

Staging Area Manager J-236



**Job Aid
October 2013**



CERTIFICATION STATEMENT

on behalf of the

NATIONAL WILDFIRE COORDINATING GROUP

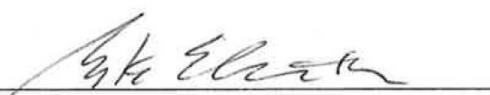
The following training material attains the standards prescribed for courses developed under the interagency curriculum established and coordinated by the National Wildfire Coordinating Group. The instruction is certified for interagency use and is known as:

Staging Area Manager, J-236
Certified at Level I

This product is part of an established NWCG curriculum. It meets the requirements of the NWCG Curriculum Management Plan and has received a technical review and a professional edit.



NWCG Executive Board Chair



Training Committee Chair

Date 10/18/2013

Date 10/18/2013

NWCG OPERATIONS AND WORKFORCE DEVELOPMENT COMMITTEE POSITION ON COURSE PRESENTATION AND MATERIALS

The recommended hours listed in the FMCG are developed by Subject Matter Experts based on their estimation of the time required to present all material needed to adequately teach the unit and course objectives. The hours listed may vary slightly due to factors such as number of students, types and complexity of course activities, and the addition of local materials.

NWCG does not approve of course delivery varying greatly from the recommended course hours. Instructors and students are cautioned that in order to be recognized as an NWCG-certified course, certain guidelines must be followed:

- Lead instructors are encouraged to enhance course materials to reflect the conditions, resources, and policies of the local unit and area as long as the objectives of the course and each unit are not compromised.
- Exercises can be modified to reflect local fuel types, resources, and conditions at the location where the student will likely fill incident assignments. The objectives and intent of the exercises must remain intact.
- Test questions may be added that reflect any local information that may have been added to the course. However, to ensure the accurate testing of course and unit objectives, test questions in the certified course materials should not be deleted.
- Test grades, used to determine successful completion of the course, shall be based only on the questions presented in the certified course materials.

If lead instructors feel that any course materials are inaccurate, information should be submitted either by accessing the online feedback form at <http://training.nwcg.gov> (select the “NWCG EVAL” button in the upper right corner) or by sending an email to the NWCG Training Branch at BLM_FA_NWCG_training@blm.gov. Materials submitted will be evaluated and, where and when appropriate, incorporated into the appropriate courses.

COURSE LENGTH FOR NWCG COURSES

Recommended course hours and the “NWCG Position on Course Presentation and Materials” above will be adhered to by the course instructors (see below for exception for criteria-based courses).

- Recommended unit times represent the allotted time to teach the unit and complete the exercises, simulations, and tests.
- Recommended course hours are provided to help the students and the course coordinator plan for travel, room reservations, and facilities usage. The recommended course hours represent the time estimated to present the NWCG-provided materials including time for breaks, lunch periods, to set up for field exercises or simulations, etc.
- Actual times for both the unit(s) and the course may vary based on number of students, types and complexity of course activities, and the addition of local instructional materials.

If the course is criteria based, e.g., L-380, and has been developed using NWCG course criteria, minimum course hour requirements have been established and must be adhered to by the course developer and course instructors.

Course hours for all NWCG courses can be found in the Field Manager’s Course Guide at www.nwcg.gov/pms/training/training.htm. If the hours are a minimum versus recommended, they will be stated as such.

Staging Area Manager

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Staging Area Manager (STAM)

Staging Area Manger Job Aid

Introduction

The Staging Area Manager (STAM) is responsible for managing all activities within the staging area. Staging areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment on a 3 minute available basis. Staging areas are managed by the Operations Section. The STAM has been identified as a position within the Incident Command System (ICS). The J-236 job aid supports this position and is a part of the National Wildfire Coordinating Group's (NWCG) curriculum.

The subject matter within the performance-based curriculum may be administered formally by a qualified STAM. This job aid is intended to be used as a reference while in trainee status. It is highly suggested that the trainee have previous incident experience.

Objectives

After the completion of this module, you should be able to:

- Identify the materials for a kit that a STAM should assemble before being dispatched to an incident.
- Distinguish procedures a STAM is responsible to adhere to when dispatched to an incident.
- Identify the information that is presented during the briefings and gathered from the IAP.
- Develop interpersonal relationships and lead by example while exhibiting the principles of respect and integrity.
- Identify the factors necessary to establish and organize a suitable staging area.
- Identify and adhere to established procedure(s) for operating a staging area, using the proper channels and chain of command.
- Describe the actions a STAM must take when responding to resource requests, dispatching resources, and coordinating with support units.
- Identify the responsibilities of the STAM when it comes to demobilizing and closing out a staging area.

