

E/L 0986

NIMS ICS All-Hazards Air Support Group Supervisor Course



FEMA

Student Manual

August 2019

Version 1.0



Aircraft of the 302nd Air Expeditionary Group stand ready to begin their 20th day of aerial firefighting support missions in a coordinated effort to control wildfires in California.

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Unit 1: Course Introduction

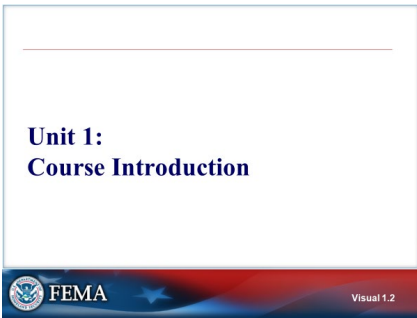
STUDENT MANUAL

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Visual 1.1

E/L 0986 NIMS ICS ALL-HAZARDS AIR SUPPORT GROUP SUPERVISOR COURSE



Visual 1.2

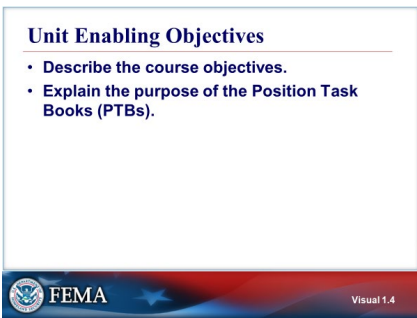
UNIT 1: COURSE INTRODUCTION



Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objectives and position-specific resource materials for the position of Air Support Group Supervisor.



Visual 1.4


UNIT ENABLING OBJECTIVES

- Describe the course objectives.
- Explain the purpose of Position Task Books.

The Final Exam will be composed of questions based on the Unit Enabling Objectives from each unit. However, you will not be tested on content from Unit 1.

Unit Overview

- Introductions
- Administrative Considerations
- Expectations
- Course Objective
- Course Design
- Position Task Books





Visual 1.5

Visual 1.5

Introductions

- Instructor and student introductions
- Incident response experiences
- Disaster experience.
- Reasons for being an Air Support Group Supervisor

Visual 1.6

Visual 1.6

Administrative Concerns

- Lodging
- Transportation
- Safety Procedures
- Smoking Policy
- Message Location and Available Telephones
- Cell Phone, Texting and Email Policies
- Restrooms and Drinking Fountains
- Other Local Information
- Facility Safety
- Lunches / Breaks



Visual 1.7

Visual 1.7

Expectations




Visual 1.8

Visual 1.8

UNIT OVERVIEW

This visual provides a general overview of the topics to be covered in the unit.

Through this unit, students will learn the objectives of the course, be instructed on the use and purpose of Position Task Books, and receive Air Support Group Supervisor versions of these resources.

INTRODUCTIONS

The instructor gives an overview of their personal experience as an Air Support Group Supervisor and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be an Air Support Group Supervisor.

After the introductions, the instructor will administer the Pretest.

ADMINISTRATIVE CONCERNS

EXPECTATIONS

Share your expectations for the course.

Course Goal

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective Air Support Group Supervisor on an AHIMT.



FEMA Visual 1.9

Visual 1.9

Course Terminal Objectives

- Identify course objectives and position-specific resource materials for the position of Air Support Group Supervisor.
- Describe the function and components of the ICS Organization and the Operations Section.
- Describe the general roles and responsibilities of the ASGS.
- Discuss the key responsibilities of the ASGS during the pre-incident planning and preparation stage of an incident.

FEMA Visual 1.10

Visual 1.10

Course Terminal Objectives (Cont.)

- Describe the key responsibilities of the ASGS during the initial response stage of an incident.
- Describe the key responsibilities of the ASGS during ongoing incident management.
- Discuss the key responsibilities of the ASGS during demobilization from an incident.
- Demonstrate the knowledge and skills required to assume the role of an ASGS trainee.
- Demonstrate mastery of the key concepts presented in the course.

FEMA Visual 1.11

Visual 1.11

COURSE GOAL

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective Air Support Group Supervisor on an AHIMT.

COURSE TERMINAL OBJECTIVES

COURSE TERMINAL OBJECTIVES (CONT.)

Course Design

- Course length of 3 days.
- Combination of lecture, discussion, and activities.
- Prerequisites –
 - IS-100
 - IS-200
 - IS-700
 - IS-800
 - E/L/G 0300
 - E/L/G 0400
- Closed-book Final Exam.

FEMA Visual 1.12

Visual 1.12

COURSE DESIGN

The course is scheduled to be 3 days in length. Direct students to the Course Schedule and point out the units to be covered through the course period.

Through a combination of lecture, discussion, and activities, students, upon course completion, will be provided the knowledge to meet the objectives of the course. Student interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, Air Support Group Supervisor) in an all-hazards context.

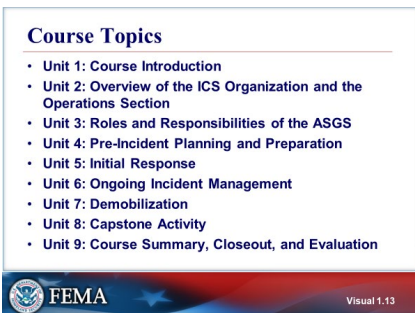
Prerequisites -

- IS-0100 Introduction to the Incident Command System (ICS), ICS 100
- IS-0200 Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400
- IS-0700 An Introduction to the National Incident Management System
- IS-0800 National Response Framework (NRF), An Introduction

Recommended Courses–

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- O 305 Type 3 AHIMT Training Course (US Fire Administration)
- O 337 Command & General Staff Functions for Local Incident Management Team (National Fire Academy)

Closed-Book Final Exam - To receive a certificate of completion for the course, students must obtain a 75% or higher on the Final Exam. The Final Exam will be closed-



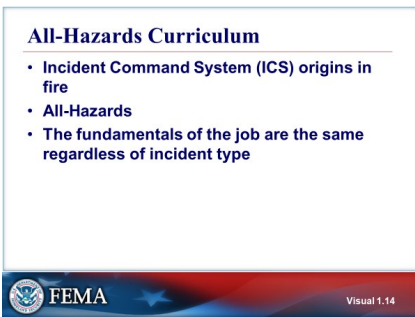
Visual 1.13

book, one hour will be allotted for its completion, and the Final Exam's questions will be based on the Unit Enabling Objectives for Units 2 - 8. Unit 1 will not be tested in the Pretest nor the Final Exam.

COURSE TOPICS

The Unit topics for this course are as follows:

- Unit 1: Course Introduction
- Unit 2: Overview of the ICS Organization and the Operations Section
- Unit 3: Roles and Responsibilities of the ASGS
- Unit 4: Pre-Incident Planning and Preparation
- Unit 5: Initial Response
- Unit 6: Ongoing Incident Management
- Unit 7: Demobilization
- Unit 8: Capstone Activity
- Unit 9: Course Summary, Closeout, and Evaluation



Visual 1.14

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training: It was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001, and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for protection, prevention, mitigation, response, and recovery through an "All-Hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

This curriculum was validated by a diverse cadre of course developers with Air Support Group Supervisor backgrounds.

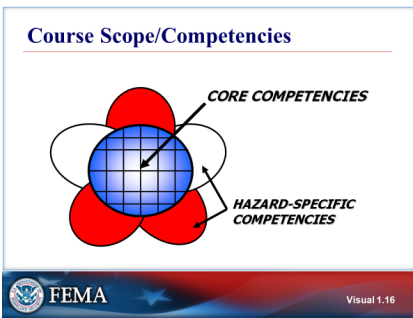
Given our personal incident experiences, each of us - instructors included - have a limited perspective (by no means All-Hazards).

An Air Support Group Supervisor needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of an Air Support Group Supervisor is the same.

Therefore, students should not be deterred if one "hazard" from the list is spoken to more than another. Students can still obtain critical insight to the position and should add examples from their own disciplines to the discussion.



Visual 1.15



Visual 1.16

DISCUSSION ACTIVITY

COURSE SCOPE/COMPETENCIES

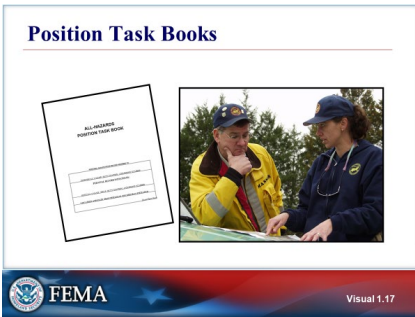
Competency is a broad description that groups core behaviors necessary to perform a specific function.

The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

- Core competencies are the competencies required of an Air Support Group Supervisor regardless of discipline.
- Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines.
- You cannot be competent as an Air Support Group Supervisor with only the center of the flower or only the petals—“The flower needs to be complete” to ensure qualification.

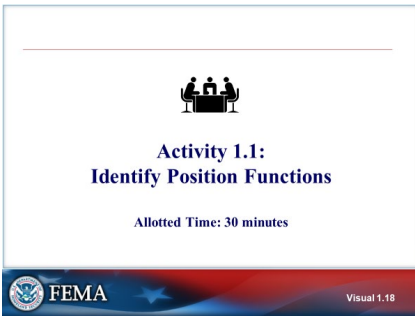
This course will help to establish core competencies (center of the flower) for the Air Support Group Supervisor position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Air Support Group Supervisor Position Task Book, discussed on the next visual.



Visual 1.17

POSITION TASK BOOKS

PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

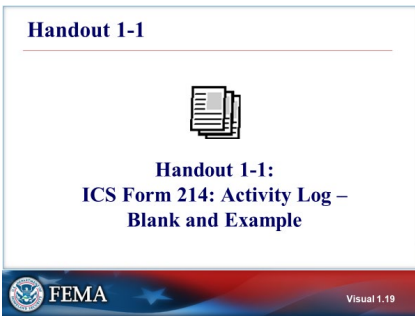


Visual 1.18

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.

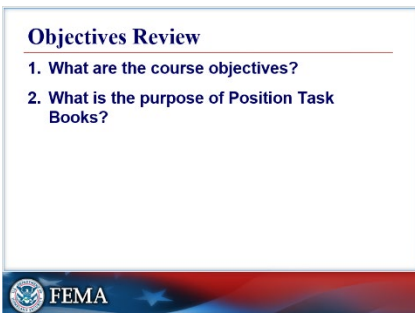


Visual 1.19

HANDOUT 1-1

The ICS Form 214 should document important factors, decisions, and elements such as the “three A’s” – Actions, Agreements, and Accidents:

- **Actions** taken to prevent hazardous activities.
- **Agreements** made with Supervisors or others to correct unsafe conditions.
- **Accidents** that occurred at the incident site.



Visual 1.20

OBJECTIVES REVIEW

- Describe the course objectives.
- Explain the purpose of Position Task Books.

Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1 Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.
- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is included as a separate PDF file in the course materials. NQS PTBs can also be downloaded from <https://www.fema.gov/national-qualification-system>. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at <https://www.ahimta.org/ptb>. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at <https://www.nwcg.gov/publications/position-taskbooks>.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

Handout 1-1: ICS Form 214 Activity Log – Blank and Example

Refer to EL_986_HO_1-1_ICCS_Form_214.pdf

Refer to EL_986_HO_1-1a_ICCS_Form_214.pdf

Key points about information logged on the ICS Form 214.

The purpose of the 214 is to provide documentation of 'significant' activities you have worked on when on-duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident.

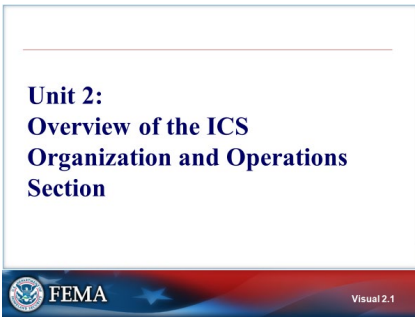
There is therefore a dual use for this documentation. First as your personal reminder list/memory jog; and second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.
2. 0800 Assigned Ed Gross to track down AREP from Tri-County Ambulance Service....
 - a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or Tri-County Ambulance.
 - b. Also, a documentation that we have tried to establish contact and have not yet done so.
3. 0930 Baker County Commissioner called...
 - a. Noted who I informed and the assignment of responsibilities
4. 0945 Ed contacted ambulance AREP
 - a. Noted completion of task assignment #2 above.
 - b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.
5. 1200 SO told me...
 - a. Any safety issue is potentially critical. Noted my involvement in this issue.
 - b. Potential follow-up with both SO and AREP later on
6. 1300 Parker County AREP wants fire engines back
 - a. Very significant issue
 - b. Documented that I informed the two critical C&G staff about this development.
 - c. May need to follow-up later.

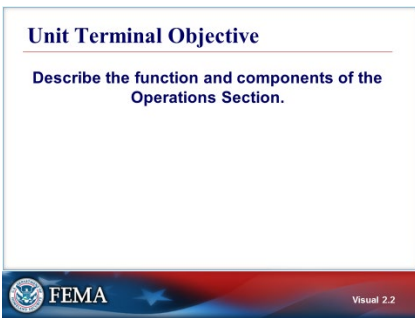
Unit 2: Overview of the ICS Organization and the Operations Section

STUDENT MANUAL

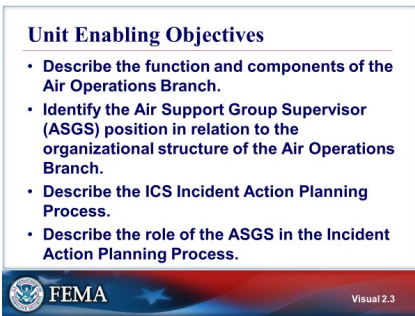
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Visual 2.1



Visual 2.2



Visual 2.3

UNIT 2: OVERVIEW OF THE ICS ORGANIZATION AND OPERATIONS SECTION

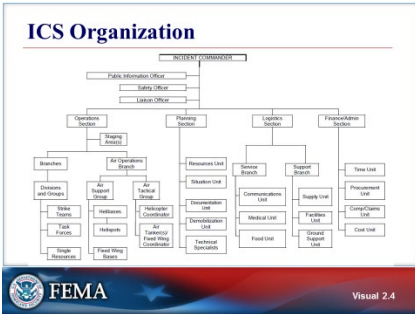
UNIT TERMINAL OBJECTIVE

Describe the function and components of the Operations Section.

UNIT ENABLING OBJECTIVES

- Describe the function and components of the Air Operations Branch.
- Identify the Air Support Group Supervisor (ASGS) position in relation to the organizational structure of the Air Operations Branch.
- Describe the ICS Incident Action Planning Process.
- Describe the role of the ASGS in the Incident Action Planning Process.

The Final Exam questions are based on the Unit Enabling Objectives.



Visual 2.4

ICS ORGANIZATION

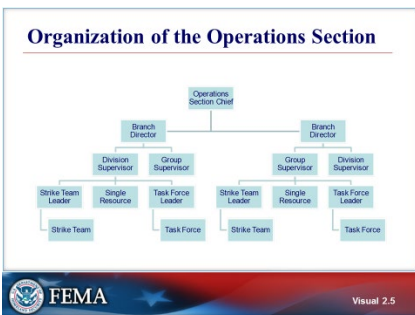
Key NIMS Management Characteristics:

- Modular Organization - only the functions/positions that are needed are filled.
- Unity of Command - each person involved in the incident response reports to only ONE supervisor and receives work assignments only from his/her supervisor. Unity of Command is not the same as Unified Command (Unified Command is when more than one agency has jurisdiction over an incident and the organizations work together as members of a Unified Command to jointly manage the incident).
- Span of Control - number of individuals or resources that one supervisor can manage effectively, a key to effective and efficient incident management.

The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Once the span of control is exceeded the organization expands, adding additional supervisors to divide up the supervisory responsibilities.

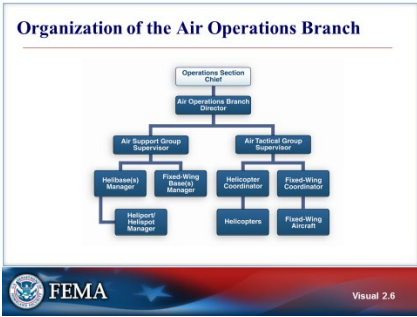
Refer to Handout 2-1: ICS Organizational Charts.



Visual 2.5

ORGANIZATION OF THE OPERATIONS SECTION

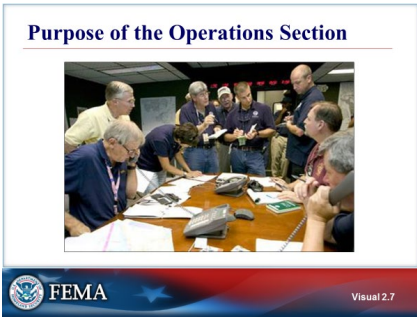
In the ICS, the Operations Section includes (as appropriate) subordinate Branches, Divisions, and/or Groups under the direction of the Operations Section Chief (OSC).



Visual 2.6

ORGANIZATION OF THE AIR OPERATIONS BRANCH

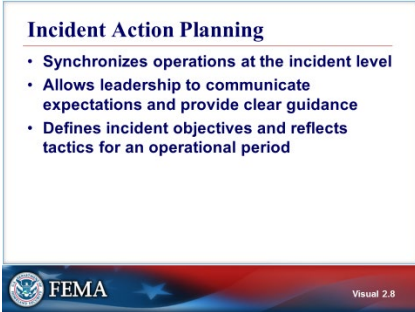
The Air Operations Branch works within the Operations Section. However, several Air Operations positions interact with the entire spectrum of Incident Management Team (IMT) functions. The Air Operations Branch may employ hundreds of agency and contract personnel, depending on the complexity of the incident.



Visual 2.7

PURPOSE OF THE OPERATIONS SECTION

The Operations Section is responsible for all tactical incident operations and the development and implementation of the Operations portion of the Incident Action Plan (IAP).



Visual 2.8

INCIDENT ACTION PLANNING

The Incident Action Planning Process is a tool for synchronizing operations at the incident level. It ensures that incident operations are conducted in support of incident objectives and enables all responders involved in incident management operations to manage incidents. The process is repeated each operational period until the incident is resolved.

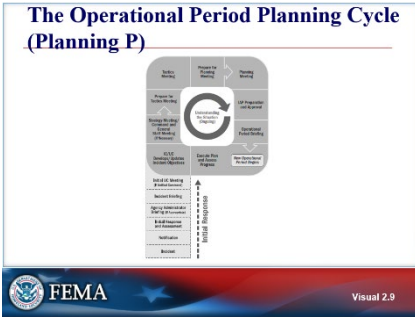
The incident management personnel involved in an operation use the ICS Incident Action Planning Process to develop Incident Action Plans (IAPs). All partners involved in the incident achieve unity of effort through the Incident Action Planning Process. In addition, the IAP is the vehicle by which the senior leaders at an incident communicate their expectations and provide clear guidance to those managing an incident. The Incident Action Planning Process requires collaboration and participation among all incident management leaders and their staffs from across the entire community.

An Incident Action Plan is a written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period.

There is only one IAP for each operational period and that IAP is developed at the incident level. The IAP is developed through the Incident Action Planning Process. The IAP is a directive, downward-looking tool that is operational at its core; it is not primarily an assessment tool, feedback mechanism, or report. However, a well-crafted IAP helps senior leadership understand incident objectives and issues.

The IAPs ensure that clear goals are set for every operational period and that everyone is working in concert toward the objectives identified in the plan. IAPs provide a way to communicate the overall incident objectives for both operational and support activities.

The IAP is a very important component of the ICS that helps ensure a coordinated response.



THE OPERATIONAL PERIOD PLANNING CYCLE (PLANNING P)

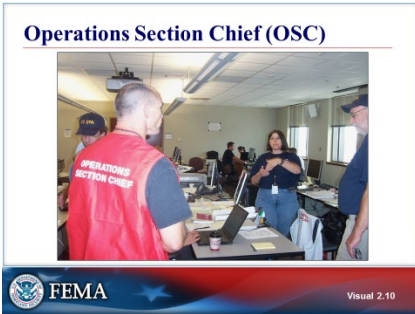
The Incident Action Planning Process includes the following activities:

1. Initial Response/Understand the situation.
2. Establish incident objectives.
3. Develop the plan.
4. Prepare and disseminate the plan.
5. Execute, evaluate, and revise the plan.

The product of this process is a well-conceived, complete IAP to facilitate successful incident operations. This plan provides a basis for evaluating the extent to which incident objectives have been achieved.

The IAP identifies incident objectives and provides essential information about incident organization, resource allocation, work assignments, safety, and weather.

Refer to Handout 2-2: The Operational Period Planning Cycle (Planning P).



Visual 2.10

OPERATIONS SECTION CHIEF (OSC)

The Operations Section Chief is responsible for managing all operations that are directly applicable to the primary mission.

The OSC's responsibilities include:

- Translating objectives into strategy and tactics to be employed at the incident
- Gathering information and formulating the tactical plan for the IAP for each operational period
- Supervising the following organizational components
 - Branch Directors
 - Division/Group Supervisors
 - Air Operations Organization, and Staging area(s), if used
- Supervising the Operations organization, which requires the OSC to coordinate with:
 - Command staff
 - General staff
 - Subordinates
 - Agency representatives
 - Resource advisors
 - local officials
 - media
 - public
 - Technical Specialists
 - Training Specialists



Visual 2.11

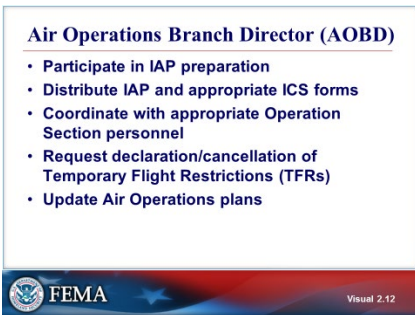
BRANCH DIRECTOR

Branch Directors, when activated, are under the direction of the Operations Section Chief, and are responsible for the implementation of the portion of the IAP appropriate to the Branches.

The Branch Director supervises all Branch operations and assigns specific work to the Division/Group Supervisor.

Branch Director's responsibilities include:

- Obtaining a briefing from the OSC on the current status of aviation operations
- Providing information and feedback to the OSC related to Branch conditions, the situation, and operations, including when:
 - the IAP needs to be modified
 - additional resources are needed
 - surplus resources are available
 - hazardous situations or significant events occur
- Implementing the portion of the IAP that is appropriate to their Branch
- Developing (with subordinates) alternatives for Branch operations
- Attending the Planning Meeting at the request of the OSC
- Coordinating activities with adjacent Branch Directors
- Resolving logistical problems reported by subordinates
- Reviewing accident and medical reports (home agency forms) originating within the Branch
- Reviewing ICS Form 204: Assignment List, the Division/Group Assignment List for Divisions/Groups within the Branch and modifying the lists based on the effectiveness of current operations
- Maintaining ICS Form 214 Activity Log



Visual 2.12

AIR OPERATIONS BRANCH DIRECTOR (AOBD)

The AOBD supervises the Air Operations Branch and works directly for the Operations Section Chief. The IMT may have multiple OSCs that supervise different operational periods (e.g., day shift, night shift) or one OSC that may be the Planning OSC. This requires that the AOBD coordinate with multiple supervisors.

The AOBD is a coordinator and facilitator with responsibility for planning and organizing air operations. Frequently, the AOBD is considered a member of the General Staff interacting directly with the Incident Commander and Section Chiefs and attending strategy and planning meetings.

The AOBD's responsibilities include:

- Participating in preparation of the IAP
- Supervising all Air Operations activities associated with the incident
- Providing IAPs and ICS Form 220 Air Operations Summary Worksheet to the Air Support Group and fixed-wing bases
- Determining coordination procedures and coordinating with appropriate Operation Section personnel (e.g., Branch, Division)
- Requesting declaration (or cancellation) of Temporary Flight Restrictions (TFRs)
- Updating Air Operations plans

The ASGS may have to fill this role if there is no AOBD.



Visual 2.13

AIR TACTICAL GROUP SUPERVISOR (ATGS)

The ATGS is the primary contact for both air and ground resources and provides supervision and coordination of all aircraft associated with the incident. Incident and non-incident aircraft must contact the ATGS prior to entering incident airspace.

The ATGS directs tactical aircraft operations to meet the objectives prescribed by the Operations Section. They also ensure aircraft separation, airspace integrity and adequate air-to-air and air-to-ground communications. The ATGS must provide feedback and information to OSC, Division/Group Supervisor (DIVS) and the Planning Section.

The ATGS's responsibilities include:

- Determining and tracking what aircraft are operating within the area of assignment
- Ensuring that a good flight following plan is in place for all aircraft
- Receiving and acting on reports of non-incident aircraft violating TFRs
- Coordinating approved flights of non-incident aircraft or non-tactical flights in TFR areas
- Making tactical recommendations to appropriate Operations Section personnel
- Informing the AOBD of tactical recommendations that affect the Air Operations portion of the IAP



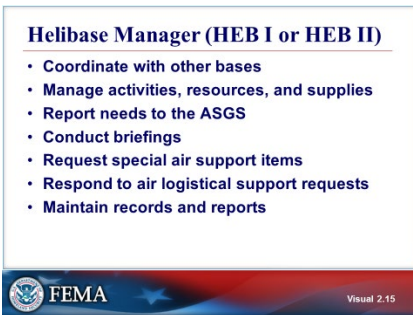
Visual 2.14

AIR SUPPORT GROUP SUPERVISOR (ASGS)

The ASGS supervises all helibases and fixed-wing bases supporting the incident. They coordinate the staffing, facilities, equipment and supplies necessary at aircraft operating bases to support tactical and logistical mission requirements. They often interact with all sections.

The ASGS's responsibilities include:

- Providing fuel and other supplies
- Obtaining assigned ground-to-air frequencies for helibase/fixed-wing base operations
- Requesting special air support items from appropriate sources through the Logistics Section
- Identifying helibase and helispot locations
- Coordinating requests for aircraft maintenance and/or repair support
- Maintaining coordination with airbases, airports, helibases, and helispots supporting the incident



Visual 2.15

HELIBASE MANAGER (HEBI OR HEBII)

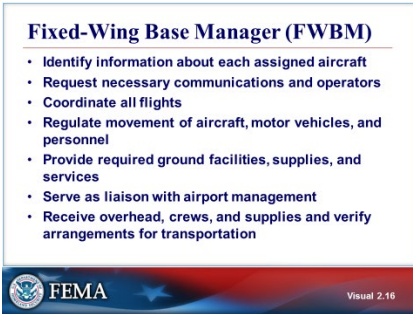
Helibase Managers are qualified at two levels: Type I and Type II.

A Type I Helibase Manager (HEBI), manages six or more helicopters. A Type II Helibase Manager (HEBII) manages five or fewer helicopters. The HEBI or HEBII supervises all personnel and helicopter activities at the assigned helibase.

Within the ICS, the Helibase Manager is supervised by the Air Support Group Supervisor.

Helibase Manager's responsibilities include:

- Coordinating with other helibases, if present
- Managing activities, resources, and supplies assigned to their respective helibase
- Reporting staffing and equipment needs to their Supervisor
- Conducting briefings for helibase/helispot personnel and pilots
- Requesting special air support items from the ASGS
- Receiving and responding to requests for air logistical support
- Maintaining agency records and reports of helicopter activities



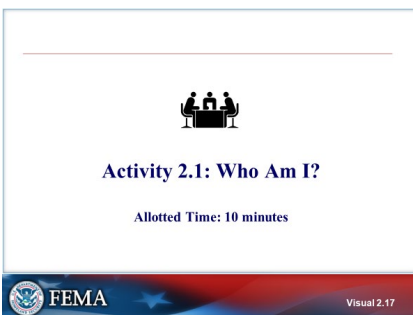
Visual 2.16

FIXED-WING BASE MANAGER (FWBM)

Occasionally, and more common in wildland firefighting, a FWBM will be assigned to a local airport/airstrip to manage aviation activities in direct support of the incident.

FWBM's responsibilities include:

- Identifying the following about each aircraft assigned to the operating base:
 - Type of aircraft
 - Owner
 - Pilot
 - Limitations on use
 - Estimated time of arrival
- Requesting the necessary communications and operators through the ASGS
- Coordinating all flights with the ATGS
- Regulating the movement of assigned aircraft, motor vehicles, and personnel on the airfield
- Securing and providing all necessary ground facilities, supplies, and services required at the operating base
- Serving as a liaison with airport management
- Receiving overhead, crews, and supplies and verifying arrangements for transportation to assigned destinations



Visual 2.17


ACTIVITY 2.1: WHO AM I?

Refer to the Activity 2.1 handout to complete this activity. The instructor will explain Activity 2.1.

You will have 10 minutes to complete the activity.

Objectives Review

1. What are the function and components of the Air Operations Branch?
2. Where does the ASGS position fit in the organizational structure of the Air Operations Branch?
3. What is the ICS planning process?
4. What is the role of the ASGS in the planning process?

The image shows the FEMA logo on the left and the text "Visual 2.18" on the right, both within a red and blue decorative banner at the bottom of the slide.

Visual 2.18

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the function and components of the Air Operations Section.
- Describe the ASGS position in relation to the organizational structure of the Air Operations Branch.
- Describe the ICS Incident Action Planning Process.
- Describe the role of the ASGS in the Incident Action Planning Process.

