



**ALASKA**  
**INCIDENT MANAGEMENT**  
**T E A M**

**ALL-TEAM**

**STANDARD OPERATING GUIDE**

|   |           |
|---|-----------|
| <b>I. LEADERS INTENT &amp; TEAM PHILOSOPHY.....</b>   | <b>1</b>  |
| ALASKA INCIDENT MANAGEMENT TEAM MISSION .....   | 1         |
| ALASKA INCIDENT MANAGEMENT TEAM VISION.....   | 1         |
| ALASKA INCIDENT MANAGEMENT TEAM VALUES.....   | 1         |
| ALASKA INCIDENT MANAGEMENT TEAM PLEDGES .....   | 1         |
| <b>II. STANDARD OPERATING GUIDE OBJECTIVES &amp; AUDIENCE.....</b>                          | <b>2</b>  |
| <b>III. ALASKA IMT C&amp;G OVERVIEW: A COMMON OPERATING PICTURE .....</b>                   | <b>3</b>  |
| <i>Diagram 1: C&amp;G Org Venn</i> .....  | 3         |
| <i>Diagram 2: C&amp;G Day in the Life</i> .....   | 3         |
| <i>Diagram 3: C&amp;G Life of an Assignment</i> .....                                       | 4         |
| AGENCY ADMINISTRATOR AND INCIDENT COMMANDER: TPE & DELIVERABLES.....                        | 4         |
| <i>Agency Administrator/Agency Representative (AA/AREP)</i> .....                           | 4         |
| <i>Incident Commander (IC)</i> .....  | 4         |
| <b>IV. TEAM EXPECTATIONS.....</b>   | <b>7</b>  |
| CONDUCT & ETHICS.....   | 7         |
| DRUGS & ALCOHOL.....  | 7         |
| DRESS CODE .....  | 7         |
| VIRTUAL EMPLOYEE GUIDANCE.....  | 7         |
| REST & WELLNESS .....   | 7         |
| <i>Rest</i> .....   | 7         |
| <i>Illness/Wellness</i> .....   | 7         |
| <b>V. TEAM BUILDING .....</b>   | <b>8</b>  |
| <i>Diagram 4: All-Team Year in the Life</i> .....   | 8         |
| GENERAL .....   | 8         |
| RECRUITMENT, APPLICATION, SELECTION, RETENTION.....   | 8         |
| <i>Recruitment</i> .....  | 8         |
| <i>Application</i> .....  | 8         |
| <i>Selection Schedule</i> .....   | 9         |
| <i>Retention</i> .....  | 9         |
| ROSTERS & ROTATIONS .....   | 9         |
| TRAINING & PREPAREDNESS.....  | 9         |
| <i>Training Philosophy</i> .....  | 9         |
| <i>Spring Training/Team Meetings</i> .....  | 10        |
| <i>Fall Fire Review</i> .....   | 10        |
| <i>Functional Area Meetings &amp; Incident Management Response Roundtable (IMRR)</i> .....  | 10        |
| <i>CIM Transition &amp; Qualifications</i> .....  | 10        |
| <b>VI. TOOLS AND PROCESSES.....</b>   | <b>11</b> |
| INCIDENT STRATEGIC ALIGNMENT PROCESS (ISAP) & STRATEGIC RISK ASSESSMENT (SRA) .....         | 11        |
| MID-ACTION, AFTER ACTION REVIEW, INCIDENT SUMMARY .....                                     | 11        |
| IMT CHECK-IN/DEMOB/EXTENSIONS .....   | 11        |
| ROTATION ROSTERING & MOBILIZATION ROSTERING PROCESS .....                                   | 11        |
| MOBILIZATION COORDINATOR.....   | 13        |
| <i>Alaska Assignments</i> .....   | 13        |
| <i>Lower-48 Assignments – Commercial Travel</i> .....                                       | 13        |
| <i>Lower-48 Assignments – NICC Jet Travel *Additional to Commercial Travel Duties</i> ..... | 13        |



|   |           |
|---|-----------|
| ORDERING GUIDELINES & APPROVALS .....   | 14        |
| INCIDENT BUSINESS .....   | 14        |
| <i>Incident Purchase &amp; Documentation Process</i> .....  | 14        |
| <i>Property Loss and Damage</i> .....   | 15        |
| <i>Personal device Loss and Damage: Resource Order device approvals may support the claim process. The IMT is not involved in personal device claims.</i> ..... | 15        |
| <i>IMT Equipment Purchase Process</i> .....   | 15        |
| <b>VII. BRIEFINGS AND MEETINGS.....</b>   | <b>16</b> |
| EXPECTATIONS, OWNERSHIP, PREPARATION.....   | 16        |
| VIRTUAL/HYBRID MEETINGS .....   | 16        |
| MEETING SYNOPSES .....  | 16        |
| <b>VIII. FUNCTIONAL AREA SYNOPSES.....</b>  | <b>19</b> |
| PLANS.....  | 19        |
| LOGISTICS .....   | 19        |
| OPERATIONS .....  | 19        |
| FINANCE.....  | 19        |
| SAFETY.....   | 19        |
| INFORMATION .....   | 20        |
| LIAISON.....  | 20        |
| READ LIAISON .....  | 20        |
| <b>IX. TECH, TOOLS, KITS, REFERENCES, DEVICES.....</b>  | <b>21</b> |
| MAPS: PRIORITIZATION, PROCESS, PRODUCT REQUESTS, MISC.....  | 21        |
| 1. <i>Master Map Data Updates, Process, and Approval</i> .....  | 21        |
| 2. <i>Physical Map Products</i> .....   | 21        |
| 3. <i>Digital Map Products</i> .....  | 21        |
| 4. <i>Map Product Request Process</i> .....   | 22        |
| KITS.....   | 22        |
| FIRENET .....   | 22        |
| <i>FireNet Access &amp; Accounts</i> .....  | 22        |
| <i>Alaska IMT Team365</i> .....   | 23        |
| <i>Incident FireNet Teams</i> .....   | 23        |
| <i>FireNet Training</i> .....   | 23        |
| <b>APPENDIX A: ESSENTIAL TOOLS &amp; PRODUCTS.....</b>  | <b>24</b> |
| <i>*Separate Document</i> .....   | 24        |
| APPENDIX A MAY BE FOUND AT: <a href="https://fire.ak.blm.gov/logdisp/teams.php">HTTPS://FIRE.AK.BLM.GOV/LOGDISP/TEAMS.PHP</a> .....                             | 24        |
| A1 ALASKA IMT IWI PLAN—INCIDENT WITHIN AN INCIDENT.....   | 24        |
| A2 ALASKA IMT CAMP EMERGENCY PLANNING GUIDE .....   | 24        |
| A3 ALASKA IMT REMOTE OPERATIONS WHITE PAPER .....   | 24        |
| <b>APPENDIX B: FUNCTION SUB-SOGS.....</b>   | <b>25</b> |
| <i>*Separate Document</i> .....   | 25        |
| APPENDIX B MAY BE FOUND AT: <a href="https://fire.ak.blm.gov/logdisp/teams.php">HTTPS://FIRE.AK.BLM.GOV/LOGDISP/TEAMS.PHP</a> .....                             | 25        |
| B.I PLANS SECTION .....   | 25        |
| B.II LOGISTICS SECTION.....   | 25        |
| B.III OPERATIONS SECTION.....   | 25        |
| B.IV FINANCE SECTION .....  | 25        |



