (leases, mortgages, deeds or promissory notes)
- Copies of installment contracts and loan papers
- Car title (registration should be in car)
- Social Security Number of each family member
- Current address and telephone numbers of immediate family members of both spouses.
- Family budget and business arranged
- Joint checking/savings account arranged
- Red Card
- Problems with cars, household, and appliances identified and resolved
- Security checks on house.
- Wills for both spouses
- List of all credit cards and account numbers
- Federal and State Income Tax Returns (last 5 years)

Deployment Procedures

Deployment will be a busy time, especially at a large or complex incident. There are some guidelines that you can follow that will make deployment easier. You may not be able to gather all of this information at the time you are activated, but you should gather as much information as you can.

- Fire/Incident name
- Fire/Incident job assignment
- Reporting location
- Specific location of the fire or event
- Location of check-in point
- Reporting time
- Travel instructions/chief of party

- Any special communications instructions
- Resource Order number and request number (if applicable)
- Unit designator (if applicable)
- Point of contact at incident

■ Team Responsibilities upon Dispatch/Assignment

Safety

1. Safety is the first and foremost responsibility of all supervisors. Safety is also the responsibility of all Team personnel on the incident.
2. Supervisors are responsible for ensuring that their personnel have, and use, all required safety equipment. On wildfires we will issue contract dozer operators Nomex clothing and fire shelters, and require them to wear both as a condition of employment.
3. All Team Members should survey and identify hazards. Make them known and/or correct them as appropriate.
4. All injuries on the incident SHALL be reported and documented.
5. Supervisors should provide an appropriate safety briefing, at the beginning of each shift, which shall identify all potential hazards and pertinent safety information relative to the Incident and the surrounding area.
6. Monitor all activities to ensure adherence to the risk reduction steps stated above. This also includes monitoring for normal safety items spelled out in the Fireline Handbook, Health and Safety Code, SCFC or other agency manuals, and applicable OSHA standards.
7. Supervisors SHALL report or take action with any employee involved in an unsafe act that would endanger themselves or others.
8. We will use the LOOKOUTS, COMMUNICATIONS, ESCAPE ROUTES, SAFETY ZONES (LCES) Needs Analysis Worksheet during our strategy meetings to identify hazards associated with operations on the fire or event. A copy of the worksheet and/or the mitigation measures will be included in the incident action plan.

CHECK-IN PROCEDURES AT INCIDENT

General/Command Staff are to notify the Incident Commander(s) of their ETA to the reporting location once they and those in their section are enroute.

There may be several locations for incident check-in. Check-in officially logs you in at the incident and provides important release and demobilization information. You only check in once. Check-in Recorders may be found at the following locations:

- Incident Command Post
- Base or Camp
- Staging Area
- Helibase

- If you are instructed to report directly to an assignment, you should check-in with your Supervisor at the incident.

All team members are expected to attend the Transition Briefing with the Agency Administrator/Line Officer whenever possible. An attempt will be made to schedule the briefing at a time when all can attend. Incident Commander(s) may meet one-on-one with Agency Administrator before or after the briefing. The Briefing with the Outgoing IC may or may not be part of this briefing.

The standard transition briefing/debriefing format will be used. The elements affecting your section are each team member's responsibility. The team is expected to ask questions and get answers. Team members need to clarify all points, issues or concerns at this meeting. This is a one-time opportunity therefore team members need to be prepared in advance with questions because of time restraints. The time for assuming command of the incident is negotiated and established at this briefing. Furthermore, how local personnel will be included in the incident organization is also determined at this time.

The team has been requested to manage an emergency situation and transition may have to be immediate upon arrival, especially in-state when the transition is from a SCFC Region team on an uncontained wildfire or another agency on a natural disaster. In these situations, an Agency Administrator's Meeting with the team may not be possible or practical. In some cases, the transition briefing may take place by telephone and the team takes over incident in stages, as members arrive.

