

Demobilization Exercise 9 Overview Unit 5

Purpose

The purpose of this exercise is to provide participants with an opportunity to identify the FSC's roles and responsibilities in planning, developing, and implementing the Demobilization Plan.

Objectives

Students will:

- Write the Finance Section of the Demobilization Plan for the C & C Train Derailment Incident.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings.

Rules, Roles, and Responsibilities

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

1. Within your work group, select a group spokesperson.
2. Using Handout 5-1: Sample Demobilization Plan and what you have learned in the previous Units, write the Finance Section of the Demobilization Plan.
3. Present your list to the rest of the class.

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

Exercise 9 Schedule

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

Final Incident Finance Package Exercise 10 Overview Unit 5

Purpose

The purpose of this exercise is to provide participants with an opportunity to understand the FSC's responsibility for completing an accurate Incident Finance Package.

Objectives

Students will:

- Write a finance narrative to include in the Final Incident Finance Package.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings.

Rules, Roles, and Responsibilities

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

1. Within your work group, select a group spokesperson.
2. Using what you have learned in the previous Units, Handout 5-3: Hurricane Francis Finance Narrative and Handout 5-4: Space Shuttle Finance Narrative, write a narrative of major highlights for the C & C Train Derailment Incident.
3. Present your narrative to the rest of the class.

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

Exercise 10 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

SAMPLE DEMOBILIZATION PLAN

Gap Fire Incident Demobilization Plan

I. GENERAL INFORMATION

All functional units (Operations, Logistics, Finance, Command & General Staff) will advise the Planning Section of resources that are surplus to their sections/units. The Planning Section will identify resources surplus to the incident's needs and obtain approval from the Incident Commander for release. The Demob Unit will manage the release, return or reassignment of all surplus resources. The Demob process requires close coordination between the Incident Demobilization Unit Leader and (Incident Dispatch Center(s) Location).

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel while in the demobilization process.

II. GENERAL GUIDELINES

- A NO resources will leave the Incident until authorized to do so by the Incident Commander facilitated through the Demob Unit.
- B All releases and travel home or to a reassignment will be in compliance with the National Work/Rest Guidelines. Emphasis will be placed to ensure that all released personnel arrive home no later than 2200 hours local time or as authorized by the Incident Commander. Resources will have a minimum of at least 8 consecutive hours off duty before beginning a shift or demobilization (re; Sec 23. 1.1 R5 Mob Guide).
- C All Vehicles leaving the incident will have a safety inspection and deficiencies will be corrected prior to departure for home or reassignment. In addition, all vehicles will be washed to prevent the spread of noxious weeds.
- D All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be briefed by the Demob Unit prior to leaving the incident. The briefing will include: 1) method of travel 2) itinerary 3) manifests with destinations.
- E All personnel flying commercial airlines will be given time to shower and dress in clean clothes prior to departure. A photo I.D. and travel authorization number (if necessary) is required by all personnel. The Demob Unit and/or Expanded Dispatch will make all flight arrangements unless another process is agreed upon.
- F Notification of Incident personnel will be by posting of "Tentative Releases" in advance. Crew supervisors will be paged when the Demob process is to begin.

- G Resources that have been reassigned within Geographic Areas will always be released on the original order and request number.
- H Contractors/Operators of oversize vehicles (e.g. transports) are responsible for obtaining required permits for the return trip back to their point of hire.
- I Actual departure times and estimated time of arrival (ETA) at final destination will be relayed to Expanded Dispatch upon departure of all resources from the base. This includes all contract equipment and services.
- J Performance Ratings are required for:
 - a. Trainees
 - b. Outstanding performance
 - c. Deficient performance
 - d. By personal request

III. RESPONSIBILITIES

Section Chiefs are responsible for determining resources surplus to their needs and submitting a written list to the Planning Section with destination, travel needs and Request Numbers.