B.V SAFETY FUNCTION .....25  
B.VI INFORMATION FUNCTION .....25  
B.VII LIAISON FUNCTION .....25  
B.VIII READ LIAISON FUNCTION .....25



## **I. LEADERS INTENT & TEAM PHILOSOPHY**

### **ALASKA INCIDENT MANAGEMENT TEAM MISSION**

*Mission: a strongly felt aim, ambition, or calling*

The **Alaska IMT Mission**: provide leadership, strategic planning, operational direction, administrative and logistical support, and information management during both emerging and ongoing incidents. We prioritize life and property, foster communication between stakeholders, and manage impacts to cultural and natural values important to Alaskans, the American public, and the agencies and communities we serve.

### **ALASKA INCIDENT MANAGEMENT TEAM VISION**

*Vision: the ability to think about or plan the future with imagination or wisdom*

The **Alaska IMT Vision** is to form committed individuals into a cohesive and resilient team to implement delegated IMT missions. We develop sound strategies founded on risk mitigation, and communicate Intent and Objectives through all levels of the organization.

### **ALASKA INCIDENT MANAGEMENT TEAM VALUES**

*Values: principles or standards of behavior*

- Physical, mental, and emotional well-being of every assigned individual
- An inclusive, welcoming team atmosphere
- Open, direct, two-way communication
- Objective, analytical, data-informed decision making
- Clear and reasonable expectations
- Compassionate, rational leadership
- Diverse backgrounds, experiences, and ideas
- A Common Operating Picture that is current, accurate, and communicated consistently
- Professionalism and humility, both individually and as a group
- Flexibility, adaptability, and creative problem solving
- Honest analysis in pursuit of team improvement
- Individual training and development

### **ALASKA INCIDENT MANAGEMENT TEAM PLEDGES**

*Pledge: a promise or undertaking*

- Fully support all assigned resources and contracted service partners
- Maintain resource accountability, from in-brief to transition
- Plan strategically, recognize short and long-term risks, and relentlessly seek avenues for overall exposure reduction
- Maintain continuity over the life of the incident and facilitate smooth transitions



## **II. STANDARD OPERATING GUIDE OBJECTIVES & AUDIENCE**

The intent of the ALASKA IMT Standard Operating Guide is to provide leader's intent and expectations from Incident Commanders (ICs) to Command and General Staff (C&G), and from Functional leadership to their Functions/Sections. Additionally, it is intended to describe team processes and house pertinent inter-Function references and documents.

- Intended as an illustrative, intuitive, accessible reference for current and new IMT members, freelance resources that find themselves working with the AK IMT, Agency Administrators, and Cooperators.
- The SOG provides guidance, information, expectations, and intent that applies to the IMT organization as a whole.
- Org chart venn diagrams, and chronological timeline charts, are used to communicate daily, per incident, and annual structures, including meetings and deliverables. These are outlined in the All-Team SOG, as well as Function sub-SOGs.
- Function-specific sub-SOG's employ *Task, Purpose, End State, and Time-Tagged Deliverables* formats to deliver high-altitude synopses, intent, and expectations. These documents are owned by Function leadership.
- Within, or appendicized to, the Function sub-SOGs, *Roadmaps, Handbooks, Supplements, and References*, by position, may house Function- and Unit-specific materials. These are owned by the Function and/or Unit lead. Examples could be briefing checklists, Unit leader daily to-dos, templates, etc. To be populated as needed.





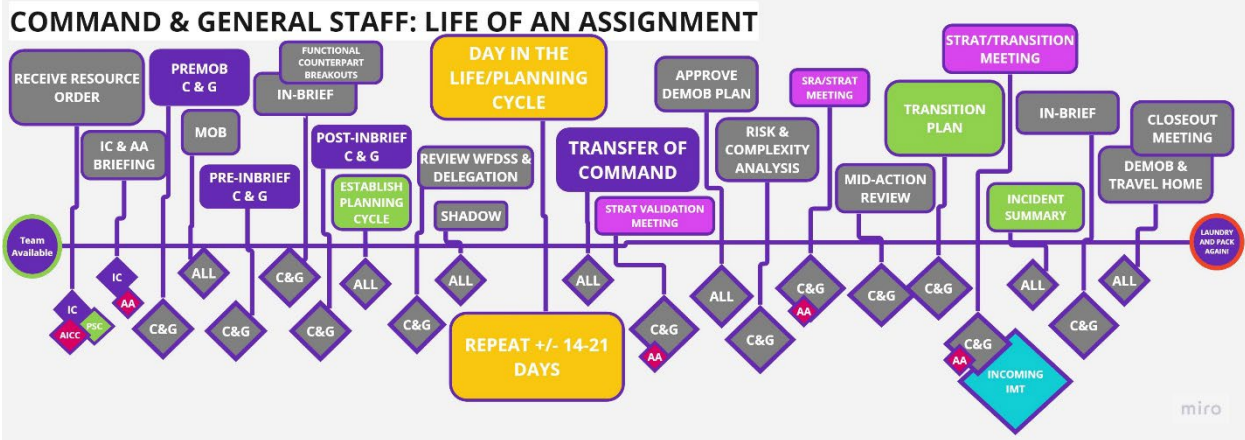


Diagram 3: C&G Life of an Assignment

**AGENCY ADMINISTRATOR AND INCIDENT COMMANDER: TPE & DELIVERABLES**

**Agency Administrator/Agency Representative (AA/AREP)**

**Task:** Delegate authority to IMT. Provide oversight, guidance, and decision-making support to the IMT based on Agency-prioritized values. Maintain situational awareness, communicate local concerns, contribute to sound strategy development, and authorize implementation actions.

**Purpose:** IMT empowerment to accomplish Incident Objectives in alignment with agency policy and local administration intent.

**End State:** Values, priorities, and pertinent information are continuously and consistently communicated to the IMT, and operational implementation aligns with agency intent. The IMT is supported in risk-managed decision making, and able to maintain consistency of engagement over the duration of the incident, including transitions and handoffs to other management organizations.

**Incident Commander (IC)**

**Task:** Provide IMT Functions with authority, information, and tools to make timely decisions in service of objective accomplishment, personnel support, and risk management. Work with Agency Administrators (AAs) and C&G to identify Incident Objectives and develop strategies. Recognize necessary course corrections and facilitate redirection. Foster growth, build cohesion, and promote a healthy, productive working environment.