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. The items include:

- Identification of specific job responsibilities expected of you for satisfactory performance.
- Identification of co-workers within your job function.
- Identification of functional work area.
- Identification of eating and sleeping arrangements.
- Procedural instructions for obtaining additional supplies, services, and personnel.
- Identification of operational period work shifts.
- Clarification of any important points pertaining to assignments that may be questionable.
- Provisions for specific debriefing at the end of an operational period.
- A copy of the current Incident Action Plan.
- Use available "waiting time" to refresh training, improve organization and communications, and check equipment.
- Take notes during your briefing, especially if you will have subordinates working for you. You will have to brief them.

A team meeting will be held shortly following the briefing to coordinate and prioritize activities and set the time for the initial strategy meeting.

Unit Logs

Unit logs are to be kept by all unit leaders/division supervisors and above. At a minimum, they should include assignment progress, major events, key decisions, and other significant “happenings” that need to be part of the final incident documentation. These should be turned into DOCL daily.

Open and honest communication

Open and honest communication is expected of all team members. Positive or negative feedback is given professionally, openly, frequently and directly and is expected by all team members. Team members should express their thoughts and feelings about the team’s performance and each other, focusing on specific work related issues and behaviors, not personalities. Team members should listen carefully, seek clarification when necessary, and work to resolve disputes or disagreement before they impact incident operations. Periodic team meetings should be scheduled to assess team performance and provide a forum for addressing issues.

Record keeping

All incidents require some form of record keeping, but the specific requirements will vary depending on your agencies Policy and Procedures and the nature of the incident. Follow local procedures for documenting your activities. Despite the fact that you will be extremely busy, take your record keeping responsibilities seriously. The completeness and accuracy of your records may be critical to documenting the need for State and/or Federal assistance and also may be critical should an event occur that results in future litigation against the community.

▪ DEMOBILIZATION ACTIVITIES

Preparation for demobilization begins with mobilization. Each individual mobilized to an incident has responsibilities in the demobilization process. The following checklist identifies some of the key responsibilities:

General Guidelines and Procedures

Major emphasis will be given to swift, efficient demobilization of the Incident. In many instances, demobilization occurs at the same time mobilization is occurring elsewhere.

Demobilization is an important function of each Command and General Staff position. Demobilization must be given adequate attention such as:

- Actively participate in the planning, development and implementation of the demobilization plan and schedule.
- Provide for a minimum advance notice of 24 hours when identifying resources that will be available for demobilization.

- Ensure that there is no room for misinterpretation in identifying actual versus tentative demobilization information.

Functional heads (i.e. section chiefs and unit leaders) are responsible for determining resource surpluses to their needs or needing to be demobed, and submitting lists to DMOB. This requires Functional heads to monitor personnel time in regards to maximum tour guidelines. The Demobilization Unit Leader will use check-in information to also monitor time in regards to maximum tour guidelines.

Some specific demobilization guidelines for SCFC in-state assignments are:

- In-state tour guidelines are 14 days plus travel days
- No person, except local resources, will be released prior to obtaining minimum of eight hours rest, unless specifically approved by the Incident Commander.
- Local personnel (those within 2 hrs of ICP) may be released with IC approval, but must meet the Driver Duty Limitation Guidelines of no more than 10 hrs driving within a 16 hr duty day.
- All SCFC resources must be able to arrive at their home base prior to 2200 hrs.
- Leaders will be thoroughly briefed on methods of travel and transportation arrangements.
- On in-state incidents, the Demobilization Unit Leader will notify by e-mail the SCFC Fire Staff, Regional Office, Home Dispatch Center, Home Unit Office and Requesting Agency when resources are released and enroute to home unit or other incident. If e-mail not available on incident, the Demobilization Unit Leader will notify the local Regional Dispatch and the local Regional Dispatch will e-mail out the information.