The Staging Area Manager Kit

Assemble a Kit

The STAM needs to have materials for a kit assembled and ready when he or she is dispatched to an incident. Familiarization with the kit will enable the STAM to function at a more efficient level when assigned to an incident. This kit will contain items necessary for a STAM to operate and should be easily transportable.

Contents of the Staging Area Manager Kit

This list is not all-inclusive; regional variations may exist.

- Proof of incident qualifications (Red Card)
- PMS 311-16, STAM Position Task Book
- PMS 210, Wildland Fire Incident Management Field Guide
- PMS 931 , Unit Identifiers
- Mnemonics Data Table
- PMS 461, Incident Response Pocket Guide
- Interagency Standards for Fire and Aviation Operations

Documents and Forms

- ICS 211 , Check-in List
- ICS 213, General Message
- ICS 214 , Unit Log
- NWCG-approved Individual Performance Rating
- OF-297 , Emergency Equipment Shift Ticket
- SF-261 , Crew Time Report or OF-288 , Emergency Firefighter Time Report
- Agency-specific forms

Miscellaneous Items (recommended)

The items in this list are recommended but not required in your kit.

- Assorted pens, pencils, felt-tip markers, dry-erase markers, highlighters, thumb tacks, string tags, pads of paper, clipboard, masking or strapping tape, duct tape, big envelopes, surveyor flagging, file system supplies, hole-punch, and scissors
- Programmable radio and batteries
- Calculator
- Flashlight (extra batteries) and/or headlamp
- Alarm clock
- Camera
- Calendar
- Tape measure
- Insect repellent
- Local area maps
- Road atlas
- Shoe polish, white, water-base with applicator
- Stick-on numbers
- Cell phone
- Local telephone directory
- High-visibility vest
- Staple gun
- Poster board

Personal Protective Equipment (PPE)

PPE is required for all STAMs.

- Fire shirt and fire pants
- 8-inch boots
- Hardhat
- Gloves
- Fire shelter

Dispatch to an Incident

Introduction

When dispatched to an incident, the STAM is encouraged to follow certain guidelines and procedures. The first step to prepare to dispatch to an incident is to acquire information specific to the assignment from the local dispatch office.

Dispatch Procedures

Obtain a copy of the Resource Order, which contains:

- Incident or project name
- Incident or project order number
- Office reference number (cost code)
- Descriptive location of response area
- Legal location (township, range, and section)
- Incident frequencies (if available)
- Incident base phone number (contact)
- Request number
- Reporting date, time, and location, i.e., Incident Command Post (ICP)
- Transportation arrangements and routes
- Radio frequency plan
- Special instructions



- Retain a copy of this order form for your personal records.
- Comprehensive and consistent documentation in your Unit Log (ICS 214) can help avoid or resolve problems in the future.

Hint

Gather Information

Gather all available information necessary to accurately assess the incident; make appropriate decisions about immediate needs and actions including:

- Type of incident
 - Planned operations (e.g., burnout operations and water handling operations)
- Number and locations of staging areas
- Resources committed and ordered
- Current incident status
- Expected duration of incident
- Terrain
- Arrive at the incident and check-in.
 - Report to Status Check-In Recorder (SCKN).
 - Report to the Finance/Administration Section for timekeeping procedures.
 - Locate your supervisor (Operations Section Chief [OSC]).



Information Gathering

Briefings

The STAM is responsible for attending the initial briefing and operational briefings. Certain information is specific to the STAM position, and this information may need to be passed on to other resources or supervisors. It is critical that the STAM attend these briefings and, at a minimum, obtain the following information.