**Purpose:** Empower IMT and incident assigned personnel to execute tasks in service of chosen strategic plan.

**End State:** Achievable objectives and sound strategies are aligned with agency intent and communicated to all stakeholders and incident personnel. IMT has necessary resources and support to engage operationally, functions as a cohesive unit, and all team members understand roles and responsibilities.





| <b>AA/AREP: Time-Tagged Deliverables</b>   |  |
|--|--|
| <b>Seasonally:</b>   | <b>Daily:</b>  |
| Maintain in-brief package and contact lists                                      | Communicate agency concerns to IC  |
| Maintain qualifications and Wildland Fire Decision Support System (WFDSS) access | Validate incident strategies, courses of action  |
| <b>Per Incident:</b>   | <b>Meeting Attendance:</b>   |
| Coordinate IMT resource order  | Initial WFDSS strategy meeting   |
| Negotiate IMT roster   | IMT In-briefing (Host)   |
| IC Briefing  | Operational briefings (periodic day/night)   |
| WFDSS decision(s)  | Cooperators Meetings (Periodic)  |
| NWCG Risk and Complexity Assessment, PMS 236                                     | Projections Meeting (Periodic)   |
| Delegation of Authority  | IC/AA Meeting (Daily)  |
| Value identification and prioritization  | Planning Meeting (Daily)   |
| Provide contact lists  | Public Meetings (All)  |
| Cost apportionment direction   | Incident Strategic Alignment Process (ISAP) and Strategic Risk Assessment (SRA) Meeting(s) (All) |
| IMT in-brief and in-brief Package  | Strategic Planning Meeting (All)   |
| Assign Lead Resource Advisor (Lead READ)   | Cost Apportionment Meetings (as needed)  |
| Assign Incident Business Advisor (INBA)  | IMT Closeout Meeting (Host)  |
| Assign Agency Representatives (AREPs) (as needed)                                |  |
| Suppression Repair Plan and/or Turn-back Standards                               |  |
| IMT evaluation   |  |
| Rescind delegation   |  |
| Burned Area Emergency Response (BAER) Planning & Ordering                        |  |



| <b>IC: Time-Tagged Deliverables</b>                           |  |
|---|--|
| <b>Seasonally:</b>  | <b>Meeting Attendance:</b>   |
| IMT application announcement & recruitment                    | IMT Spring Training  |
| IMT selections, roster development, and rotation coordination | Weekly IMT/AICC/Operations Committee meetings  |
| IMT training coordination                                     | AA Briefing (at time of order)   |
| ICAC representation   | IMT In-brief   |
| End-of-Season AAR/Fall Fire Review                            | Pre-ops Briefing (occasional/as invited)   |
| <b>Per Incident:</b>  | Operational Briefings (Daily Day/Night)  |
| Receive AA briefing at time of order                          | Geographic Area Coordination Center (GACC)/Multi-Agency Coordination Group (MAC) IC Call (Daily) |
| Negotiate IMT roster with AA                                  | Cooperators Meetings (Daily)   |
| <b>Daily:</b>   | Projections Meeting (Daily)  |
| Leader's Intent at Operational Briefing(s)                    | IC/AA Meeting (Daily)  |
| Provide Objectives/Command Emphasis (ICS 202)                 | Planning Meeting (Daily)   |
| Incident Status Summary (ICS 209) approval                    | Public Meetings (All)  |
| Media release approval  | ISAP/SRA Meeting(s) (All)  |
| Daily AA communication  | Strategic Planning Meeting (All)   |
| Support Plan for next operational period at Planning Meeting  | Cost Apportionment Meetings (as requested)   |
| Sign/approve IAP for next operational period                  | Camp Leadership Meetings (occasional)  |
| <b>As Needed:</b>   | C&G Meeting (Daily +)  |
| IWI preparedness, participation, communication                | IMT Closeout Meeting   |



## **IV. TEAM EXPECTATIONS**

### **CONDUCT & ETHICS**

Team members are expected to exercise prudent judgment while on assignment, including travel days and off-duty hours, to maintain professionalism.

### **DRUGS & ALCOHOL**

IMT members will be fit for duty. Possession or use of illegal drugs is not allowed.

### **DRESS CODE**

Team apparel (t-shirt, nametag, and hat) should be worn by team members during the in-briefing and while on duty at an incident. Open-toed shoes, tank tops, and shorts are unacceptable while on duty.

### **VIRTUAL EMPLOYEE GUIDANCE**

Virtual employees are expected to:

- Discuss (with supervisor) duties and expectations per assignment
- Check-in with supervisor daily
- Adhere to work-to-rest rules
- Clock appropriate shift hours
- Attend Function and Unit meetings as able (virtual available)
- Check-in and demob process: same as physically-present personnel

### **REST & WELLNESS**

#### ***Rest***

IMT members, and all incident assigned personnel, will adhere to work-to-rest, length of assignment, extensions, and days-off policy as outlined in Chapter 10 of the National Interagency Mobilization Guide: <https://www.nifc.gov/nicc/mobguide/index.html>.

- The State of Alaska Division of Forestry's fatigue management and days-off policy is outlined in Section 2140 of their Policy and Procedures Manual. State of Alaska employees are responsible for compliance with State and Interagency requirements.
- Crew Time Reports showing shifts in excess of 16 hours, and/or breaking 2:1 work:rest ratio, must be approved by the IC. Justification and fatigue mitigations must be documented.
- Extensions must be approved by the IC.

#### ***Illness/Wellness***

The Alaska IMT expects all personnel—assigned, contracted service providers, and cooperators—to maintain health and wellness. Consistent hygiene habits can significantly reduce the spread of infectious disease; this includes handwashing, regular bathing, changing PPE/personal garments, and proper nutrition. Attention to sleep hygiene, and consistent, adequate sleep are other valuable preventative factors.



## V. TEAM BUILDING

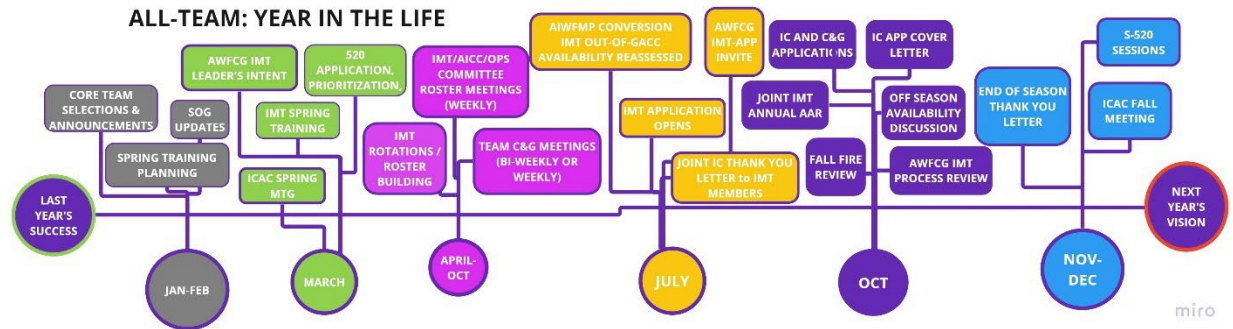


Diagram 4: All-Team Year in the Life

### GENERAL

The Alaska Geographic Area currently fields two Interagency Type 2 IMTs for in-state fire season, and one Interagency Type 1 IMT with a slot on the national rotation. Our Type 1 IMT is generally unavailable for out-of-GACC assignments during the peak Alaska fire season (historically April through mid-July). Our Type 2 IMTs occasionally mobilize to other geographic areas. Alaska intends to transition to Complex Incident Management (CIM) for fire season 2024.