The Demob Unit will be operational early in the Incident and, with help from the General Staff, will develop a tentative demobilization plan. Before the plan is finalized, major parts will be coordinated with the requesting Unit, SCFC Fire Staff, or local agency and Regional Fire Coordination Center. Once the plan is finalized, it will be given wide distribution, including posting on Incident bulletin boards so everyone knows the demob plan.

Demobilize in a timely and professional manner. Team members will demob together as a Team and will remain together until after our final incident critique.

Demobilization does not mean just going home. When you are notified that you will be demobilized:

- Complete all work in progress, unless other-wise directed.
- Ensure that all of your records and files are up to date.
- Brief your relief (or, if you are not being relieved, your immediate supervisor) on the status of all work.
- Brief your subordinates, and introduce your relief, as necessary.
- Return or otherwise transfer custody of all equipment that you have signed for.
- Follow the local checkout procedures before leaving the incident area.
- Verify demobilization schedule with supervisor.

- Ensure that your base/camp sleeping area is clean.
- Clean and ready gear for another assignment and travel.
- File required forms and reports with the Documentation Unit and/or Finance and Administration Section.
- Return incident issued communications equipment to the Communications Unit.
- Return incident-issued work materials to the Supply Unit.
- Follow approved check-out procedures (ICS Form 221).
- Report to departure points ahead of schedule.
- Stay with your group until you arrive at your final destination.
- Evaluate performance of subordinates prior to release from the incident.
- Get feedback on overhead performance suggestions for improvement.

Incident Stress Debriefings

Depending on your job and the nature of the incident (e.g., fire, hurricane), you also may be required to attend special incident debriefings and/or a talk with a psychological counselor. These briefings may be called critical incident stress debriefings (CISD). Do not ignore these briefings. They are intended to ensure that you are okay and to inform you of special services that may be available to you should you experience physical and/or psychological problems when you return home.

Performance evaluations will be done on all team members to document feedback given for the purpose of maintaining and improving both individual and team performance. Feedback is defined as the ability of team members to give, seek, and receive comments. It includes the ability to accurately monitor the performance of teammates, provide constructive feedback regarding errors and offer advice for improving performance.

Agency Administrator will complete the Team Evaluation, with discussion and review with the IC.

▪ Work / Rest Guidelines

Safety for all firefighters is the first and foremost priority on any incident assignment. Therefore, the South Carolina Forestry Commission will adhere to NWCG work/rest guidelines, commercial driver regulations for equipment transportation and the Federal Aviation Regulations governing pilot duty day limitations as tools to aid in the protection of incident personnel.

▪ Lodging

Incident personnel will be lodged at the nearest available facility(s) but no more than one-hour travel from the ICP or assigned location on the incident. Exceptions to this rule may be made at the discretion of the Incident Commander.

Single rooms may be requested and will be provided if they are available and within per diem. When single rooms are not available personnel are expected to double up with persons in similar assignments on the incident.

▪ **Section Specific Expectations**

All incident personnel are expected to fulfill their assigned duties as outlined in the NWCG’s Fireline Handbook and position task books or job aid.

▪ **STANDARD MEETINGS**

The types of meetings, schedule times, attendees, etc. may vary from one incident to another. This flexibility is needed to ensure meetings/schedule meet the needs of the incident.

Expectations

- ◆ Team members will participate in all meetings required of their position assignment. If unable to attend the meeting it is the responsibility of the Team member to find a suitable replacement to attend in his/her place.
- ◆ All meetings will start on time at the designated location and adhere to the time schedule established, punctuality of attendees is required.
- ◆ Attendees are expected to arrive at the meeting fully prepared to participate and contribute.
- ◆ Meetings will be conducted without interruption, except for those of a true emergency nature.

Meeting	Limit and When	Attendees
Agency Administrator’s Briefing	30 Minutes. Upon Team Arrival	All Team Members

- ◆ Using the Team briefing document all attendees should ensure that they have received the information they will need to fulfill their function upon the Teams assuming control of the incident. This includes relevant documents and lists of key contacts.
- ◆ Any concerns regarding the Teams acceptance of the incident based on the information as presented should be voiced during this meeting.