The Demobilization Unit Leader is responsible for:

- Preparing the Demobilization Plan with input from the TNF Center Manager or Expanded Dispatch.
- Providing Expanded Dispatch with “Tentative” releases.
- Providing Expanded Dispatch with confirmation of departing resources (including contract equipment) with their departure time and ETD at their final destination (if they have their own transportation).
- Making advance notification to incident personnel regarding tentative and final releases.
- Ensuring that all signatures are obtained on the Demob Checkout Form (ICS-221).
- Monitoring the Demob process and making necessary adjustments in the process to maintain an orderly and safe release of all resources and ensure accurate and timely flow of release information.

The Incident Commander is responsible for:

- Establishing Incident release priorities in concert with the Geographic Area Coordinator.

- Review and approval of the Demobilization Plan
- Review and approval of tentative release lists.

The Safety Officer is responsible for:

- Identifying any special safety considerations for the Demob Plan.
- Approval of tentative surplus resources

The Planning Section Chief is responsible for:

- Review and approval of the Demob Plan
- Review and approval of the tentative release lists.

The Logistics Section Chief is responsible for:

- Insuring through the Facilities Unit, that all sleeping and work areas are cleaned up prior to release.
- Insuring, through the Supply Unit, that all non-expendable property items are returned or accounted for prior to release.
- Insuring, through Ground Support, that there will be adequate ground transportation during the release process and that all vehicles receive a safety inspection prior to leaving the incident. Any deficiencies must be corrected. Prevention of the spread of Noxious Weeds, by vehicles, will be followed as per (Location)
- Insuring through the Communications Unit that all communications equipment has been returned or accounted for.
- Insuring, through the Food Unit, that there will be adequate meals for those being released and for those remaining in camp.
- Follow the Hazardous Material Haulback Guide (R-5 letter dated 5/24/2000)
- Review and approval of the Demob Plan.
- Approval of tentative surplus (Logistics) resources.

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released resources.

- Coordination for any ADO payoff(s).
- Contract equipment payments.
- Reviewing and providing excessive shift length justification with IC's signature.
- Approval of tentative surplus (Finance) personnel.
- Review of the Demob Plan.

The Operations Section Chief is responsible for:

- Review of the Demob Plan.
- Approval of the tentative surplus (Operations) personnel.

The Liaison Officer is responsible for:

- Providing any agency specific requirements for the Demob Plan.

IV. RELEASE PRIORITIES

The following release priorities have been established by the IC in concert with TNF (Tahoe National Forest) Expanded Dispatch and the GACC (Northern California Redding):

1. Local Government and OES Engines (Type 1,2,& 3) (Priorities coordinated with OES Agency Representative)
2. CDF Engines (Priorities coordinated with CDF Agency Representative)
3. CDF Crews (Priorities coordinated with CDF Agency Representative)
4. State and Local Government Overhead
5. Forest Service Engines
6. Forest Service Type 2 crews
7. Federal Overhead

V. RELEASE PROCEDURES

Section Chiefs and Command & General Staff will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section.

Demob will combine lists and form a "Tentative Release" list to be submitted to the Planning Section Chief and Incident Commander for review and approval. The Demob Unit will coordinate with the Resources Unit so that the resource status board(s) can be kept current. All incident formed strike teams and/or task forces must be disbanded before IC approval and release from the incident.

After IC approval, Demob will notify Expanded Dispatch of the tentative releases and obtain approval. **Demob will provide a minimum of 24 hours notice for all resources.** Demob will also give Ground Support sufficient time to arrange for ground transportation for crews and overhead from the base to the departure point.

Demob will advise Expanded Dispatch of all surplus resources available for release, specifying those needing air transportation, identifying the nearest commercial airport to their home unit.

Expanded Dispatch will notify the appropriate GACC (Redding or Riverside) of all State and Federal surplus resources.

Expanded Dispatch will notify GVECC/OES R-4 Dispatch (Grass Valley) of all surplus/released OES 5 Party resources.

If the resource is to be reassigned, Expanded Dispatch will so advise the Demob Unit. The resource will be released to the new assignment and Expanded Dispatch advised of the ETD & ETA.