### RECRUITMENT, APPLICATION, SELECTION, RETENTION

#### Recruitment

IMT recruitment bulletins are released intermittently to current and past IMT pools (contact list available in the IMT 365 channel). Outreach is the responsibility of Alaska's Incident Commanders.

Fire assignments provide opportunities for Function and Unit recruitment of competent freelancers.

Direct outreach by the Alaska Wildland Fire Coordinating Group (AWFCG) to their agency leadership is expected, in addition to direct outreach to non-traditional sources such as tribes, native consortiums, local governments, etc.

#### Application

Alaska IMT Applications are currently submitted through a custom form available on the AICC>IMT webpage (<https://fire.ak.blm.gov/logdisp/teams.php>). Application submissions will likely transition to Incident Command Application (ICAP) once that system is ready.

The formal application period for Alaska IMTs runs from July 1 through mid-January (our application form currently remains open year-round). All applicants apply to the AK IMT position pool (not individual teams, i.e., Black/Green). In our current system, applicants may identify preference for primary, alternate, shared, and/or trainee positions. Multiple positions may be applied for on a single application submission (i.e., OSCC(t), OPBD, FBAN, etc.).



### ***Selection Schedule***

Nov: IC selection by AWFCG

January: ICs and the AWFCG Operations Committee select C&G

February: ICs and C&G select core team members

March: Core rosters finalized prior to IMT Spring Training

### ***Retention***

It is incumbent on all team members to uphold the Alaska IMT Mission, Vision, and Values that foster an inclusive, productive environment that encourages long-term AK IMT participation. The AK IMT encourages rostering flexibility to allow individuals to pursue valuable personal development opportunities outside of the AK IMT organization.

## **ROSTERS & ROTATIONS**

Mid-April typically marks annual commencement of 14-day in-state Type 2 IMT rotations.

Prior to a rotation period, C&G build a “rotation roster” that confirms core positions and identifies discretionary and trainee roster additions.

Upon order receipt, the IC and AA will negotiate the “mobilization roster” (drawn from “rotation roster”) based on incident specifics. Pre-identified discretionary and trainee positions that are *not* mobilized for an assignment are free to make themselves available for alternate assignment.

An in-state IMT mobilization triggers “rotation roster” building by the other Type 2 AK IMT.

AICC hosts weekly roster coordination meetings attended by IMT and AWFCG Operations Committee members, to validate rosters and resolve challenges.

In mid-July AWFCG assesses Alaska fire potential and determines when the Alaska Type 1 IMT will be made available on the national rotation. Typically, the in-state Type 2 rotation is discontinued at that time. When the Type 1 Team reaches the #4 position on the national rotation, C&G build a “rotation roster” using a similar process of building a Type 2 organization.

## **TRAINING & PREPAREDNESS**

### ***Training Philosophy***

The AK IMT carries a philosophy that training should be intentional and proactive.

Trainer-Trainee relationships are of the utmost importance and should be designed and assigned with intention to create the best possible learning environment and facilitate maximum personnel development, appropriate to experience/competency level, assignment needs, and position task book (PTB) needs. The AK IMT will strive to not exceed a 1:1 Trainer:Trainee ratio, and will make every effort to allow newly-qualified personnel a number of assignments prior to putting them in the Trainer role.

Mentorship is also encouraged, and is a broader, longer-term developmental relationship.



Function and Unit leadership are encouraged to develop unique training plans/outlines to expand competencies and provide experiential learning beyond the PTB. An example of this may be shadowing other ICS position, even cross-Function, that may be beneficial for a given Trainee/position.

The AK IMT expects the Qualified to maintain command and personal accountability for their assigned role and its associated responsibilities. Determining Trainee experience, competency, and needs can be a fine line, or gray area, to be felt out rapidly as the Qualified and Trainee develop rapport.

Sign-off/recommendation for qualification is at the discretion of the assigned qualified Trainer, based on performance on the current assignment/incident and the opportunities provided therein.

A Training Specialist (TNSP) assigned to the incident facilitates Trainer and Trainee documentation.

### ***Spring Training/Team Meetings***

The AK IMT annual meetings are intended to build and re-establish cohesion, allow new team members to meet their Functional teams, introduce new topics and technologies, and discuss opportunities for improvement identified over previous fire seasons. Core C&G are collectively responsible for planning the AK IMT annual meeting.

### ***Fall Fire Review***

The Fall Fire Review is a post-season AAR for the Alaska Geographic Area, which provides an opportunity for the IMT to review and present lessons learned.

### ***Functional Area Meetings & Incident Management Response Roundtable (IMRR)***

The AK IMT encourages consistent Functional Area meetings throughout the year (virtual or otherwise) to develop cohesion and new team member integration.

IMRR is a national forum for IMT Function-specific information sharing, and tool/tech introduction/education. Consistent Alaskan Functional representation is encouraged.

### ***CIM Transition & Qualifications***

Alaska's Incident Commanders will work with the AK GATR to prioritize S-520, Advanced Incident Management, nominees housed within the AK GACC, and will work to provide opportunities for CIM field evaluations.

Current Type 2 C&G *qualified* must complete S-520, Complex Incident Management Course (CIMC), or a field evaluation. Complex PTB completion is not required.

Current Type 2 C&G *trainee* must complete S-520 or CIMC, as well as completion of a CIM PTB.

See <https://storymaps.arcgis.com/stories/9d3aea07bbdb4e23a734ba3fcacc6217> for more in-depth CIM information.



## **VI. TOOLS AND PROCESSES**

### **INCIDENT STRATEGIC ALIGNMENT PROCESS (ISAP) & STRATEGIC RISK ASSESSMENT (SRA)**

The Alaska IMT has adopted the ISAP & SRA processes. See *C&G Life of an Assignment* chart for approximate meeting schedule. All C&G are expected to participate.

See <https://storymaps.arcgis.com/stories/7e0b757bc6a4480cad008218d6448212> for more in-depth ISAP information.

