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NWCG Incident Position Standards for Staging Area Manager

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The *NWCG Incident Position Standards for Staging Area Manager* establishes national interagency standards for operating as a Staging Area Manager (STAM) on wildland fires. These standards are meant to ensure safe, efficient, and effective operations in support of interagency goals and objectives and should serve as a guide to promote effective and consistent on-incident training. By definition, NWCG standards encompass guidelines, procedures, processes, best practices, specifications, techniques, and methods.

The Staging Area Manager Position Page, <https://www.nwcg.gov/positions/staging-area-manager>, in the NWCG position catalog, includes the Incident Position Description (IPD) and Position Qualification Requirements, as well as links to standards and references needed to perform the duties of a Staging Area Manager.

Tasks that are identified by a (*) are those tasks included for evaluation in the Position Task Book (PTB). Tasks not identified for evaluation in the PTB still represent standards for successful performance in the position and should be included in a comprehensive training assignment.

Where references are identified by a (**), refer to your home unit, agency, or organization for specific guidance and policy documentation. For example:

***Interagency Standards for Fire and Fire Aviation Operations (Red Book)*

The National Wildfire Coordinating Group (NWCG) provides national leadership to enable interoperable wildland fire operations among federal, state, Tribal, territorial, and local partners. NWCG operations standards are interagency by design; they are developed with the intent of universal adoption by the member agencies. However, the decision to adopt and utilize them is made independently by the individual member agencies and communicated through their respective directives systems.

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General References

- *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277, <https://www.nwcg.gov/publications/pms277>
- *NWCG Incident Response Pocket Guide (IRPG)*, PMS 461, <https://www.nwcg.gov/publications/pms461>
- *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600, <https://www.nwcg.gov/publications/pms600>
- *Emergency Facilities and Land Use Agreement*, PMS 902-2, <https://www.nwcg.gov/publications/pms902-2>
- *NWCG Standards for Unit Identifiers*, PMS 931, <https://www.nwcg.gov/publications/pms931>
- Incident Command System (ICS) Forms, <https://www.nwcg.gov/ics-forms>
 - Organization Assignment List (ICS 203)
 - Assignment List (ICS 204)
 - Incident Radio Communications Plan (ICS 205)
 - Medical Plan and Medical Incident Report (ICS 206 WF)
 - Safety Message/Plan (ICS 208)
 - Incident Status Summary (ICS 209)
 - Incident Check-In List (ICS 211)
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Demobilization Check-Out (ICS 221)
 - Incident Personnel Performance Rating (ICS 225 or ICS 225 WF)
- Standard (SF) and Optional (OF) Forms, <https://www.nwcg.gov/publications/pms902>
 - Crew Time Report (CTR), SF 261
 - Incident Time Report, OF 288
 - Emergency Equipment Shift Ticket, OF 297
- Job Aids, <https://www.nwcg.gov/training/job-aids>
 - J-001, *How to Correctly Fill Out the Crew Time Report (CTR), SF 261* (PSM-001)
 - J-004, *How to Correctly Fill Out the Emergency Equipment Shift Ticket, OF 297* (PSM-004)
 - J-102, *Packing List for Wildland Fire Support Staff*
- Incident Management Situation Report (IMSR), <https://www.nifc.gov/nicc/incident-information/imsr>
- Incident Within an Incident (IWI) Plan, <https://www.nwcg.gov/committee/safety-and-risk-management-committee>
- InciWeb, <https://inciweb.wildfire.gov/>
- National Geographic Area Coordination Center (GACC) Website Portal, <https://gacc.nifc.gov/>
- National Interagency Coordination Center (NICC), <https://www.nifc.gov/nicc>
- National Interagency Fire Center (NIFC) Standards, <https://www.nifc.gov/standards>
- National Weather Service, <https://www.weather.gov/>
- NIFC File Share Information, <https://ftp.wildfire.gov/>
- NWCG Position Naming Board Position List (Mnemonics), <https://www.nwcg.gov/committee/position-naming-board>
- SAFECOM, <https://www.safecom.gov/>
- SAFENET, <https://safenet.nifc.gov/>