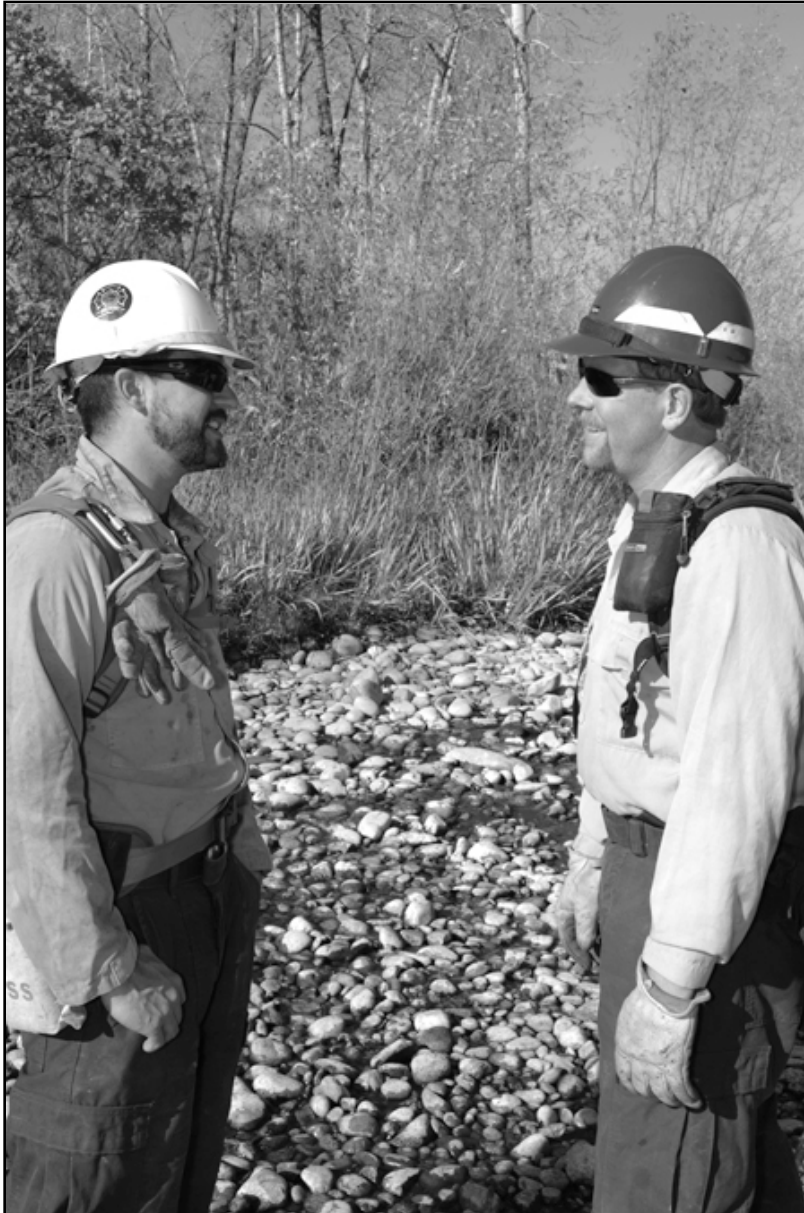
Information the STAM should obtain at briefing:

- Incident strategies, how staging fits in, and the location of the staging area
- Assigned resources that are in place and their locations
- Expected resources and estimated time of arrival
- Resource contact information (radio frequency or cell phone number)
- Authorized personnel who may order resources out of the staging area
- Length and number of anticipated operational periods
- Names and locations of key overhead (facilities, supply, ground support, and subordinate staging area personnel)
- Items needed to run the staging area (toilets, drinking water, food, and personnel).
- Checklist of ordering procedures, including chain of command for ordering supplies and services
- Contingencies (staffing needs for 24-hour coverage, and additional STAMs or assistants)

Leadership

Develop Interpersonal Relationships

The STAM position requires an individual who can influence others and guide personnel in a positive and efficient manner. The STAM must develop and emulate respect and integrity.



Model Leadership

- Exhibit the principles of duty.
 - Be proficient at your job.
 - Ensure tasks are understood, supervised, and accomplished, and allow time for feedback.
- Exhibit the principles of respect.
 - Know your subordinates and look out for them.
 - Build your team.
 - Establish crew cohesiveness.
 - Assign tasks to team members in accordance with their capabilities.
 - Focus on a team result.
- Exhibit the principles of integrity.
 - Know yourself and seek improvement.
 - Seek responsibility and accept responsibility for your actions.
 - Set the example.
- Continually evaluate performance.
 - Communicate problems immediately and take corrective action.
 - Provide training opportunities.
 - Complete personnel performance evaluations according to agency guidelines.

Staging Area Management

Establish the Staging Area

In order to establish an efficient staging area, a STAM must be able to assess factors and make effective decisions while coordinating with operations to ensure procedures are followed.



Staging Area Coordination

- Coordinate with the Planning Section.
 - Provide a copy of the staging area layout to the Planning Section and ensure staging areas are located on the incident action plan (IAP) maps.
 - Obtain transportation and IAP maps.
 - Determine availability of SCKN.
 - Obtain a demobilization plan for staging.
 - Obtain the incident contingency plan containing emergency procedures outlined for the staging area.
- Coordinate with Logistics Section.
- Coordinate with the Finance/Administration Unit.
 - Determine procurement procedures and identify what resources are available locally.
 - Establish appropriate timekeeping procedures for the staging area.
- Coordinate with the Safety Officer.
 - Monitor and assess hazardous situations.
 - Develop measures for ensuring safety of the personnel.

Document the Staging Area

- Always document the chosen site for the staging area.
- Take an inventory of the current condition of the staging area and any facilities.
- A Unit Log (ICS 214) must be completed for the operational period or for the duration of the staging area.



Tip

Camera

Use a camera to take photos of the staging area to keep as backup documentation.

Staging Area Operations

Operations and Chain of Command

Operating a staging area requires diligence and preparation by the STAM. Chain of command is crucial at this stage as the STAM needs to effectively interact with supervisors and support units to arrange a functional staging area.