### **MID-ACTION, AFTER ACTION REVIEW, INCIDENT SUMMARY**

A Mid-Action Review will be conducted per Function, followed by a scheduled All-Team Mid-Action Review with C&G. Outputs will be documented and feed compilation of the Incident Summary.

The Mid-Action Review serves as the primary IMT self and system assessment tool, as most challenges and successes can be identified mid-stream, and this timing allows opportunity for corrective action.

Solicitation for Incident Summary inputs, with need-by date and time, will be sent to C&G, to be delegated to essential contributors. The Incident Summary will be distributed at closeout.

A traditionally-timed C&G AAR may be scheduled at IC discretion.

All Function leaders are expected to actively contribute to Reviews and Summaries.

Functional areas may elect to conduct traditional AARs.

### **IMT Check-in/Demob/Extensions**

All IMT members are expected to Check-In and Demob using established procedures.

Extensions remain the exception, not the rule, and are evaluated on a case-by-case basis by supervisors and C&G. The Alaska IMT uses the standard "Resource Extension and Request" form: [https://www.nifc.gov/nicc/logistics/coord\\_forms/Extension\\_form.pdf](https://www.nifc.gov/nicc/logistics/coord_forms/Extension_form.pdf)

Extensions require several layers of incident, area, and home unit approval.

### **ROTATION ROSTERING & MOBILIZATION ROSTERING PROCESS**

1. Rotation
  - 1.1. Type 2 Team rotations begin mid-April
  - 1.2. Two week duration begins on a Wednesday
2. Initial Rostering
  - 2.1. Call for Rostering goes out nine days prior to rotation period
    - 2.1.1. Function Leads receive Plans Chief call for rostering
  - 2.2. Initial Function rosters due to MS Teams the Friday prior to rotation period (five days)
  - 2.3. Final roster due to MS Teams the Monday prior to rotation period (two days)
  - 2.4. Final roster sent to AICC by PSC by COB Monday (two days prior)
  - 2.5. Tuesday AICC call: Ops Committee, PSC, IC. Review Roster, address concerns/questions
3. Roster updates



- 3.1.** PSC will coordinate roster update(s) with Function leads using MS Teams
  - 3.1.1.** Depending on number of changes, PSC will coordinate with AICC to update roster
  - 3.1.2.** Roster updates should be aggregated to minimize roster versions and AICC impact
- 4.** Section rosters
  - 4.1.** Function leads will prioritize primaries for rotation period roster
  - 4.2.** If primaries are unavailable, section chiefs will utilize resource pool
  - 4.3.** Any positions in excess of NMAC standard roster configuration will be negotiated between IC and ordering unit
  - 4.4.** Function rosters must have all necessary information included in MS Teams
    - 4.4.1.** Information can be sourced from AK IMT applicant pools report (located in MS Teams Applications and Rostering file in AK IMT channel)
- 5.** Pre-Mobilization
  - 5.1.** C&G Meeting will occur prior to rotation period
  - 5.2.** Mobilization Coordinator will be identified
    - 5.2.1.** Mob Coordinator will identify sherpas
  - 5.3.** Section chiefs are responsible for kit readiness
- 6.** Mobilization
  - 6.1.** *Order Received by AICC!*
  - 6.2.** AICC places call to IC (PSC if IC unavailable)
  - 6.3.** IC contacts requesting AA/Unit
    - 6.3.1.** Negotiates roster size/configuration
    - 6.3.2.** Confirms reporting location, date & time
    - 6.3.3.** In-briefing location, date & time
  - 6.4.** PSC notifies Function Leads (email, group text, phone)
  - 6.5.** Function Leads notify rostered Function
  - 6.6.** PSC and Mob Coordinators confirm:
    - 6.6.1.** Reporting location, date & time
    - 6.6.2.** Method of travel (jetport)
      - 6.6.2.1.** *If NICC jet, PSC sends roster to Mob Coord and AICC*
      - 6.6.2.2.** *If NICC jet: jetload meeting with PSC, Mob Coords, Duty Office, AICC, AFS support Functions, NFDC*
    - 6.6.3.** Lodging and transportation needs
      - 6.6.3.1.** Per Function, personnel numbers and names need to be provided to Mob Coordinator
  - 6.7.** PSC compiles and sends email with all instructions to full team roster
    - 6.7.1.** Email should include:
      - 6.7.1.1.** Date & time needed
      - 6.7.1.2.** Method of travel
        - 6.7.1.2.1.** *If NICC Jet: schedule for loading in FAI and ANC*
      - 6.7.1.3.** Copy of final roster
      - 6.7.1.4.** Copy of Resource Order





- 6.7.1.5. Any available products to increase Team situation awareness (SA) (WFDSS, ICS 209s, IAP, etc.)
- 6.8. Function Leads are primary POC for their personnel during mob process
  - 6.8.1. Function Leads are responsible for specific travel, logistics, and support instructions to their personnel
- 7. Travel and gather at TBD location by date and time identified by IC
  - 7.1. Additional incident-specific mobilization and logistics will flow from Mob Coord to PSC for distribution via email

## **MOBILIZATION COORDINATOR**

The “Mob” Coordinator roles are a unique collateral duty assigned by the Logistics Section, serving as primary POC for IMT mobilization for both internal and external parties.

In-state assignments require one Alaska Mob Coordinator per rotation roster. Lower-48 assignments require two Mob Coordinators: Alaska mobilization and lower-48 arrival. Mob Coordinators do not need to be rostered or travel with the IMT.

### ***Alaska Assignments***

- Lodging assistance on AK arrival (e.g., mob center) as needed
- Shuttle/transportation assistance from airport to ICP as needed
- Other duties as needed or assigned by LSC and/or PSC

### ***Lower-48 Assignments – Commercial Travel***

- Coordinate with section chiefs on kit sherpa needs. Assign excess kits to individuals and coordinate pickup and delivery. Use sherpa tracking sheet for accountability.
  - *Alaska Mob Coord*
- Book/block lodging for IMT arrival to L-48 and provide details to PSC.
  - *L-48 Arrival Mob Coord*
- Arrange/assist with transportation from airport to lodging if needed.
  - *L-48 Arrival Mob Coord*
- Coordinate needs & assign sherpas for return travel.
  - *Alaska Mob Coord*

### ***Lower-48 Assignments – NICC Jet Travel \*Additional to Commercial Travel Duties***

- NICC jet load planning meeting with AICC, AFS Functions (Transpo, Duty Office, Ramp, Dining Hall, etc.), NFDC, DOF Northern Region/Fairbanks Area support Functions, PSC, and LSC.
  - *Alaska Mob Coord*
- Review/Complete AK IMT NICC jet mob checklist. Delegate tasks as needed (e.g., kit coordinator, Palmer/ANC coordinator).
  - *Alaska Mob Coord*
- Develop AK IMT specific NICC jet mobilization schedule (from Duty Office general schedule) and distribute to IMT.
  - *Alaska Mob Coord*



- Collect passenger manifests and send to AICC mob email *prior to* Alaska Departure
  - *Alaska Mob Coord*
- Submit manifest with jetports, sack lunch orders, transportation orders (e.g., buses and/or box vans), etc. to Expanded for NICC jet demob travel.
  - *Alaska Mob Coord*
- Develop and distribute AK IMT NICC jet demob schedule.
  - *Alaska Mob Coord*
- Coordinate NICC jet departure from L-48 with local mob/dispatch center, AICC/Duty Office/NFDC, and others as needed.
  - *Alaska Mob Coord*

The Alaska IMT 365 Teams → General Channel → [Mobilization](#) folder houses Mob Coordinator checklists, NICC jet mob and demob schedule templates, sherpa tracking spreadsheets, and examples from past IMT mobilizations.