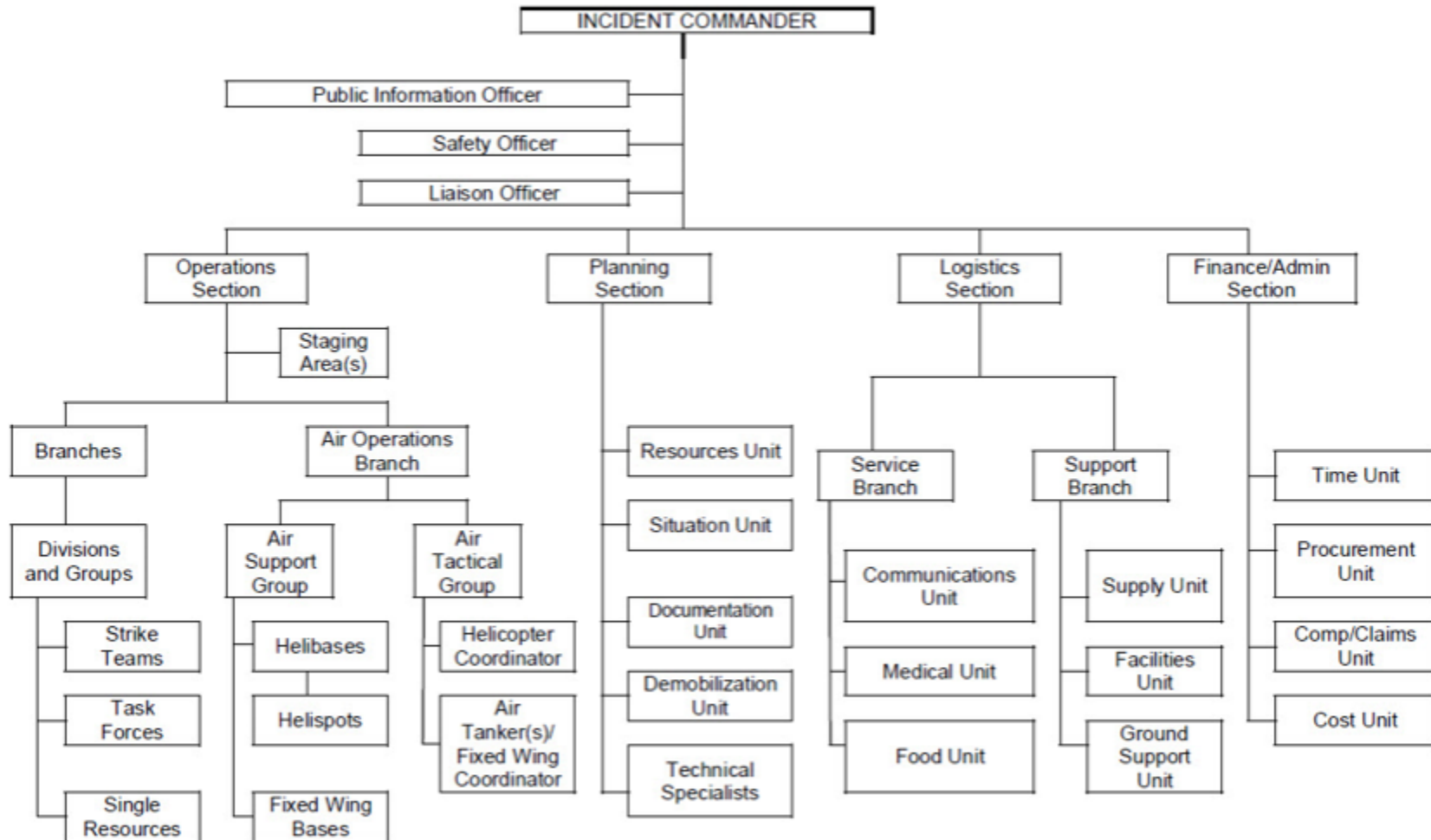
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Supplemental Materials

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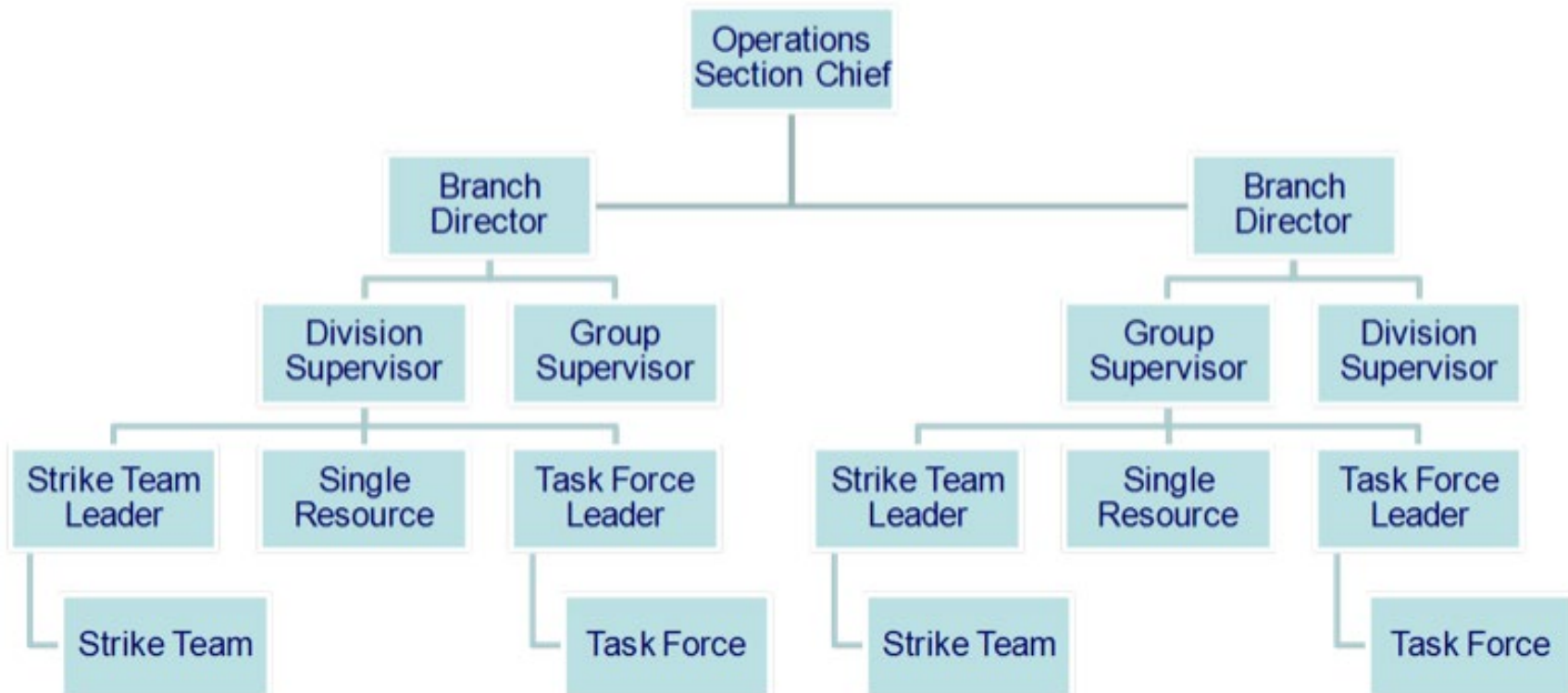
Handout 2-1: Organizational Charts

ICS Organization Chart



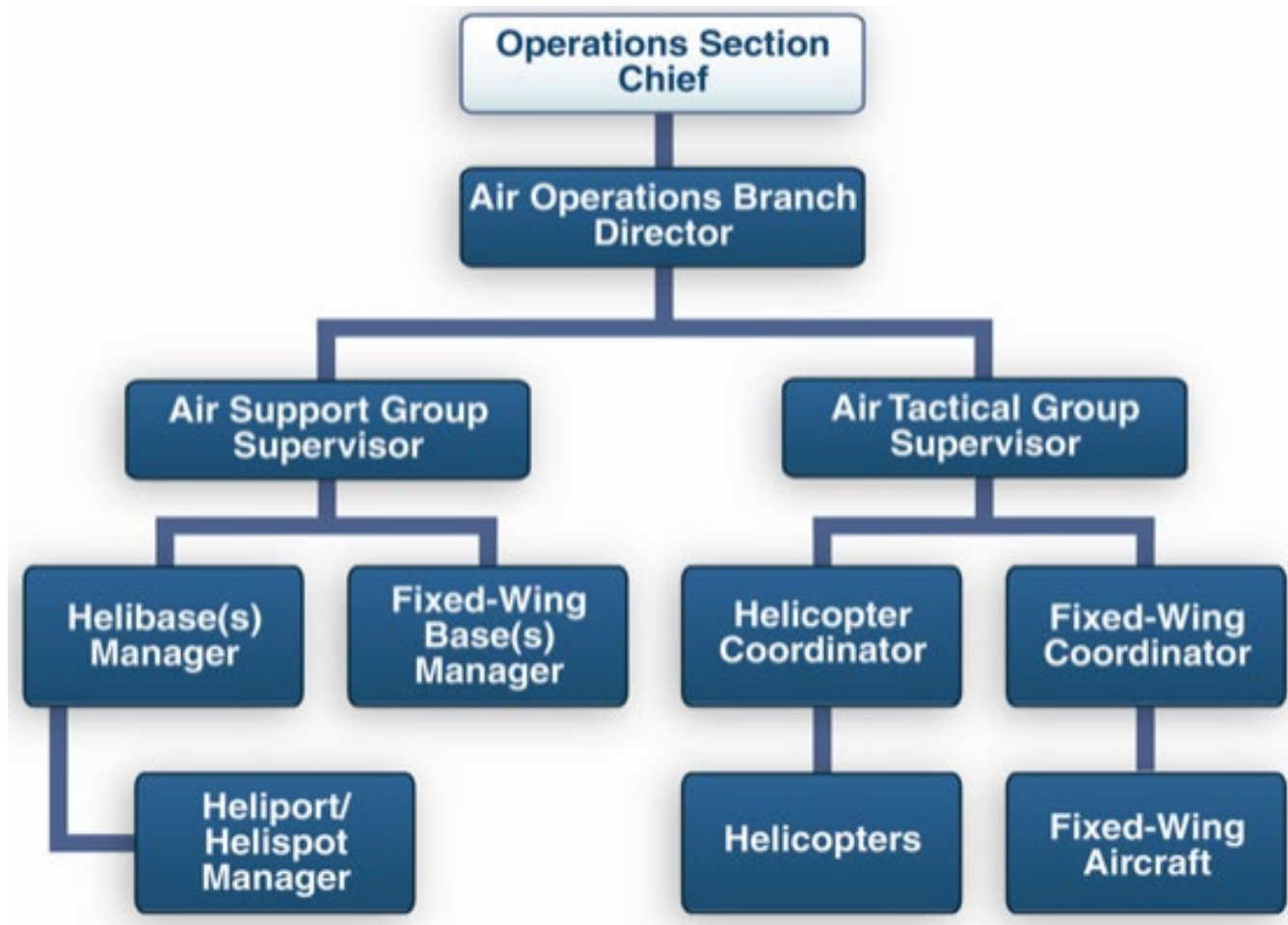
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Operations Section Organizational Chart



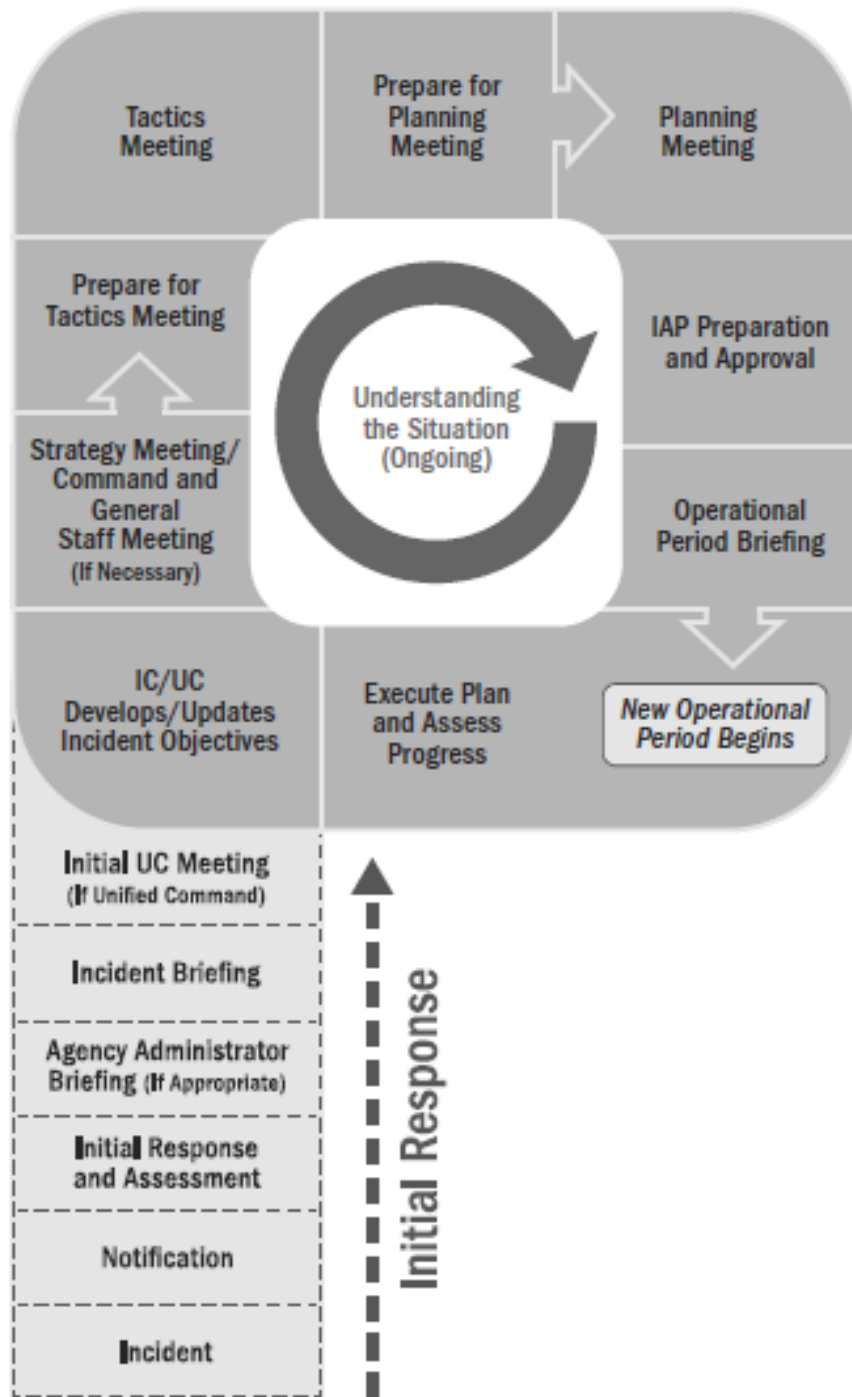
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Air Operations Branch Organizational Chart



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Handout 2-2: The Operational Period Planning Cycle (Planning P)



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Activity 2.1: Who Am I?

Unit 2 - Activity 2.1: Who Am I?

Purpose

The purpose of this activity is to help students understand the roles and responsibilities of the various positions in the Operations Section.

Objectives

Students will accomplish the following:

- Identify the position that corresponds with each description.

Activity Structure

This activity is scheduled to last approximately 5 minutes, including activity completion and class discussion. The instructor will read each of the “Who Am I?” position narratives aloud and will then ask the students which position they think best corresponds to the description based on what they’ve learned. The students will record their answers on their activity handouts. The instructor will facilitate the discussion as necessary.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in the activity:

1. The instructor will read each of the “Who Am I?” position narratives to the class.
2. Using the provided spaces, write down the position that you think best corresponds to the description.
3. The class will discuss their answers as a group. Be prepared to share your answers with the class.
4. This process will be repeated until all of the position narratives have been discussed.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 2.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	1 minute	Classroom
Activity	3 minutes	Individual
Class Discussion	2 minutes	Classroom

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Activity 2.1 – “Who Am I?”

1. I am responsible for tactically executing the IAP, in a safe and effective manner. I act as a leader, a manager, a coordinator, and a planner. I oversee all of the moving parts of incident management, and in doing so, I need to manage and coordinate diverse resources, which could number in the hundreds. In addition, it's my job to plan tactical activities for future operational periods.

I am the _____.

2. There are many things that I need to do for my assigned helibase. I need to manage the resources and supplies that are dispatched to my helibase, request special air support items from the ASGS, and receive and respond to requests for air logistical support ... all while maintaining agency records and reports of helicopter activities.

I am the _____.

3. The ASGS is who I reach out to when I need communications and operators. I regulate movement of assigned aircraft, motor vehicles, and personnel at the airport.

I am the _____.

4. After I receive a briefing, I need to determine what aircraft are operating within the area of assignment and ensure that a good flight following plan is in place for all aircraft. I receive reports regarding non-incident aircraft violating Temporary Flight Restrictions (TFRs) and must act on them. Also, I make tactical recommendations to Operations Section personnel as necessary, specifically making tactical recommendations to the AOB that affect the Air Operations portion of the IAP.

I am the _____.

5. Sometimes, I must coordinate with multiple supervisors. I'm also the person responsible for requesting declaration or cancellation of TFRs.

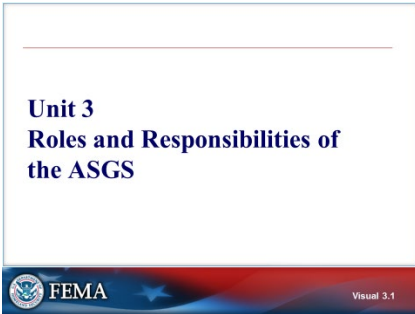
I am the _____.

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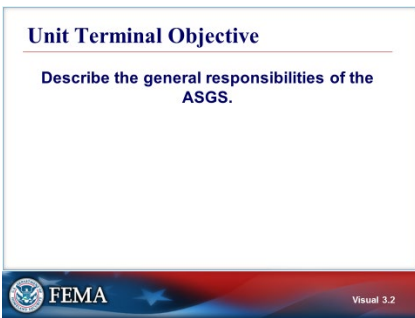
Unit 3: Roles and Responsibilities of the ASGS

STUDENT MANUAL

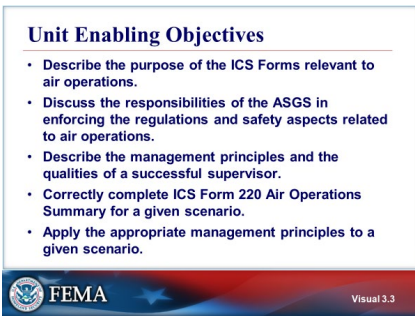
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Visual 3.1



Visual 3.2



Visual 3.3

UNIT 3: ROLES AND RESPONSIBILITIES OF THE ASGS

UNIT TERMINAL OBJECTIVE

Describe the general responsibilities of the ASGS.

UNIT ENABLING OBJECTIVES

- Describe the purpose of the ICS Forms relevant to air operations.
- Discuss the responsibilities of the ASGS in enforcing the regulations and safety aspects related to air operations.
- Describe the management principles and the qualities of a successful supervisor.
- Correctly complete ICS Form 220: Air Operations Summary Worksheet for a given scenario.
- Apply the appropriate management principles to a given scenario.

The Final Exam will be composed of questions based on the Unit Enabling Objectives from each unit.

ASGS Roles and Responsibilities


- Coordination
- Documentation
- Resource acquisition
- Logistical support
- Legal and safety requirements
- Risk management
- Supervision



Visual 3.4



Activating the ASGS Position

- Multiple incidents
- More than one helibase
- Fixed-wing base
- Complexity and tactical and logistical missions
- Military or National Guard aircraft
- Multi-agency aircraft
- Agency policy activates the position



Visual 3.5

Coordination Responsibilities

Visual 3.6

ASGS ROLES AND RESPONSIBILITIES

The Air Support Group Supervisor is generally responsible for supporting and managing helibase and helispot operations and maintaining liaison with fixed-wing air bases. The ASGS typically reports to the Air Operations Branch Director (AOBD).

ACTIVATING THE ASGS POSITION

The ASGS position is filled, as needed, based on the complexity of the incident. In complex incidents, there may be more than one ASGS.

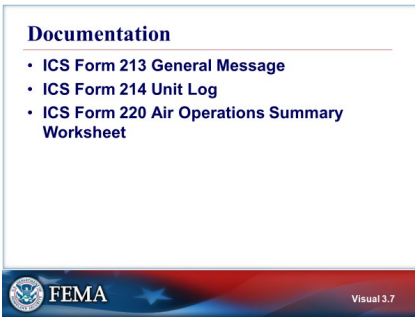
COORDINATION RESPONSIBILITIES

The ASGS is responsible for coordinating down to team members, up to supervisors, and across to other teams.

The ASGS must establish and maintain effective coordination with relevant personnel.

Effective coordination includes the following:

- Establishing contact with the local dispatch and the Resource Advisor/Agency Aviation Officer
- Establishing contact and working with the Air Tactical Group Supervisor (ATGS)
- Meeting with base managers, pilots, and helicopter managers



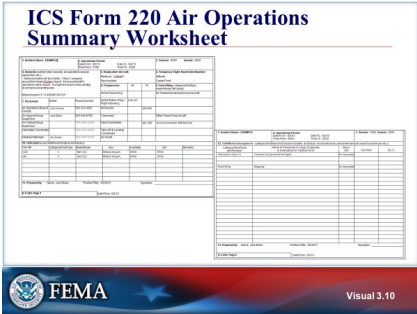
Visual 3.7

DOCUMENTATION

The ASGS completes required documentation as necessary, including the following:

- **ICS Form 213 General Message:** This form is used for communications and ordering resources (both personnel and supplies).
- **ICS Form 214 Activity Log:** The ASGS is responsible for maintaining this form to document how relevant incident activities are occurring and progressing, or any notable events or communications. Upon completion, the ASGS should forward the form to the Documentation Unit, which maintains a file of all ICS Form 214s.
- **ICS Form 220 Air Operations Summary Worksheet:** The ASGS may be responsible for preparing ICS Form 220. This is a critical form for the ASGS and will be discussed in greater detail on the following visuals.

Refer to Handout 3-1: Completed ICS Form 213, ICS Form 214, and ICS Form 220 Examples.

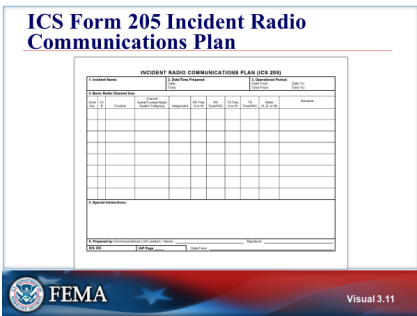


Visual 3.10

ICS FORM 220 AIR OPERATIONS SUMMARY WORKSHEET

The ICS Form 220 Air Operations Summary Worksheet is a mainstay of the Air Operations Branch and is completed by the ASGS. It is the responsibility of the ASGS to compile and maintain a list of participating aircraft and other pertinent information on this form, which is included as part of the daily Air Operations Plan.

The Resources Unit of the Planning Section will use the ICS Form 220 prepared by the ASGS to track the status of the air operations assets assigned.



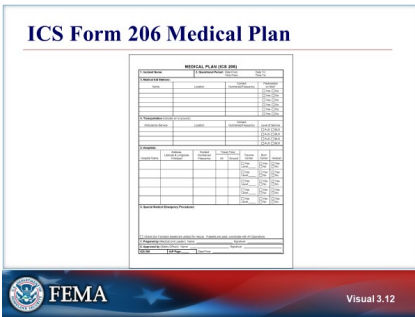
Visual 3.11

ICS FORM 205 INCIDENT RADIO COMMUNICATIONS PLAN

Refer to Handout 3-2: Blank ICS Forms.

The ASGS uses ICS Form 205 Incident Radio Communications Plan to obtain assigned air-to-ground frequencies for helibase/airport operations. These frequencies can also be obtained from the Communications Unit Leader (COML).

Ensure the frequencies on the Communication Plan match the frequencies on the ICS 220.



The image shows the ICS Form 206 Medical Plan. It is a structured form with multiple sections for data entry, including fields for patient information, medical history, and treatment details. The form is titled 'MEDICAL PLAN (ICS 206)' and includes a FEMA logo at the bottom left and the text 'Visual 3.12' at the bottom right.

Visual 3.12

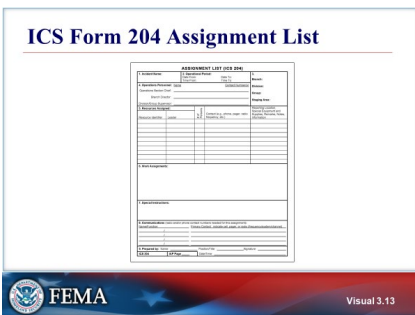
ICS FORM 206 MEDICAL PLAN

The ICS Form 206 Medical Plan is normally completed by the Medical Unit Leader (MEDL).

If air evacuation or air rescue is being considered, the ASGS would provide input to the MEDL with regard to hospitals and medical centers capable of accepting Emergency Medical Services (EMS) flights and would provide information to local EMS crews with regard to:

- Fuel availability
- Billeting
- Communications
- Phone contact numbers and do they need to be notified before arriving with a patient
- Hospital frequencies
- Latitude and longitude
- Helipad dimensions and capability (some rooftop pads will only handle a Type 3 helicopter)
- Level of service provided
- Relevant specifics of hospital disaster response plans

This is a coordinating effort on the part of the MEDL and the AOB. The ASGS may need to provide the latitude and longitude of receiving hospitals.

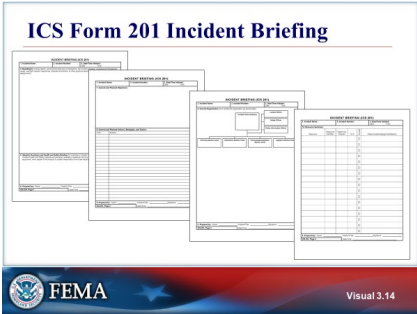


The image shows the ICS Form 204 Assignment List. It is a table with columns for 'Assignment List (ICS 204)' and 'Assignment List (ICS 204)'. The form includes a FEMA logo at the bottom left and the text 'Visual 3.13' at the bottom right.

Visual 3.13

ICS FORM 204 ASSIGNMENT LIST

The ASGS *may* be asked to contribute information in the areas of base operations/support. In this case, the ASGS should be able to articulate information with regard to the overall incident briefing, objectives, their individual organization assignment list, and so forth in order for these forms to be completed properly.

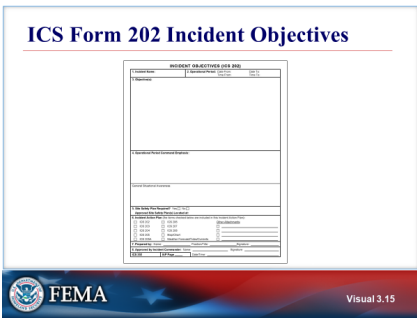


Visual 3.14

ICS FORM 201 INCIDENT BRIEFING

The ICS Form 201 Incident Briefing is used to provide the Incident Commander (and Command and General Staff) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, ICS Form 201 also serves as an initial action worksheet. It is a permanent record of the initial response to the incident.

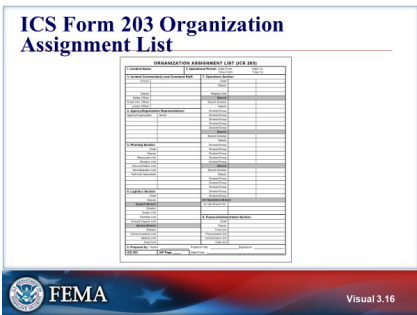
The ASGS would only be required to contribute to this and the forms covered on the following visuals in the absence of other positions. However, ASGSs do need to be familiar with what the form looks like and its purpose.



Visual 3.15

ICS FORM 202 INCIDENT OBJECTIVES

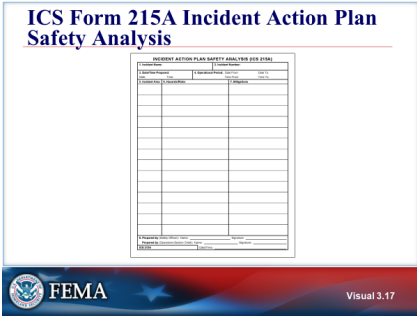
The ICS Form 202 Incident Objectives describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period. The Incident Commander is responsible for determining the incident objectives. This form provides information important to the mission of air operations within the overall mission.



Visual 3.16

ICS FORM 203 ORGANIZATION ASSIGNMENT LIST

The ICS Form 203 Organization Assignment List provides ICS personnel with information on the units that are currently activated and the names of the personnel who are staffing each position/unit. It is used to complete ICS Form 207 Incident Organization Chart, which is posted on the Incident Command Post display.



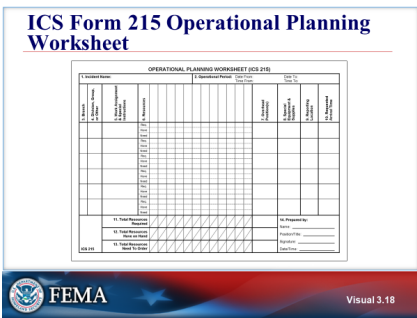
Visual 3.17

ICS FORM 215A INCIDENT ACTION PLAN SAFETY ANALYSIS

The ICS Form 215A Incident Action Plan Safety Analysis is used to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls.

This worksheet addresses communications challenges between planning and operations, and is best utilized during the planning phase and for the Operations Section briefings.

The ICS Form 215A is typically prepared by the Safety Officer during the Incident Action Planning cycle. This worksheet is closely linked to ICS Form 215 Operational Planning Worksheet.

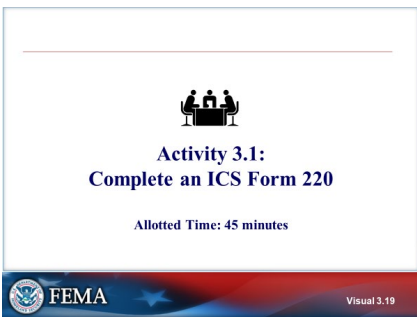


Visual 3.18

ICS FORM 215 OPERATIONAL PLANNING WORKSHEET

The ICS Form 215 Operational Planning Worksheet is normally used to provide information to the Resources Unit to complete ICS Form 204: Assignment List. It is also given to the Logistics Section Chief (LSC) for ordering resources.

When the ASGS provides input on this form, it is important that they include the resources needed to support the base of operations and any other land-based aviation activities.



Visual 3.19

ACTIVITY 3.1: COMPLETE AN ICS FORM 220

The instructor will explain Activity 3.1.

You will have 45 minutes to complete the activity.



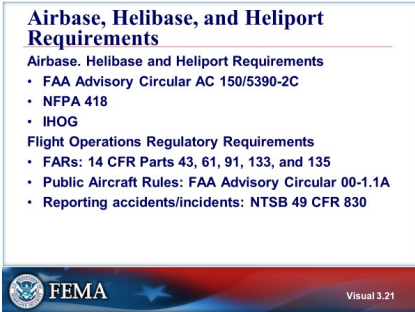
Visual 3.20

LOGISTICAL SUPPORT

Logistical support that the ASGS provides during an incident includes:

- Identifying considerations for supporting the personnel and aircraft at the incident helibase(s) and/or airport(s), including:
 - Supplies
 - Ground support
 - Facilities
 - Communication
- Establishing briefing/debriefing processes for information dissemination to helibases and fixed-wing bases and to and from subordinates. This includes:
 - Mission and priorities
 - Crew and aircraft assignments
 - Radio frequency assignments
 - Weather forecast
 - Organization assignments
 - IAP/other relevant plan
 - Safety considerations
 - Any TFRs

The ASGS will also conduct After Action Reviews to identify lessons learned.



Visual 3.21

AIRBASE, HELIBASE, AND HELIPORT REQUIREMENTS

The ASGS is responsible for ensuring compliance with the FAA regulatory and safety requirements that are relevant to airbase, helibase, and heliport operations.

- FAA Advisory Circular (AC) 150/5390-2C provides guidance regarding heliport/helisport set up and operations. Although noncompulsory by regulation, this AC provides excellent guidance in setting up and operating heliports.
- National Fire Protection Association (NFPA) 418: Standard for Heliports, can be used to ensure safe operations in and around ground-level heliports.
- Interagency Helicopter Operations Guide (IHO), Chapter 8, also provides excellent guidance in setting up, maintaining and operating a helibase/heliport.

The regulatory requirements with which the ASGS must ensure compliance related to flight operations include:

- Supervising compliance with aircraft and pilot requirements pertaining to:
 - Applicable Federal Aviation Regulations (FARs)
 - 14 CFR Parts 43, 61, 91, 133 and 135 where applicable
 - Public Aircraft Rules as they pertain to aircraft owned and operated by a governmental agency and civilian aircraft under government contract:
 - FAA Advisory Circular 00-1.1A provides sufficient guidance on public aircraft operations. This document should be readily available in the Air Operations Branch for all aviation personnel.
 - In addition, 14 CFR Chapter 1 (76 FR 16349) gives FAA policy on civil aircraft operators providing contract support to government agencies. This policy was recently enacted and must be reviewed and held in compliance by all personnel assigned


to the Air Operations Branch, specifically by the ASGS who has oversight of maintenance activities and helibase operations.