Chain of Command and Support Units

- The Incident Commander (IC) is responsible for ordering resources and coordinating all other incident-related activity. As the incident gets larger, an IC will normally delegate ordering to the Logistics Section.
- The Operations Section Chief (OSC) is the STAM's supervisor; the resources a STAM engages with are under the control of the OSC. It is part of the OSC's responsibility to distribute incident traffic plans.
- The Resources Unit Leader (RESL) is responsible for recording the current status of all resources assigned to the incident. The RESL depends on the check in procedure in order to account for resources on the incident. The staging area is one area where resources may check-in and must be managed appropriately by the STAM in order to ensure accountability.
- The SCKN should be furnished by the Resource Unit. At the end of each shift the SCKN forwards completed documents to the Resource Unit to be added to the permanent record. It is a STAM's responsibility to use the ICS-211 check-in form and furnish it to the Resource Unit if a SCKN is not available.
- The Supply Unit is responsible for furnishing signs or materials for the staging area.
- The Ground Support Unit furnishes:
 - Fuel for equipment
 - Mechanics for inspecting equipment
 - Assist in developing incident traffic plans
- The Food Unit Leader (FDUL) provides lunches when requested by the STAM.
- The Facilities Unit Leader (FACL) is the STAM's contact for ensuring clean and functional sanitation within the staging area. The Supply Unit may also assist with this duty.
- The Medical Unit Leader (MEDL) supervises the Medical Unit if the staging area has a Medical Unit; it is crucial that the STAM engage and cooperate with the MEDL.

Maintain an Efficient Staging Area

Introduction

Operating a staging area requires diligence by the STAM to ensure that resources can check in and get the services and support they require quickly and effectively. All equipment should be in the best possible condition to perform their task and be available to respond immediately if requested. The purpose of a staging area is to expedite the moving of resources from the staging area to a tactical assignment.

Coordinate with OSC or Branch Director

- Notify the OSC when the staging area is fully operational.
- Brief the OSC on anticipated capabilities and possible problems or shortages within the staging area.
- Determine which resources cannot respond to a dispatch request within 3 minutes.
- Report resource status changes to the OSC.

Check in resources upon arrival (see Appendix A – ICS 211 Check-In List for instructions):

- Establish the location for check-in with SCKN, and provide the necessary facilities and equipment.
- Ensure that resources checking into the staging area have checked into the incident first before receiving an assignment.
- Ensure equipment has been inspected, if applicable.
- Identify resource status and availability.
- Identify special capabilities of the resources identified, including additional personnel qualifications.

Provide a briefing for incoming resources and discuss:

- Staging area rules
- Restricted areas
- Procedures for staging, dispatching, check-out, and status change
- Refueling procedures
- Rotation of assigned resources for feeding, personal needs, etc.
- Established crew standby areas
- Safety concerns

Set up a resource tracking system:

- Determine the number and names of resources already assigned to the staging area.
- Compile an inventory list of resources onsite or en route.
- Ensure tracking system is dynamic and flexible.
- List special capabilities and pay status of assigned resources (e.g., 4x4 or foam) for better use of resources.
- Make resource accessibility known to operations personnel.
- Verify the times resources were assigned to the staging area by maintaining a log book or ICS 214, Unit Log, showing arrival and departure times for all resources assigned to the staging area.
- Establish a system of accountability for equipment used in the staging area. Items checked out to the resources must be checked back in before the resources are released.

Set up a resource dispatch system:

- Establish dispatch procedures based upon orders from OSC.
- Set up a notification system for assignments:
 - Public address system
 - Messenger
 - Radio callout
- Ensure radio frequencies are compatible among the resources (ICS 205, Incident Radio Communication Plan).
- Brief departing assigned fire personnel on:
 - Duration of assignment
 - Reporting location
 - Transportation and travel route
 - Probable assignment
 - Field supervisor to contact
 - Radio frequency
 - Specific information from requester
- Notify the OSC or RESL of departing resources or other status change, and document it on the ICS 214, Unit Log.
- Assess dispatch procedures, adjust if necessary, and document any changes.

Establish vehicle traffic patterns and assign parking:

- Ensure safe traffic flow routes are established (ingress and egress).
 - Set up signs showing traffic flow for personnel and vehicles.
- Ensure road surface is suitable for type of vehicle.
- Arrange for adequate clearance for maneuvering vehicles.
- Avoid mixing heavy equipment and transports with smaller vehicles.
- Assign parking areas for agency and privately owned vehicles.
- Allow for rapid departure.



Establish a bulletin board, and post procedures for the staging area and a copy of the IAP for each operational period.



Maintain control over resources:

- Communicate only with supervisors regarding resource control issues that may arise.
- Correct deficiencies immediately.
- Delegate work to the resources as needed, depending on span of control.
- Ensure resources have maintained a state of readiness.