### ORDERING GUIDELINES & APPROVALS

- All orders must be on a General Message (ICS 213) form
  - Electronic submission preferred ([fillable pdf](#) or word .doc)
  - *Minimum* required information on General Message (GM):
    - All header fields (e.g., To, From, etc.)
    - Item description
    - Quantity
    - Deliver to/reporting location
    - Date & time needed (**ASAP IS NOT A DATE OR TIME**)
    - Approval signature (see below)
- Overhead, crew, equipment, and local purchase orders: submit to the Ordering Manager (ORDM); require C&G level signature
- Local purchase orders of substantial financial commitment require IC signature
  - For unique orders/requests, justification & explanation help expedite
- Line supply orders: place directly to the Supply Unit (Receiving & Distribution Manager) by radio (via Comm Unit), phone, digital by email (if available), Line Order form, or paper General Message
- Chainsaw parts, Incident Replacement, and Property Loss and Damage require DIVS (and/or higher) signature for approval; see Supply Unit Leader for details

### INCIDENT BUSINESS

#### *Incident Purchase & Documentation Process*

All incident purchases require supporting documentation and justification for an S#.

- S# Request: General Message with Function Lead approval
  - Submit to ORDM
  - ORDM submits to appropriate dispatch center for RO



- May be subject to review by INBA and/or BUYT
- Purchased by BUYT or purchase card
- S# is generated for purchase card use
  - On-incident purchase card use: submit fill-info to ORDM for tracking

*\*S#/Incident purchase process **CANNOT** be used for personal property replacement.*

### ***Property Loss and Damage***

Property Loss and Damage process follows host agency policy and forms process. OF-289 is the Federal PLD form; certain states/other jurisdictional agencies may have other forms/processes.

Lost or damaged employee-owned property requires filing an Employee Claim. Agencies process claims from their personnel according to agency-specific procedures. This process occurs through the home unit, but beginning the process on-incident is encouraged for timely supporting documentation, etc.

Personal device Loss and Damage: Resource Order device approvals may support the claim process. The IMT is not involved in personal device claims.

*The IMT/incident shall not approve reimbursement or replacement of personal property.*

### ***IMT Equipment Purchase Process***

Functions are responsible for update and maintenance of Alaska IMT 365 AK IMT Property Tracking spreadsheet. Cost, value, Function, and possession to be documented/tracked.



## **VII. BRIEFINGS AND MEETINGS**

### **EXPECTATIONS, OWNERSHIP, PREPARATION**

Every meeting and briefing has Functional ownership. The Functional owner is responsible for advertising and facilitation. Meeting/briefing presenters, and participating attendees, are expected to be prepared, professional, and concise in their delivery.

Speaking Order (unless alternate template, i.e., Operational Briefings)

1. OSC & AOBD
2. LSC & MEDL
3. SOFR
4. PIO
5. LOFR
6. FSC
7. PSC
8. IC & HR

### **VIRTUAL/HYBRID MEETINGS**

Any briefing/meeting may be hybrid, or fully virtual, depending on specific scenario, camp and ICP configurations, and tech/connectivity. Options may include radio and/or virtual meeting platforms.

Virtual meeting owner is responsible for setup, troubleshooting, link distribution, and competency with chosen platform. Training may be available with adequate prior request time.

Meeting A/V hardware may be established at ICP and camps, and utilized per meeting/briefing schedule.

### **MEETING SYNOPSES**

#### **1) IMT In-brief**

Host/requesting unit schedules and facilitates incident in-briefing, and is responsible for content and format.

*Attendees:* Discretion of IC & AA first, then at the direction/discretion of Function Lead

\*PSC will distribute in-brief specifics (time/venue)

#### **2) Operational Briefing AM & PM**

Brief resources on plan for the day, providing overview of current situation, planned actions (high level), weather and fire behavior information, and other pertinent information.

*Facilitator:* PSC

*Presenters:* C&G

*Attendees:* All incident personnel



### **3) Pre-Ops & Post-Ops**

Forum to exchange critical information from field to attendees and vice versa.

*Facilitator:* Planning Ops

*Participating attendees:* All OSCs, OPBD, DIVS, FBAN, IMET, REAL, AOBD, ATGS, SOF, RESL

*Observers (not required):* LOGS, SITL, SOPL

### **4) Cooperators Meeting**

Keep cooperators & stakeholders informed of incident progress, solicit feedback & information from cooperators. Interest dictates frequency, scheduled at discretion of LOFR.

*Facilitator:* LOFR

*Presenters:* IC, OSC, IMET and/or FBAN

*Attendees:* Cooperators & Stakeholders, PIO, SITL

### **5) Projections Meeting**

Broaden the planning horizon to 72 hours. Operations projects strategic accomplishment, allowing Logistics and other Functions to plan and schedule accordingly.

*Facilitator:* PSC or OSC

*Participating attendees:* C&G

*Attendees:* Open door policy: AA/AREP, Cooperators, local Fire leadership, etc.

### **6) Tactical/pre-Planning Meeting**

Prepare plan for following operational period. Projected resource allocation and assignments. Solidify plan support.

*Facilitator:* Planning Ops

*Participating attendees:* RESL, SOF, MEDL, LOGS, COML

### **7) Agency Administrator/IC Meetings**

Daily meeting between IC and AA/AREP, to maintain common operating picture and address concerns.

*Attendees:* IC, AA/AREP, invited parties

### **8) Planning Meeting**

Present and support plan for following operational period.

*Facilitator:* PSC

*Presenting attendees:* OSC, IMET, FBAN/LTAN, SOFR, IC, discretionary

*Attendees:* C&G (or representative), AA/AREP(s), FBAN, IMET, SITL, HR, COML, MEDL, AOBD/ASGS, REAL, Lead READ, local fire leadership, Cooperators & Stakeholders

### **9) C&G Meeting**

Build and maintain common operating picture among C&G. Identify potential issues.

*Facilitator:* IC or PSC

*Attendees:* C&G

*Speaking order:* standard



### **10) Camp Leadership Meetings**

Maintain common operating picture at remote camps to ensure functional environment for resources and leadership. Determine critical and pertinent needs and challenges, communicate to C&G at ICP.