- 49 CFR 830 outlines National Transportation Safety Board (NTSB) requirements for reporting aircraft accidents, incidents and overdue aircraft.

Ensuring compliance with FAA regulatory and safety requirements relevant to heliport/helibase operations would be a joint responsibility between the ASGS and the ATGS.

Airbase, Helibase, and Heliport Requirements (Cont.)

- Aircraft loads and performance requirements
- Air-to-air and air-to-ground communications
- Flight following and overdue aircraft
- Airspace and altitudes to be used
- Ground safety in and around aircraft
- Refueling operations
- Incident reporting



Visual 3.22

AIRBASE, HELIBASE, AND HELIPORT REQUIREMENTS (CONT.)

Safety is a paramount consideration in all operations. While the FAA establishes regulations to ensure safety of flight, each agency or organization involved in flight operations will continue to adhere to its own safety standards, as well as to the FARs. The ASGS is specifically responsible for enforcement of safety regulations associated with the following:

- Aircraft loads and performance requirements

In light of recent incidents and accidents involving improperly loaded aircraft and improper use of aircraft performance charts, it's a good idea to remind everyone about these important planning factors.

- Air-to-air and air-to-ground communications

Be sure to brief on frequency assignments and the need to communicate air-to-air providing position reporting, as well as air-to-ground landing and take-off instructions.

- Flight following and overdue aircraft

Keeping track of aircraft departure and arrival times as well as communications en route is an essential part of flight following. Participating agencies will ensure that appropriate procedures, which comply with the FARs, are in place for overdue aircraft. Overdue aircraft, which are suspected to have been lost, are to be reported to the AOBD and the NTSB immediately.

- Airspace and altitudes to be used

Participating agencies will coordinate with the FAA to define and restrict the operational airspace and altitudes to be used for different missions and aircraft.

- Ground safety in and around aircraft

Hazards operating in and around operational heliports, airports and helispots must be briefed continuously, especially to personnel unfamiliar with aircraft operations.

- Refueling operations

All personnel should be briefed on the hazards associated with refueling operations, particularly in and around field base camps and off airport helibases.

- Incident reporting

Initial reporting of all incidents should be in accordance with each department/agency and/or military branch guidelines. Each agency will follow its own aviation mishap and investigation procedures. However, all aircraft mishaps, and near midair collisions will be reported to the AOBD and NTSB immediately. Violations of Temporary Flight Restrictions will be reported to the AOBD and FAA.



Visual 3.23

SAFETY RISK MANAGEMENT REVIEW

A hazard is defined as something potentially dangerous or harmful, often the root cause of an unwanted outcome. These are sometimes referred to as Threats and Hazards. FEMA uses three general categories of hazards:

- Natural hazards, which result from acts of nature, such as hurricanes, earthquakes, tornadoes, animal disease outbreak, pandemics, or epidemics.
- Technological hazards, which result from accidents or the failures of systems and structures, such as hazardous materials spills or dam failures.
- Human-caused incidents, which result from the intentional actions of an adversary, such as a threatened or actual chemical attack, biological attack, or cyber incident.

Hazards are situations and/or obstacles within the operating environment that can cause harm to people or damage equipment if left unevaluated or unmitigated.

- Hazards may or may not be modified or mitigated.
- Hazards are a source of danger.

Risk factors determine the severity and likelihood of a potential event, incident or accident in relationship to a known hazard.

- Risks factors present the possibility of loss or injury depending on the likelihood of an occurrence or the severity of the incident.
- Risks resulting from human actions can be modified to either reduce or increase the level of risk. Acceptance of a higher risk may require further evaluation and a decision from a higher level of command.

Hazard assessment is the identification and evaluation of known hazards.

Risk Management Process is the identification and evaluation of the risks associated with a known hazard.

Risk management is a five-step process that considers the severity and probability of an event related to a known hazard. When a hazard is identified, measures must be implemented to reduce or eliminate the risk associated with the hazard by taking the following steps:

- Step 1: Identify the hazard.
- Step 2: Assess and evaluate the overall level of risk associated with the severity of the hazard.
- Step 3: Make a risk decision and determine when to elevate the decision for risk acceptance to a higher level of command, depending on the level of risk.
- Step 4: Implement controls and develop mitigation measures to reduce the risk to acceptable levels.
- Step 5: Supervise and develop a means for tracking corrective actions.



Visual 3.24

ADDITIONAL SAFETY ASPECTS OF FLIGHT OPERATIONS

The FAA regulates flight time and pilot rest. Current FAA regulations generally limit pilots to eight hours of flight time during a 24 hour period. The Operations and Safety Procedures Guide for Helicopter Pilots developed by the U.S. Forest Service states the following:


- Flight time shall not exceed a total of 8-hours per day.
- Pilots accumulating 36 or more flight hours in any 6-consecutive duty-days shall be off duty the next day. Flight time shall not exceed a total of 42-hours in any 6-consecutive days.
- During any 14 consecutive day period, each pilot shall have a minimum of two (2) full days off duty.
- Assigned duty of any kind shall not exceed 14-hours in any 24-hour period. Within any 24-hour period, pilots shall have a minimum of 10-consecutive hours off duty immediately prior to the beginning of any duty-day.
- Duty includes flight time, ground duty of any kind, and standby or alert status at any location.

The Operations and Safety Procedures Guide for Helicopter Pilots is available at

http://www.nifc.gov/aviation/av_documents/av_helicopters/SafetyBrief.pdf

Supervisory Responsibilities

- When to do/when to delegate
- Empower personnel
- Establish assignments and expectations
- Provide necessary information
- Know personnel's capabilities
- Focus on "The Big Picture"
- Be available



FEMA Visual 3.25

Visual 3.25

SUPERVISORY RESPONSIBILITIES


There is a difference between good and poor supervisors. Examples of a good supervisor:

- Remembers that he or she is a supervisor, and recognizes when to be a "doer" and when to delegate tasks
- Carefully delegates and empowers personnel
- Establishes work assignments and performance expectations
- Ensures that personnel have all of the necessary information
- Is aware of personnel and their capabilities
- Makes reassignments if necessary
- Focuses on "The Big Picture"
- Makes themselves available (by continually monitoring their radio/cell phone)

A common mistake that the ASGS can make is over-delegating to the Helibase Manager. However, it is important to ensure that the ASGS does not micro-manage the Helibase Manager either. A balance must be found.

Qualities of a Successful Supervisor

- Sense of teamwork
- Organizational skills
- Ability to adapt
- Solid understanding of ICS
- Background in aviation, operations, and logistics



FEMA Visual 3.26

Visual 3.26


QUALITIES OF A SUCCESSFUL SUPERVISOR

A successful ASGS must have the following characteristics:

- A strong sense of teamwork
- Organizational skills
- The ability to adapt
- A solid understanding of ICS
- A background in aviation, operations and logistics

Management Principles

- Be prepared
- Communicate effectively
- Be alert and maintain a visible presence
- Recognize team members' needs
- Delegate as necessary
- Handle performance problems





Visual 3.27

MANAGEMENT PRINCIPLES

Be Prepared

- Understand your task
- Ensure resources are ready
- Maintain situational awareness

Visual 3.28

BE PREPARED

Communicate Effectively

- In briefings (whole team)
- One-on-one (individuals)






Visual 3.29

COMMUNICATE EFFECTIVELY

You are the cornerstone that ensures that all members of your team understand and are able to perform their duties and that your co-workers and supervisors are continuously apprised of any information you have that could have an impact on the mission.

Be Alert and Maintain a Visible Presence

- Monitor progress
- Coordinate activities
- See and be seen

Visual 3.30

BE ALERT AND MAINTAIN A VISIBLE PRESENCE


Maintaining situational awareness requires that you be continuously in touch with your team members and co-workers.

You need to monitor how your team members are performing, coordinate activities, and be available if team members or co-workers need to communicate with you.

Following a “see and be seen” strategy is an effective way to make sure that you remain actively engaged.

Recognize Team Members' Needs

- Be attentive
- Watch for signs of problems




FEMA Visual 3.31

Visual 3.31

Delegate as Necessary

- Delegate to qualified people
- Never over delegate



FEMA Visual 3.32

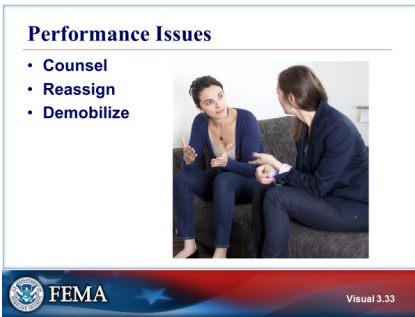
Visual 3.32

RECOGNIZE TEAM MEMBERS' NEEDS

DELEGATE AS NECESSARY

The ASGS needs to delegate tasks as necessary. It's unwise for you to take on more than you're capable of, especially when there are personnel on the team that are well qualified to handle the necessary tasks. It also is critical that you delegate tasks to qualified personnel. Ensure that personnel understand the assignments and are capable of completing them.

It's also important to realize that you should never over-delegate tasks to any particular staff member. You must find a balance.

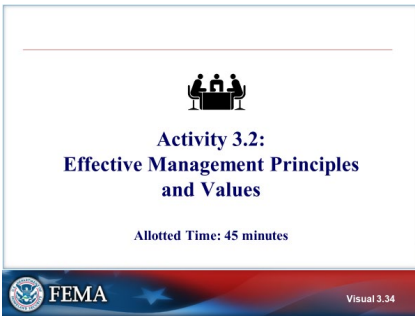


Visual 3.33

PERFORMANCE ISSUES

- Tell the person what is wrong and how to fix it.
- Give the person a reasonable time frame for doing so.
- Consider reassignment
 - Move the person into another function until you have the time to properly deal with the issue.
 - If necessary, consider demobilization.

Reassignment, and particularly demobilization, will require extensive documentation and supporting evidence of performance and/or relational problems. When dealing with an issue that may result in some disciplinary action, be sure to obtain statements from other parties who can cite specific incidents or performance or relational problems. **DO NOT** act on hearsay alone. Inquire, investigate, and **DOCUMENT** to avoid future problems.



Visual 3.34


ACTIVITY 3.2: EFFECTIVE MANAGEMENT PRINCIPLES AND VALUES

The instructor will explain Activity 3.2.

You will have 45 minutes to complete the activity.

Objectives Review

- What ICS Forms are relevant to Air Operations, and what is the purpose of each?
- What are some of the responsibilities of the ASGS related to enforcing legal regulations and safety?
- What are some qualities of a successful supervisor?
- What steps must you take when dealing with performance issues?



Visual 3.35

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the ICS forms relevant to air operations.
- Discuss the responsibilities of the ASGS in enforcing the regulations and safety aspects related to air operations.
- Describe the management principles and the qualities of a successful supervisor.
- Correctly complete ICS Form 220 Air Operations Summary Worksheet for a given scenario.
- Apply the appropriate management principles to a given scenario.

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Supplemental Materials

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Handout 3-1: Completed ICS Form 213, ICS Form 214, and ICS Form 220 Examples

Refer to EL_986_HO_3-1_ICs_Form_213.pdf

Refer to EL_986_HO_3-1_ICs_Form_214.pdf

Refer to EL_986_HO_3-1_ICs_Form_220.pdf

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**Handout 3-2: Blank ICS Forms
(ICS Forms 205, 206, 204, 201, 202, 203, 215A, and 215)**

Refer to EL_986_HO_3-2_ICs_Form_201.pdf

Refer to EL_986_HO_3-2_ICs_Form_202.pdf

Refer to EL_986_HO_3-2_ICs_Form_203.pdf

Refer to EL_986_HO_3-2_ICs_Form_204.pdf

Refer to EL_986_HO_3-2_ICs_Form_205.pdf

Refer to EL_986_HO_3-2_ICs_Form_206.pdf

Refer to EL_986_HO_3-2_ICs_Form_215a.pdf

Refer to EL_986_HO_3-2_ICs_Form_215.pdf

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Activity 3.1: Complete an ICS Form 220

Unit 3 - Activity 3.1: Complete an ICS Form 220

Purpose

The purpose of this activity is to give students experience filling out ICS Form 220 Air Operations Summary Worksheet.

Objectives

Students will:

- Fill out an ICS Form 220 based on a typical scenario that an ASGS may face in the absence of an AOBD.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion, presentation of group findings, and classroom discussion. After the instructor reads the scenario aloud to the class, students will work together in small groups to fill out their ICS Form 220.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in this activity:

1. Review the activity scenario.
2. Complete the ICS Form 220 Air Operations Summary Worksheet.
3. Be prepared to present your form to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 3.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Activity 3.1 Scenario

There has been a mysterious outbreak of disease in South Florida. Currently there are 87 sick humans, 350 dead pigs, and 53 dead horses. In addition, there are an unknown number of additional animals that are beginning to display symptoms.

At this time, the possible cause is an emergence of the Nipah virus. This neurological and respiratory disease can be very contagious between mammals and has a very high mortality rate. It is possible that the disease was transmitted to humans and animals by transfer of infected material from fruit bats to either humans or livestock.

An Incident Command Post is being set up in the Miami area. Representatives from the Centers for Disease Control, The World Health Organization, Department of Health and Human Services and specialized epidemiologists will be working at the command post and ancillary facilities. Their role is to identify and contain the suspected virus and provide treatment to humans and animals. The National Guard is setting up a field hospital for containment and treatment of infected humans. Veterinarians will also be working to treat and euthanize the large number of dead and dying animals.

The team's assignment is to support this work. Aircraft will be assigned to assist in the effort. Aviation work will include reconnaissance (to monitor and help enforce the restricted movement of animals), transport of scientists and field personnel, transport of specialized gear and hospital supplies, and agricultural spraying.

Aircraft assigned will be two fixed-wing and 4 helicopters located at Kendall-Tamiami Airport (25°38.87N 80°25.97W). There will be no TFR due to the presence of Class B airspace.

The Aircraft assigned are as follows:

H2JG – Bell 212 Type II

H5BH – Bell 212 Type II

H407AH – Bell 407 Type III

H 762C – Bell 206L Type III

2 Aero Commander 680's, N9175N and N54163

The Operation starts on July 2, 2014. The first operational period will run from 0700 to 2030. Mercy Air 14 will be available for Medevac. There is an AOB and Helibase Manager on order. Air to air communication for the helicopters will be on frequency 118.125. Air to ground communication will be on frequency 169.900. Deck communication will be on frequency 163.100. Local Sunrise and Sunset times are 0633 and 2016 for the day. Hazards include general aviation traffic, Class B airspace for Miami International, ground traffic at the Airport, and landing at unimproved locations.

The Operations Section chief would like to use the medium helicopters to transport the scientists and field personnel and their gear, use the light helicopters for reconnaissance, and use the fixed wing for mapping and long distance transportation.

Activity 3.2: Effective Management Principles and Values

Unit 3 - Activity 3.2: Effective Management Principles and Values

Purpose

The purpose of this activity is to give students the opportunity to apply their knowledge of effective management values and principles to several real-world scenarios.

Objectives

Students will accomplish the following:

- Identify strategies for handling real-world situations that an ASGS may encounter during an incident based on the management principles presented in Unit 3.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion, presentation of group findings, and classroom discussion. After the instructor reads the scenarios aloud to the class, the students will work together in small groups to identify how the ASGS in each given scenario should handle the situation based on the management principles presented in this unit. A spokesperson from each group will then present their group's findings to the class for discussion.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in this activity:

1. Within your group, select a spokesperson
2. Review the activity scenarios.
3. Identify how the ASGS in each of the three-given scenario should handle the situation and record your group's findings on the easel pad.
4. Present your group's findings to the rest of the class and discuss them.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 3.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Activity 3.2 Scenarios

Scenario #1

There has been a devastating earthquake in your area, and a bridge collapse over a major highway means that you will not be able to get resources from one end of the county to the other on the ground. As the ASGS, it is your responsibility to set up a makeshift Helibase. What tasks must you consider first? What management strategy will you use to ensure that you're able to get the work done quickly?

Scenario #2

You are the ASGS at an incident and have been working with the same Helibase Manager (HEBM) for several days. She was initially performing well; however, lately, you notice that she has begun to exhibit personality and work performance changes that are of concern to you.

You spoke with her yesterday, and she repeatedly told you that "nothing is wrong." However, she is late for work again today.

What should you do? If she won't talk, what are your options?

Scenario #3

You are the ASGS at an incident and were told to plan to provide support for three helicopters and pilots. You have just learned that the scope of the incident has grown, and you will now need to provide support for two additional helicopters and three additional pilots.

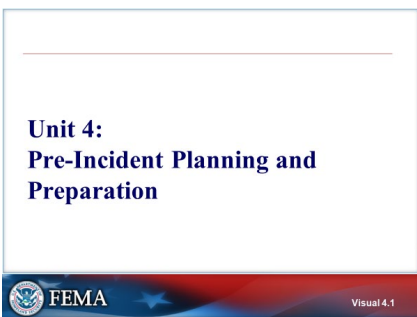
What do you need to consider and do to ensure that you are able to support these additional resources?

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Unit 4: Pre-Incident Planning and Preparation

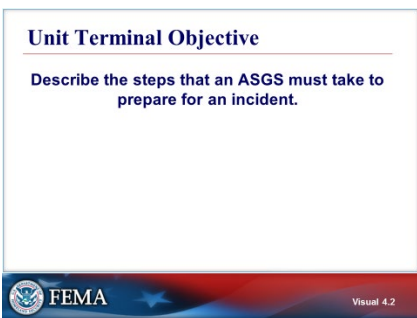
STUDENT MANUAL

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Visual 4.1

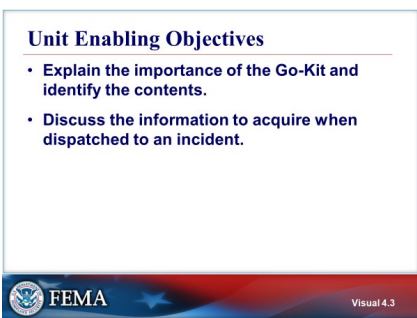
UNIT 4: PRE-INCIDENT PLANNING AND PREPARATION



Visual 4.2

UNIT TERMINAL OBJECTIVE

Describe the steps that an ASGS must take to prepare for an incident.



Visual 4.3

UNIT ENABLING OBJECTIVES

- Explain the importance of the Go-Kit and identify the contents.
- Discuss the information to acquire when dispatched to an incident.

The Final Exam questions are based on the Unit Enabling Objectives.



Visual 4.4

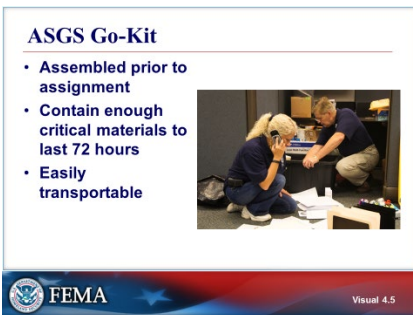
PRE-ASSIGNMENT PREPARATION

Pre-assignment preparation is an important ASGS task.

In addition to preparing the items needed for deployment, you should ensure that you have plans in place to:

- Care for pets, plants, mail, and other issues if you live alone
- Care for family
- Ensure that bills which come due during deployment are paid
- Complete daily job tasks/projects

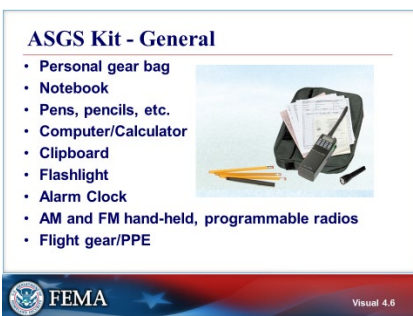
Make arrangements ahead of time, as these matters are often not considered. It is too late to try to arrange for these home matters when you are being mobilized rapidly.



Visual 4.5

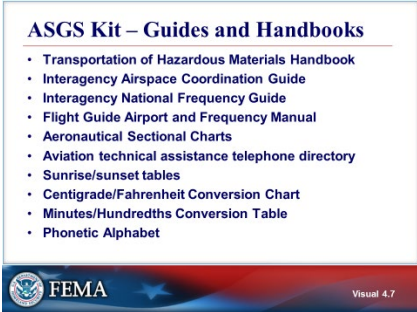
ASGS GO-KIT

The ASGS Go-Kit is assembled by the ASGS prior to an incident. It should contain the critical items and materials necessary for the ASGS to carry out their duties for 72 hours. In addition, it should contain the personal items, tools, and resources needed over the course of an incident.



Visual 4.6

ASGS KIT - GENERAL



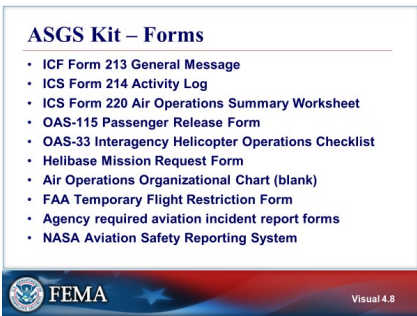
Visual 4.7

ASGS KIT – GUIDES AND HANDBOOKS

The majority of these guides and the forms on the following visual are specific to the U.S. Forest Service (FS)/U.S. Department of the Interior (DOI) and are presented as best practices.

If these forms are not or cannot be used, the agencies must have their own equivalent forms.

The majority of these forms are found in the Interagency Helicopter Operations Guide, which is available at http://file.dnr.wa.gov/publications/rp_fire_aviation_helicopter_operations_guide.pdf



Visual 4.8

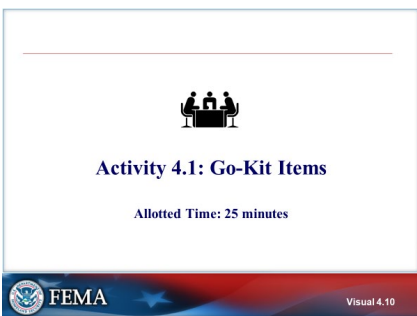
ASGS KIT - FORMS

The ASGS should ensure that there are several copies of these forms in the kit.



Visual 4.9

ASGS KIT – AGREEMENTS, PLANS, RECORDS

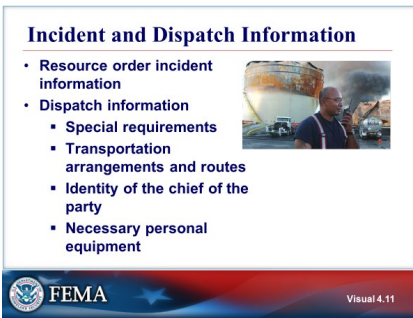


Visual 4.10

ACTIVITY 4.1: GO-KIT ITEMS

The instructor will explain Activity 4.1.

You will complete the activity in 10 minutes, with an additional 15 minutes reserved for sharing answers with the class.



Visual 4.11

INCIDENT AND DISPATCH INFORMATION

After notification of an incident, the ASGS should try to obtain a copy of their resource order from Dispatch. The resource order may provide the following information and serve as the initial source for the ASGS to begin developing situational awareness of the incident:


- Incident order number
- Incident name and number
- Management code numbers
- Office phone numbers at the incident site
- Request or Resource Order number
- Anticipated incident assignment
- Anticipated duration of deployment
- Mode of transport to the incident
- Reporting location
- Reporting time and date
- Reporting point of contact (POC)
- AM and FM radio frequencies
- Applicable cost and funding codes

After notification of an incident, the ASGS should also:

- Review the most recent incident situation report (if available)
- Check for any special requirements before leaving
- Check transportation arrangements and routes
- Identify the chief of the party if traveling in a group
- Ensure all personal equipment is ready for dispatch

Objectives Review

1. Why is the Go-Kit important?
2. What are some items that should be in your Go-Kit?
3. When dispatched to an incident, what initial information should you gather?



Visual 4.12

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain the importance of the Go-Kit and identify the contents.
- Discuss the information to acquire when dispatched to an incident.

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Supplemental Materials

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Activity 4.1: Go-Kit Items

Unit 4 - Activity 4.1: Go-Kit Items

Purpose

The purpose of Activity 4.1 is to help students identify specific items that an ASGS should include in the Go-Kit.

Objectives

Students will accomplish the following:

- Identify the items an ASGS should include in the Go-Kit.

Activity Structure

This activity is scheduled to last approximately 25 minutes, including activity completion and class discussion. The students will review the scenario provided and list the items they think an ASGS should include in the Go-Kit in preparation for an incident. Following the activity, the class will reassemble and discuss their answers.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in the activity:

1. The instructor will read the scenario provided to the class.
2. Using the checklist provided, write down the items that you think an ASGS should include in the Go-Kit in preparation for an incident.
3. Be prepared to share your answers with the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 4.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Review Scenario/Record Information	10 minutes	Individual
Class Discussion	15 minutes	Classroom

Activity 4.1 Scenario

You are a Captain on a medium-size city fire department in the Midwest with a population of 150,000 residents. You have worked in the past with your department's 15-person regional urban search and rescue team that routinely uses air support provided by the county sheriff's department. It's late spring and a neighboring State has been experiencing significant thunderstorm activity with flash floods. There have also been reports of tornado activity and the potential for a category F-5 tornado touching down somewhere in the neighboring State is very high. You have been alerted for possible mobilization and deployment into the affected area in response to a mutual aid request. You have been advised that you could be deployed within the next 48 hours and that you will be assigned to the Aviation Operations Branch as the Air Support Group Supervisor.

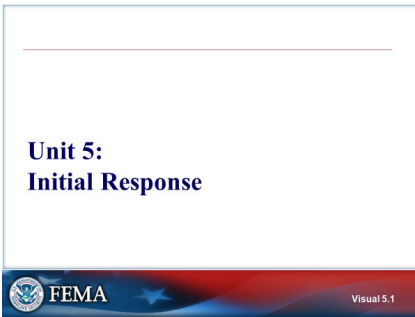
How will you prepare for this assignment?

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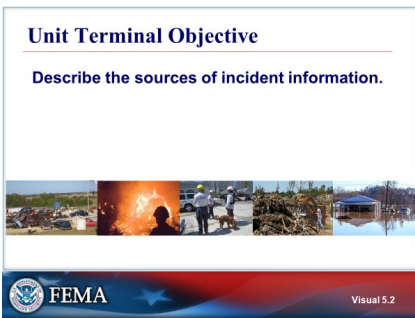
Unit 5: Initial Response

STUDENT MANUAL

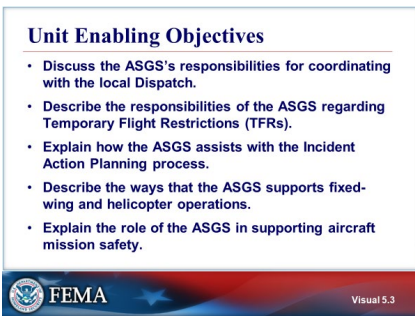
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Visual 5.1



Visual 5.2



Visual 5.3

UNIT 5: INITIAL RESPONSE

UNIT TERMINAL OBJECTIVE

Describe the sources of incident information.

UNIT ENABLING OBJECTIVES

- Discuss the ASGS's responsibilities for coordinating with the local Dispatch.
- Describe the responsibilities of the ASGS regarding Temporary Flight Restrictions (TFRs).
- Explain how the ASGS assists with the Incident Action Planning process.
- Describe the ways that the ASGS supports fixed-wing and helicopter operations.
- Explain the role of the ASGS in supporting aircraft mission safety.

The Final Exam is based on the Unit Enabling Objectives.

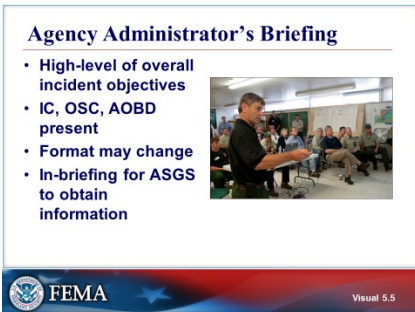


Visual 5.4

ARRIVING AT AN INCIDENT

You need to begin gathering information about the incident as soon as you arrive and check in. There are several questions that you need to immediately ask yourself:

- Who am I working for, and who is working for me?
- What is expected of me?
- What are expectations on my time?
- What resources are available to me, and how do I order more?
- Where is the best place to set up operations?
- Who is my best source of information?
- What are the financial constraints?

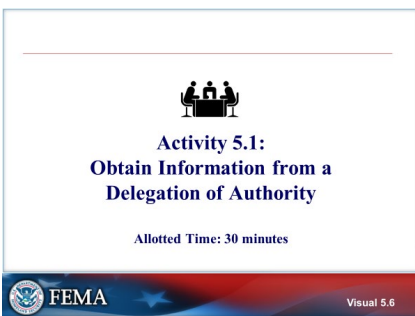


Visual 5.5

AGENCY ADMINISTRATOR'S BRIEFING

The Agency Administrator sets the overarching parameters and priorities of the incident. The Incident Commander (IC), Operations Section Chief (OSC), and the Air Operations Branch Director (AOBD) will most likely also be present. The format of this briefing will likely change from incident to incident, but it will generally serve as an in-briefing in which the ASGS can obtain information from these positions.

Refer to Handout 5-1: Sample Agency Administrator's Briefing.



Visual 5.6


ACTIVITY 5.1: OBTAIN INFORMATION FROM A DELEGATION OF AUTHORITY

The instructor will explain Activity 5.1.

You will have 30 minutes to complete the activity.

Incident Action Plan (IAP)

- Documents incident objectives
- Directs necessary tactics
- Drives operations
- Provides information on communications, resources assignments, and work activities
- Serves as a mechanism to understand how incident objectives will be met



Visual 5.7

INCIDENT ACTION PLAN (IAP)


The Incident Action Plan (IAP) is a written plan that defines the incident objectives and directs the tactics necessary to manage an incident during an operational period. The IAP also is designed to provide:

- Information on communications standards, resources assignments, and detailed explanations of work activities
- Assurance that all resources can safely and effectively work together to accomplish the objectives for an operational period
- A mechanism for senior leadership to understand incident objectives

The IAP for the current operational period is typically available at the Agency Administrator's Briefing.

Incident Action Plan (IAP) (cont.)

- Known safety hazards and risks
- Radio frequencies
- Weather conditions
- Reporting locations and times
- Division or group consistency
- Tactical assignments
- Medical protocol in case of an accident or injury
- Maps



Visual 5.8

INCIDENT ACTION PLAN (IAP) (CONT.)

The ASGS should:

- Read and understand all pages of the IAP
- Ensure that they understand the current objectives and priorities as well as what time frames they will be required to work within
- Know what, if any, contingency plans have been developed



Visual 5.9

COORDINATION WITH DISPATCH

After obtaining as much information about the incident as possible, it is the ASGS's responsibility to establish contact and coordinate with the local Emergency Dispatch Center.

The local Emergency Dispatch Center may not have aviation experience, so you may have to coordinate with the Emergency Operations Center (EOC). Aviation experience may be found in the State EOC or through the National Guard.

The ASGS will be informed about the need for frequencies in several ways: at the Agency Administrator Briefing, by pilots or people involved in ground operations, or by asking Dispatch.

The ASGS may also have to order frequencies or designate a certain frequency such as assigning an air to ground frequency or designating the TFR frequency that comes with the TFR.



Visual 5.10

FREQUENCIES

The national Air Safety Guard frequency for Forest Service aircraft is 168.625 MHz. This frequency is specific to the Forest Service.