Order supplies:

Order supplies and services as needed by documenting orders on an ICS 213, General Message form; process order(s) through the proper chain of command established by your supervisor.

Establish communications procedures for ordering (communicate using a radio, telephone, or a runner):

- Maintain informal contacts with key staging area personnel.
- If resupply of equipment or personnel is done at the staging area, ensure documentation is complete using the ICS 213.

Establish security:

- Coordinate with the Security Manager (SECM) if one is available.
- Reassess security needs based on operational periods.
- Manage security problems.



Develop map:

- Map the staging area, indicating the approach and departure (ingress and egress) routes.
 - Give a copy, to Planning Section, Logistics Section, and logistics personnel, especially Ground Support.
 - Post the map on bulletin boards in base and camp.

Take precautions for any hazardous materials that are in the staging area:

- Ensure safe handling of hazardous materials.
- Dispense fuel and hazardous materials carefully.
- Use absorbent materials as required by local protocol. See OSC, Logistics Section Chief (LSC), or Resource Advisor.
- Coordinate with Ground Support Unit Leader (GSUL) concerning handling of hazardous materials.
- Rope or flag off areas where hazardous materials or safety hazards are present.

Coordinate with GSUL concerning:

- Vehicle repairs
- Parking for personnel not assigned to the staging area
- Parking for out-of-service personnel:
 - Park vehicles in designated area.



Ensure there is a system in place for submitting of administrative paperwork, such as:

- Emergency Equipment Shift Tickets
- Crew Time Reports
- Unit Logs
- Fuel receipts
- Others

Demobilization and Rehabilitation of the Staging Area

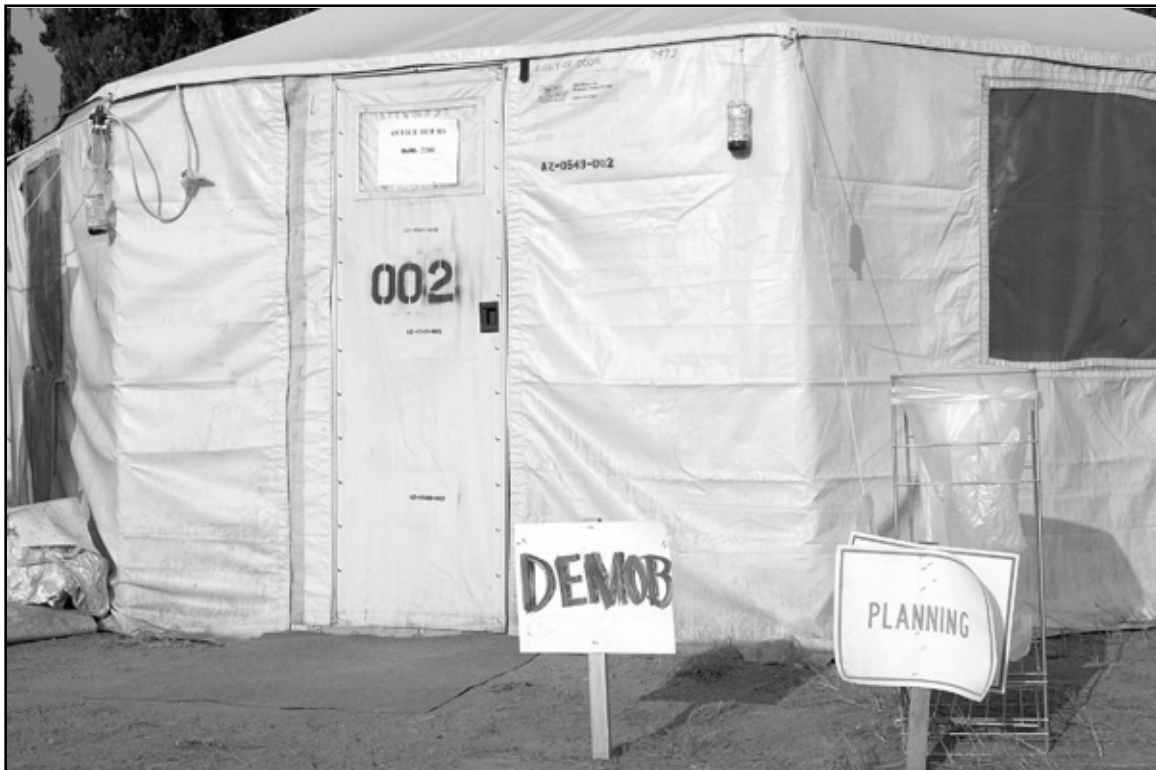
Introduction

It is the STAM's responsibility to properly demobilize equipment and supplies located within the staging area, perform evaluations, and close out the staging area. Proper rehabilitation of the staging area to its preincident condition falls under the scope of the STAM.