If there is no reassignment for the resources and the resource has transportation, Expanded Dispatch will advise Demob to release the resource back to the home unit. If the resource requires ground transportation, the Ground Support Unit will arrange transportation and coordinate with the Demob Unit.

When the Demob Unit receives confirmation of the release from Expanded Dispatch, notification will be as follows:

- Personnel to be released and prepare transportation manifests,
- Provide the crew leader or individual the Demob Checkout form (ICS-221)
- Crew leader or individual will take the Demob Checkout form (ICS-221) to the destinations checked off to:
 - Communications U.L. (if communications equipment has been issued).
 - Ground Support U.L. (for vehicle safety inspection as needed)
 - Facilities U.L. (to be sure all sleeping areas are clean)
 - Supply U.L. (to return all non-expendable property)
 - Finance Unit (to close our time and obtain Fire Time Report)
 - Documentation Unit (ie: Unit Logs, performance ratings)
 - Demob U.L. (**WITH ALL SIGNATURES**)

Demob Unit will be last stop in the release process. Demob will:

- Collect and sign-off the Demob Checkout Form (ICS-221)
- Brief the released personnel on method of travel, schedule, and time frames.
- Release the resource from the base.
- Advise Expanded Dispatch of ETD & ETA to the home base or transportation point.
- Coordinate with the Resources Unit so that resource status is kept current.
- Coordinate with Security for inspection, if required by the Incident Commander.

VI. TRAVEL INFORMATION- Incident Directory

INCIDENT BASE PHONE NUMBERS

COMMUNICATIONS _____

DEMOB- _____

PLANS- _____

SUPPLY- _____

FINANCE- _____

PIO- _____

GROUND SUPPORT- _____

EXPANDED DISPATCH - _____

RADIO FREQUENCIES:

AGENCY DISPATCH:

FOREST NET: RX _____
 TX _____

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:		2. Incident Number:																																				
3. Planned Release Date/Time: Date: _____ Time: _____	4. Resource or Personnel Released:	5. Order Request Number:																																				
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). LOGISTICS SECTION																																						
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Estimated Time of Departure: _____		Room Overnight: <input type="checkbox"/> Yes <input type="checkbox"/> No																																				
Destination: _____		Actual Release Date/Time: _____																																				
Travel Method: _____		Estimated Time of Arrival: _____																																				
Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No		Contact Information While Traveling: _____																																				
Number: _____		Area/Agency/Region Notified: _____																																				
9. Reassignment Information: <input type="checkbox"/> Yes <input type="checkbox"/> No																																						
Incident Name: _____		Incident Number: _____																																				
Location: _____		Order Request Number: _____																																				
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____																																						
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**Finance Narrative
Hurricane Frances
FL-FEM-004042**

Prepositioning – CA IIMT 2 and five other National IMTs were prepositioned to be able to provide emergency response following Hurricane Frances. The team was provided with an Agency Administrator’s Briefing, which included briefing by the Regional Incident Business Coordinator.

Incident Business Coordination – An Incident Business Advisor (IBA) was assigned to provide administrative coordination and oversight. The various IBAs reported to the Regional Incident Business Coordinator. This reporting relationship did not provide adequate coordination with Area Command which was located at FEMA’s Disaster Field Office. There were different expectations for duty hours and work articulated by the IBAs that were different than was communicated to the ICs by Area Command. A preferred structure would have the lead IBA assigned to Area Command so that the staff function business would be better coordinated with operational direction.

While there was some benefit of an IBA, on the whole there was insufficient workload to warrant a full time IBA to accompany the team. The primary benefit was in the coordination of cost reporting information from the State teams and in obtaining approvals for unusual procurements. Confusion of roles and function is exacerbated when you have assignment of an IBA at the ICP when there is an insufficient workload and complexity of assignment.

Mission Assignment/Tasking – The transition from prepositioning under the “Surge” to a mission assignment under a new F code needs to be improved. IMTs were instructed to purchase enough supplies needed to be self sufficient for the first 72 hours. Initially there was reluctance to issue S numbers for the supplies because a new F code and a new tasking from FEMA had not been received. This created a situation where Procurement Unit Leaders were reluctant to procure items because the proper procedures were not followed. LSCs could not issue S numbers because they needed to come from SACC. It took approximately 18 hours before S numbers were issued delaying our deployment to Lakeland.