Local and county agencies must use the frequencies they have been assigned.

However, if they bring in mutual aid or a government agency, that agency can allow them to use their frequency.

Temporary Flight Restrictions (TFRs)

- What is in place
- What is needed
- What should be modified/cancelled
- How to deal with conflicts



FEMA Visual 5.11

Visual 5.11

TEMPORARY FLIGHT RESTRICTIONS (TFRS)

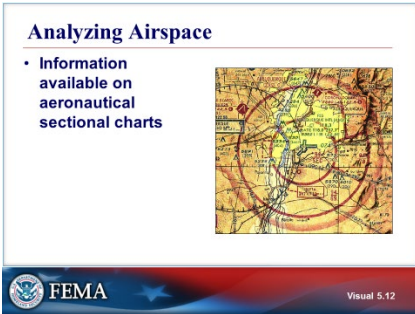
The ASGS should check on Temporary Flight Restrictions (TFRs) and order them as needed. Specific ASGS's responsibilities regarding TFRs include:

- Understanding the airspace
- Identifying aviation navigational aids (NAVAIDs) on the FAA Aeronautical Sectional Chart for the local flying area
- Identifying airspace hazards
- Giving and receiving briefings
- Determining the need for TFRs
- Coordinating TFRs with dispatch
- Coordinating the modification and cancellation of TFRs
- Reporting conflicts in a timely manner
- Documenting conflicts
- Using airspace resources
- Obtaining aviation hazard maps
- Coordinating temporary tower operations

An Airspace Coordination Specialist (THSP) may be ordered to assume or assist with airspace duties.

The THSP can provide the incident with expert knowledge of the National Airspace System (NAS), coordinate airspace issues between the various airspace users and with the FAA, plan for airspace de-confliction, process and map TFR requests, and assist in investigating incident airspace violations.

A THSP should be ordered when incident activity is widespread and involves a number of complex TFRs, complex airspace is involved or difficult conflict resolutions exist with various agencies.



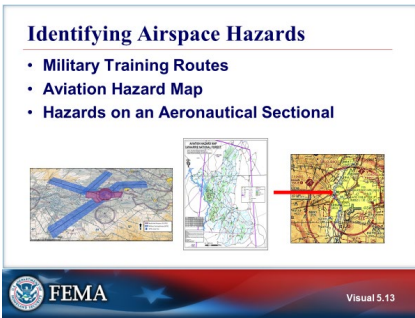
Visual 5.12

ANALYZING AIRSPACE

The first step for the ASGS to take in working with TFRs is having a clear understanding of the airspace. They must specifically know about the following:

- Local hazards, including cables, wires, and towers
- FAA Aeronautical Sectional Charts
- Types of airspace and boundaries
- Aviation NAVAIDs
- Location of Military Training Routes (MTRs), Military Operations Areas (MOAs), and Special Use Airspace (SUA)
- Local airports

All information can be obtained from an aeronautical sectional chart of the local area. Airports will have these maps available in their Administrative Offices and pilots will also normally have them available.



Visual 5.13

IDENTIFYING AIRSPACE HAZARDS

Resources that the ASGS can use for identifying airspace hazards include the following:

- U.S. Department of Defense AP1/B (Military Training Routes)
- FAA aeronautical sectional charts for the local flying area
- Joint operations graphics maps
- Local hazard identification map
- Current flight hazard identification software
- Local Fixed-Base Operator (FBO), Forest Aviation Officer (FAO), host agency aviation officer, and pilots (for a history of the area)

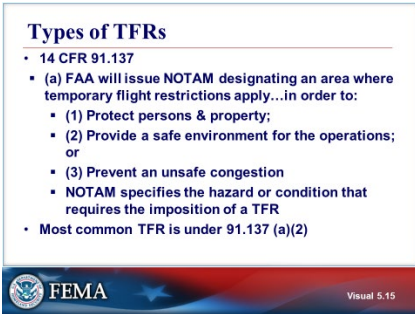


Visual 5.14

IDENTIFYING THE NEED FOR TFRS

Temporary Flight Restrictions (TFRs) should be used when:

- Airspace is congested
- Multiple incidents are involved
- There is a need to restrict general aviation aircraft from flying into the area and to regulate the access of media aircraft
- Military Training Routes (MTRs), Military Operations Areas (MOAs), or Special Use Airspaces (SUAs) are involved
- The ASGS believes that they are necessary in the interest of safety



Visual 5.15

TYPES OF TFRS

There are various types and categories of TFRs that can be requested based on the severity of the incident and whether a total or partial restriction of the airspace is required.

The types of TFRs are defined in 14CFR Sections 91.137 through 91.145 and Section 99.7.

The FAA issues TFRs following the regulations specified in these sections:

- Section 91.137, Temporary Flight Restrictions in the Vicinity of Disaster/Hazard Areas
 - The Administrator will issue a Notice to Airmen (NOTAM) designating an area within which temporary flight restrictions apply and specifying the hazard or condition requiring their imposition, whenever he determines it is necessary in order to—
 1. Protect persons and property on the surface or in the air from a hazard associated with an incident on the surface;
 2. Provide a safe environment for the operation of disaster relief aircraft; or
 3. Prevent an unsafe congestion of sightseeing and other aircraft above an incident or event which may generate a high degree of public interest.

The Notice to Airmen will specify the hazard or condition that requires the imposition of temporary flight restrictions.

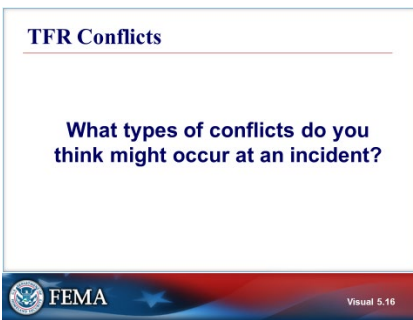
- Section 91.138, Temporary Flight Restrictions in National Disaster Areas in the State of Hawaii
- Section 91.139, Emergency Air Traffic Rules
- Section 91.141, Flight Restrictions in the Proximity of the Presidential and Other Parties
- Section 91.143, Flight Limitation in the Proximity of Space Flight Operations

- Section 91.145, Management of Aircraft Operations in the Vicinity of Aerial Demonstrations and Major Sporting Events
- Section 99.7, Special Security Instructions

A NOTAM TFR issued under Section 91.137 is effective for 90 days or until the national disaster area designation is terminated, whichever comes first.

The various types of TFRs that may be requested, however, focus on those that they are most likely to see, specifically sections 91.137(a), (1), (2) and (3). Of these, Section 91.137 (a)(2) is the most frequently used.

Refer to Handout 5-2: Types of Temporary Flight Restrictions and Handout 5-3: TFR Request Form - Example.

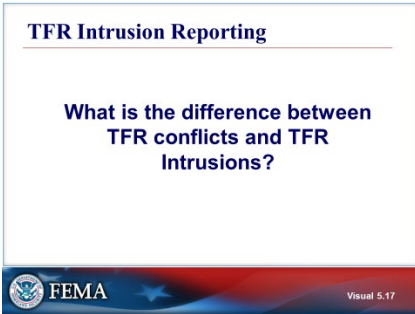


Visual 5.16

TFR CONFLICTS

To deal with TFR conflicts, the ASGS should:

- Confirm with the FAA that local NOTAMs (Notices to Airmen) have been published
- Visit the local dispatch office
- Visit local FBOs
- Visit the local military aircraft coordination center
- Post their TFRs as maps or posters
- Visit local aviation operators and vendors (float plane operations)
- Address U.S. Department of Homeland Security concerns



Visual 5.17

TFR INTRUSION REPORTING

ASGS needs to do the following when reporting TFR intrusions:

- Report all TFR intrusions to Dispatch to pass along to FAA for possible administrative action that could include civil or criminal penalties.
- Document intrusions using the agency reporting system.
- Obtain witness statements.
- Get original signatures.
- Map the intrusion.
- Document the sequence of events.



Visual 5.18

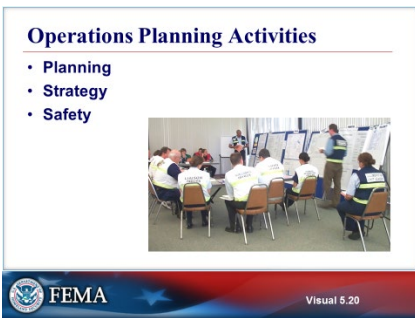
ORDERING TEMPORARY TOWERS

Temporary towers are ordered from the FAA or commercial vendors through Dispatch or the EOC in those instances where the needs of the operation require more positive control of take-off and landings, or when no other air traffic control exists.

Refer to Handout 5-4: Temporary Tower Request Form - Example.



Visual 5.19



Visual 5.20

ACTIVITY 5.2: COMPLETE A TEMPORARY FLIGHT RESTRICTION REQUEST FORM

The instructor will explain Activity 5.2.

You will have 1 hour to complete the activity.

OPERATIONS PLANNING ACTIVITIES

An ASGS may also participate in Air Operations planning activities, such as the strategy and planning meetings involved in the Operational Period Planning Cycle (Planning P). Because of this, you should gather information not only to support their activities, but also to potentially assist in strategizing.



Visual 5.21

HELICOPTER SUPPORT

An ASGS provides helicopter support by first initiating a helibase, then ensuring it is managed by a qualified Helibase Manager (HEB1 or HEB2). This is done by first identifying appropriate helibase/helispot locations, if the decision hasn't been already made.

Helibase Planning

The following general requirements should always be considered:

- The types of activity and the volume of traffic will affect selection, as well as initial and later development of the landing area(s).
- The site should lend itself to economic and environmentally sensitive development to the size that will accommodate the types of helicopters and the volume of traffic expected in both the short and the long term. Anticipate future needs.
- Weather (the potential for smoke or fog inversions, winds) also plays a significant role in the location of facilities, in both the short and the long term.
- Site planning and the construction of all sites, both permanent and temporary, shall be in accordance with local agency land management policy.

Helicopter Operations Support

Several companies have developed helicopter operations support trailers. Many provide climate controlled work stations, a wind monitoring station, a wind sock, strobe beacon, temporary control tower, programmable radio package, and a computer with internet capability. In addition, provisions must be made for:

- Fuel
- Crash Rescue
- Dust abatement
- Security for both the facility and the aircraft

Facility Support Needs

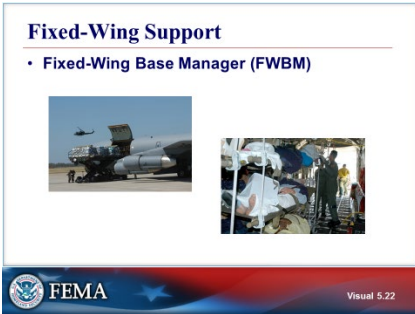
- Phones
- Porta-potties, if necessary
- Lodging
- Meals
- Water

Helibase Manager (HEB1 or HEB2)

The HEB1/2 has the primary responsibility for managing all activities at the assigned Helibase:

- Obtain the IAP, including ICS Form 220 Air Operations Summary Worksheet.
- Participate in Air Support Group planning activities.
- Inform the ASGS about Helibase activities.
- Report to the assigned helibase. Brief pilots and other assigned personnel.
- Manage the resources/supplies dispatched to helibase.
- Ensure that the helibase is posted and cordoned.
- Coordinate helibase air traffic control with pilots, ASGS, Air Tactical Group Supervisor (ATGS), Helicopter Coordinator and the Takeoff and Landing Controller.
- Ensure that helicopter fueling, maintenance and repair services are provided.
- Supervise manifesting and loading of personnel and cargo.
- Ensure that dust abatement techniques are provided and used at helibases and helispots.
- Ensure that security is provided at each helibase and helispot.
- Ensure that aircraft rescue firefighting services are provided for the helibase.
- Request special air support items from the ASGS.
- Receive and respond to special requests for air logistics.

- Supervise the personnel responsible for maintaining agency records, reports of helicopter activities, and ICS Form 211 Incident Check-In List.
- Coordinate activities with the ASGS.
- Display organization and work schedule at each helibase, including helispot organization and assigned radio frequencies.
- Solicit pilot input concerning the selection and adequacy of helispots, communications, air traffic control, and any operational difficulties and safety problems.
- Maintain ICS Form 214 Activity Log.



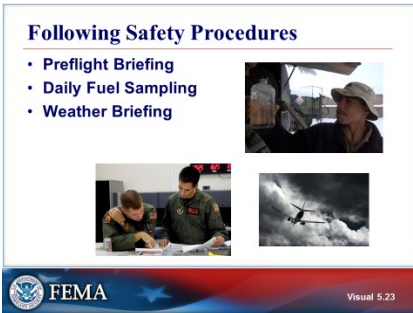
Visual 5.22

FIXED-WING SUPPORT

An ASGS oversees fixed-wing support through the Fixed-Wing Base Manager (FWBM).

The FWBM's list of duties includes the following:

- Make ramp management decisions in accordance with the current Ramp Management Plan and appropriate measures.
- Allow ground vehicles (official use only) access in designated service areas for supply loading and only on each ramp when actually required for the servicing of aircraft.
- Regulate all ramp utilization by permission only. There is no open parking or other use allowed without the permission of the FWBM.
- Ensure that no private or military aircraft are parked on the ramp unless there is a contractual relationship or Special Use Permit.
- Implement and enforce safety practices by ramp personnel and passengers within the ramp areas.
- Ensure that all transport operations have a properly trained parking tender present to direct the parking of aircraft, assist in the loading and unloading of passengers and cargo, assist pilots and air crews with directions and information, and ensure that all of these activities are properly documented and coordinated with the appropriate dispatch office.
- Ensure the maximum safety and efficiency of ramp operations; and supervise all movement of aircraft, personnel, passengers, cargo, and vehicles within the confines of their respective ramp areas.
- Conduct safety inspections of fire, ramp, cargo handling, and ramp tie-down equipment, and general ramp conditions including foreign object debris (FOD) removal.
- Provide the aviation expertise to alter the Ramp Management Plan and the Ramp Safety Plan to accommodate changes in situations and activity.
- Supervise all ramp personnel who are responsible for the security of the ramp areas. This includes watching



Visual 5.23

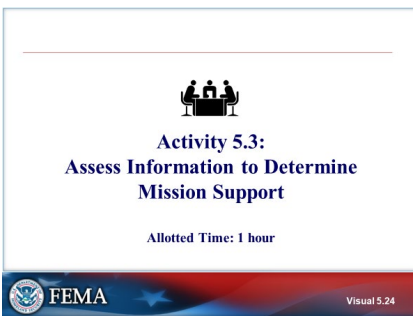
for suspicious persons, activities, and packages; keeping entry ports locked and/or monitored; and limiting access only to authorized personnel.

FOLLOWING SAFETY PROCEDURES

It is critical the ASGS follows the necessary safety procedures to maintain a safe and effective operation. These procedures include ensuring that responsibility for the following activities is delegated to the appropriate parties.

Activities include:

- Conducting preflight safety briefings
- Completing daily ramp and flight line safety checks
- Sampling fuel daily
- Updating the area hazard chart daily
- Ensuring that Operational Hazard Reports (OHRs) are made available and displayed prominently
- Ensuring that weather briefings are made available to all pilots
- Ensuring that a Risk Management Process is in place



Visual 5.24


ACTIVITY 5.3: ASSESS INFORMATION TO DETERMINE MISSION SUPPORT

The instructor will explain Activity 5.3.

You will have 1 hour to complete the activity.

Objectives Review

1. How does the ASGS maintain coordination with the local Dispatch Center?
2. What are the responsibilities of the ASGS regarding TFRs?
3. How does the ASGS assist with the Incident Action Planning process?
4. How does the ASGS support and manage fixed-wing and helicopter operations?
5. How does the ASGS support safety for aircraft missions?

The image shows the FEMA logo on the left and the text "Visual 5.25" on the right, set against a red and blue background with a white star.

Visual 5.25

OBJECTIVES REVIEW

Unit Enabling Objectives

- Discuss the ASGS's responsibilities for coordinating with the local Dispatch.
- Describe the responsibilities of the ASGS regarding Temporary Flight Restrictions (TFRs).
- Explain how the ASGS assists with the Incident Action Planning process.
- Describe the ways the ASGS supports fixed-wing and helicopter operations.
- Explain the role of the ASGS in supporting aircraft mission safety.

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Supplemental Materials

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Handout 5-1: Sample Agency Administrator's Briefing Agenda

Incident Name: _____ Agency: _____

Date: _____ Team Assigned:

1. General

- a. Name of incident:
- b. Initial actions taken:
- c. Approximate size of incident:
- d. Name of present Incident Commander:
- e. General weather conditions (present and predicted):
- f. What air operations are in place:
- g. ICP and incident base:

2. Delegation of authority and assignment of responsibility:

3. Cause of incident:

4. Ownership involved and coordination:

5. Name of resource advisor assigned to incident:

6. Local policy:

7. Resource values:

8. Priorities:

9. Money limitations and constraints:

10. Legal considerations (current investigation in action):

11. Media relations:

- Information organization:
- Report to Incident Commander:
- Report to Agency Supervisor:

12. Known local safety hazards:

13. Local political considerations, attitudes of local residents:

14. Procurement Unit Leader assigned:
 Pay rules peculiar to agency:
15. Other agencies on incident:
 Agency Representative:
16. Transportation routes:
17. Air operations:
 Fixed wing assigned:
 Helicopters assigned:
18. Personnel on incident (general):
19. Equipment on incident (general):
20. Supply system to be used (local supply, procedures):
21. Land status:
22. Physical condition of present resources:
23. Agency personnel available (condition):
24. Estimated time when team will assume command:
25. Medical emergencies:
 Nearest hospital:
 Nearest burn center:
 Life Flight available:
 Procedures:
26. Law enforcement coordination:

Activity 5.1: Obtain Information from a Delegation of Authority

Activity 5.1 — Unit 5

Purpose

The purpose of this activity is to help students identify what information the ASGS should obtain from a Delegation of Authority.

Objectives

Students will accomplish the following:

- Identify what information the ASGS should obtain from a Delegation of Authority.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion, presentation of group findings, and classroom discussion. The Instructor will begin by reviewing a sample Delegation of Authority along with the students. Students will then break into small groups and identify the key pieces of information that would be critical for an ASGS to understand, and then discuss the tasks that the ASGS would then be expected to complete. Afterwards, the class will regroup and discuss their findings.

Rules, Roles, and Responsibilities

The following are the specific activities / instructions for your participation in this activity:

1. Review the Delegation of Authority.
2. In small groups, identify the key pieces of information and the tasks that the ASGS would be expected to complete.
3. Be prepared to discuss your findings with the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 5.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Delegation of Authority Review	5 minutes	Classroom
Activity	10 minutes	Small Groups

Discussion

10 minutes

Classroom

Activity 5.1 Notes

Activity 5.1: Delegation of Authority for the Wesley Fire

File 5100/1230
Code:
Route To:

Date: September 16, 2012

Subject: Delegation of Authority for the Wesley Fire

To: Elizabeth Lund, Incident Commander

Effective 0600 hours on September 17, 2012, you are delegated authority for the management of the Wesley Fire on the Council and New Meadows Districts. This delegation carries with it the full responsibility for management of resources, costs, and the rehabilitation of the fire management effects directly associated with this incident. You will also be responsible for carrying out my leader's intent and expectations that were discussed at our in-briefing meeting on September 16, 2012.

Successful incident management is defined as *safely achieving reasonable objectives with the least firefighter exposure necessary, while enhancing stakeholder support for our management*. The attached Leader's Intent documents my specific expectations for the management of this incident. (The Agency Administrator and Incident Commander will meet to discuss and sign the Leader's Intent document during the same meeting where the Delegation of Authority is signed.)

With this letter, the Wallowa-Whitman National Forest delegates oversight of the Rapid River Wild and Scenic River Corridor to Keith Lannom, Payette National Forest Supervisor. Keith will maintain communication with the Wallowa-Whitman National Forest resource advisor and the Forest Supervisor.

/s/ Keith B. Lannom
KEITH B. LANNOM
Forest Supervisor

/s/ Kevin D. Martin
KEVIN D. MARTIN
Wallowa-Whitman Forest Supervisor

Elizabeth Lund
Incident Commander

cc: Harv Forsgren
Susan A Stewart

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File 1230/5130
Code:
Route
To:

Date: September 16, 2012

Subject: Wesley Fire, Letter of Intent, September 2012

To: Elizabeth Lund, Wesley Fire Incident Commander

You have been delegated authority to manage the Wesley Fire, on the Council and New Meadows Ranger Districts of the Payette National Forest (NF). This letter outlines my specific objectives and operational guidelines for the management of this incident.

PAYETTE NF OBJECTIVES FOR THE WESLEY FIRE

- Ensuring PERSONNEL and PUBLIC SAFETY as your primary responsibility. This should be the paramount consideration guiding all of your actions.
 - Provide protection for values at risk as identified in the Wildland Fire Decision Support System (WFSS) for the various land management agencies and cooperators.
 - Provide protection for the Hells Canyon National Recreation Area and Rapid River Wild and Scenic River corridor by utilizing strategies and tactics commensurate with appropriate Outstandingly Remarkable Valuables specifically water quality and scenic values.
 - Protect natural and cultural resources by following the guidance in the Payette NF Resource Direction and Guidelines for Fire Operations (see Appendix E of the briefing package).
 - Utilize efficient and effective business practices to manage the fire cost, which should be in alignment with the identified values at risk.
 - Use aggressive outreach to ensure timely and accurate dissemination of information regarding fire related activities is provided to the public, cooperators, elected officials, and stakeholders.

COURSE OF ACTION/OPERATIONAL OBJECTIVES

Wesley Fire will be managed using a combination of point protection, and direct and indirect suppression to achieve incident and land management objectives.

- If at all possible, confine and/or contain the fire within the described boundary below utilizing a combination of direct and indirect attack to the fire:
 - Continue full suppression from the anchor point along the east flank of the fire to Pollock Mountain and from the anchor point along the west flank of the fire to Smith Mountain going direct where possible while allowing for indirect actions.
 - A confine and contain strategy with point protection will be used from Pollock Mountain to Lockwood Point along the east flank; Lockwood Point to Jackley Mountain along the northern perimeter to restrict the spread of fire to the north, northeast down the Rapid River drainage.

- A confine and contain strategy with point protection will be used from Jackley Mountain to Black Lake and Black Lake to Smith Mountain for the western perimeter to restrict the spread of fire into the Snake River drainage. Use natural barriers, roads, and trails combined with fireline and burnout operations to accomplish holding of the fire.
- Develop contingency planning for the potential movement of fire onto private lands, in particular the Highway 95 corridor:
 - Identify jurisdictional responsibilities and capabilities.
 - Facilitate the development of cost shares, and operating procedures with cooperators. Agreements are in place with local cooperators and can be provided by local fire management.
 - Identify ways to supplement and improve cooperator jurisdictional capabilities.
 - Be prepared for and/or implement unified command when appropriate to develop joint strategies and tactics to protect values.

PROCEDURES AND EXPECTATIONS

Wildland Fire Decision Support System (WFDSS):

- The Payette NF and Region 4 will provide WFDSS support and management during the life of the incident. You and your team will need to monitor the WFDSS analysis to ensure you follow and understand the WFDSS analysis and decisions.
- IMT Responsibility:
 - Updates of fire perimeter and Management Action Points as well as development of contingency plans.
 - Managing staff to run fire models and/or complete long term assessment.
 - Provide updates and estimates of costs.
- The WFDSS will provide direction on Strategic and Incident Objectives, Risk Management, fire suppression strategy, and course of action.

Risk Management:

- Managing risk on this incident will be based on the National “Risk Decision Framework”. As the delegated manager of this incident, I expect that you will be actively engaged in decisions that affect firefighter exposure and I expect you to be mindful of the costs and firefighter exposure in relationship to the benefits received. Do not commit incident responders where there is a low probability of meeting reasonable objectives or when risk of injury or death cannot be mitigated. This may require additional analysis of proposed actions.
- Be familiar with the thresholds that will require re-evaluation of the risk decision.
- Follow the policy for driving time limitations and work/rest guidelines. Shift lengths shall conform to national policy, with exceptions documented and copies submitted to the IBA.

- There are no constraints on night tactical operations provided you follow the risk assessment process to manage the risk and with the benefits of conducting two operational periods per day.

Operational Procedures:

- Firefighter and public safety:
 - Implement identified actions at the appropriate time to allow for the right operational tempo to accomplish the mission and reduce risk to fire fighters.
 - Area closures may be developed within the fire area to provide for public safety. Copies of the Closure Orders, with a map, will be provided. Management and enforcement of this and any future public and personnel safety actions are the responsibility of the Incident Management Team (IMT). Enforcement of closures will be coordinated with Greg Lesch, Council District Ranger, Kathy Nash, Acting New Meadows District Ranger, Mary Deaguero, District Ranger/Agency Administrator for the Hells Canyon NRA and Forest Service Law Enforcement Officers (Amy Harvey, Dwayne Hawes or Breck Young, Jill Forth, Walter Merit).
 - Work in coordination with the Adams County Sheriff and Idaho County Sheriff.
 - Temporary Flight Restrictions (TFRs) associated with the incident are in effect. Modification of the TFR will be coordinated with Payette Dispatch.
 - Frequency plans should be shared to ensure the safety of both incident and Payette resources.
- Protecting values at risk:
 1. Communities and private in-holdings: Bear, Price Valley residences, numerous residences along the Highway 95 corridor beginning at Tamarack Sawmill and ending at the community of Riggins. This includes the communities of New Meadows, Pollock, Pine Hurst and Riggins.
 2. Forest Service properties: Bear Guard Station, Price Valley Guard Station, Pollock Mountain Lookout (metal structure) with two wood structure outbuildings (historic property), Lick Creek Lookout, Smith Mountain Lookout w/ repeater site, Black Lake campground, Huckleberry campground, and Lost Valley campgrounds.
 3. Rapid River fish hatchery.
 4. Outfitter and guide hunting camps and hunting locations (Heaven's Gate Outfitters and Hells Canyon Outfitters).
 5. Lost Creek/Boulder Creek project area (in NFMA stages of project and working with Payette Forest Coalition).
 6. Pack bridges - total of 13 bridges.
 7. Anadromous fish habitat, bull trout habitat, NIDGS occupied habitat (three colonies near Lick Creek Lookout).
 8. Private and State forest lands located east of the fire.
 9. Sheep and cattle – grazing allotments.

- Nez Perce-Clearwater NF's Values to Protect:
 1. Potter Cabin, McCrea Cabin, and Wyant Trail Bridge.
 2. White Water Ranch sub-division, Pollock, structures along Rapid River Road, Rapid River Fish Hatchery, and structures along the Highway 95 corridor.
 3. Cattle grazing allotments.

Resource Issues:

- Work with the forest Resource Advisor for direction on Inventoried Roadless Areas, Wild and Scenic Rivers coordination, Northern Idaho Ground Squirrel, Bull Trout and Salmon habitat.
- Protect waterways and riparian areas from incident management impacts as described in the Payette NF Resource Direction and Guidelines for Fire Operations (see Appendix E in the briefing package) and accompanying Forest map. Fully restrict retardant use within Riparian Conservation Habitat Areas (RHCA) unless needed for public and firefighter safety. Take appropriate measures during aerial water bucket dipping and snorkeling to reduce the risk of whirling disease and aquatic nuisance transmission to fish or fish habitat. When possible, buckets should be washed with water and dried before engaging in fire operations and again before leaving the fire.
- Work with the McCall District Recreation Staff and Hells Canyon NRA staffs to develop strategies and tactics that meet the incident objectives while minimizing impacts to outfitter and guide operations.
- The team will take appropriate measures to reduce the chances of increased noxious weed spread onto the forest. This includes washing down assigned vehicles before entering the incident area and upon demobilization from incidents. It will be the responsibility of the IMT to procure services through coordination with Payette Logistics.
- Provide for rehabilitation of areas impacted by incident operations (firelines, camps, helispots, helibases, etc.) as conditions warrant. Consult with resource advisors prior to undertaking rehabilitation actions.

Public Relationships and Fire Communications:

- Strengthening relationships with the public and our partners is facilitated by early engagement and effective communication with affected interests to inform decisions and manage expectations.
 - Work in coordination with Adams County and Idaho County to prepare evacuation plans if needed.
 - If needed, work with cooperators to develop cost share agreements and operational plans where private lands may be involved.
 - Engage fire management partners and local officials in the decision process, including identification of values at risk, management action points, probabilities of success, and managing risks to incident responders.
- I expect the IMT Public Information Officer to coordinate continuously with Gina Bonaminio, Payette National Forest Acting Public Affairs Officer (PAO), to ensure

full compliance with USDA Forest Service communications policies, protocols, and procedures from everyone working on this incident, including the following:

- The IMT is requested to coordinate and facilitate community meetings with the priority being Riggins, New Meadows, and Bear. Community meetings will also need to happen in Council and McCall.
- You and your IMT Public Affairs staff working on this incident are delegated the authority to provide information to all news media (local and regional) about the incident only. If there are national inquiries or questions not related to this incident, please coordinate any information dissemination with the Payette National Forest acting PAO, who will determine whether they can be addressed locally or whether they need to be referred to the USDA Forest Service Washington Office Fire and Aviation Management Program Public Affairs Specialist at the National Interagency Fire Center (NIFC) in Boise, Idaho, or to the USDA Forest Service Washington Office Press Office.
- No Facebook pages, Twitter accounts or YouTube accounts are to be created for this fire. You may use the Region 4 Twitter account for this incident.
- The IMT should use Inciweb as the primary means of sharing incident information.
- The incident Public Information Officer (PIO) should work with Gina, Jodi Kramer, Wallowa-Whitman NF acting PAO, and Laura Smith, Nez Perce-Clearwater NF PAO to determine the appropriate dedicated external information website to be used for this incident. All Area Closure notices and Area Closure maps will be posted on that dedicated website.
- You, the incident management team members, PIOs, and all others working on this incident are encouraged to develop and communicate messages about the incident to the public, news media, and other external audiences about the incident only that are tiered to the 2012 Fire Season Communication Themes developed by the National Multi-Agency Coordinating (NMAC) Group and the USDA Forest Service 2012 fire season key messages, which are available at <http://fsweb.wo.fs.fed.us/fire/fam/>.

Cost Management:

- The IMT is authorized to expend funds for the management of this incident as identified in the WFDSS decision. The IMT will work closely with me and the Forest Fire Staff Officer before initiating large orders for resources or implementing costly tactical aviation actions. Keep efficiency and cost-effectiveness as an important part of your decision-making process.
- I expect all emergency responders to record actual time worked each day; there are no guaranteed shift lengths to maximize time charged under policy.

Infrastructure Protection:

- Infrastructure protection is a priority where it can be accomplished consistent with expectations for safety.
- Do not delay any actions deemed necessary (including short-term costs) to provide for public or firefighter safety when risk to life exceeds an acceptable threshold.
- Our primary approach for managing fires that may impact structures is **to use wildland tactics to keep wildfire from reaching structures or to reduce flammability and**

probability of ignition on the exterior. I expect you to follow the *2009 Great Basin Guidelines for Community and Structure Fire Protection*, specifically to ensure that we are taking safe, appropriate, and reasonable tactical actions for which wildland firefighters are trained and equipped.