Demobilize the Staging Area

- Notify your supervisor that you are closing the staging area and moving the staging area resources. Operations is responsible for notifying the other sections (e.g., Logistics, Planning, etc.).
- Notify staged resources:
 - Ensure resources are in a state of readiness before moving or releasing them.
 - Inform staged resources of the new incident assignment, and location, or if they are being released to the home unit.
 - Inform staged resources of timeframes, travel routes, etc.
- Rehabilitate the staging area to preincident condition (remove signs and barriers, and clean up the area):
 - Inspect area and make recommendations to the Planning Section Chief if further rehabilitation is necessary.
- Arrange for final inspection with the property owner, LSC, claims manager, or Procurement Unit Leader.
- Confirm and obtain instructions from OSC to demobilize fire resources. Use the ICS 221, Check Out/Demobilization form, to assist in proper demobilization procedures.

- Coordinate with Logistics regarding intended demobilization:
 - Supply caches
 - Facilities
 - Ground support (movement of resources to a different location)
 - Emergency medical support
 - Evaluating assigned staging area personnel
- Complete ICS 224, Crew Performance Rating form, and/or ICS 226, Individual Performance Rating, for staging area personnel and submit copies to the Documentation Unit. Follow the demobilization process when you (the STAM) are released from the incident:
 - Obtain your release information from your supervisor.
 - Obtain the ICS 221, Demobilization Checkout form, from the Planning Section.
 - Debrief with your supervisor and receive your signed performance appraisal.
 - Check out with each section indicated on the ICS 221.
 - Submit completed ICS 221 to the Documentation Unit in the Planning Section.



Close Out the Staging Area

At some point during the incident, the staging area will have served its function. Closing the staging area may occur well before the demobilization process takes place. If most of the incoming resources have arrived and have been assigned incident tasks, the staging areas may be closed. The staging area will be closed or moved at the direction of the OSC.

The basic tasks involved in closing out the staging area are:

- Closing the staging area should be an orderly, planned process. The equipment, supplies, and personnel that have been brought to the area must be returned to their proper sources or released.
- The heavy equipment should be released to the Equipment Manager (EQPM) or the GSUL. All communications equipment on hand should be returned to the Communications Unit. If resources in the staging area are being released from the incident, equipment should be collected and receipts for incident-provided equipment should be issued.
 - Coordinate with the Supply and Communications Unit to arrange for the return of equipment and get a receipt.
 - All receipts for issued equipment should be given to the responsible unit.

Rehabilitate the Staging Area Location

An effort should be made to restore the area where the staging area is located to its preincident condition. Each agency has standards and procedures to accomplish this. Generally, to rehabilitate the area, do the following:

- Determine the preincident condition as a baseline from which to work.
- Review notes and Unit Logs for preincident status.
- Inventory and report damage to the Logistics and Finance chiefs.
- Ensure repair of minor damage to fixed facilities to agency standards; notify the Facilities Unit Leader (FACL).
- Ensure removal of litter and debris; notify the FACL.
- Request the owner of the property be present for the final inspection. If contractual agreements have been made, recommend someone from the Finance Section accompany the inspection.
- Last, assemble and forward all records to your supervisor.

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Appendix A – ICS 211, Incident Check-In List

The ICS 211 Form and Instructions

- Personnel and equipment arriving at the incident can check in at various incident locations. The ICS 211 form is used to record check-in information. The form serves several purposes. It is used to:
 - Record arrival times at the incident of all overhead personnel and equipment
 - Record the initial location of personnel and equipment and thus a subsequent assignment can be made
 - Support demobilization by recording the home base, method of travel, etc., on all check-ins.
- Preparation
 - The ICS 211 is completed at the staging areas, base/camps, helibases, and ICP.
 - Managers at these locations record the information and give it to the Resources Unit as soon as possible. Check-in at the ICP will be done by an SCKN at the Resources Unit.
- Distribution
 - ICS 211s, which are completed by personnel at the various check-in locations, are provided to both the Resources Unit and the Finance Section.
 - The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

A fillable version of the ICS 211 form can be found at the following link:

<http://training.fema.gov/EMIWeb/IS/ICSResource/assets/ICS%20Forms/Form%20211-Fillable.docx>

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Appendix B – Laying Out the Staging Area

Laying Out the Staging Area

1. Status Check-In Recorder (SCKN).

Position the SCKN at or as near to the entrance as possible. This will eliminate or reduce the chances of missing any incoming equipment.