Incident Automation/ISuite – The 2004 version of ISuite is being used for resource statusing (IRSS), personnel and equipment timekeeping (ITS), and costs (ICARS). The upgrade to ISuite provided many improvements in the stability of the program and helping speed up finance procedures and processes. The download from the ROSS database has greatly improved the tracking of incident resources. Jeff Park and Donna Tate worked with each of the IMTs to help install ISuite and provide technical assistance which was extremely helpful in operating ISuite.

Incident Accruals/Obligations – Team 2 was reporting accruals and obligations for two State teams that were ordering resources from the Federal system when they were unable to obtain resources from the state system. The Georgia Forestry Commission IMT was

located in Lakeland, FL and managed the distribution of commodities. Support was also provided the Florida State Blue Team who managed an R&D facility in Orlando, FL. The State teams were provided two “F” codes for their incident for State and Federal orders. The “F” codes for Federal orders were the same as the “F” code for Team 2. This process worked well.

Finance Operations – Finance workload was extremely light for all finance units. Team 2 Finance has nine members which includes four trainees. Seven regular team members and an extra FSC (due to a dispatch error) were more than sufficient for the workload. The COMP, COMP (T), and extra FSC were farmed out to perform other duties in Plans, Logistics, and Operations.

Procurement - There were only four EERAs which covered a CWN caterer, a refrigeration van, a hand washing unit, and the portable shower unit. The caterer and shower unit remain under contract when Team 2 evacuated the Lakeland facility. A partial payment was processed which included mileage to the Atlanta staging area in anticipation of redeployment to Lakeland after Hurricane Ivan.

Time – Time was kept for only 100, some of which were local government who turned in Crew Time Reports for documentation only.

Compensation and Claims – There was only one compensation case and no claims.

Finance Narrative

PNW Team 2 finance procedures and systems were set up and operating well when CA IIMT 2 assumed management of the incident. The transition of CA IIMT 2 was further facilitated by the fact that the COST, Procurement Unit Leader (PROC), and the COMP remained with CA IIMT 2 for 2-10 days after PNW Team 2 left the incident.

Incident Obligation Demonstration

The Shuttle Recovery Incident is a test bed for the accelerated obligation of incident financial transactions. ICARS was used to provide daily cost data for the Incident Obligation Demonstration Project. The heavy reliance on ICARS for a purpose that ICARS was not designed was a significant complication. CA IIMT 2 was very fortunate that our COST is also a Forest Chief Financial Officer and familiar with both the capabilities of ICARS and the financial records and transactions in the obligation and payment processes. Processes have been developed and are being tested using ICARS as well as other steps in the procurement process to speed up the obligation process. As with any test and development project in the very early stage, rules and processes were changed frequently. The lessons learned by the different IMTs point out that a speedier process is possible however current processes as tested would be problematic with the current skill level and availability of Cost Unit Leaders. Incident Obligations added a dimension of complexity to the work as well as a change in the role of the Cost Unit Leader. The different changes and patches to ICARS were intended to provide additional detail so that different types of transactions were separated according to whether they needed to be obligated locally. This requires the COST to be more knowledgeable of the payment and obligation processes in FFIS. Similarly, there was a need for custom reports or queries of the database to facilitate upward reporting which required a much higher level of knowledge of Microsoft Access. While the impact would be substantially lessened as standardized reports and coding conventions are developed the COST position will still be more complicated in the future.

Commissary

Sterling and Martinez was the national contract commissary at the Corsicana Base Camp. There were numerous complaints regarding the availability of t-shirts and sweatshirts as well as complaints regarding rude behavior by one of the contractor's employees. Sterling and Martinez quickly and seriously dealt with the employee in question by terminating his employment. T-shirts took much longer to correct. Liz Martinez had difficulty getting an adequate supply of t-shirts from the NASA approved vendor. She finally had a different design approved, and t-shirts were finally available for sale on April 3 slightly more than a month from her February 27 arrival.