Meeting	Limit and When	Attendees
Outgoing IC/Incoming IC Briefing	30 Minutes. Upon IC/Team Arrival	Outgoing IC, Incoming Command/General Staff

- ◆ Using Team briefing document ensure that all critical available information is gathered.
- ◆ An ICS 201 or its equivalent should either be presented or generated during this meeting.
- ◆ Establish Date/ Time of official transition of control to Team.

Meeting	Limit and When	Attendees
Strategy Meeting and Information sharing	30 Minutes. Prior to initial pre-planning (Tactical) meeting. Additional as determined by IC.	Command/General Staff

- ◆ Objectives to be established by IC with input from the team
- ◆ Strategic Plan developed or validated and bought into by the team
- ◆ Timelines and information requirements for Team activities will be established

Meeting	Limit and When	Attendees
Initial Planning Meeting	1 hour at most, shoot for 30 minutes.	Command and General Staff

- ◆ Complete 215 Operational Planning Worksheet
- ◆ Complete 215A LCES Worksheet
- ◆ Develop IAP for first Operational Period

Meeting	Limit and When	Attendees
Demob Planning Meeting	1 hour. Soon after incident stabilizes. Prior to development of Demob Plan	Command/General Staff DMOB, Agency Dispatch Representative.

- ◆ Identify release priorities
 - ◆ Identify release procedures
 - ◆ Identify checkout procedures
 - ◆ Begin development of the Demobilization Plan
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Meeting	Limit and When	Attendees
Transition Out Meeting	1 hour. When time to transition out.	Incoming Team/IC Outgoing Team/IC

- ◆ Provide incoming Team/IC with complete set of information using Team briefing form.
- ◆ Agree which Team resources will remain after transition.
- ◆ Establish Date/Time of official transition to incoming Team/IC.

Meeting	Limit and When	Attendees
Team Critique	1-2 hours. After transition out. Prior to closeout.	All Team Members (Team Only)

- ◆ Conducted by IC
- ◆ Self critique of performance by Team
- ◆ Each Section will self critique and present to group
- ◆ Determine what issues should be raised at Closeout Meeting

Meeting	Limit and When	Attendees
Incident Closeout	1 hour. After transition out occurs.	Team members, AA, Area Command. (others may be identified)

- ◆ Jurisdictional agency reviews team performance on incident.
- ◆ Agenda usually set by AA with input from IC.
- ◆ Team leaves documentation with AA.

Meeting	Limit and When	Attendees
Pre-Planning Meeting	30 min. Each operational period, just prior to Planning Meeting.	PSC, OSC, LSC, SOF2 (others as needed)

- ◆ Complete draft 215
 - ◆ Complete draft 215A
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Meeting	Limit and When	Attendees
Planning Meeting	1 hour or less. Each operational period.	Command and General Staff (Others such as SITL, AA, etc as identified.)

- ◆ Finalize 215
 - ◆ Finalize 215A
 - ◆ Develop IAP for next Operational Period
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Meeting	Limit and When	Attendees
Operational Period Briefing	30 minutes. Beginning of each Operational Period	IC, PSC, OSC, LSC, FSC, SOF2, PIO2, LOFR, FBAN, IMET, Operations – SRB and up

- ◆ IAP's available for all required attendees
 - ◆ Brief discussion by each Section
 - ◆ Follow up with separate small group briefings by DIVS to resources assigned.
 - ◆ Breakout areas for DIVS briefings will be clearly marked
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Meeting	Limit and When	Attendees
Command and General Staff Meeting	15 minutes. Following Operational Period Briefing	IC/Command and General Staff

- ◆ Each member of Command and General staff updates IC on status of activities
 - ◆ Command Staff priorities are set for the Operational Period
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Meeting	Limit and When	Attendees
Team Meeting	As determined by IC	All Team Members