- Private structure protection is the jurisdiction of our partners. Under unified command and with an agreement to appropriately share costs, we may assist in the protection of structures where doing so is within the scope of our training and expertise.
- Decisions to invest in protecting property must weigh an estimate of values at risk, probability of occurrence, and probability of success of our actions against the cost of implementing the protection strategy and the risks to our emergency responders to do so.
- Use of tactics such as gelling, wrapping, extensive hazardous fuels modifications, and utilization of specialized structure firefighting resources are expected to be rare exceptions, and I expect the IMT to consult with me prior to implementation.

Initial Attack Responsibilities and Aviation Coordination:

- The Payette NF, Wallowa-Whitman NF, Nez Perce-Clearwater NF and Southern Idaho Timber Protective Association will retain initial attack responsibilities across their respective forests. Your IMT may be requested to provide resources and logistical support to local initial response operations as needed.

Temporary Flight Restrictions:

- Management of any Temporary Flight Restrictions (TFRs) associated with the incident is the responsibility of the IMT. Please coordinate with the Payette Forest Aviation Officer and Payette Dispatch to determine the appropriate size, location, and actual need of all TFRs. I ask that you actively manage your TFR, and use them as needed to aid in aviation safety. I also ask that the TFR be lifted as early as possible to reduce impacts to our backcountry aviation community.

Requests for Payette NF Resources:

- If requesting Payette NF resources for a short time period (to borrow for a shift or two), the IMT Operations Section Chief will contact Payette Dispatch with the request.
- All other resource ordering will follow the normal request process.

Daily IC Call and Status Meeting:

- You are expected to participate in the daily Incident Commander call at 0730 MDT. Call in number is 877-779-1564, passcode 173546#.
- You or a member of your command staff are requested to participate on the daily Wesley Fire Agency Administrator's conference call. You will be asked to provide a short fire update at the start of the call. The call will occur at 1000 MDT, the call number is 888-858-2144, passcode 7827433#.
- You or a member of your command staff are expected to attend a forest-wide status meeting daily at 1600 hours at the Payette Dispatch Office. Please be prepared to give a

brief update on your incident situation. This is also an excellent opportunity to address any issues with various members of the Forest Service.

Conduct:

- I expect the highest degree of ethical conduct from everyone while on the fireline, in fire camp, and in town.

KEY CONTACTS

I will be available as needed for daily interactions, including briefings, planning meetings, public meetings and during action reviews. If at any time you find that you are unable to meet the intent of the WFDSS decision, letter of delegation and/or letter of intent, please contact me to discuss any needed changes.

I expect you and the IMT to work closely with me and the following individuals:

Payette NF Contacts: Keith Lannom, Forest Supervisor 208-315-0746

- Kathy Nash, Acting New Meadows District Ranger. Kathy will be available for daily interactions and planning meetings and I expect you and the IMT to communicate regularly with her. Kathy's cell number is 208-271-6466.
- If Kathy is unavailable, Greg Lesch, Council District Ranger will be the alternate contact. Greg's cell number is 208-741-0511.
- Dave Vining, Central Zone FMO is your primary fire management contact for the Payette NF. The IMT will keep in regular contact with Dave and he can assist in all facets of fire management operations or issue resolution. Dave's cell number is 208-741-9617.
- Andrew Peterson, McCall Recreation Technician, will be your primary contact for recreation related issues, and for information regarding outfitter and guides that may be working near the fire area. Andrew's cell number is 208-634-0440.
- Randy Skelton, Deputy Fire Staff is your primary contact as Forest Duty Officer for coordinating the sharing of resources. Randy's cell number is 208-634-6784.
- Matt Shaddle, Forest Aviation Officer 208-634-9347 or in his absence Gary Murphy, Payette Dispatch Center Manager 208-634-0395 for all aviation related issues.
- Gina Bonaminio, acting PAO, will serve as your fire information contact for the Payette NF. Please coordinate all information issues with Gina, along with community information coordination. Gina's cell number is 208-634-6945.
- Ron Knowles, Incident Business Advisor, will be available to address any fiscal questions, needs, or concerns. Ron's cell number is 907-230-4945.
- Jason Greenway will be the lead Resource Advisor assigned to the incident. Jason's cell number is 208-566-1018.
- PNF Law Enforcement Contacts: Amy Harvey, 208-590-0978; Dwayne Hawes, 208-741-0358; and Breck Young, 208-866-7290.

Southern Idaho Timber Protective Association (SITPA):

- Mark Woods, Fire Warden, will serve as the primary contact for any SITPA associated lands. His cell number is 208-634-9658.
- Tom Binder, Assistant Fire Warden, will serve as a backup contact. His cell number is 208-634-8005.

Idaho Department of Lands (IDL):

- Scott Corkill, acting Area Supervisor for the Payette Lakes Supervisory Area, will serve as the primary contact for any IDL-associated lands. His cell number is 208-350-9517.

Wallowa-Whitman NF Contacts: Kevin Martin, Forest Supervisor 541-969-8580

- Nathan Goodrich, acting Deputy Fire Staff, Wallowa-Whitman NF (Hells Canyon National Recreation Area) will be the primary contact for the Hells Canyon NRA. His cell number is 541-263-0870.
- Mary Deaguero, District Ranger, Wallowa-Whitman NF (WWF) will be the Agency Administrator representative for the WWF. Her cell number is 541-805-9537.
- Walter Merritt, Patrol Captain, will be your primary contact for Forest Service Law Enforcement activities or area closure coordination. His cell number is 541-969-8855.
- Jodi Kramer, acting PAO, will be your primary contact for public information coordination. Her cell number is 541-519-4623.

Nez Perce-Clearwater NF Contacts: Rick Brazell, Forest Supervisor, 208-691-7061; Ralph Rau, Deputy Forest Supervisor 208-315-3851

- Contact Laura Smith, 208-983-5143, Nez Perce-Clearwater NF PAO.
- Work with Mark Craig, Acting Salmon River District Ranger, 208-839-2103 or 208-755-9516, and Kevin Chaffee, FMO, 208-839-214,1 on any fire needs.
- Randy Hogem, agency representative for the Nez Perce-Clearwater NF, cell number: 406-249-2938.
- Keep Willy Acton, Forest Aviation Officer, informed on all airspace issues/needs.
- Contact Steve Lucas, Forest Archeologist, 208-983-4040, for all cultural and historic values on Forest Service lands.
- Coordinate with Steve Hiebert, Nez Perce Supervisors Office, 208-983-4027, concerning impacts to the Brian Deveny cattle allotment.
- Coordinate with Jeremy Harris, 208-839-2109 for communication with Russ Gilmore, Hells Canyon Outfitters, 208-816-6413.
- Maintain communication with Barry Rucklic, Fire Planner, 208-983-5642 as the primary fire contact for the Nez Perce-Clearwater NF. If you are unable to contact Barry, please call Bob Lippincott, Fire Staff, 208-983-5672 and/or Roger Staats, Deputy Fire Staff, 208-983-5674.
- Jill Forth, Patrol Captain, will be your primary contact for Forest Service Law Enforcement activities or closure area coordination. Her cell number is 208-660-8158.

Nez Perce Tribe Contacts:

- Mike Lopez, Staff Attorney, will be the primary contact. His cell number is 208-843-7355.

Idaho Department of Fish and Game Contacts:

- Rapid River Fish Hatchery contact number is 208-628-3277; Southwest Region/McCall Sub-region - McCall Office contact number is 208-634-8137.

/s/ Keith B. Lannom
KEITH B. LANNOM
Forest Supervisor

cc: Marlene Finley
Susan A Stewart
John R Erickson
Gary R Brown
Kathryn S Nash
Greg Lesch

I understand the direction in this letter and accept this delegation.

Elizabeth Lund, Wesley Fire Incident Commander

Aviation Transition Plan
Wesley Fire
Sept. 22

Aviation Assets Still Assigned:Helicopters:

N5KA	Bell 212	A-12
N5SJ	Bell 205	A-27
N1NJ	Astar B2	A-43

Fixed Wing:

N39GW	AC500	A-51
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Phone List:

Middle Fork Helibase	208-555-2724	
	208-555-2726 (FAX)	
Warm Springs Helibase	208-555-3416	
	208-555-3516 (FAX)	
Kevin Smith (HEB1)	208-555-3251	O-62
Bob Perkins (HEB2)	907-555-1678	O-72
Jeff Olsen (ATGS)	520-555-1945	A-51.1
Boise Dispatch	208-555-3400	

Equipment and Supplies:

2 Helibase Communications Trailers	E-23 Middle Fork	E32 Warm Springs
2 Water Tenders	E-56 Middle Fork	E68 Warm Springs
1 Heli-Well for pick-up.	Borrowed from the Payette NF / Call 208-555-7531	

Personnel:

10 personnel @Warm Springs Helibase
20 personnel @Middle Fork Helibase

Anticipated Actions:

Backhaul 3-5 loads from spike camp
Demob 6 crews from 2 helispots, ready am on 9/23

Significant Events:

2 SAFECOMs filed in the last 18 days.

Equipment Rental Agreements:

None

Land Use Agreements:

1 land use agreement in place on private land where Heli-Well is located. Agreement is in Finance. This needs to be closed out.

Outstanding orders:

3 HECM orders placed. Not filled. This needs to be checked on.

Base Locations and Status:

Close Warm Springs helibase and keep Middle Fork helibase running until no longer needed.

Dip Sites and Helispots: Helibase has complete listing and location of all dipsites and helispots.

Handout 5-2: Types of Temporary Flight Restrictions

§ 91.137 Temporary flight restrictions in the vicinity of disaster/hazard areas.

(a) The Administrator will issue a Notice to Airmen (NOTAM) designating an area within which temporary flight restrictions apply and specifying the hazard or condition requiring their imposition, whenever he determines it is necessary in order to—

- (1) Protect persons and property on the surface or in the air from a hazard associated with an incident on the surface;
- (2) Provide a safe environment for the operation of disaster relief aircraft; or
- (3) Prevent an unsafe congestion of sightseeing and other aircraft above an incident or event which may generate a high degree of public interest.

The Notice to Airmen will specify the hazard or condition that requires the imposition of temporary flight restrictions.

(b) When a NOTAM has been issued under paragraph (a)(1) of this section, no person may operate an aircraft within the designated area unless that aircraft is participating in the hazard relief activities and is being operated under the direction of the official in charge of on scene emergency response activities.

(c) When a NOTAM has been issued under paragraph (a)(2) of this section, no person may operate an aircraft within the designated area unless at least one of the following conditions are met:

(1) The aircraft is participating in hazard relief activities and is being operated under the direction of the official in charge of on scene emergency response activities.

(2) The aircraft is carrying law enforcement officials.

(3) The aircraft is operating under the ATC approved IFR flight plan.

(4) The operation is conducted directly to or from an airport within the area, or is necessitated by the impracticability of VFR flight above or around the area due to weather, or terrain; notification is given to the Flight Service Station (FSS) or ATC facility specified in the NOTAM to receive advisories concerning disaster relief aircraft operations; and the operation does not hamper or endanger relief activities and is not conducted for the purpose of observing the disaster.

(5) The aircraft is carrying properly accredited news representatives, and, prior to entering the area, a flight plan is filed with the appropriate FAA or ATC facility specified in the Notice to Airmen and the operation is conducted above the altitude used by the disaster relief aircraft, unless otherwise authorized by the official in charge of on scene emergency response activities.

(d) When a NOTAM has been issued under paragraph (a)(3) of this section, no person may operate an aircraft within the designated area unless at least one of the following conditions is met:

(1) The operation is conducted directly to or from an airport within the area, or is necessitated by the impracticability of VFR flight above or around the area due to weather or terrain, and the operation is not conducted for the purpose of observing the incident or event.

(2) The aircraft is operating under an ATC approved IFR flight plan.

(3) The aircraft is carrying incident or event personnel, or law enforcement officials.

(4) The aircraft is carrying properly accredited news representatives and, prior to entering that area, a flight plan is filed with the appropriate FSS or ATC facility specified in the NOTAM.

(e) Flight plans filed, and notifications made with an FSS or ATC facility under this section shall include the following information:

- (1) Aircraft identification, type and color.
- (2) Radio communications frequencies to be used.
- (3) Proposed times of entry of, and exit from, the designated area.
- (4) Name of news media or organization and purpose of flight.
- (5) Any other information requested by ATC.

Handout 5-3: TFR Request Form - Example

INTERAGENCY REQUEST FOR TEMPORARY FLIGHT RESTRICTION

(TFR request must be phoned in as per FAA. This form may also be faxed to provide documentation.)

RESOURCE ORDER NUMBER: Request #: A -	DATE: TIME:
--	----------------------------------

TO: FAA ARTCC: FAA PERSON CONTACTED: FAA PHONE: FAX:	FROM: DISPATCH OFFICE: PERSON REQUESTING TFR: 24 HR. PHONE (No Toll Free #s):
--	--

Ⓢ Check if this TFR is a replacement. If so, NOTAM # of TFR being replaced:
 (Existing TFRs cannot be changed, only cancelled and replaced.)

Geographic Location of Incident (nearest town, state):

Location (Circular TFR) List nearest NAVAID (distance should be less than 50 NM) - do not use NDB or T-VOR.

VOR ID	RADIAL (Degrees)	DISTANCE (NM)	LAT/LONG of Center Point (use US NOTAM OFFICE FORMAT ddmssN/ddmmssW)	RADIUS (NM) (5 NM is standard)
			N/ W	

OR (Polygon TFRs should be rare and only used if circular shape is not adequate.)

Location (Polygon TFR) (List perimeter points in clockwise order) List nearest NAVAID (distance < 50 NM) - do not use NDB or T-VOR.

Point #	VOR ID (XXX)	Radial (Degrees)	Distance (NM)	Lat/Long ddmssN/ddmmssW	Point #	VOR ID (XXX)	Radial (Degrees)	Distance (NM)	Lat/Long ddmssN/ddmmssW
1				N/ W	5				N/ W
2				N/ W	6				N/ W
3				N/ W	7				N/ W
4				N/ W	8				N/ W

Altitude restrictions: FEET MSL (do not use AGL – Standard is 2000' above highest terrain point)

Agency Name:	Incident Name:	24-hr. Telephone #:	VHF-AM Frequency:
--------------	----------------	---------------------	-------------------

is in charge of on scene emergency response activities. TFR to provide a safe environment for fire fighting aircraft operations; effective immediately, until further notice, 24 hrs./day.

The requested TFR affects the following Special-Use Airspace:

The requested TFR affects the Military Training Routes listed below:

Route	SCHEDULING ACTIVITY	SEGMENT(S)	Route	SCHEDULING ACTIVITY	SEGMENT(S)

IMPORTANT NOTE TO FAA: If the TFR affects SUA and/or MTR(s), we request NOTAM distribution to all military bases involved, to the Coordinating Flight Service Station, and, for MTRs, to the Flight Service Station and Air Route Traffic Control Center with responsibility for the airspace at the route entry point(s).

NOTAM #	ISSUED AT	(Time)	ON	/	(Date)
---------	-----------	--------	----	---	--------

Date/Time TFR Cancelled:

By:

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Handout 5-4: Temporary Tower Request Form – Example

TEMPORARY TOWER REQUEST FORM

(Note – this form should be used in conjunction with the checklist located in Chapter 11 of the Interagency Airspace Coordination Guide www.fs.fed.us/r6/fire/aviation/airspace). Please attach this form to the Resource Order and forward both forms to the appropriate FAA Regional Operations Center (ROC) through established ordering channels.

I. GENERAL INFORMATION

Incident Name _____ Management/Fiscal Code _____
 Resource Order Number _____ Request Number _____ Date _____

II. POINTS OF CONTACT

	Name / Agency	Telephone
Ordering Unit: _____		
Air Ops / Air Support: _____		
Local or Expanded Dispatch: _____		
Geographic Area Coordination Center: _____		
National Interagency Coordination Center: _____		FAA
POC at ROC: _____		
Airport Owner / Operator: _____		

Has the Airport Owner been notified? YES NO
 Requested Operational Hours: _____ to _____ (Local Time)
 Estimated Duration: _____ to _____ (Dates)
 Total Number of days (inclusive): _____

III. SUPPORT INFORMATION

Closest City / Town: _____ State: _____

Where is the proposed location of the temporary tower (Select one or explain):

- Airport (name and FAA Code)
- Helibase (physical/legal location)
- Incident Command Post (physical/legal location)
- Other: _____

Is a facility available on site for use as a “temporary tower”? (Select one or explain):

- FBO Site/Room rental, etc. _____
- Rental Trailer _____
- Facility to be constructed on site _____
- Other: _____

Conditions to expect for at site: Camp Motel/Hotel Other

Is a vehicle (Gov’t or rental) available for the tower personnel? YES NO

- *Attach detailed driving directions to reporting site.*
- *Note road closures, hazardous conditions, easiest route of travel, etc.*

IV. EQUIPMENT SURVEY – Refer to Chapter 11 Checklist in Interagency Airspace Coordination Guide.

What equipment do you currently have (radios, etc.) for use by tower personnel?

What equipment do you need? (radios, etc.)

Have you completed an inventory of equipment? YES NO

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Activity 5.2: Complete a Temporary Flight Restriction Request Form

Unit 5 - Activity 5.2: Complete a Temporary Flight Restriction Request Form

Purpose

The purpose of this activity is to help students identify, based on a scenario, the method for determining whether a Temporary Flight Restriction (TFR) is in place and how they would order a TFR.

Objectives

Students will accomplish the following:

- Based on a scenario, determine whether a TFR is in place.
- Complete the steps for establishing a TFR.
- Determine the steps to take after an airspace intrusion.

Activity Structure

This activity is scheduled to last approximately 1 hour, including small group discussion, presentation of group findings, and classroom discussion. The instructors will hand out aeronautical sectional charts (one per group) and write a bearing and distance from the nearest VHF Omnidirectional Range (VOR) and the size of the TFR. The students will then determine the latitude/longitude using the aeronautical sectional chart and write it on the easel pad. The instructor will choose a point on the aeronautical sectional chart and ask the students to identify other potential hazards. Working in groups, the students will plot the location and list what they would do based on the following scenario.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in this activity:

1. Within your group, select a spokesperson.
2. Review the activity scenario.
3. Based on the description of the affected area, use your group's Memphis Aeronautical Sectional Chart to locate the affected area, determine the center of the area, and approximate the size of the TFR that would be needed.
4. Identify where you would search to determine whether a TFR was already in place, and write it on the easel pad.

5. Locate the nearest VOR and determine the distance and bearing from the VOR to the center of the affected area; then determine the latitude/longitude of that center point using the aeronautical sectional chart. Write the latitude and longitude on the easel pad.
6. Based on the size of the affected area on the ground, determine the radius around the center point, draw a circle around the center point of that radius and decide how high the altitude of the TFR should be.
7. Complete the TFR Request Form using the blank form attached.
8. Identify other potential hazards (e.g., military training routes, power lines, location between two airports indicating local traffic) within the radius of the circle of the TFR.
9. Write the steps you would take to deal with a TFR intrusion on the easel pad.
10. Present your findings to the rest of the class for discussion.

Instructors review the correct solution, moderate discussions, answer questions, and provide additional information as required.

Activity 5.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Activity	20 minutes	Small Groups
Presentations	20 minutes	Classroom
Debrief/Review	15 minutes	Classroom

Activity 5.2 Scenario

You have just arrived at the incident helibase and introduced yourself to the Helibase Manager. He informs you that the Air Tactical Group Supervisor (ATGS) called in on the radio saying that a military jet just passed under their plane, and this was the second military jet to do so today.

If it is determined that a TFR is not in place, use the information contained in the scenario below to establish a TFR.

It is Tuesday, April 1 and you have been ordered as an ASGS to Pine Bluff, Arkansas. You are met by the Type III Incident Commander (IC) who has been tasked along with several Strike Teams of Urban Search and Rescue, Swift Water Rescue, and an Everglades Boat Crew to conduct searches and multiple rescues of residents of rural Pine Bluff who have been stranded and set afloat by flash-flooding in a 30 mile radius around Pine Bluff.

Flooding has occurred over a wide scale area, making rescue by land impossible. Many residents have been seen floating helplessly down the Arkansas River, and several families are stranded on roof tops concentrated in an area approximately 20 miles southeast of the Pine Bluff Airport on both sides of the river. The river is not expected to recede for at least 72 hours, in spite of weather reports indicating that the worst of the storm has passed. However, another storm, equal in magnitude to the previous one, is due to hit the area again by the end of the week. You have been directed by the IC to set up a helibase and fixed-wing base at Pine Bluff Municipal Airport, just outside of town where high ground and reinforced levees have kept the area free of flooding. The IC is also requesting that a TFR be established over the affected area that would allow rescue aircraft to aid those on the ground without interference from sightseers or other aircraft. The airport is still accessible by road and highway. A Red Cross Disaster Team has set up emergency shelter at a high school approximately 1 mile from the airport.

There are already several Type I helicopters operating out of the base, including a State police helicopter; however, the IC has ordered more Type II aircraft capable of conducting swift water rescues, as well as roof top rescues. The Arkansas Army National Guard is also sending three UH-60 Black Hawks to assist with the rescues and evacuations. Each National Guard helicopter is equipped with a high speed hoist. In addition, the Civil Air Patrol is sending two small fixed-wing aircraft to be used for aerial reconnaissance. The IC tells you to go to Dispatch, where they will give you a list of what is on the way and what is already on scene.

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Activity 5.2: TFR Request

Refer to EL_986_ACT_5.2_TFR.pdf

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Activity 5.3: Assess Information to Determine Mission Support

Unit 5 - Activity 5.3: Assess Information to Determine Mission Support

Purpose

The purpose of this activity is to help students identify information that is critical to an incident's Initial Response stage and how it is obtained. In addition, it is intended to help students make incident decisions based on the information gathered.

Objectives

Students will accomplish the following:

- Evaluate whether a given mission can be supported based on a scenario and the resources provided.

Activity Structure

This activity is scheduled to last approximately 1 hour, including small group discussion, presentation of group findings, and classroom discussion. After being presented with a scenario, the students will work in small groups to gather information from the resources provided as discussed in this unit and evaluate whether they can support the mission. After the class reassembles, each group will present their findings and the class will discuss the solution as a whole.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in this activity:

1. Within your group, select a spokesperson.
2. Review the activity scenario.
3. Evaluate whether the mission can be supported by asking these questions:
Do we have the right aircraft? Which aircraft will be used for which missions?
Are there additional resources that must be ordered? If so, what procedures must be followed to order them?
4. Write your actions/rationale on an easel pad and prepare to discuss your findings with the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 5.3 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Presentations	20 minutes	Classroom
Debrief/Review	15 minutes	Classroom

Activity 5.3 Scenario

It is Tuesday, April 1 and you have been ordered as an ASGS to Pine Bluff, Arkansas. You are met by the Type III Incident Commander (IC) who has been tasked along with several Strike Teams of Urban Search and Rescue, Swift Water Rescue and an Everglades Boat Crew to conduct searches and multiple rescues of residents of rural Pine Bluff, AR who have been stranded and set afloat by flash floods in a 30-mile radius of Pine Bluff.

Flooding has occurred over a wide scale area making rescue by land impossible. Many residents have been seen floating helplessly down the Arkansas River and several families are stranded on roof tops concentrated in an area approximately 20 miles southeast of the Pine Bluff Municipal Airport on both sides of the river. The river is not expected to recede for at least 72-hours in spite of weather reports indicating that the worst of the storm has passed. However, another storm equal in magnitude to the previous one is due to hit the area by the end of the week. You have been directed by the IC to set up a helibase and fixed wing base at Pine Bluff Municipal Airport just outside of town where high ground and reinforced levees have kept the area free of flooding. The IC is also requesting that a TFR be established over the affected area that would allow rescue aircraft to aid those on the ground without interference from sightseers or other aircraft. The airport is still accessible by roads and highways. A Red Cross Disaster Team has set up emergency shelter at a high school approximately 1 mile from the airport.

There are already several Type I helicopters operating out of the base, including a State police helicopter; however, the IC has ordered more Type II aircraft capable of conducting swift water rescues, as well as roof top rescues. The Arkansas Army National Guard is also sending three UH-60 Black Hawks to assist with the rescues and evacuations. Each National Guard helicopter is equipped with a high speed hoist. In addition, the Civil Air Patrol is sending two small fixed-wing aircraft to be used for aerial reconnaissance. The IC tells you to go to Dispatch where they can give you a list of what is on the way and what is already on scene.

At Dispatch you receive this list of aircraft.

- 3 UH-60 Black Hawks ARARNG
- 5 Type II helicopters (2 Bell 212 and 3 Bell 412s – A3)
- 3 Type III helicopters AS 350B2 (private medevac on scene)

- 1 Type III helicopter Bell 407 (Arkansas State Police on scene)
- 2 Type III Cessna 172 airplanes (Civil Air Patrol)

From the information given, what do you need to do to make this mission happen

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Unit 6: Ongoing Incident Management

STUDENT MANUAL

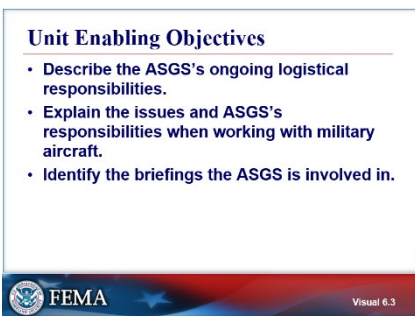
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Visual 6.1



Visual 6.2



Visual 6.3

UNIT 6: ONGOING INCIDENT MANAGEMENT

UNIT TERMINAL OBJECTIVE

Describe the ASGS's ongoing communication/coordination responsibilities.

UNIT ENABLING OBJECTIVES

- Describe the ASGS's ongoing logistical responsibilities.
- Explain the issues and the ASGS's responsibilities when working with military aircraft.
- Identify the briefings the ASGS is involved in..



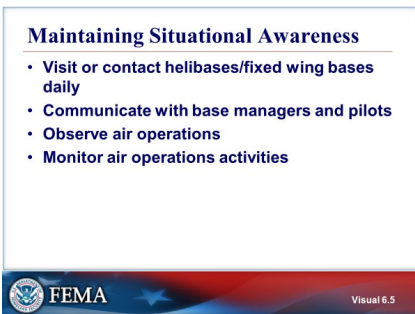
Visual 6.4

SUPPORTING AND MANAGING AIRCRAFT OPERATIONS

As an incident progresses, the ASGS must continue to support and manage aircraft operations. There are ongoing tasks that an ASGS is expected to perform to support and manage aircraft operations.

After a helibase or fixed wing base has been initiated, the ASGS should do the following on an ongoing basis:

- Ensure that aircraft fueling, maintenance, and repair services are operating properly.
- Provide regular briefings.
- Conduct routine inspections of ramp and flight line operations.
- Review operational hazard reports with the Safety Officer.

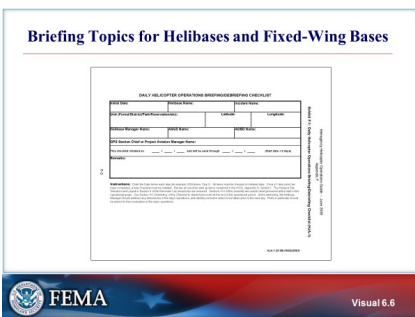


Visual 6.5

MAINTAINING SITUATIONAL AWARENESS

Maintaining situational awareness allows you to appropriately respond to incident changes. The ASGS should continuously monitor the following:

- Performance limitations
- Weather, smoke/visibility factors, daylight
- Helispot limitations
- Pilot flight and duty limitations
- Crew time limitations
- Aircraft flight time limitations
- Mechanical breakdowns
- Personnel staffing deficiencies
- Shuttle distance
- Airport size, length, and strength



Visual 6.6

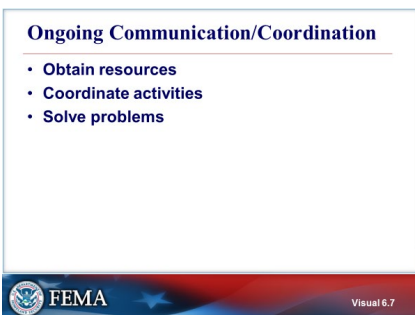
BRIEFING TOPICS FOR HELIBASES AND FIXED-WING BASES

The daily helibase/fixed-wing briefings typically include information about the following:

- Assigned mission(s)
- IAP
- Flight hazard maps
- Land Use Agreements
- Frequencies (if different from the IAP)
- Temporary Flight Restrictions (TFRs)
- Notices to Airmen (NOTAMs)
- Initial Attack responsibilities:
 - Adjacent incidents
 - Dispatch protocols
- Homeland security issues:
 - Ramp security
 - Base security
 - Aircraft security
 - Security plan
- Ordering protocols:
 - Supplies
 - Equipment
 - Personnel
- Cost reporting and cost sharing agreements

Although this briefing would normally be conducted by one of the airbase managers, it is good practice to be prepared to give this type of briefing if necessary.

Refer to Handout 6-1: Daily Helicopter Operations Briefing/Debriefing Checklist.

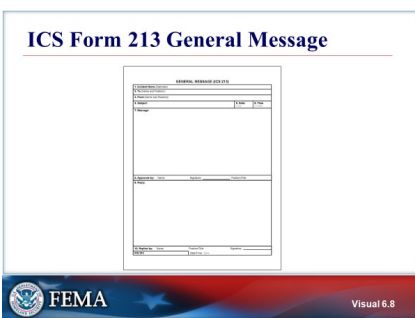


Visual 6.7

ONGOING COMMUNICATION/COORDINATION

Successful communication hinges on being tactful, polite, and professional. It is critical to establish contact with the following key Incident Command System (ICS) positions:

- Air Operations Branch Director (AOBD) and/or Operations Section Chief (OSC), as needed
- Logistics
- Ordering
- Communications
- Resource Unit
- Finance



Visual 6.8

ICS FORM 213 GENERAL MESSAGE

When using ICS Form 213, the ASGS should be sure to:

- Address it to and from the proper persons and positions
- Identify the subject, date, and time
- Give an accurate description of the message
- Secure the reply and signature

Refer to Handout 6-2: Blank ICS Form 213.

Ongoing Communication: AOBD and OSC

- Provide capabilities and limitations information



FEMA Visual 6.9

Visual 6.9


ONGOING COMMUNICATION: AOBD AND OSC

Keeping the AOBD and OSC advised of current air operations activities and any issues that may impact the capability and readiness of aircraft and crews is an essential responsibility of the ASGS in concert with the Air Tactical Group Supervisor (ATGS). Some of this information includes the following:

- Aircraft status and availability
- Aircrew status and availability
- Factors impacting aviation operations such as weather, fuel supplies, maintenance activities, major equipment malfunctions, delays in receiving vital supplies and resources, etc.
- Anything that poses a major threat to air operations that could have an impact on planning
- Reporting on daily mission activities, sorties flown, personnel and/or cargo transported, etc.