2. Post signs.

Remember, staging areas are not camps. Therefore, facilities for sleeping, showers, and other similar *long-duration* needs are not provided. Posted signs for services necessary in a staging area may include instructions for:

- Fueling and water
- Mobile equipment maintenance and inspections
- Equipment and supply issues
- Food Services
- Sanitation
- Medical services
- Parking
- Security

3. Laying out the staging area.

Remember to consider the incompatibility of certain activities. For example:

- Do not place sanitation facilities adjacent to the food services area.
- Do place vehicle inspection areas in locations where they will interfere with the smooth and safe flow of traffic.
- Consider locating parking areas as close to the exits as possible.

4. Position the staging area resources.

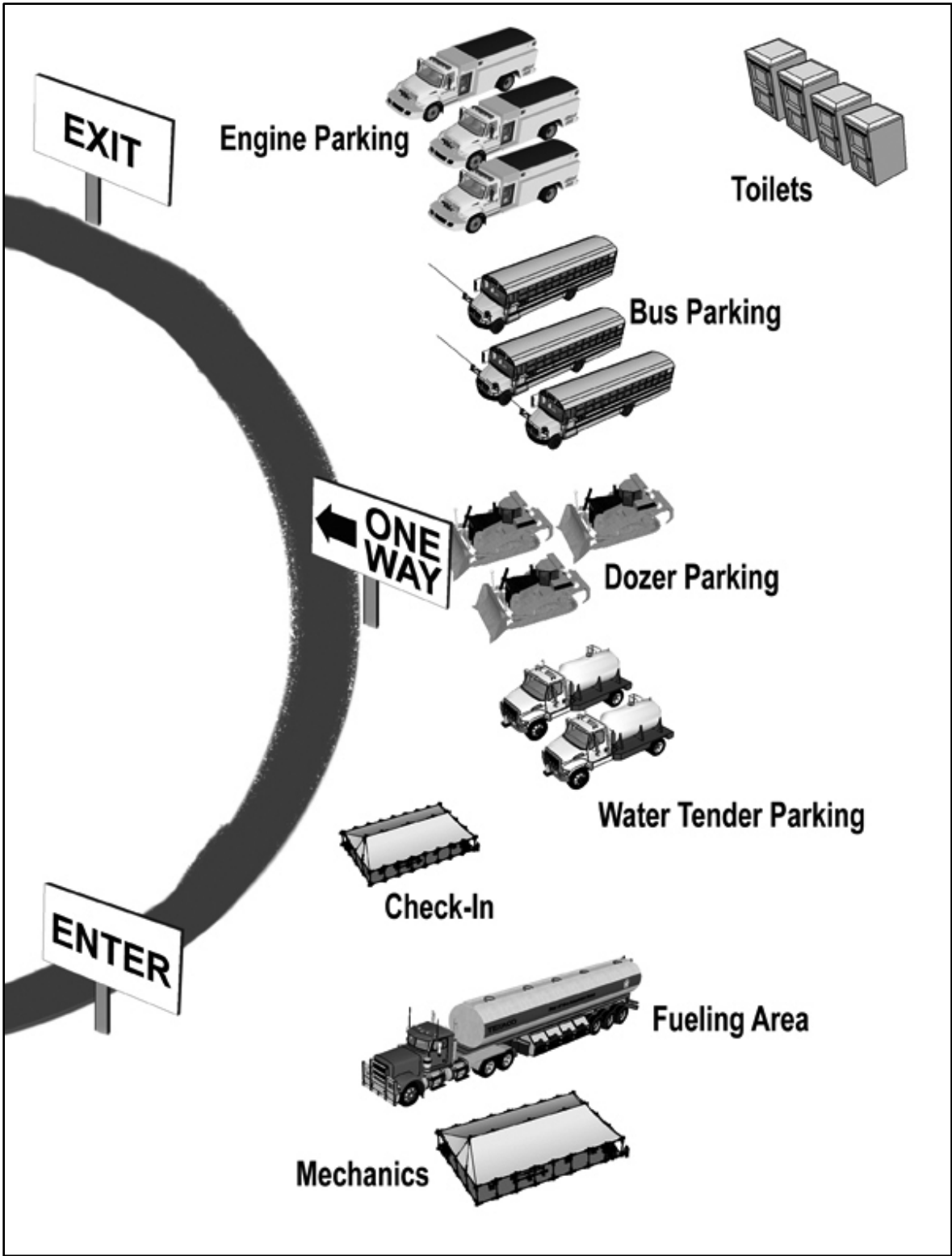
- A staging area should be grouped by functional use (engine strike teams and single engines are in one area, crew transportation in a separate area, and other equipment in another area).
- Task forces and strike teams should be positioned as a unit.