*Facilitator:* highest OPS or PSC representative

*Attendees:* highest Functional representatives at camp

### **11) Public Meetings**

Forum to distribute information to public. Answer questions pertaining to the incident. Build relationships.

*Facilitator:* PIO

*Speaking attendees:* OSC or representative (required); FBAN, IMET, IC (at request of PIO)

*Attendees:* open door policy. Interested public, Cooperators, Media, etc.

### **12) Incident Strategic Alignment Process (ISAP) Meetings**

Robust conversation between C&G and Agency Administrator(s) around critical values and responder risk as it pertains to strategic direction.

*Facilitator:* PSC, OSC, or any skilled facilitator

*Participating Attendees:* All C&G, FBAN/LTAN/IMET, SITL, AOBD, AAs/AREPs, local Fire leadership

### **13) Strategic Planning Meetings**

The Strategic Planning Meetings with Agency Administrators (AAs) are intended to validate incident strategies and define a desired end state. Part of ISAP. Occurs periodically throughout incident.

*Meeting Types:* Initial Strat Validation Mtg, Mid-Assignment Strat Validation & Complexity Analysis Mtg, Complexity Analysis, Transition Strat Mtg/Incoming Org Briefing

*Facilitator:* PSC

*Participating Attendees:* IC, OSC, OPBD or DIVS; additional C&G per specifics/discretion; AA/AREP, local fire management staff

### **14) Closeout Meeting**

Team evaluation presented and discussed between host unit and IC.

*Attendees:* AA/AREP, IC, others at IC/AA discretion



## VIII. FUNCTIONAL AREA SYNOPSES

### PLANS

**Task:** Collect, evaluate, and disseminate incident situation information, with complete documentation.

**Purpose:** Accountability and organized engagement with identified Incident Objectives.

**End State:** Information, products, and tools have been provided for organized, efficient incident management and timely decision making.

### LOGISTICS

**Task:** Forecast and anticipate incident needs. Provide honest feedback on support capabilities and time frames. Execute logistical support within identified capabilities.

**Purpose:** To logistically support operational actions, incident personnel, and IMT Functions.

**End State:** Tactical operations can commence and continue. All personnel are provided for, and all IMT Functions are fully supported.

### OPERATIONS

**Task:** Provide an operational plan, and necessary leadership, for operational resources to implement tactical work.

**Purpose:** To accomplish Incident Objectives within the delegated area of responsibility.

**End State:** A cohesive Operations Section is working to meet Incident Objectives. A durable plan, with longevity, has been developed with the best-available information, science, and experience.

### FINANCE

**Task:** Utilize agency-specific Incident Business Management guides and practices while processing all financial documentation.

**Purpose:** Inform fiscally responsible decision making and reduce host unit workload.

**End State:** Fiscal package is accurate and current for host unit and IMT.

### SAFETY

**Task:** Gather and communicate risk factors and mitigations to influence planning and decision making.

**Purpose:** To minimize and mitigate risk-exposure for assigned personnel, public, and partners.

**End State:** Strategic and tactical decisions have been influenced by a risk management perspective.



## **INFORMATION**

**Task:** Honest, frequent, and heartfelt communication and interaction with affected individuals, community and civic groups, and agency cooperators, providing relevant, accurate, and current information.

**Purpose:** Allow impacted citizens to make informed decisions around life and property.

**End State:** Trust and lasting relationships were built within impacted communities.

## **LIAISON**

**Task:** Act as POC for cooperators and stakeholders, promoting interagency and multi-party coordination and cooperation around incident impact on values and interests, public and private, and evacuation planning. Schedule and facilitate cooperators meetings.

**Purpose:** Thorough and consistent communication and cooperation of non-IMT entities to and from Incident Management Organization.

**End State:** Cooperator and stakeholders' interests, concerns, and needs are known, understood, and incorporated into incident planning and decision making.

## **READ LIAISON**

**Task:** Proactively advise on natural and cultural resource considerations.

**Purpose:** Mitigate and minimize impacts to natural and cultural resource values.

**End State:** Natural and cultural resource values were considered in incident management.



## **IX. TECH, TOOLS, KITS, REFERENCES, DEVICES**

### **MAPS: PRIORITIZATION, PROCESS, PRODUCT REQUESTS, MISC**

GIS is responsible for updating and maintaining spatial data related to an incident, and production and update of incident map products. Data sources include field personnel, unmanned aerial system (UAS), remote sensing/infrared (IR) data, home unit, historic data, and more.

GIS work on a specific incident feeds not only incident-specific products, but also feeds map-based digital tools and resources accessible nationwide: RMA Dashboard, EGP, AK Known Sites, etc.

#### **1. Master Map Data Updates, Process, and Approval**

- ALL UPDATES ROUTE THROUGH SITL
  - Non-negotiable update deadline established per incident for next day's products \*(2000hrs standard)
    - *Black/Contained Fireline*: Approval by Operations
    - *Perimeter Updates*: drawn from numerous data sources. Remote sensing/IR, field personnel data (walk/drive/fly), and more
    - *Helispots*: Approval & lat/long come through Air Operations Branch Director (AOBD) or Air Support Group Supervisor (ASGS)
    - *Safety Zones and Escape Routes*: will be stored, *not* published
    - *Evacuation Data*: provided by local law enforcement (LE)
- \*Closure maps are the legal responsibility of the host unit, not IMT SIT Unit*

#### **2. Physical Map Products**

- Priority Map types: Ops, Briefing, PIO, Airops, Transportation
- Secondary Map types: Progression, Ownership/Jurisdiction, Structure Maps, Pilot Maps, FBAN/LTAN Maps, Camp(s), Planning Map, Suppression Repair Map, ISAP/SRA Maps, Hazard Maps, Accountable Property, Evacuation Level Map
- Tertiary Map types: READ maps, Special Products
- **Standing Physical Map Orders**: proactively assess realistic quantities needed, communicate order needs and adjustments to SITL utilizing chain of command

#### **3. Digital Map Products**

- Dashboards
- Avenza/georeferenced PDF (replicates physical map products)
- *Most* products available on the NIFC FTP site—certain products with sensitive information will *not* be housed on FTP
- Other AGOL products
- Mapping applications
- *Avenza*: primarily for operational engagement, consistency, and reference



- *Field Maps*: primarily for collection of incident-specific data in real time/promptly (with connectivity)
  - *Survey 123*: Primarily for collection of detailed point data based on a pre-built survey
    - A NIFC account is required for Field Maps use—apply for an account pre-mobilization:  
<https://forms.office.com/Pages/ResponsePage.aspx?id=4F2CSwVwPUuaF HhBHyhmA14USreJkFhEsrkRJOAmpmtUMIZWMkg4NTMyTzRVrTEwOFIO QjITMke5OSQIQCNOPWcu>
- \*Other publicly-available mapping tools may be useful to incident/IMT personnel, but SIT/GIS products are specific to the above apps. GIS does not provide tech support for extracurricular map and/or mapping tools and resources.*

#### **4. Map Product Request Process**

- GIS workload will determine capacity
- SITL and GISS assess request and provide response on turnaround timeline
- Written requests must be submitted to SITL (GM preferred, digital or physical)
  - Required information: map intent, audience, date & time needed, location needed, format (print/digital/etc.), display specifics, quantity
  - SITL will prioritize competing requests, potentially with PSC and/or C&G input

#### **KITS**

- Laptops--ITSS
- Tablets and Phones--ITSS
- A/V—Function Responsibility
- Specialty – Function Responsibility

Kit readiness, transport, accountability, refurb and storage are the responsibility of the Function that owns the kit. The Mob Coordinator may assist with sherpa assignment upon request.