Incident Automation

We continued using the ISuite bundle of programs for time, equipment, and planning functions. PNW Team 2 left us with a database and operating protocols which were operating well. The database is very large, running 14 megabytes after backup and being compressed. Of particular note is the check-in-data entry form that PNW Team 2 developed to replace the check-in log. It is a two-part form that facilitates the collection and data entry of information by plans and finance. The only difference in team protocol for CA IIMT 2 was the entry of contactor information by equipment time rather than Check-in and more frequent back-ups to the database.

Compensation for Injury, Claims, and Accident Investigation

Since the beginning of the incident on February 22, 2003, there have been 217 documented injuries and illnesses. Of those, 198 were issued Agency Provided Medical Care (APMC) numbers. Of those injuries reported, 13 of the cases are OWCP claims. Additionally, 19 employees have completed CA-1s for documentation purposes only. Of those 198 APMC numbers given out, only 40 of them have been during Team 2's tenure on the assignment.

A thorough review of compensation cases was performed on April 1 and 2 by Charlie Wilcox, from the Disaster Field Office in Lufkin. A number of problems were identified such as: Two APMC forms were sent back to the home unit for treatment, one of which was for \$1,185 for dental care; and a personal prescription was refilled without charge to the employee. Mr. Wilcox's review was also helpful in arranging an improved payment procedure for the doctor's billing from Navarro Hospital.

A key factor in Team 2's fewer number of outside medical treatment was an onsite Physician Assistant (PA). A total of 117 patients were treated and released back to work during the incident; 77 patients were treated during Team 2's assignment with 16 prescription-only patients. CA-1s were offered to the patients for documentation purposes.

Team 2's tracking methods reflect that dental was the principal injury or illness for which APMCs were issued, with a total of 27 dental incidents. Knee Injuries followed with 22 incidents and Poison Ivy with 21 incidents. There were various other injuries and illnesses.

Claims

Since the beginning of the incident, there have been a total of 28 documented claims with 2 tort claims, 2 being potential claims against the government and 1 potential claim for the government. The principal claim is for employee lost or damaged property with 16

claims being submitted. In addition, there have been 5 motor vehicle accidents, all rentals. Each incident was documented for the record.

The DFO gave direction to mitigate and resolve small tort claims. The Texas Forest Service has coordinated all mitigation efforts including the two potential claims.

Procurement Unit

The delegation of authority directed the IMT to purchase locally as much as possible. This was accomplished by using the PROC and a Purchasing Agent with \$100,000 authority. Some team members with micro purchasing authority also accomplished some procurement. The Buying Team supporting the ICP was based in Palestine and for the first 10 to 14 days of the assignment was very busy supporting the IMT at Palestine, which was without a PROC. When the ice storm occurred, the Buying Team Leader at Palestine asked Gary Baber, the PROC at Corsicana to take on as much procurement as possible. Once things smoothed out in Palestine and conditions improved in Corsicana, the Buying Team was better able to support Corsicana, and activities proceeded as they would on a fire assignment. The importance of buying locally was stressed to the Buying Team, and that request was honored.

Time Unit

The workload for the PNW Team 2 Time Unit was very busy with a peak of 50 Hardware Search Teams and three camp crews. Crew strength was reduced to 44 Crews during CA IIMT 2's tenure and will be reduced to 30 with the arrival of the Blue Mountains T2 Team. Crew rotations are 14 days for AD and Regular Government Crews and 30 commitments for contract crews.

Crews were instructed to work no longer than 12 hours per day and were able to meet that requirement. Overhead personnel worked an average of 14 hours per day. Meeting the work-rest policy was not an issue on this assignment.

All copies of the Crew Time Reports (CTRs) and Fire Time Reports or Forms OF-288 (FTRs) are on file in the Final Fire Package. The Texas Forest Service has requested duplicate copies of personnel time records, which includes both FTRs and CTRs.