5. Coordinate other activity in the staging area.

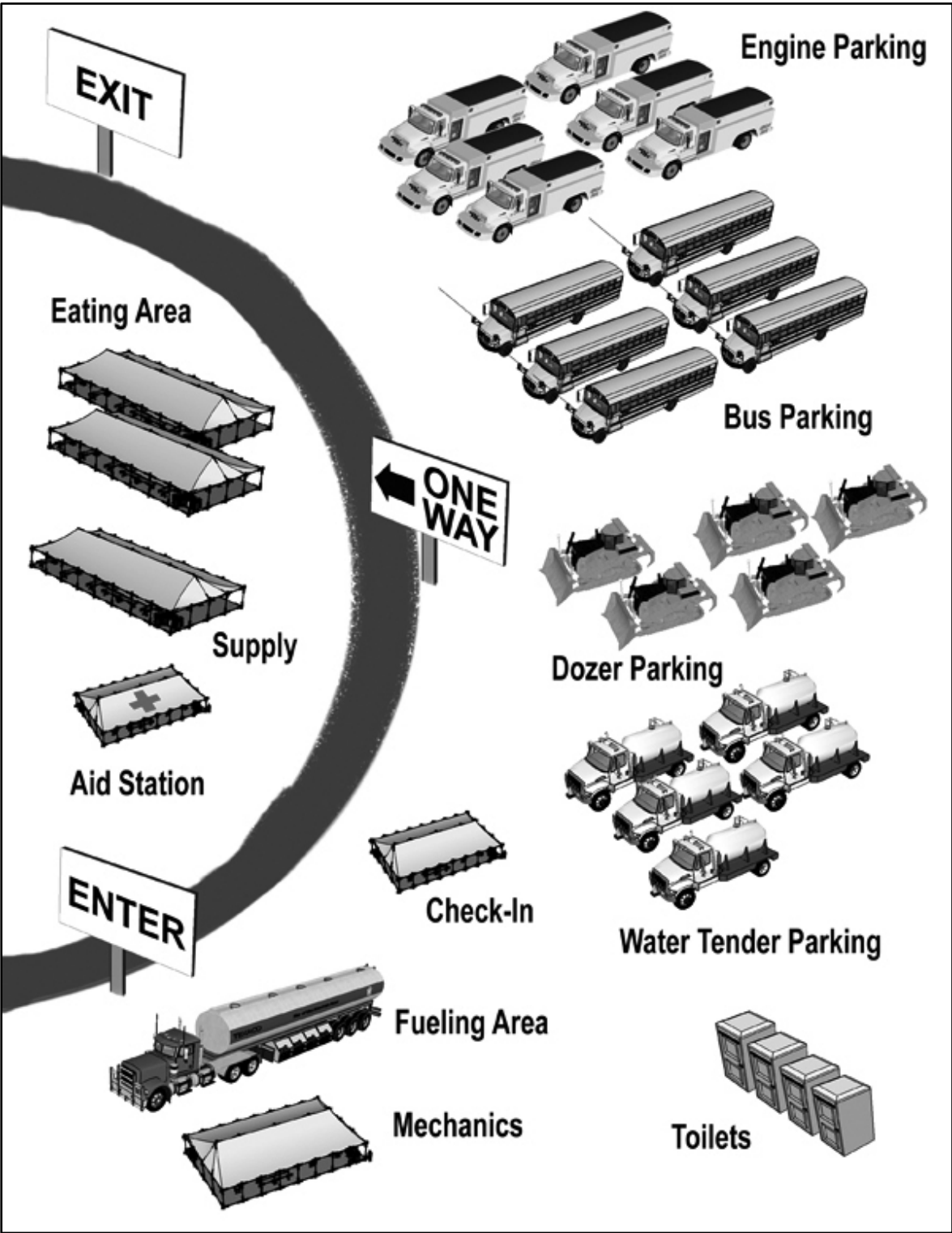
There may be other activities and functions in your staging area. This should not interfere with your operation. A helibase or helispot may occupy a portion of the area adjacent to your staging area. Coordinate the layout of your area with the helibase or helispot manager to assure the following:

- Adequate separation between the two areas to minimize noise and dust levels.
- Ensure helicopter approach and departure routes are not over the staging area.
- Separate routes for ground traffic to the helibase, helispot, and staging area.

Small Staging Area



Large Staging Area



Appendix C – Helpful Links

Here are some helpful links to additional information that may be helpful:

PMS 205 Glossary of Wildfire Terminology at <http://www.nwcg.gov/pms/pubs/glossary/index.htm>

Incident Command System Glossary at <http://www.usda.gov/documents/ICSGlossary.pdf>

0471-2810-MTDC Everyday Hazmat User's Training Guide at
<http://www.fs.fed.us/t-d/pubs/htmlpubs/htm04712810/index.htm>

PMS448 Fire Equipment Storage and Refurbishing Standards at
<http://www.nwcg.gov/pms/pubs/PMS448/pms448.pdf>

National Incident Radio Support Cache User's Guide http://www.nifc.gov/NIICD/docs/NIRSC_UG.pdf

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