Laptops, tablets, and phones may be available for checkout and use. Function leadership prioritizes need per Function.

Agency equipment encouraged!

#### **FIRENET**

##### ***FireNet Access & Accounts***

FireNet access is at C&G discretion.



Incident personnel needing access to files in the Alaska IMT Team365 Teams/SharePoint site, or an incident-specific FireNet Team, can be granted guest access via agency or personal email accounts.

Guest access requests go through Functional Area C&G to identified account owners.

Users requiring access to Shared Inboxes or advanced apps may require named FireNet accounts. AD/EFF and non-Federal user requests route through Functional Area C&G and identified Federal sponsors on the IMT. Agency employee request directions can be found at <https://www.firenet.gov/node/26>.

### ***Alaska IMT Team365***

The Alaska IMT maintains the Alaska IMT Team365 Teams/SharePoint site within the FireNet environment for sharing documents between assignments. Access to most channels is open to all participants upon request. Access requests should be routed to Team365 owners through Functional Area C&G representatives. Owners and Members must possess a named FireNet account. Guest access provides adequate functionality for most users, including Read/Write access to files, and can be granted to any agency or personal email account.

### ***Incident FireNet Teams***

Incident documentation will be maintained within incident-specific FireNet Teams according to national standards. The Planning Section and Public Information staff will manage Shared Inbox requests, and the FireNet Account Incident Tracker, while assigned to an incident. Once established, Shared Inboxes and Flows will be managed by the Functional areas they serve.

### ***FireNet Training***

A wide variety of FireNet training is available on the <https://www.firenet.gov/>. IMT users are responsible for completing the specific training they need. On the job mentoring and training may be provided within or across Functional areas on the IMT.



## **APPENDIX A: ESSENTIAL TOOLS & PRODUCTS**

*\*Separate Document*

APPENDIX A MAY BE FOUND AT: [HTTPS://FIRE.AK.BLM.GOV/LOGDISP/TEAMS.PHP](https://fire.ak.blm.gov/logdisp/teams.php)

Appendix A is a separately printed document, due to the lengthy and detailed nature of its contents.

Housing products that inform and/or involve numerous Functions, in certain deployments and emergent events, this Appendix may be valuable to have on-hand as a printed, quick-access tool, workspace, and reference.

*\*Documents also housed in AK IMT 365Teams site*

### **A1 ALASKA IMT IWI PLAN—INCIDENT WITHIN AN INCIDENT**

This Incident-Within-an-Incident Plan is designed to provide effective command structure and processes for management of an IWI without disrupting the management of the original incident.

The IWI Plan includes common standards for all IWIs, as well as a checklist for each IMT member with an IWI role.

### **A2 ALASKA IMT CAMP EMERGENCY PLANNING GUIDE**

The intent of this guide is to establish a common operating picture for the development and implementation of incident-specific Camp Emergency Plans and define the associated roles and responsibilities for that Plan, with an emphasis on accountability. This guide provides a framework for activating and coordinating a camp **Evacuation** or **Shelter in Place** response should a camp have the potential to be threatened by wildfire or other hazard.

All Alaska IMT C&G members and those that may be assigned Camp Leadership roles (as determined by C&G) are responsible for reviewing this planning guide **AND** understanding their respective roles and responsibilities in camp emergency plan preparation and activation. It is recommended that all AK IMT members review or are briefed on this guide for situational awareness.

The Guide defines threat levels and illustrates notification chains, and provides templates (including accurate roster tracking templates).

### **A3 ALASKA IMT REMOTE OPERATIONS WHITE PAPER**

Notes derived from Alaska's 2019 fire season sharing lessons learned, best-practices, and observations for successfully establishing forward operating base (FOB) and remote operations in the IMT scale/setting.



## **APPENDIX B: FUNCTION SUB-SOGs**

**\*Separate Document**

**APPENDIX B MAY BE FOUND AT: [HTTPS://FIRE.AK.BLM.GOV/LOGDISP/TEAMS.PHP](https://fire.ak.blm.gov/logdisp/teams.php)**

Appendix B is a separately printed document, due to the lengthy and detailed nature of its contents.

The intent of the Alaska IMT Standard Operating Guide's Function-specific sub-SOG documents is to provide leader's intent and expectations from Functional leadership to their Functions/Sections. Function-specific sub-SOG's employ *Task, Purpose, End State, and Time-Tagged Deliverables* formats to deliver high-altitude synopses, intent, and expectations. These documents are owned by Function leadership.

Within, or appendicized to, the Function sub-SOGs: *Roadmaps, Handbooks, Supplements, and References*, by position, may house Function- and Unit-specific materials. These are owned by the Function and/or Unit lead, and/or position holder. Examples could be briefing checklists, Unit leader daily to-dos, various templates, etc. To be populated as needed.

Each Function sub-SOG is composed of three primary parts:

1. Leader's Intent and Section/Function Philosophy, composed of Mission and Vision statements, as well as Values and Pledges lists.
2. Section/Function Overview, composed of a high-altitude Task, Purpose, End State (TPE), Org Chart Venn Diagram, Day in the Life and Life of an Assignment Charts.
3. Intent, Roles, and Responsibilities by Position, delivered with a high-altitude (positionally) *TPE, Time-Tagged Deliverables* list, *Essential Inter-Function Relationships* list, and *Roadmaps, References, and Handbooks* section, to be populated over time, at function/unit/personnel need, discretion, and motivation.

|               |                              |
|---------------|------------------------------|
| <b>B.I</b>    | <b>PLANS SECTION</b>         |
| <b>B.II</b>   | <b>LOGISTICS SECTION</b>     |
| <b>B.III</b>  | <b>OPERATIONS SECTION</b>    |
| <b>B.IV</b>   | <b>FINANCE SECTION</b>       |
| <b>B.V</b>    | <b>SAFETY FUNCTION</b>       |
| <b>B.VI</b>   | <b>INFORMATION FUNCTION</b>  |
| <b>B.VII</b>  | <b>LIAISON FUNCTION</b>      |
| <b>B.VIII</b> | <b>READ LIAISON FUNCTION</b> |