- ◆ Team members share issues and concerns that need to be addressed to improve Team performance
 - ◆ Team members share positive actions that are enhancing Team performance.
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■ TRANSITION PLAN OUTLINE

- Introduction
- Transition Schedule
- Fire or incident Status
- Resources Left On The Incident
- Rehabilitation Plan
 - Items Completed
 - Items To Be Completed
- Narrative Report
- Demobilization Plan And Schedule
- Other Items Not Completed
- Key Contacts

■ LAW ENFORCEMENT

On Incident Law Enforcement will be handled as follows:

- Incident Base, ICP, staging area, and spike camp security and related traffic management activities are the responsibility of the Logistics Section Chief. Logistics Section Chief will order qualified personnel to perform these functions.
- Special operations activities requiring Law Enforcement investigative support, including personnel security, or other field operations, is the responsibility of the Operations Section Chief and Incident Commander. Special Agents or equivalent qualified personnel will be assigned as determined by the host SLEO or equivalent in accordance with the host agency policy and may work independently of incident personnel.
- Investigation of the cause of the Incident, and all other law enforcement activities in the area remain under the supervision of the responsible agency (ies).

■ TRANSPORTATION

Depending on the situation, Team members should drive their personal agency vehicle to the Incident whenever it is within reasonable driving time and the incident request time and date can be met. Otherwise, use any appropriate means of public transportation including personal vehicle. Consider necessary rest and be prepared to perform Team assignments upon arrival at the Incident. Obtain a 4-wheel drive truck, van, or large passenger car, if necessary.

If a vehicle is rented using government VISA or personal credit card, inform the Finance Section upon arrival at the Incident. The Finance Section will attempt to convert the rental agreement to an Emergency Equipment Rental Agreement. Insure the Vehicle Inspection Form is completed.

Avoid renting vehicles that are obviously damaged and/or are not fully operational.

Assign crews transportation early on to avoid delay in movement on the incident. Assure availability of tool transportation in a compartment separate from personnel or in a separate vehicle.

Drive carefully, slowly, and defensively, and insure that all drivers under our command do the same. Violations of this policy shall be corrected. Two time offenders shall be grounded!

▪ **Ordering Resources and Accountability**

Immediately after the incoming briefing with the Agency Administrator, Command and General Staff shall review the Initial Orders, and make any needed adjustments; Logistics Section Chief shall then place the initial order.

Once the Team has assumed command of the Incident, place all orders through the Supply Unit. This includes any orders placed by the host unit to be charged to the Incident. This understanding with the Agency Administrator will be obtained at the incoming briefing.

All orders shall be signed at the Unit Leader, or higher, level and shall be placed with the Supply Unit. The Supply Unit will assign a Resource Order Number to all resources ordered for the Incident.

All incoming procurement/supply items will come through Receiving and Distribution (Supply Unit). Personnel will come through Planning Section Check-in. Resource Orders will be reconciled with receiving items.

All non-expendable, and some expendable, supply items will be signed out at Supply using the sign-out system. Property items will be formally tracked using Form ICS-210. Only Crew Bosses can draw supplies for crews.

No one will be demobed until he/she has been checked out by the Supply Unit and have reconciled their supply sign-out sheets.

▪ **LETTERS OF APPRECIATION**

We will strive to prepare Letters of Appreciation to people and organizations, to Incident cooperators such as Volunteer Fire Departments, fixed base operators, private individuals, and other organizations who participated in the conduct of the Incident. When facilities permit, these letters will be prepared and mailed before the Team leaves the Incident. Responsible authors will be Section Chiefs for whom cooperator worked. Incident Information Officer will be responsible for typing letters, getting them signed, mailed, and giving the Planning Section Chief a copy for the final fire package. Prepare on local agency letterhead for both Incident Commander's and local Line Officer's signature.