Ongoing Communication: HEB1/2

- Obtain input
- Collect information
- Conduct inspections
- Assist with special operational problems



FEMA Visual 6.10

Visual 6.10

ONGOING COMMUNICATION: HEB1/2

Ongoing Communication: FWBM

- Provide briefings, both daily and as needed
- Assist with special operational problems
- Conduct inspections and procedural reviews
- Keep FWBM informed


FEMA Visual 6.11

Visual 6.11

ONGOING COMMUNICATION: FWBM

Ongoing Communication: ATGS and HLCO

- Ensure proper avionics
- Provide briefings
- Obtain input
- Coordinate radio frequency needs
- Coordinate scheduling of media flights



Visual 6.12

ONGOING COMMUNICATION: ATGS AND HLCO

Ongoing Communication: DIVS

- Provide information
- Obtain input




Visual 6.13

ONGOING COMMUNICATION: DIVS

Ongoing Communication: Planning Section

- Attend planning meetings as needed
- Share information
- Report resource status
- Give Unit Logs to Documentation Unit




Visual 6.14

ONGOING COMMUNICATION: PLANNING SECTION

Ongoing Communication: Finance Section

- Contracts
- Daily aviation costs
- Non-government equipment
- Claims documentation





Visual 6.15

ONGOING COMMUNICATION: FINANCE SECTION

Ongoing Communication: Supply Unit

- Identify delivery priorities/timeframes
- Verify order status
- Provide information on filled orders
- Cancel orders when necessary
- Request cargo tagging
- Coordinate backhaul



FEMA Visual 6.16

ONGOING COMMUNICATION: SUPPLY UNIT

Ongoing Communication: Ground Support Unit

- Obtain transportation
- Obtain fuel trucks
- Arrange inspections, timekeeping, and supervision of equipment
- Arrange maintenance
- Coordinate transportation of crews
- Coordinate movement of cargo

FEMA Visual 6.17

ONGOING COMMUNICATION: GROUND SUPPORT UNIT

Ongoing Communication: Security Manager

- Operational areas
 - Incident Base/ Fixed-wing and Helibases/Camps
 - Equipment
- Public crowd control
- After-hours security
- DHS requirements



FEMA Visual 6.18

ONGOING COMMUNICATION: SECURITY MANAGER

Ongoing Communication: Food Unit

- Provide headcount
- Obtain meal schedule
- Arrange for meal delivery



FEMA Visual 6.19

ONGOING COMMUNICATION: FOOD UNIT

Ongoing Communication: Medical Unit

- Assist with medical plan
- Coordinate medevac procedures
- Provide list of EMT personnel and equipment
- Determine need for an EMT at helibase




FEMA Visual 6.20

Visual 6.20

ONGOING COMMUNICATION: MEDICAL UNIT

Ongoing Communication: Facilities Unit

- Arrange for installation and construction
- Arrange for sleeping areas
- Arrange for sanitation and garbage removal
- Obtain maps of incident facilities




FEMA Visual 6.21

Visual 6.21

ONGOING COMMUNICATION: FACILITIES UNIT

Ongoing Communication: Communications Unit

- Obtain support services
- Manage frequencies
- Schedule service of communications equipment
- Verify/update Air Operations Communications Plan




FEMA Visual 6.22

Visual 6.22

ONGOING COMMUNICATION: COMMUNICATIONS UNIT

Ongoing Communication: Command Staff

- Assist/request review of air operations by Safety Officer
- Coordinate with Public Information Officer (PIO) and ATGS for media flights



FEMA Visual 6.23

Visual 6.23

ONGOING COMMUNICATION: COMMAND STAFF

Ongoing Communication: Local Dispatch

- Coordinate flight following
- Coordinate aircraft status
- Obtain aircraft capabilities
- Obtain flight and duty hour limitations
- Report airspace violations



FEMA Visual 6.24

Visual 6.24

ONGOING COMMUNICATION: LOCAL DISPATCH

Ongoing Communication: FBOs /Airport Managers

- Ensure agreements are in place
- Obtain support services
- Obtain local NOTAMs
- Exchange radio frequency information
- Determine impact from increased air traffic
- Address security
- Address general aviation workload

FEMA Visual 6.25

Visual 6.25

ONGOING COMMUNICATION: FBOS/AIRPORT MANAGERS

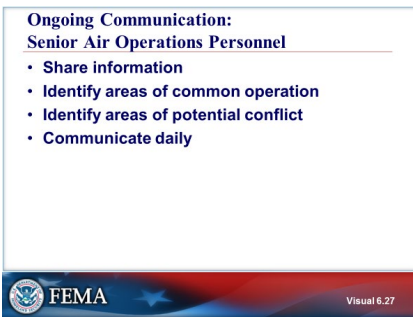
Ongoing Communication: Agency Aviation Officer

- Ensure adherence to agency regulations
- Arrange technical inspections
- Arrange aircraft maintenance inspections
- Request pertinent aviation information

FEMA Visual 6.26

Visual 6.26

ONGOING COMMUNICATION: AGENCY AVIATION OFFICER



Visual 6.27

ONGOING COMMUNICATION: SENIOR AIR OPERATIONS PERSONNEL

It is imperative for the ASGS to communicate with the senior air operations personnel at adjacent incidents daily to support incident objectives and ensure safety, such as:

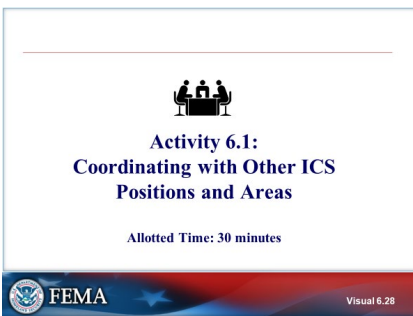
- Incidents
- Objectives
- Air organization/operations
- Operational sites
- Communications
- Copies of the IAP

Identify areas of common operation:

- Airspace
- Air routes to and from incidents
- Air resources
- Operations sites that can be shared

Identify areas of potential conflict:

- Common operational sites
- Radio frequencies
- Airspace

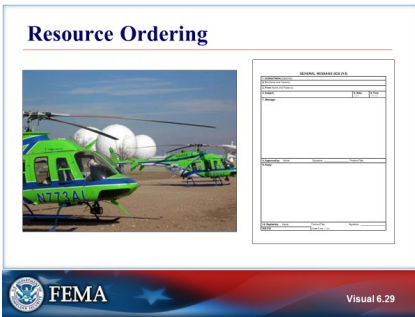


Visual 6.28

ACTIVITY 6.1: COORDINATING WITH OTHER ICS POSITIONS AND AREAS

The instructor will explain Activity 6.1.

You will have 30 minutes to complete the activity.



Visual 6.29

RESOURCE ORDERING

The ASGS must continually place orders to support air operations. Orders for resources are placed using ICS 213: General Message and routed to the Logistics Section. The ASGS can order:

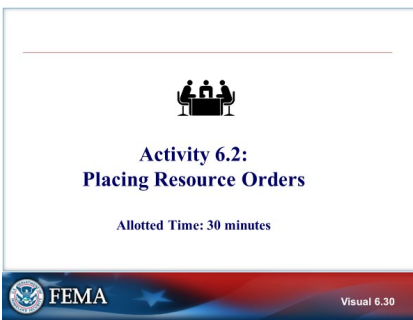
- Aircraft
- Personnel
- Supplies
- Equipment

When placing a resource order, the ASGS must specify the following:

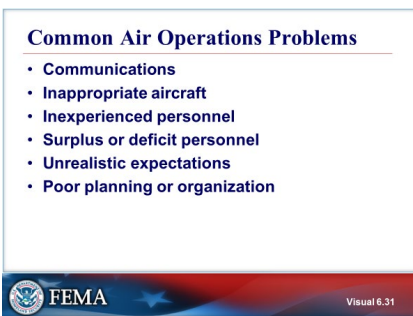
- Item or position requested
- Quantity
- Delivery location
- Delivery time and date
- Maps needed
- Frequencies
- Overhead orders
- A Numbers, if used
- Helicopters
- Aircraft
- Equipment
- Consumable supplies
- Infrared and other specialized flights
- Demobilization

At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time of ordering, and the administrative procedures of the responsible agency(ies).

The Incident Commander will usually discuss ordering procedures with the Command and General Staff as part of the initial briefing. This information will be passed along to the OSC and their Divisions.



Visual 6.30



Visual 6.31

ACTIVITY 6.2: PLACING RESOURCE ORDERS

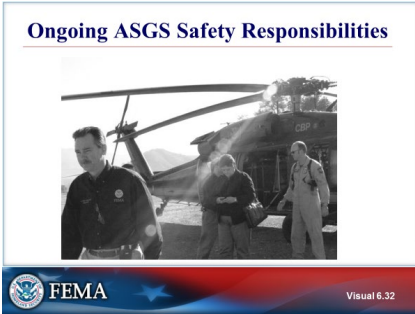
The instructor will explain Activity 6.2.

You will have 30 minutes to complete the activity.

COMMON AIR OPERATIONS PROBLEMS

In addition to incident changes, the ASGS must always be ready to respond to air operations problems.

- Communications problems: Radio frequency interference or lack of sufficient frequencies
- Inappropriate aircraft for missions: A request was made for a specific aircraft instead of aircraft by type
- Inexperienced air operations personnel: Personnel who are unfamiliar with aviation operations are mistakenly assigned to critical positions
- Surplus or deficit of air operations personnel: Too many persons are assigned with nothing to do or crews are unavailable due to insufficient rest
- Unrealistic expectations: Insufficient knowledge on the part of the individuals requesting air support regarding aircraft limitations due to weather, loads, and endurance
- Poor planning or organization: Inadequate communication among the sections and poor leadership can wreak havoc at an incident

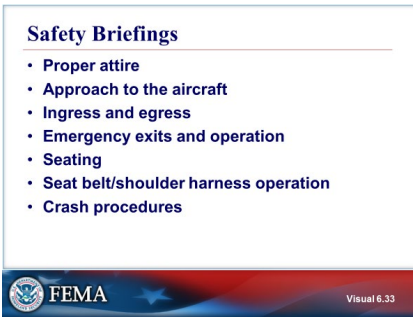


Visual 6.32

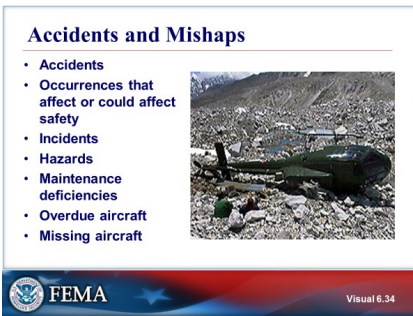
ONGOING ASGS SAFETY RESPONSIBILITIES

The most significant areas of concern to the ASGS regarding flight line safety include the following:

- Hazards associated with aircraft movement and taxi operations, specifically helicopter rotor blades and tail rotors
- Personnel and vehicle ingress and egress to and from the flight line
- Approaching and/or exiting from aircraft with turning rotors or propellers
- Loading and unloading aircraft with engines running and with engines stopped
- Lifting heavy loads and/or litters
- Preventing Foreign Object Debris (FOD)
- Dust abatement
- Keeping the flight line and adjacent areas clean of debris, spills and clutter (parts and equipment)
- Aircraft refueling operations
- Using hand and arm signals for directing and parking landing aircraft
- Wearing Personal Protective Equipment (PPE) specifically related to hearing and eye protection, hand protection, sun block, and secured hard hats.
- Crew rest and guarding against fatigue
- Wearing only secured headgear on active flight ramps
- Adequate and operational ground lighting and flashlights for night operations



Visual 6.33



Visual 6.34

SAFETY BRIEFINGS

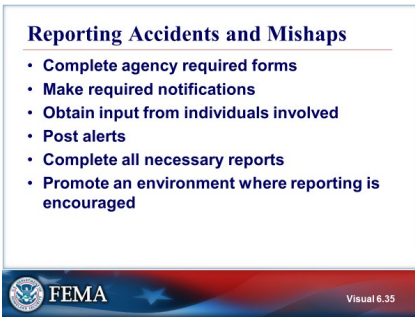
These safety briefings should cover the following:

- What is required to be worn
- How to properly approach the aircraft
- Normal ingress and egress into and out of the aircraft
- Emergency exits and operations
- Aircraft seating
- Seat belt/shoulder harness operation and use
- Procedures in the event of a crash landing

ACCIDENTS AND MISHAPS

As soon as the ASGS becomes aware of an accident or mishap, the following steps should be taken:

1. Start a log of all actions and calls.
2. Protect people: The safety and protection of the aircrew, passengers, and the crash rescue crew are first and foremost.
3. Protect property: Fires or damage to the aircraft or property on the ground must be immediately addressed to protect against further damage.
4. Preserve evidence: Protection of the crash site is essential to allow for preservation of evidence and protection against contamination of the site.
5. Notify and investigate: Immediately notify the National Transportation Safety Board (NTSB), the FAA, and any other investigating body, as well as the owner/operator of the aircraft and the employer of the air crews.
6. Recovery operations: Plan for clean-up and recovery of the area as soon as it has been cleared by the investigating authority.



Visual 6.35

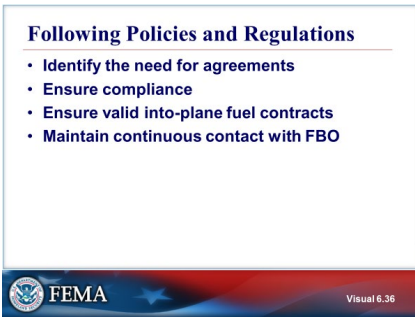
REPORTING ACCIDENTS AND MISHAPS

Aircraft Accident - An occurrence associated with the operation of an aircraft, which takes place between the time any person boards the aircraft with the intention of flight and the time that all such persons have disembarked, and in which any person suffers death or serious injury, or in which the aircraft receives substantial damage.

Aircraft Incident - An occurrence, other than an accident, associated with the operation of an aircraft that affects, or could affect, the safety of operations or the mission.

Accidents and mishaps must be reported as soon as possible. The ASGS should:

- Complete the Aviation Safety Communiqué (SAFECOM) or the required agency forms for reporting accidents and mishaps
- Notify NTSB, if required
- Obtain input from the individuals involved
- Post alerts
- Complete all necessary reports and documentation
- Promote an environment where reporting is encouraged.



Visual 6.36

FOLLOWING POLICIES AND REGULATIONS

The ASGS must administer and/or apply agency policy, contracts, and agreements.

- Identify the need for agreements if private land is used (coordinate with the Finance/Administration Section)
- Ensure compliance with agency and contract requirements
- Ensure that into-plane fueling contracts remain valid and active, and that sufficient fuel is on hand or on order
- Maintain continuous contact with the FBO if operating from the local airport to ensure a good working relationship.



Visual 6.37

MILITARY SUPPORT

If necessary, military aircraft can provide support for incidents. However, there are some fundamental differences in the operating policies and procedures between the agencies and the military.

When assigned to an agency/incident, the military maintains administrative control of their aircraft and operates under their own internal policies. This is true regardless of their status (that is, State Active Duty, Title 32 or Title 10).

- State Active Duty is a status for Army and Air National Guard operating under State/ Territory authority and funding.
- Title 32 is a status for Army and Air National Guard operating under State/ Territory authority but utilizing Federal funding.
- Title 10 is a status for Active Duty, Reserve and National Guard forces operating under Federal authority and funding.

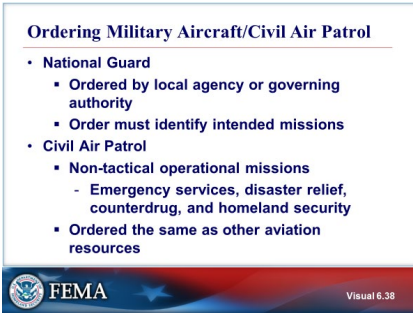
Operationally, military aircraft are assigned to the incident and receive missions through the AOBD or their staff. However, once in receipt of the mission, the military assigns the aircraft and crew most suited for the particular mission.

Three separate components make up the U.S. Military:

- Active Duty (Army, Air Force, Navy, Marine Corps)
- Reserve (Army Reserve, Air Force Reserve, Naval Reserve, Marine Corps Reserve)
- National Guard (Army National Guard, Air National Guard)

The Active and Reserve components are under the control of the Federal Government (Title 10). The National Guard units are under State control when in a State Active Duty or Title 32 status. National Guard Units can also be Federalized under Title 10.

The US Coast Guard is a fifth branch of the military, but has different authorities from the other military branches discussed above. The US Coast Guard operates



Visual 6.38

domestically under the Department of Homeland Security to perform a variety of Homeland Security and other assigned missions.

ORDERING MILITARY AIRCRAFT/CIVIL AIR PATROL

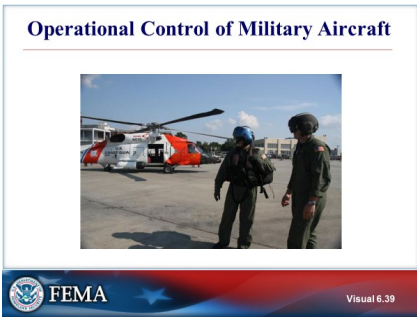
Civilian aircraft, if available, should be used for all incident needs. Even when military units are assigned to incidents, civilian aircraft may be utilized for reconnaissance, command and control, and personnel transport of the military.

Requests for military units, specifically the National Guard, is done through a local agency (normally the Sheriff) or a governing authority (city/county) affected by the incident. The request is submitted to the Governor of the affected State through the State Office of Emergency Management or some similarly titled office (they may differ from State to State).

The order(s) must identify the intended missions:

- Medevac
- Personnel transport
- Internal and external cargo transport
- Command and control

The Civil Air Patrol (CAP) conducts a variety of non-tactical and tactical operational missions, primarily in the areas of Emergency Services (search and rescue), Disaster Relief, Counterdrug, and Homeland Security. Most of these missions are done as part of CAP's role as a U.S. Air Force Auxiliary as Defense Support to Civil Authorities under Title 10 USC. However, CAP also provides assistance to State and local authorities, in many cases before there is a defined Federal interest under Title 36 USC. CAP has committed to fully implementing National Incident Management System (NIMS). CAP resources can be ordered in the same manner as other aviation resources through the Incident Commander.



Visual 6.39

OPERATIONAL CONTROL OF MILITARY AIRCRAFT

When the active or reserve military is activated, agency policies and procedures will generally govern aviation operations at all incidents. When assigned to incidents, all military aircraft will be under the operational control of the incident's Air Operations Branch. This means the Incident or Area Commander to whom the military aircraft are assigned has the authority to direct and control the missions and tasks assigned to these aircraft.

Once military aviation assets are assigned to the incident and the approved mission designation has been identified, there will be no delineation in the use of military or civilian aircraft. The most suitable aircraft for a mission shall be used, regardless of ownership. Military assets should be assigned to the incident to integrate their personnel into the incident and helibase operations.



Visual 6.40

INCORPORATING MILITARY SUPPORT



Visual 6.41

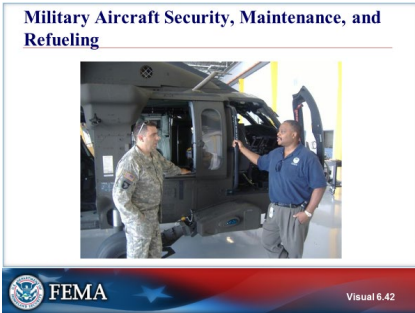
ASGS MILITARY RESPONSIBILITY

The *Military Use Handbook* specifies that the ASGS position must be filled when more than one military aircraft is assigned at one location during a wildland fire. Although it is not necessarily mandatory for all-hazards incidents, it is certainly advisable.

The major responsibilities of the ASGS in coordinating military support include the following:

- Obtaining a list of all military aircraft, flight personnel, and aviation assets to be used at the incident.
- Meeting with the Military Operations Officer and establishing a joint operations facility at the military staging area or assigned helibase.
- Coordinating with the Military Operations Officer on daily assignments of aircraft and flight crews. Direction and assignments to military personnel must be made through the Military Operations Officer.
- Providing organizational oversight of all agency aviation personnel assigned to military aviation operations.
- Maintaining records for all requests and use of military aircraft.
- Keeping the Agency Aviation Military Liaison (AAML) and the AOBD informed regarding the number of aircraft available and the types of missions that the military unit can provide on a daily basis.
- Notifying the AAML and AOBD immediately if any problems arise that will prevent an assigned mission from being performed.
- Requesting all logistical support, supplies, and fuel through the Logistics Section Chief (LSC).
- Conducting daily pre and post operational briefings for the flight crews.
- Ensuring that all military flight crews have incident maps, frequencies, flight following procedures, and other information necessary to complete the assigned missions.

- Disallowing any formation flying of military aircraft to or at incidents unless the helibase is informed and prepared for multi-aircraft flights.
- Coordinating media and proficiency flights with incident Air Operations.
- Reporting all incidents/accidents through appropriate channels.



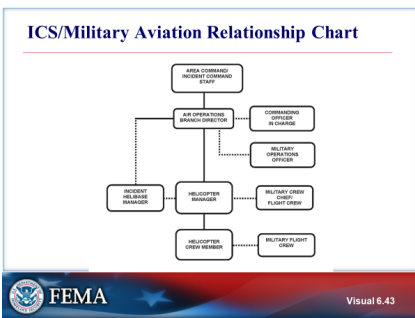
Visual 6.42

MILITARY AIRCRAFT SECURITY, MAINTENANCE, AND REFUELING

Military is responsible for the security of all military aircraft and support equipment provided to the incident.

When military aircraft are activated, it will be necessary to accommodate their maintenance group. The civilian agencies' involvement would be to assist in selecting and obtaining a suitable area and facilities for maintenance.

A request through military command may be necessary for additional military aircraft maintenance support. To meet military logistical needs, it may be easiest to station military aircraft at or near an airport where aircraft parts and equipment can be readily delivered.



Visual 6.43


ICS/MILITARY AVIATION RELATIONSHIP CHART

That the ICS/Military Aviation Relationship Chart provides a visual representation of the relationship among the positions responsible for coordinating military support.

Refer to Handout 6-3: ICS/Military Aviation Relationship Chart.

Objectives Review

1. What are the ongoing logistical responsibilities of the ASGS?
2. What are the ASGS' responsibilities when working with military aircraft?
3. What are some of the briefings that the ASGS is involved in?

The slide features a blue and red decorative banner at the bottom. On the left side of the banner is the FEMA logo, and on the right side, the text "Visual 6.44" is displayed.

Visual 6.44

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the ASGS's ongoing logistical responsibilities.
- Explain the issues and the ASGS's responsibilities when working with military aircraft.
- Identify the briefings the ASGS is involved in.

Supplemental Materials

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Handout 6-1: Daily Helicopter Operations Briefing/Debriefing Checklist

Initial Date:	Helibase Name:	Incident Name:
----------------------	-----------------------	-----------------------

Unit (Forest/District/Park/Reservation/etc.):	Longitude:	Longitude:
--	-------------------	-------------------

Helibase Manager Name:	ASGS Name:	AOBD Name:
-------------------------------	-------------------	-------------------

OPS Section Chief or Project Aviation Manager Name:
--

This checklist initiated on _____ / _____ / _____ and will be used through _____ / _____ / _____ (Start date + 6 days)
--

Remarks:

Instructions: Enter the Date below each day (for example, 6/30 below Day 1). All items must be checked or initialed daily. Once a 7 day cycle has been completed, a new Checklist must be initiated. Review all one time start up items contained in the IHOG, Appendix H, Section I. The Helispot Site Selection and Layout in Section II of the Reminder List should also be reviewed. Sections I-VI of this checklist are used to brief personnel at the start of the operational areas. Use Section VII, Debriefing, of the Checklist to debrief personnel at the end of the operational period. At the debriefing, the helibase Manager should address any deficiencies in the day's operations and identify corrective action to be taken prior to the next day. Pilots in particular should be asked for their evaluation of the day's operations.

HJA-1 (03/2006) REQUIRED

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Handout 6-2: Blank ICS Form 213 General Message

Refer to EL_986_HO_6-2_ICs_Form_213.pdf

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Activity 6.1: Coordinating with Other ICS Positions and Areas

Unit 6: Activity 6.1 — Coordinating with Other ICS Positions and Areas

Purpose

The purpose of this activity is to give students experience identifying who they will need to coordinate with and what steps should be taken in order to deal with the problems they may encounter during an incident.

Objectives

Students will accomplish the following:

- Identify, based on several scenarios, which they, as the ASGS would need to coordinate with and what steps would need to be taken in order to effectively handle the given situations.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion, presentation of group findings, and classroom discussion. Working in small groups, the students will review the scenarios provided and discuss who they think the ASGS should communicate and/or coordinate with in order to resolve the problem. Each team will select a spokesperson to document and report out on the group's findings to the class.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in this activity:

1. Within your group, select a spokesperson.
2. Review the activity scenarios.
3. For each scenario, identify:
 - a. the positions/ICS functional areas you, as the ASGS, may need to interact with; and
 - b. what needs to be considered/what actions need to be taken.
4. Present your findings to the rest of the class and discuss them.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 6.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Activity 6.1 Scenarios

1. Weather issues: You are notified that severe weather conditions are approaching that could potentially damage the aircraft assigned to the incident. Several pilots have indicated that they want to reposition to another location.
 - a. _____
 - b. _____

2. Land use (dis)agreement: Initially, the land owners agreed to allow the use of their property at no charge. You now learn, however, that they have decided to charge for the use of their property.
 - a. _____
 - b. _____

3. Two of your helicopter managers continue to sleep in a motel other than the one you reserved for them and directed them to use. The motel they are staying in is both more expensive and farther away from the base than the motel they were asked to use.
 - a. _____
 - b. _____

4. A government vehicle crashed into the entry gate at the airstrip. The gate needs to be repaired.
 - a. _____
 - b. _____

5. An inversion grounds all air resources; it is unsafe to fly.
 - a. _____
 - b. _____

6. A mudslide prevents ingress/egress to the helibase. Service trucks (e.g., fuel, dust abatement) cannot access the helibase.
 - a. _____
 - b. _____

7. The Public Information Officer wants to bring a grade school class to the helibase and have the helibase provide a tour.

a. _____

b. _____

8. The helicopter manager from one of the Type 1 helicopters has timed out.

a. _____

b. _____

Activity 6.2: Placing Resource Orders

Unit 6: Activity 6.2 — Placing Resource Orders

Purpose

The purpose of this activity is to give students experience placing resource orders based on a given scenario using ICS Form 213.

Objectives

Students will accomplish the following:

- Identify, based on a scenario, what steps should be taken to obtain resources and what additional steps should be taken to accomplish the mission.
- Complete ICS Form 213 General Message.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion, presentation of group findings, and classroom discussion. After reviewing the activity scenario, the students will break into small groups and determine what steps need to be taken to complete the mission. They will also complete ICS Form 213.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in this activity:

1. Review the activity scenario.
2. With your group, identify what steps should be taken to complete the mission.
 - a. Determine what additional resources you need and complete ICS Form 213 General Message.
 - b. Identify what needs to be coordinated and with whom. Write it on an easel pad.
 - c. Identify what additional information you need and who will provide it. Write it on an easel chart.
3. Be prepared to present your findings to the rest of the class for discussion.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 6.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Activity	10 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

Activity 6.2 Scenario

You are an ASGS and Operations notifies you that you will need to assist in the planning and execution of an airlift of food and water to residents in areas that have been cut off from surface transportation tomorrow. The food and water to be transported is loaded on pallets that you are told weigh approximately 2,500 lbs. each; however, their exact weight has not been verified. You have also been told, but it is unverified, that each pallet has been secured for external load transport. The aircraft needed for this mission are Type I or Type II helicopters, both of which have an external load capability greater than 2,000 lbs. Currently on-scene is one Arkansas National Guard UH-60 Black Hawk helicopter equipped with a cargo hook and rested crew, and one CWN Bell 412, also equipped with a cargo hook and rested crew. Approximately 10 tons of food and water will need to be airlifted.

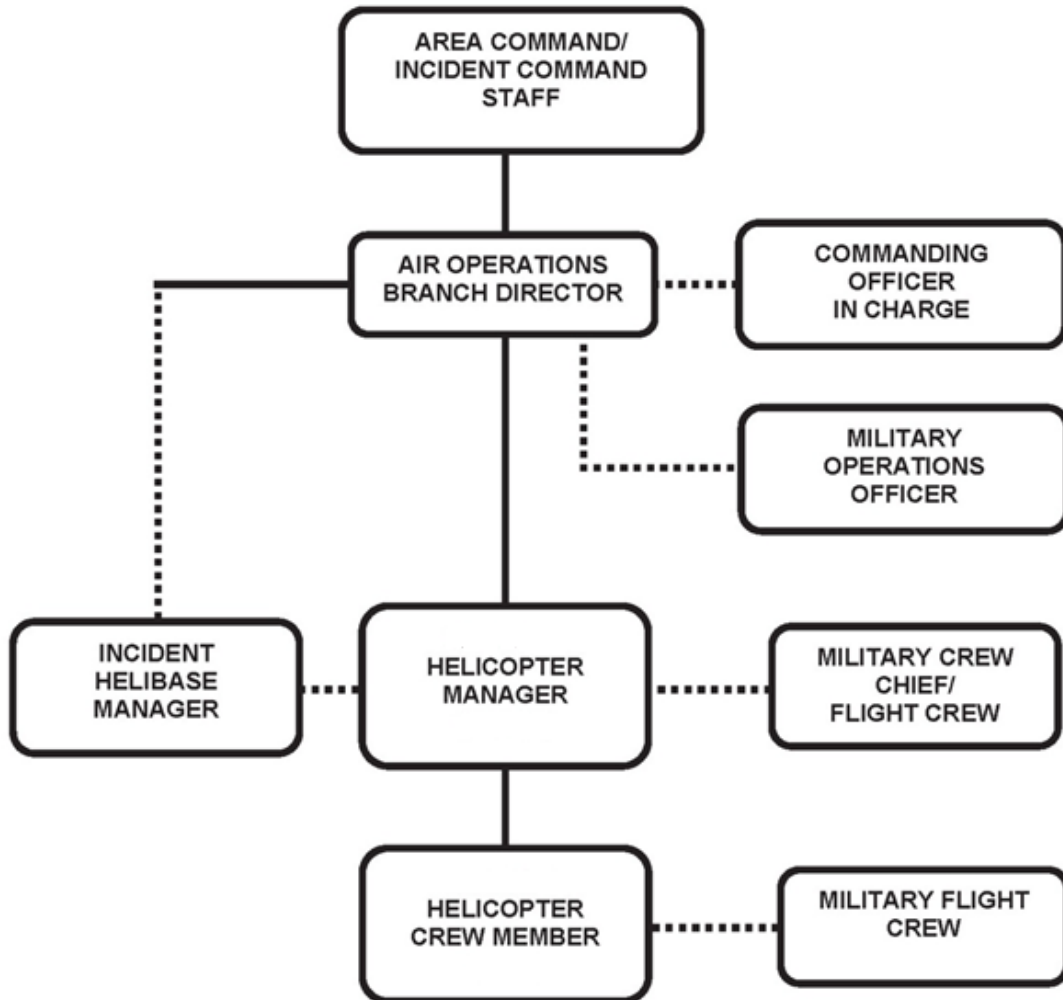
The weather tomorrow is forecasted to be partly cloudy in the morning with increasing clouds and a chance of heavy rain by late afternoon. The distance from the pick-up point to the various drop off locations is anywhere from 5 to 15 miles. Each round trip will take approximately 20 to 45 minutes to complete once airborne, depending on the actual distance, the aircraft, and winds. The load time is approximately 15 minutes per pallet. The AOB has indicated that this is a high priority mission because these people have been without clean water and fresh food for nearly 4 days.

Activity 6.2: Blank ICS Form 213

Refer to EL_986_ACT_6.2_ICs_Form_213.pdf

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Handout 6-3: ICS/Military Aviation Relationship Chart



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Unit 7: Demobilization

STUDENT MANUAL

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Visual 7.1

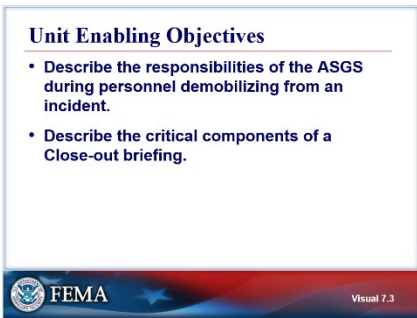
UNIT 7: DEMOBILIZATION



Visual 7.2

UNIT TERMINAL OBJECTIVE

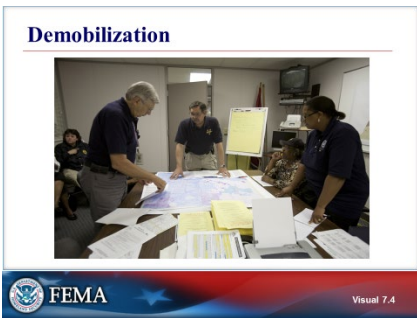
Discuss the responsibilities of the ASGS during demobilization of air operations after an incident.



Visual 7.3

UNIT ENABLING OBJECTIVES

- Describe the responsibilities of the ASGS during personnel demobilization from an incident.
- Describe the critical components of a Close-out briefing.



Visual 7.4

DEMOBILIZATION

Demobilization is a dynamic process that occurs throughout an incident. For a successful demobilization of resources, it is critical that you continually assess your organization as it applies to the incident objectives.

Demobilization Responsibilities

- Inform dispatch
- Coordinate release of resources
- Ensure completion of administrative tasks
- Inform operations of excess resources



FEMA Visual 7.5

Visual 7.5

DEMOBILIZATION RESPONSIBILITIES

General demobilization responsibilities of the ASGS include the following:

- Informing Dispatch about anticipated releases of aircraft, equipment, and personnel as soon as possible
- Coordinating the release of aircraft, crews, and equipment with the appropriate incident functions
- Continually ensuring that personnel are completing all clerical and administrative tasks, including:
 - check-in
 - timekeeping
 - aircraft records
 - supply inventory
- Informing operations when there is an excess of resources

When releasing aviation resources, consider the following:

- Length of the assignment
- Aircraft maintenance/availability
- Incident needs
- Cost
- Aircraft capabilities/limitations
- Status of the incident
- Predicted weather conditions

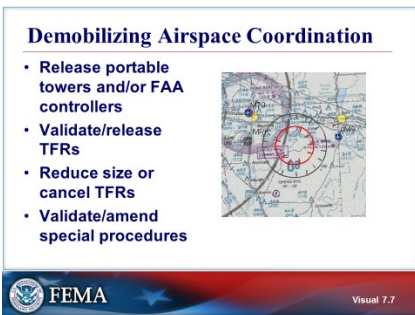


Visual 7.6

DEMobilizing AIRCRAFT

The following are considerations when demobilizing aircraft:

- Recognize that the priority for releasing aircraft may vary by incident. Normally military aircraft, if used, are demobilized first.
- Arrange for and ensure that close-out inspections of aircraft and fuel trucks are accomplished.
- Ensure that the Call When Needed (CWN) helicopter evaluation form is completed and submitted through the proper channels. Refer to Handout 7-1: CWN Helicopter Evaluation form (HCM-16).
- Coordinate aircraft release with the Air Operations Branch Director (AOBD) and with Dispatch; also be sure to advise the Resources Unit.
- Brief the pilot and Helicopter Manager on flight following procedures and frequencies upon departure from the incident.
- Always consider the cost of assigned aircraft. After military aircraft are demobilized, cost becomes the second priority.
- Release military aircraft before commercial aircraft.



Visual 7.7

DEMobilizing AIRSPACE COORDINATION

The ASGS must do several tasks to ensure proper demobilization of airspace coordination. These include:

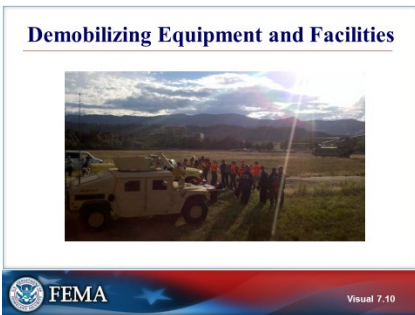
- Demobilizing portable towers and/or FAA controllers
- Validating the status of Temporary Flight Restrictions (TFRs) and releasing them as appropriate
- Reducing in size or canceling TFRs
- Canceling, amending, or keeping in place special procedures for:
 - Flight corridors
 - Entry points



Visual 7.8



Visual 7.9



Visual 7.10

DEMobilizing COMMUNICATIONS

Demobilizing communications requires the release of frequencies that are no longer needed. This is done through Dispatch. It is important to also brief departing air crews on when the frequencies will be turned off.

During some incidents, there may be an Emergency Operations Center (EOC) and no Dispatch. Under such circumstances, demobilizing communications is done through the EOC.

DEMobilizing PERSONNEL

Before demobilizing personnel, be sure to complete performance evaluations, update Position Task Books, and discuss overhead with your subordinates.

Personnel Performance for the incident can be documented using ICS Form 225 Incident Personnel Performance Rating. This form will be covered later in the lesson.

DEMobilizing EQUIPMENT AND FACILITIES

When demobilizing equipment and facilities, be sure to coordinate with Ground Support and Logistics to determine inspections for the release of the following:

- Operations trailers
- Crash-rescue services
- Helibase equipment
- Accountable property (e.g., radios)
- Water trucks/portable tanks
- Security

It is also important to coordinate with the Finance/Administration Section Chief (FSC) because money and contracts are often involved in demobilizing the items listed above.

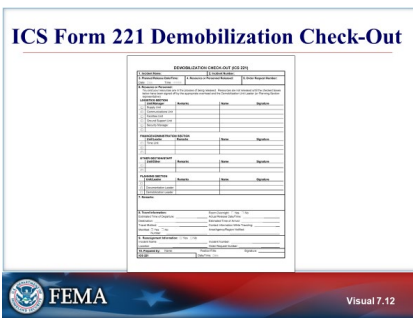


Visual 7.11

COMPLETE DEMOBILIZATION PLANNING

To assist with demobilization planning, the ASGS must develop a demobilization schedule for the Air Operations Branch. During the demobilization process, the following documentation must be completed:

- ICS Form 221 Demobilization Check-Out
- ICS Form 225 Incident Personnel Performance Rating
- Incident Air Operations cost and use summary

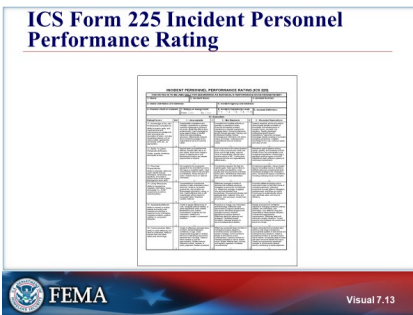


Visual 7.12

ICS FORM 221 DEMOBILIZATION CHECK OUT LIST

Completion of ICS Form 221 Demobilization Check Out List ensures that all of the resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section with information on the resources released from the incident.

Refer Handout 7-2: Demobilization Check-Out

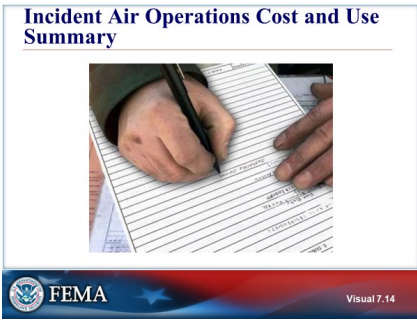


Visual 7.13

ICS FORM 225 INCIDENT PERSONNEL PERFORMANCE RATING

The ICS Form 225 Incident Personnel Performance Rating gives Supervisors the opportunity to evaluate their subordinates' performance on incident assignments. This evaluation provides valuable feedback to subordinates and provides a record of individual subordinates' performance.

Refer Handout 7-3: Incident Personnel Performance Rating.



Visual 7.14

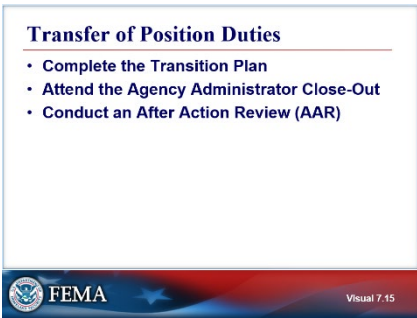
INCIDENT AIR OPERATIONS COST AND USE SUMMARY

Incident Air Operations cost and use summary:

- Provides total incident air operations statistics
- Is a joint AOBD/ASGS responsibility
- Is to be completed at the end of an incident or assignment
- Is submitted to a transitioning AOBD or ASGS

The summary is not a specific form, but is a compilation of the helibase and fixed-wing cost summary sheets completed throughout the incident.

Providing a summary of the overall costs of operations is critical to receiving any possible reimbursement from State or federal sources.



Visual 7.15

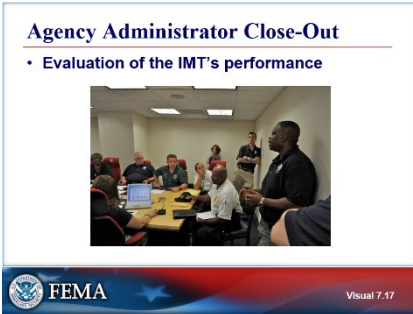
TRANSFER OF POSITION DUTIES



Visual 7.16

TRANSITION PLAN

The Transition Plan is a written standard operating procedure when transferring responsibility for an incident between Incident Management Teams (IMTs) or when you are transferring responsibility back to the local unit.



Visual 7.17

AGENCY ADMINISTRATOR CLOSE-OUT

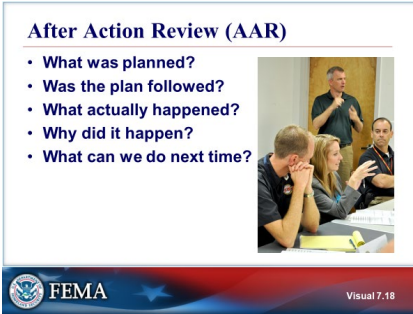
At the conclusion of the team assignment, the Agency Administrator will be asked to provide the IMT with an evaluation of their performance.

This evaluation should include, but is not limited to, matters such as orderly transfer of command, safety record, resource management, fiscal performance, property accountability, media relations, meeting Delegation of Authority/Incident Management Agreement Objectives, and the effectiveness of operations.

The Close-out can be formal, with the entire team in a meeting, or informal, with just the Incident Commander. The Close-out focuses on being honest and providing constructive criticism. The role of the ASGS during this meeting is to support the AOB by providing information regarding the operation that is essential to the AOB's portion of the briefing.

For the Close-out, the team will prepare a final package. Part of the final package is a team narrative, which includes pertinent documentation for future reference by the host agency(ies). This package does not duplicate incident information; rather, it focuses on the IMT's documentation of significant events. Topics covered include the following:

- Were the incident objectives met?
- Were costs contained?
- Were community relations maintained/improved?
- Were media relations maintained/improved?
- Were communications with the Agency Administrator effective?
- Was there an effective relationship with the Emergency Operations Center?
- Was there an effective relationship with Area Command, if applicable?
- Was the final documentation package complete?



Visual 7.18

AFTER ACTION REVIEW (AAR)

In addition to the Agency Administrator's Close-out, the AOBD should be prepared to participate in an After Action Review (AAR) with the Operations Section, as well as with the entire IMT. The AOBD should be prepared for the AAR by having copies of any documentation regarding significant events, such as Activity Logs, Incident Action Plans (IAPs), SAFECOMs/agency incident reports, and so forth.

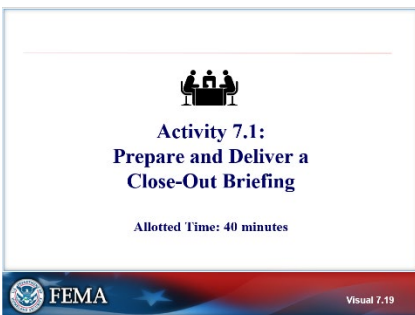
The climate surrounding an AAR must be one in which the participants openly and honestly discuss what transpired, in sufficient detail and with clarity, so everyone understands what did and did not occur and why.

Most importantly, the participants should leave with a strong desire to improve their proficiency.

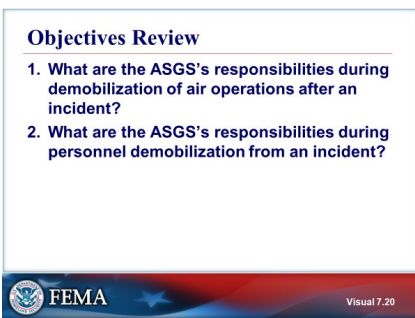
The AAR generally includes a discussion of the following:

- What was planned?
- Was the plan followed?
- What actually happened?
- Why did it happen?
- What can we do next time?

In the absence of an AOBD, the ASGS could be responsible for participating in the AAR in the same manner as the AOBD is expected to. Otherwise, the ASGS will provide input, as necessary, for the completion of the AOBD's summary.



Visual 7.19



Visual 7.20

ACTIVITY 7.1: PREPARE AND DELIVER A CLOSE-OUT BRIEFING

The instructor will explain Activity 7.1.

You will have 20 minutes to complete the activity, with an additional 20 minutes reserved for briefing presentations.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the ASGS's responsibilities during personnel demobilization from an incident.
- Describe the critical components of a Close-out briefing.

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Supplemental Materials

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Handout 7-1: CWN Helicopter Evaluation form (HCM-16)

<i>To be completed at the end of your tour.</i>						
This form is to improve the quality level of Call-When-Needed Helicopter Contracts. Your remarks will assist us in improving our interagency standards for CWN Helicopter Contracts and Contractors.						
Contractor's Name:			Contract #:		A/C N#:	
Your Name:			E-Mail:		Agency:	
Your Assignment Date:			Release Date:		Phone # :	
1 Was the helicopter kept neat and clean? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
QUALITY COMMENTS:						
2 Did the fuel truck provide reliable service? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
QUALITY COMMENTS:						
3 Did the company keep you fully informed on condition of the crew, helicopter, and fuel truck? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
QUALITY COMMENTS:						
4 Did the contractor abide by all provisions of the contract? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
COST CONTROL COMMENTS:						
5 Would you take your next assignment with this contractor? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
COST CONTROL COMMENTS:						
6 Was the crew and helicopter supported by the company in a timely manner? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
TIMELINESS OF PERFORMANCE COMMENTS:						
7 During any mechanical problems, were you informed of the problem and the progress of the work being done to fix the aircraft? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
TIMELINESS OF PERFORMANCE COMMENTS:						
8 Did the flight crew/fuel truck/mechanic arrive on time each day? Yes No						
DOES NOT MEET REQUIREMENTS 1 2 3 4 5 EXCEEDS ALL REQUIREMENTS						
TIMELINESS OF PERFORMANCE COMMENTS:						

9 Were crew changes handled with little or no confusion, and, was there a briefing between crew members being exchanged?	Yes	No				
DOES NOT MEET REQUIREMENTS	1	2	3	4	5	EXCEEDS ALL REQUIREMENTS
BUSINESS RELATIONS COMMENTS:						
10 Were you treated like a preferred customer?	Yes	No				
DOES NOT MEET REQUIREMENTS	1	2	3	4	5	EXCEEDS ALL REQUIREMENTS
BUSINESS RELATIONS COMMENTS:						

Handout 7-2: ICS Form 221 Demobilization Check-Out

Refer to EL_986_HO_7-2_ICs_Form_221.pdf

Handout 7-3: ICS Form 225 Incident Personnel Performance Rating

Refer to EL_986_HO_7-3_ICs_Form_225.pdf

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Activity 7.1: Prepare and Deliver a Close-out Briefing

Activity 7.1 — Unit 7

Purpose

The purpose of this activity is to give students the opportunity to prepare and deliver a typical Close-out briefing.

Objectives

Students will accomplish the following:

- Observe a Close-out briefing presented by the instructor and identify the critical pieces of information from the content of the briefing.
- Prepare and deliver their own Close-out briefings to their small groups.

Activity Structure

This activity is scheduled to last approximately 40 minutes. The instructor will present a sample Close-out briefing to the class. The students will then break into small groups and discuss the critical pieces of information from the content of the sample briefing, which can be referenced in their Activity 7.1 handouts. After the groups have identified what information is critical to the Close-out briefing, the students will prepare their own briefings and deliver them to their small groups. The student presentations should be approximately 3 minutes. The instructor will visit the groups and listen to some briefings. At the end of 30 minutes, the instructor will reassemble the class, call on 2 or 3 volunteers to present their briefings to the class, and provide feedback.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in the activity:

1. Observe the instructor's presentation of a typical Close-out briefing.
2. Identify the critical pieces of information from the content of the briefing.
3. Prepare and deliver your own version of the Close-out briefing and present it to your group.
4. Group members should use the Briefing Scoring Rubric as a guide to provide self-feedback.
5. Be prepared to present your briefing to the class and discuss.

Instructors visit the groups, listen to some of the briefings, moderate discussions, answer questions and provide additional information as required.

Activity 7.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Activity/Briefings	25 minutes	Small Groups
Presentations/Discussion	10 minutes	Classroom

Activity 7.1 – Close-out Briefing

Overview

The Aviation Section of Dinkler's Type III IMT assumed control of the Pine Bluff, Arkansas Operation on June 17, 2013. Aviation safety and cost efficiency were identified as the top priorities of this team. There was a transfer of command to the IMT from the local first responders who initially responded to multiple calls for assistance related to flooding and tornado damage.

Mission

The Aviation Section was assigned the responsibility of operating a helibase and aviation operations from the Pine Bluff Municipal Airport. During daily operational periods, the aviation section was involved with air and ground supervision of the incident, planning and conducting air rescues (including swift-water rescues), aerial searches, aerial resupply of food and water to stranded residents, law enforcement support, and other missions as requested. There was a total of 15 rooftop rescues, 9 swift-water rescues and 8 resupply airlift missions flown during the incident.

Resources

The Aviation Section placed orders for three Type I, five Type II helicopters and two Type III CAP airplanes. The Type I helicopters were provided by the Arkansas Army National Guard. The incident was previously assigned three Type III medevac helicopters and one Type III law enforcement helicopter. In addition to the aircraft assigned to the incident, the helibase stationed at the local municipal airport was serviced by one communications trailer and two fuel trucks.

Challenges

Two aircraft incidents were reported during the flooding incident resulting in three injuries to section personnel and minor damage to one Type II CWN helicopter. Other challenges faced by the Aviation Section were mainly weather related due to the severity of thunderstorm activity within the region, multiple numbers of requests for air rescues, and limited access by ground personnel due to road closures and flooding within the region. Transfer of command back to local authorities took place on June 20, 2013. All CWN aircraft were released at that time. The Arkansas Army National Guard

and the State Police helicopters, as well as Civil Air Patrol airplanes, were also released to their respective commands on June 20. No other aircraft were assigned.

Cost Savings

Types I, II, and III helicopters and crew support were dispatched from the local area.

All operations were conducted from the municipal airport at no charge. All flight time was monitored and tracked, and flights were assigned to maximize efficiency.

Conclusion

Actual flight time on the Pine Bluff Operation was heavy for the size and complexity of the incident. The Aviation Section worked closely with all sections of the IMT to make this a successful response. Pre-positioning aviation assets would have greatly assisted the operation and should be considered for future incidents. The local community should be commended for their help and the acceptance of multiple helicopter operations that impacted the region.

Pine Bluff Operation Aviation Section Statistical Information

Personnel

Number of personnel assigned: **32**

Total number of man-hours: **1,536 hours**

Aircraft

	Total Flight Time
3 Type I helicopters – Arkansas Army National Guard	12 hours
5 Type II helicopters – CWN contracts	38 hours
3 Type II helicopters – Medevac	6 hours
1 Type III helicopter – Law enforcement (State Police)	22 hours
2 Type II airplanes – CAP Cessna 172s	3 hours
Total	81 hours

Fuel Consumed

Jet A/JP-8 **11,500 gallons**

Av Gas **60 gallons**

Passengers/victims transported/rescued: 110

Law Enforcement Tactical Support

SWAT personnel transported: **12**

Cargo and supplies transported/air lifted: 22,500 lbs.

Activity 7.1 Notes

Presentation Tips

Guide for Speaking:

- **Speak slowly and clearly:** A common mistake many speakers make, especially when they are nervous, is to talk too quickly. Consciously slowing your speech down and adding pauses for emphasis will help you make a more professional presentation.
- **Make eye contact:** Making eye contact is an essential part of an effective presentation and will improve your ability to actively engage your audience. Try to make eye contact at least once with everyone in the room.
- **Project your voice:** Nothing is worse for an audience than not being able to hear what the speaker is saying. Even in the high-tech world of microphones and amplifiers, you need to speak up so that you can be clearly heard.
- **Use gestures wisely:** Any gestures you use need to be an extension of your message. Use gestures wisely to add emphasis where appropriate.
- **Use pauses effectively:** Try to avoid the frequent use of “um,” “ah,” or “you know” Instead, take a quick pause when needed. While the pause may seem a bit awkward at first, the audience will barely notice it. Another strategy is to use statements like, “That’s a really good question,” or “I’m glad you asked me that,” to buy yourself a few moments to organize your response.
- **Put yourself in the audience:** When preparing your presentation, always think about what your audience wants to know and what they might not understand.
- **Get to the point:** Can you summarize your main idea in 15 words or fewer? If not, redo your presentation and try again. You want to make sure your audience leaves with a clear understanding of the main point(s) you are trying to make.
- **Practice, practice, practice:** Practice your speaking skills regularly in front of an audience (or even in front of a mirror). The more presentations you make, the easier it will become to do so.

Guide for PowerPoint Presentations:

- **10-20-30 Rule:** When preparing your PowerPoint slides, try to keep the 10-20-30 Rule in mind. This rule states that a PowerPoint slide deck should have no more than 10 slides, last no longer than 20 minutes, and have no text less than 30-point font. Keeping this rule in mind should help you prepare a concise, highly focused presentation.
- **Don’t read:** You’ve probably heard the phrase, “Death by PowerPoint” before. Nothing is worse than a presenter who simply reads the text that appears on each PowerPoint slide. Use the slides as a guide, but be prepared to talk to your audience.
- **Come early, really early:** Don’t fumble with PowerPoint or hooking up a projector when people are waiting for you to speak. Come early and scope out the room, and run through your slideshow to make sure that there won’t be any glitches. Adequate preparation can go a long way toward reducing your speaking anxiety.

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Briefing Scoring Rubric

<p>Scoring Key</p> <p>1 – Completely Disagree</p> <p>2 – Somewhat Disagree</p> <p>3 – Neutral</p> <p>4 – Somewhat Agree</p> <p>5 – Completely Agree</p>
--

#	Criteria	Rating	1	2	3	4	5
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The speaker: _____

1.	Clearly stated the purpose of the briefing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Effectively covered all of the main points	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Used good presentation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Clearly and concisely concluded the presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Kept the presentation within the assigned time limit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name _____ Score _____ Average _____

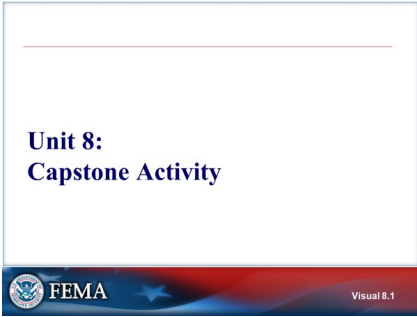
Additional Comments: _____

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Unit 8: Capstone Activity

STUDENT MANUAL

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Visual 8.1

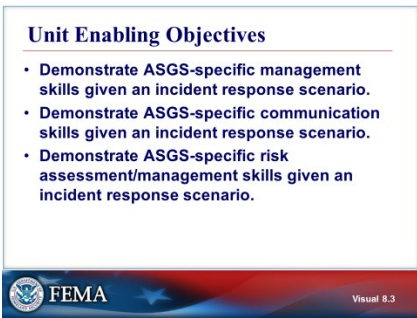
UNIT 8: CAPSTONE ACTIVITY



Visual 8.2

UNIT TERMINAL OBJECTIVE

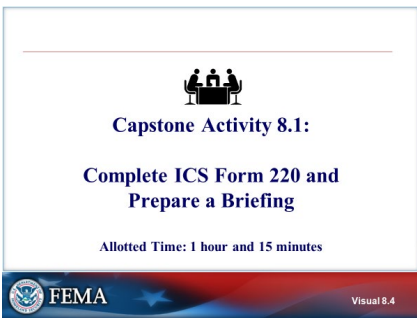
Demonstrate the following ASGS-specific skills given an incident response scenario: management, communication, and risk assessment/management.



Visual 8.3

UNIT ENABLING OBJECTIVES

- Demonstrate ASGS-specific management skills given an incident response scenario.
- Demonstrate ASGS-specific communication skills given an incident response scenario.
- Demonstrate ASGS-specific risk assessment/management skills given an incident response scenario.

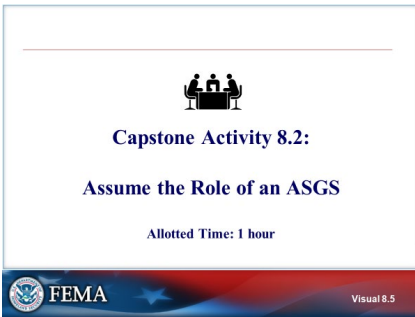


Visual 8.4

CAPSTONE ACTIVITY 8.1: COMPLETE ICS FORM 220 AND PREPARE A BRIEFING

The instructor will explain Capstone Activity 8.1.

You will have 1 hour and 15 minutes to complete this activity.

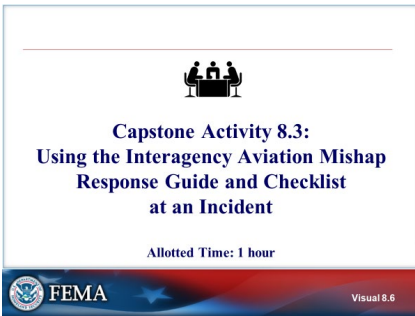


Visual 8.5

CAPSTONE ACTIVITY 8.2: ASSUME THE ROLE OF AN ASGS

The instructor will explain Capstone Activity 8.2.

You will have 1 hour and 15 minutes to complete this activity.

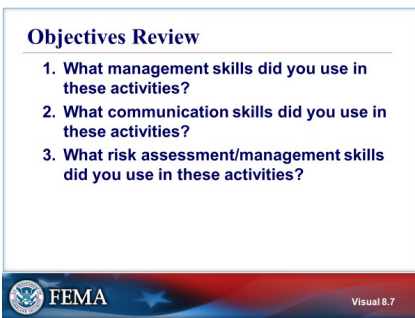


Visual 8.6

CAPSTONE ACTIVITY 8.3: USING THE INTERAGENCY AVIATION MISHAP RESPONSE GUIDE AND CHECKLIST AT AN INCIDENT

The instructor will explain Capstone Activity 8.3.

You will have 1 hour and 15 minutes to complete this activity.



Visual 8.7

OBJECTIVES REVIEW

Unit Enabling Objectives

- Demonstrate ASGS-specific management skills given an incident response scenario.
- Demonstrate ASGS-specific communication skills given an incident response scenario.
- Demonstrate ASGS-specific risk assessment/management skills given an incident response scenario.

Supplemental Materials

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Capstone Activity 8.1: Complete ICS Form 220 and Prepare a Briefing

Unit 8 - Capstone Activity 8.1: Complete ICS Form 220 and Prepare a Briefing

Purpose

The purpose of this activity is for students to demonstrate the knowledge and skills required to assume the role of an Air Support Group Supervisor.

Objectives

Students will accomplish the following:

- Develop an ICS Form 220 Air Operations Summary Worksheet for the next operational period based on information gathered from a Delegation of Authority, a weather report, a map, and a Transition Plan.
- Prepare and deliver an operational briefing based on the activity scenario and resources provided.

Activity Structure

This activity is scheduled to last approximately 1 hour and 15 minutes. After the instructor distributes the activity materials to the class and reviews the activity objectives, the students will be directed to develop an ICS Form 220 for the next operational period and then prepare and deliver an operational briefing. The students are to assume that ICS Form 220 will be included in the IAP for the next operational period and that the briefing would be delivered during the morning briefing at the Incident Command Post and the helibase.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in the activity:

1. After the instructor reviews the activity objectives, the students will break into small groups.
2. Each group will select a spokesperson.
3. As a group, the students will review the activity materials, including the Delegation of Authority, the Transition Plan, the map, and the mock weather report.
4. The students will complete ICS Form 220 Air Operations Summary Worksheet. The students can work on completing the form with the other members of the group, but each student must complete their own form.
5. Using all of the activity materials, the students will work in their groups to prepare an operational briefing.

6. All students will take turns delivering the briefing to their group. Use the Briefing Scoring Rubric to evaluate and score each presentation. Make copies as necessary.
7. After the class reassembles, each group's spokesperson will deliver their group's briefing to the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Capstone Activity 8.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	10 minutes	Classroom
Scenario Review	15 minutes	Small Group
Small Group Activity	30 minutes	Small Group
Presentations	20 minutes	Classroom

Capstone Activity 8.1 Scenario

You have been ordered as the ASGS to Pine Bluff, Arkansas. A category F-4 tornado swept through Pine Bluff, on April 20, causing widespread damage throughout the area. There is flooding along the Arkansas River and areas around the breach at Lake Pine Bluff. There are several civilian fatalities, with many people reported missing. There is a large Search and Rescue (SAR) effort going on to search the debris field for additional survivors. Additional SAR teams from across the country are en-route to Pine Bluff and may need air transportation to affected areas. The path of destruction is more than 18 miles long and as wide as three quarters of a mile in some spots. However, the search effort and air operations could be hampered by continuing bad weather and the threat of additional tornados. As you arrive on scene, the Incident Commander has been made aware by local authorities that looting and civilian disorder are starting to occur. Large areas of the community are cut off by road, due to flooding. Power in the area is expected to be out for several days. The Pine Bluff Airport has been established as the helibase and fixed-wing base. So far, two medium helicopters, two light helicopters, and one fixed-wing aircraft have been assigned. The sheriff has also committed their light helicopter. The focus of the operations will be SAR, reconnaissance, mapping, and the transportation of law enforcement officers and SAR personnel, as needed.

Upon arrival, you receive the Delegation of Authority issued to your team and a Transition Plan put together by Operations.



20 April 2014

To: Sue Johnson

From: General Sanders, Commander, Arkansas National Guard

Re: Resource Status Change and Delegation of Authority

Effective 18:00 hours on 20 April 2014, pursuant to the Governor's Declaration of Disaster for the Pine Bluff region of the State of Arkansas, you are delegated authority for the management of the Tornado disaster. This delegation carries with it the full responsibility for management of resources, costs, and the rehabilitation of Fire Department, Law Enforcement, and Search and Rescue management effects directly associated with this incident. You will also be responsible for carrying out the governor's intent and expectations that were discussed at our in-briefing meeting held on 20 April 2014.

Successful incident management is defined as "safely achieving reasonable objectives with the least personnel exposure necessary, while enhancing stakeholder support for our management." The Federal Emergency Management Agency's regional administrator will meet to discuss with you the availability of resources and their deployment at your earliest opportunity.

Signed _____ MG Sanders

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INCIDENT Weather Forecast

FORECAST NO: 4568 **NAME OF INCIDENT:** PINE BLUFF TORNADO

PREDICTION FOR: 4-21-14 **SHIFT:** DAY **UNIT:**

SHIFT DATE: 0600 **SIGNED:** _____

TIME AND DATE Incident Meteorologist
FORECAST ISSUED: 4-21-14 0600

WEATHER FORECAST:

National Weather Service Watch Warning Advisory Summary weather.gov
 National Weather Service

Hazardous Weather Outlook
 HAZARDOUS WEATHER OUTLOOK
 NATIONAL WEATHER SERVICE LITTLE ROCK AR - FOR PINE BLUFF
 0600 AM CDT MON April 21, 2014

0600 AM CDT April 21, 2014

THIS HAZARDOUS WEATHER OUTLOOK IS FOR A LARGE PART OF ARKANSAS.

DAY ONE...TODAY AND TONIGHT

THUNDERSTORMS ARE EXPECTED TO RAPIDLY DEVELOP DURING THE MID AND LATE AFTERNOON HOURS...ALONG AND AHEAD OF A SLOW MOVING SURFACE BOUNDARY...LOCATED ACROSS CENTRAL OKLAHOMA...TO WESTERN MISSOURI.

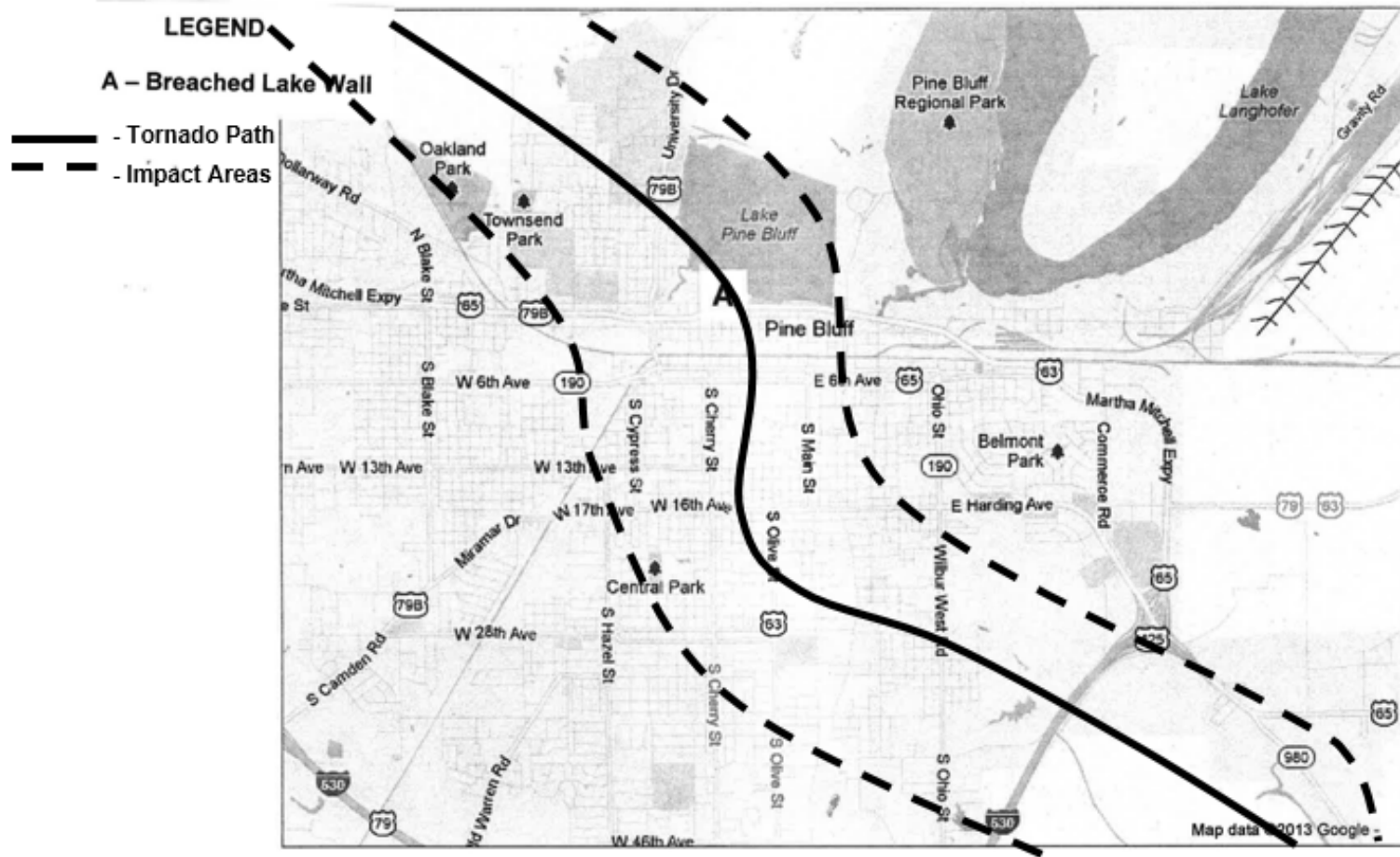
THE STORMS ARE EXPECTED TO MOVE EASTWARD DURING THE LATE AFTERNOON HOURS...WITH THE STRONGEST STORMS AFFECTING AREAS ALONG AND THE NORTH OF A LINE FROM MENA...TO MOUNTAIN HOME. THE STRONGEST STORMS WILL AFFECT THIS AREA THROUGH LATE EVENING...AND WILL BE CAPABLE OF PRODUCING LARGE HAIL...WIDESPREAD DAMAGING WIND GUSTS...AND TORNADOES.

AS THE STORMS PROGRESS EASTWARD DURING LATE EVENING AND EARLY MORNING HOURS...ACROSS CENTRAL AND NORTHEAST SECTIONS OF ARKANSAS...SOME WEAKENING WILL OCCUR. HOWEVER...DAMAGING WIND GUSTS WILL STILL BE POSSIBLE WITH THE STRONGEST STORMS.

DAYS TWO THROUGH SEVEN...

CHANCES FOR SHOWERS AND THUNDERSTORMS WILL INCREASE AREA WIDE FOR THE NEXT COUPLE OF NIGHT AS THE POTENT STORM SYSTEM TO THE WEST MOVES OVER ARKANSAS. DAMAGING WINDS AND LARGE HAIL WILL BE THE MAIN THREATS WITH THE STRONGEST STORMS. THE THREAT FOR TORNADOES WILL BE SOMEWHAT LIMITED DUE TO LACK OF SIGNIFICANT LOW LEVEL SHEAR. HOWEVER...CANNOT COMPLETELY RULE OUT AN ISOLATED TORNADO...ESPECIALLY IF THERE IS LOCALIZED INCREASE IN LOW LEVEL SHEAR ACROSS SOME PORTION OF THE STATE. HEAVY RAINFALL WILL ALSO BE POSSIBLE AS SEVERAL ROUNDS OF SHOWERS AND THUNDERSTORMS WILL BE POSSIBLE DURING THE DAY ON TUESDAY AND THROUGH TUESDAY NIGHT. AS A RESULT...LOCALIZED FLASH FLOODING WILL ALSO BE POSSIBLE.

Capstone Activity 8.1: Map



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Capstone Activity 8.1: Aviation Transition Plan

Aviation Transition Plan - ICS Form 220 Activity
Pine Bluff Tornado
April 20th

Aviation Assets assigned and based at the Pine Bluffs Airport:

Helicopters:

N5KA	Bell 212 HP	A-1 (T2)
NH7SM	Bell 205	A-2 (T2)
N26MV	Bell 206B3	A-4 (T3)
NPB407	Astar B2	A-5 (T3)

The Sheriff Helicopter (T3) does not have an A# assigned yet.

Fixed Wing:

N990K	Baron	A-3 (T2)
-------	-------	----------

Mercy Air 14 (T3) will provide Medevac.

Phone List:

Pine Bluff Airport Manager Bob White	555-555-8965
Helibase Manager Kevin Smith	555-659-1567
Air Tactical Group Supervisor John Fox	555-555-1212
Local Dispatch	555-568-2941

Equipment and Supplies:

Pine Bluff Fire Department is providing CFR protection at the Airport – E#21

Air Operations Support Trailer from Rezek Equipment – E#12

Bob's Water Trucks has a water tender at the airport for dust abatement – E#16

Personnel:

4 personnel each are assigned to the Federal Helicopters, a manager plus 3 crewmembers.

The Sheriff Helicopter has 2 officers assigned

The Baron has 1 pilot assigned.

TFR #14/2122 Center point 34 10 28.247N x 091 56 08.175W 12NM Radius to 8,000 MSL

Sunrise for April 21 is 0630 and Sunset is 1944

Frequencies Assigned:

Air to Air/Rotor	122.225
Air to Ground	165.600
Command	425.375
Deck	163.100
Air Guard	168.6250

The first operational period will run from 0630 to 2000.

The local power company has advised that there are downed power lines and it will be difficult for aircraft to see loose wires.

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Capstone Activity 8.1: ICS Form 220 – Blank

Refer to EL_986_CACT_8.1_ICs_Form_220_1_of_2.pdf

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Capstone Activity 8.1: Briefing Scoring Rubric

Briefing Scoring Rubric

Scoring Key

1 – Completely Disagree

2 – Somewhat Disagree

3 – Neutral

4 – Somewhat Agree

5 – Completely Agree

#	Criteria	Rating	1	2	3	4	5
---	----------	--------	---	---	---	---	---

The speaker: _____

1.	Clearly stated the purpose of the briefing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Effectively covered all of the main points	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Used good presentation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Clearly and concisely concluded the presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Kept the presentation within the assigned time limit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name _____ Score _____ Average _____

Additional Comments: _____

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Capstone Activity 8.2: Assume the Role of an ASGS

Unit 8 – Capstone Activity 8.2: Assume the Role of an ASGS

Purpose

The purpose of this activity is for students to demonstrate the knowledge and skills required to assume the role of an Air Support Group Supervisor.

Objectives

The students will accomplish the following:

- Identify the correct aircraft required for a mission and the amount of time needed to transport requested personnel and equipment.
- Identify the safety concerns that exist in the scenario provided.

Activity Structure

This activity is scheduled to last approximately 1 hour. After the instructor reviews the activity objectives, the students will reassemble into their groups and review the activity materials, including a new scenario and map. In their groups, the students will discuss the issues that need to be addressed. They will need to determine the correct aircraft required for the mission and the amount of time needed to transport the requested personnel and equipment. They will also need to identify all safety concerns. Each group will present its findings to the class.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in the activity:

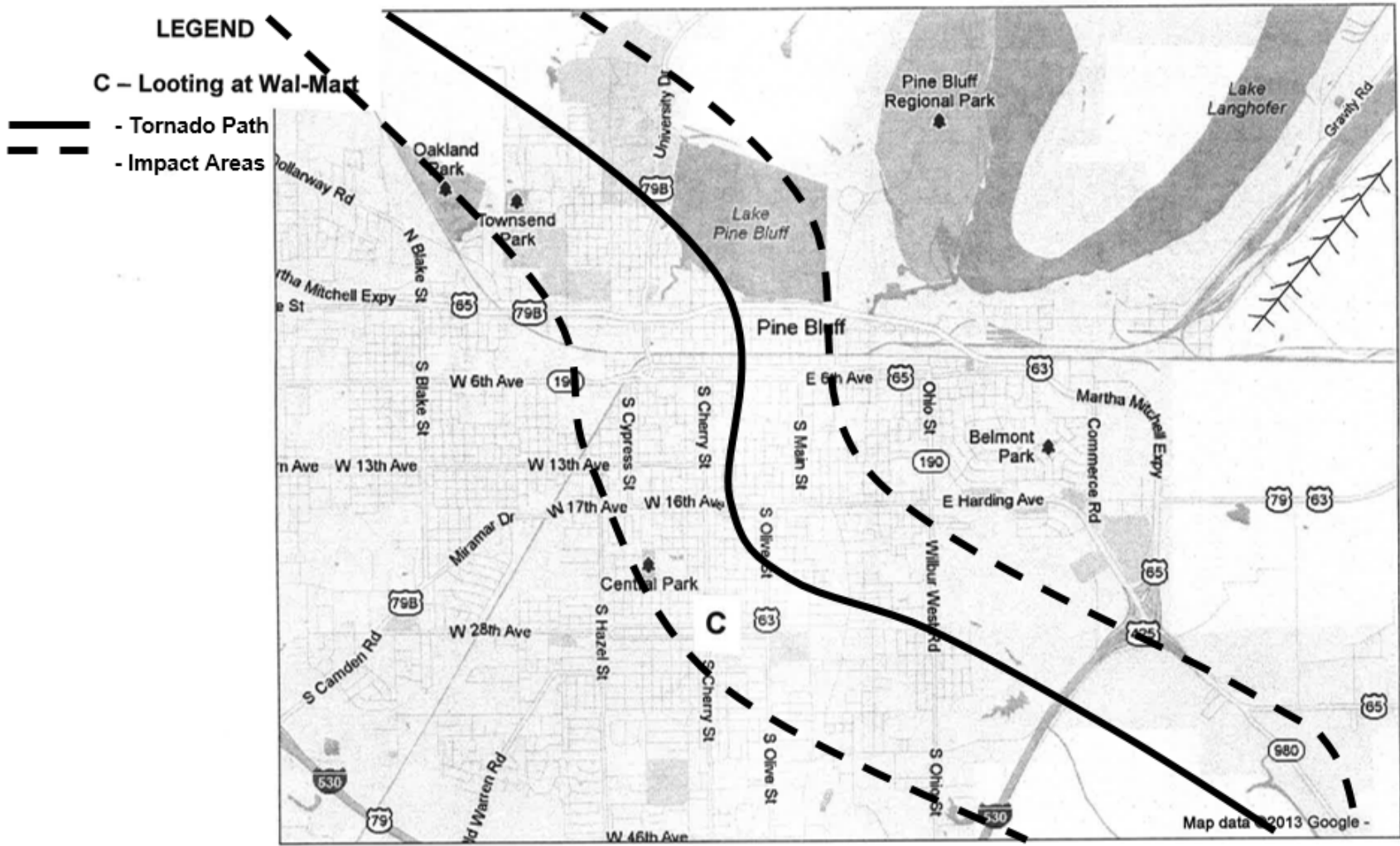
1. After the instructor reviews the activity objectives, the students will break into their groups.
2. As a group, the students will review the activity materials, which include the new scenario and map.
3. The students will work in their groups to answer the questions provided.
4. After the class reassembles, the instructor will call on groups to share their answers with the class and discuss them.

Instructors moderate discussions, answer questions and provide additional information as required.

Capstone Activity 8.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Scenario Review	10 minutes	Small Group
Small Group Activity	25 minutes	Small Group
Presentations/Discussion	20 minutes	Classroom

Capstone Activity 8.2: Map



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Capstone Activity 8.3: Using the Interagency Aviation Mishap Response Guide and Checklist at an Incident

Unit 8 – Capstone Activity 8.3: Using the Interagency Aviation Mishap Response Guide and Checklist at an Incident

Purpose

The purpose of this activity is for students to demonstrate the knowledge and skills required to assume the role of an Air Support Group Supervisor.

Objectives

Students will accomplish the following:

- Fully explain their response to the scenario provided as the ASGS using the Interagency Aviation Mishap Response Guide and Checklist.

Activity Structure

This activity is scheduled to last approximately 1 hour. After the instructor distributes the activity materials to the class and reviews the activity objectives, the students will be directed to fully explain what their response would be as the ASGS. Using the Interagency Aviation Mishap Response Guide and Checklist, the students will outline their actions with regard to responding to the immediate needs of the crew, preservation of the scene, notification of supervisors, and proper documentation.

Rules, Roles, and Responsibilities

The following are the specific activities/instructions for your participation in the activity:

1. After the instructor reviews the activity objectives, the students will break into small groups.
2. Each group will select a spokesperson.
3. As a group, the students will review the activity materials, including the new scenario and maps.
4. Within their group, the students will discuss what their response would be as the ASGS.
5. Using the Interagency Aviation Mishap Response Guide and Checklist, the students will outline their actions with regard to responding to the immediate needs of the crew, preservation of the scene, notification of supervisors, and proper documentation.
6. After the class reassembles, each group's spokesperson will present their group's findings to the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Capstone Activity 8.3 Schedule

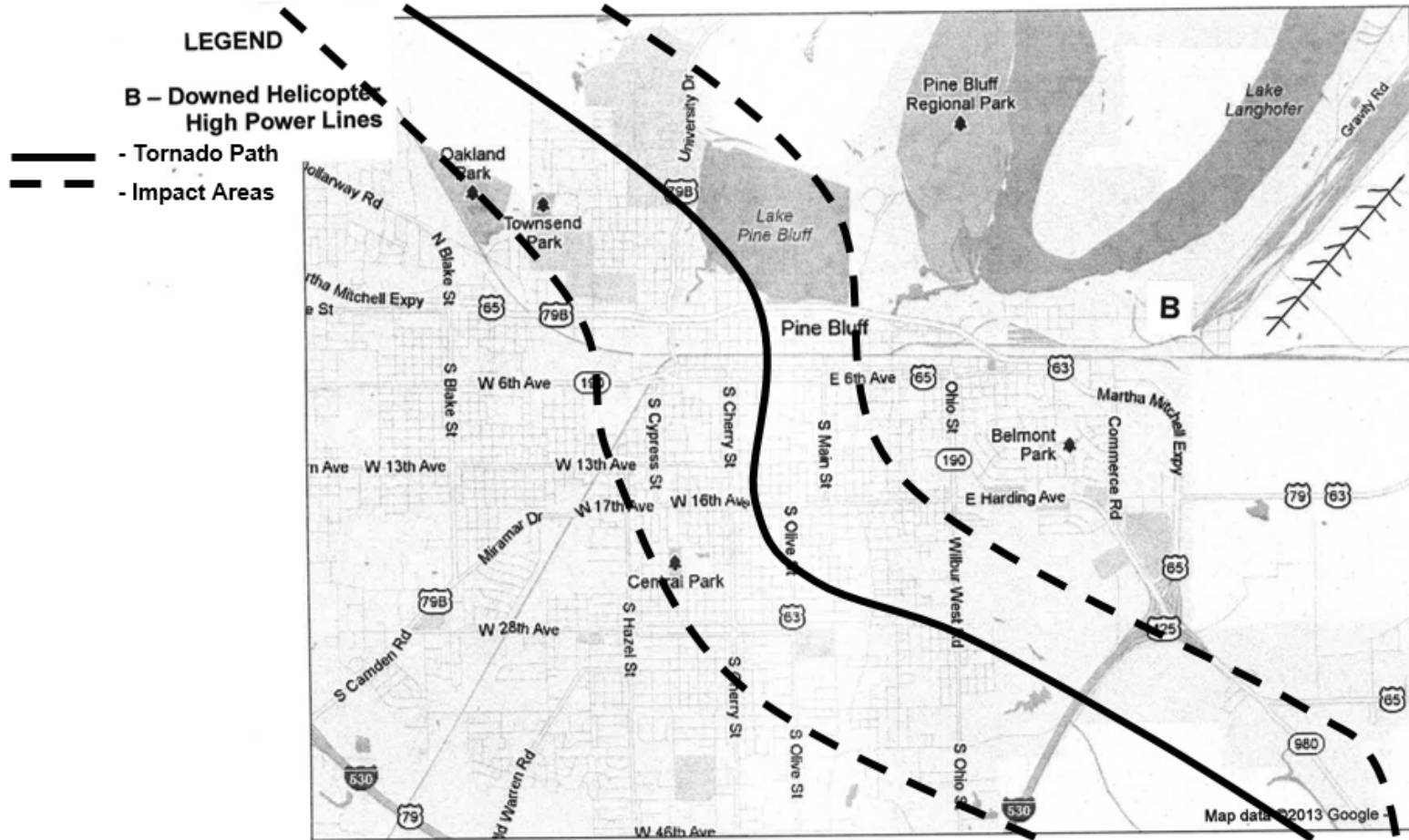
Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Scenario Review	10 minutes	Small Group
Small Group Activity	30 minutes	Small Group
Presentations	15 minutes	Classroom

Capstone Activity 8.3 Scenario

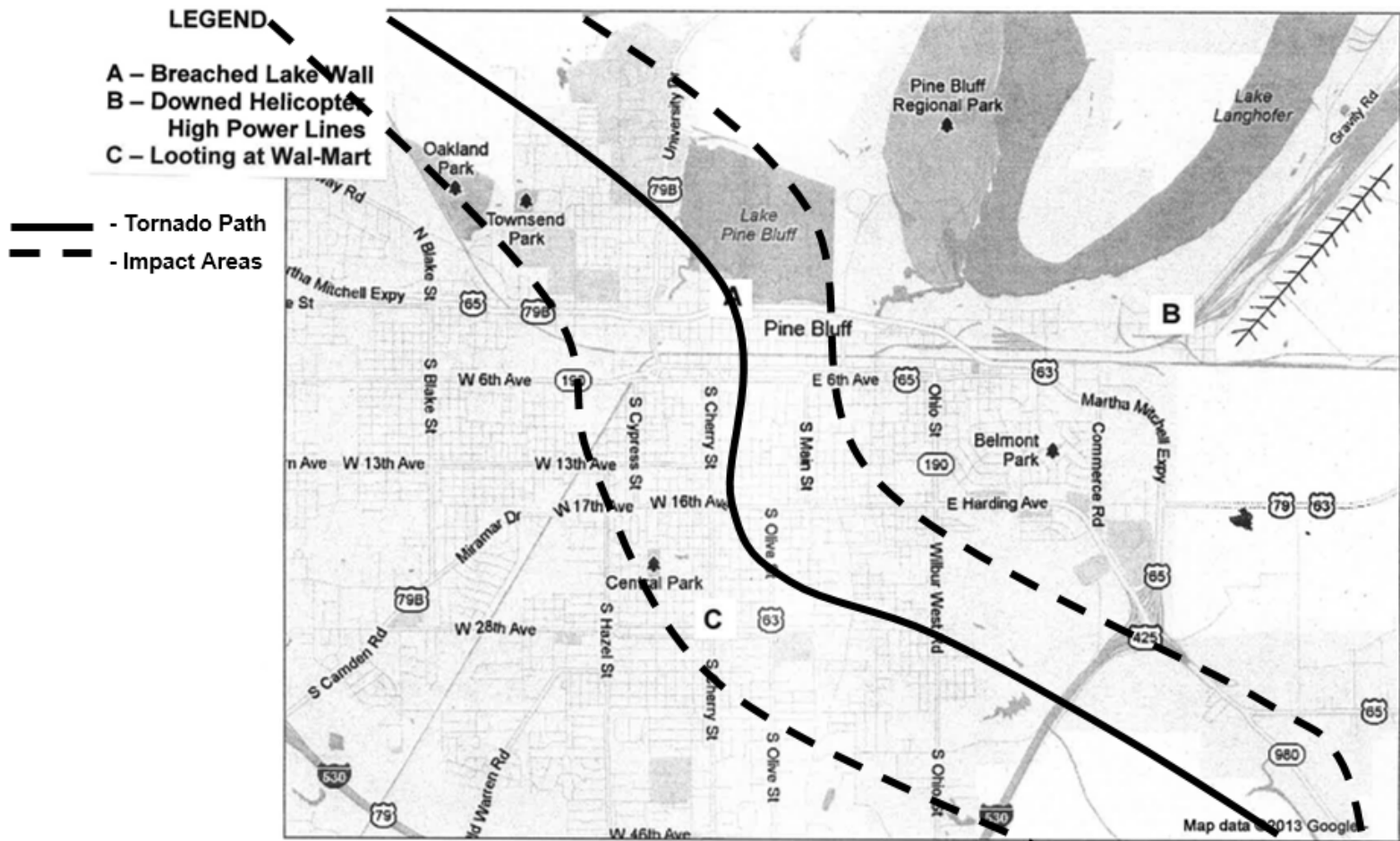
A helicopter has just had a minor accident. The aircraft, H5KA, struck a wire and had a hard landing. There are minor injuries and moderate damage to the aircraft. The pilot will need to be transported to a hospital. There is fuel leaking from the aircraft. Reporters are already on scene and are asking for information, interviews, and the name of the pilot and the company she works for. The aircraft was delivering critical drinking water to a group of stranded civilians and it crashed prior to delivering the supplies. The Information Officer on the team received a phone report that a civilian saw a part coming off of the aircraft approximately 1 mile from the crash site.

Notes:

Capstone Activity 8.3: Map



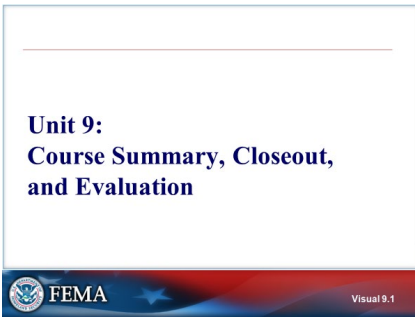
Capstone Activity 8.3: Map



Unit 9: Course Summary, Closeout, and Evaluation

STUDENT MANUAL

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Visual 9.1

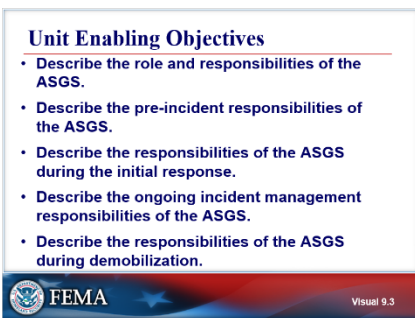
UNIT 9: COURSE SUMMARY, CLOSEOUT, AND EVALUATION



Visual 9.2

UNIT TERMINAL OBJECTIVE

Demonstrate mastery of the key concepts presented in the course.




Visual 9.3

UNIT ENABLING OBJECTIVES

- Describe the role and responsibilities of the ASGS.
- Describe the pre-incident responsibilities of the ASGS.
- Describe the responsibilities of the ASGS during the initial response.
- Describe the ongoing incident management responsibilities of the ASGS.
- Describe the responsibilities of the ASGS during demobilization.

Discussion

Air Support Group Supervisor Course Review



FEMA Visual 9.4

Visual 9.4

DISCUSSION

Pre-Assignment Preparation

Question:
Before you're even notified about an incident, you should make sure that you're prepared for an event by having your gear packed. What are some job-essential materials that you should have gathered?

FEMA Visual 9.5

Visual 9.5

PRE-ASSIGNMENT PREPARATION

Before you're even notified about an incident, you should make sure that you're prepared for an event by having your gear packed. What are some job-essential materials that you should have gathered?

Pre-Assignment Preparation - Answer

FEMA Visual 9.6

Visual 9.6

PRE-ASSIGNMENT PREPARATION - ANSWER

Incident Notification

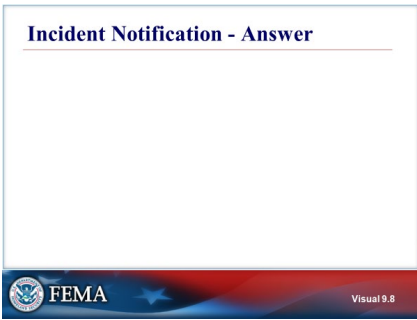
Question:
After notification about an incident, what are the first steps an ASGS should take?

FEMA Visual 9.7

Visual 9.7

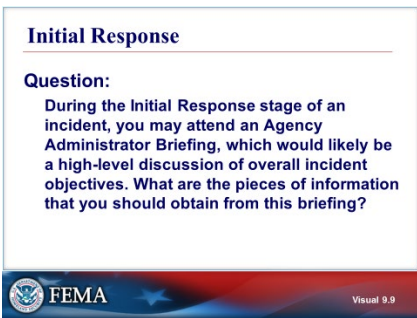
INCIDENT NOTIFICATION

After notification about an incident, what are the first steps an ASGS should take?



Visual 9.8

INCIDENT NOTIFICATION – ANSWER

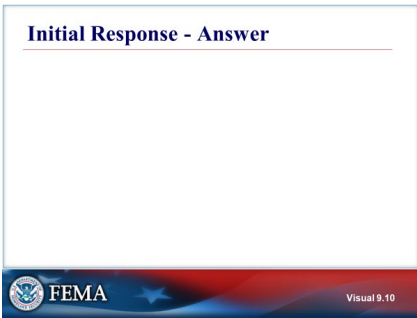


Visual 9.9

INITIAL RESPONSE

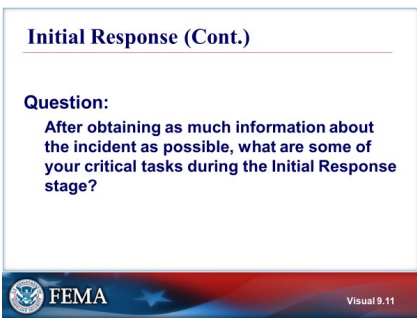
During the Initial Response stage of an incident, you may attend an AA Briefing, which would likely be a high-level discussion of overall incident objectives.

What are the pieces of information that you should obtain from this briefing?



Visual 9.10

INITIAL RESPONSE - ANSWER



Visual 9.11

INITIAL RESPONSE (CONT.)

After obtaining as much information about the incident as possible, what are some of your critical tasks during the Initial Response stage?

Initial Response – Answer (Cont.)

Visual 9.12

INITIAL RESPONSE – ANSWER (CONT.)**Ongoing Incident Management****Question:**

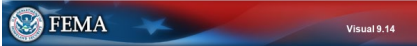
After a helibase or fixed-wing base has been initiated, what are the ongoing incident responsibilities of the ASGS?



Visual 9.13

ONGOING INCIDENT MANAGEMENT

After a helibase or fixed wing base has been initiated, what are the ongoing incident responsibilities of the ASGS?

Ongoing Incident Management – Answer

Visual 9.14

ONGOING INCIDENT MANAGEMENT - ANSWER**Demobilization Responsibilities****Question:**

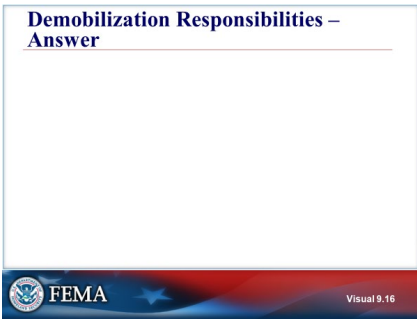
What are the responsibilities of the ASGS during demobilization?



Visual 9.15

DEMOBILIZATION RESPONSIBILITIES

What are the responsibilities of the ASGS during demobilization?



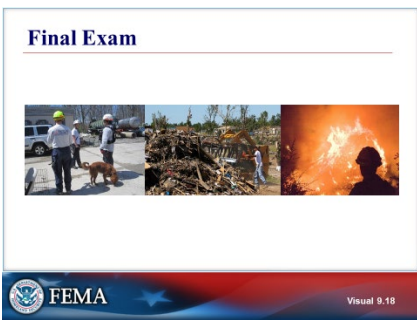
Visual 9.16

DEMOBILIZATION RESPONSIBILITIES – ANSWER



Visual 9.17

REVIEW COURSE EXPECTATIONS



Visual 9.18

FINAL EXAM

END OF COURSE

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