- U.S. General Services Administration (GSA) Travel Page, <https://www.gsa.gov/travel>
- Wildland Fire Leadership Development Program (WFLDP) Toolbox, <https://www.nwcg.gov/training/wfldp/wfldp-toolbox>

Agency-Specific References

- ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book), <https://www.nifc.gov/standards/guides/red-book>
- ***National Interagency Standards for Resource Mobilization*, <https://www.nifc.gov/nicc/logistics/reference-documents>

***Leadership Level 2, New Leader (Convey Intent)**

A new leader begins transitioning from a follower to a leader of small groups to achieve a common goal. They begin to implement team cohesion, accept responsibility for self and team, and apply effective communications <https://www.nwcg.gov/committee/leadership-committee/leadership-levels>.

Description

- Proficient at leadership values and principles.
- Understand transition challenges for new leaders, situational leadership, team cohesion factors, ethical decision making, and debriefing techniques.
- Lead by example.
- Lead small groups to achieve common goals, objectives, and tasks.

Behaviors

- Demonstrates accountability for personal and team performance to build trust and establish positive team environment.
- Applies knowledge of leadership traits to lead small teams.
- Promote team cohesion for new and existing team members and create an environment for effective communication.
- Solicits questions, both up and down chain of command, in order to learn from others.
- Applies a risk management process to ensure safety of self and team members.

Knowledge

- Utilize leadership traits to identify developmental needs in self and others.
- Describe situational leadership to understand application of appropriate leadership styles.
- Understand how wildland fire leadership values, principles, and traits inform ethical decision making.
- Understand how task, purpose, and end state are used to deliver leader's intent.
- Apply self-assessment tools to identify improvement gaps.
- Practice self-care and team-care.
- Knowledge of basic format to conduct a post-incident debriefing.
- Knowledge of the components of an operational briefing to deliver a simple assignment briefing.
- Knowledge of human factors and environmental barriers to communication.
- Knowledge of organizational structures (ICS and agency).
- Identify the sources of power that enable leadership influence.



Prepare and Mobilize

***Ensure individual readiness.**

When to start task: Prior to the assignment.

Resources to complete task: *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600; J-102, *Packing List for Wildland Fire Support Staff*.

How to accomplish task:

- Obtain and assemble information and materials needed for the STAM kit, referencing J-102, *Packing List for Wildland Fire Support Staff* as needed.
 - Required items:
 - Personal protective equipment (PPE)
 - Programmable radio and batteries
 - Cell phone
 - Laptop/tablet/smartphone
 - Office kit (e.g., pens, pencils, markers, highlighters, paper, large envelopes)
 - Supplies (e.g., batteries, flagging, tape, glow sticks, window chalk)
 - Camping-related gear, as needed
 - Documentation and forms
 - ❖ Incident Qualifications Card (Red Card)
 - ❖ *NWCG Position Task Book for Staging Area Manager (STAM)*, PMS 311-16
 - ❖ Incident Check-In List (ICS 211)
 - ❖ General Message (ICS 213)
 - ❖ Activity Log (ICS 214)
 - ❖ *IRPG*
 - ❖ Crew Time Report (CTR), SF 261 or Incident Time Report, OF 288
 - Suggested items:
 - Printer
 - High-visibility vest
 - Documentation and forms
 - ❖ *NWCG Standards for Unit Identifiers*, PMS 931
 - ❖ NWCG Position Naming Board Position List (Mnemonics)
 - ❖ ****Interagency Standards for Fire and Aviation Operations** (Red Book)
 - ❖ Incident Personnel Performance Rating (ICS 225 or ICS 225 WF)
 - ❖ Emergency Equipment Shift Ticket, OF 297
 - ❖ Agency-specific forms

***Gather critical information pertinent to the assignment.**

When to start task: Upon receipt of resource order.

Resources to complete task: Incident Status Summary (ICS 209); resource order; incident information applications (e.g., InciWeb); agency-specific travel policies; ****National Interagency Standards for Resource Mobilization**.

**How to accomplish task:**

- Access and review the resource order for the following information:
 - Incident/Project Name
 - Incident/Project order number
 - Request number
 - Incident base phone number
 - Reporting date, time, and location (e.g., Incident Command Post [ICP])
 - Descriptive location/response area
 - Legal location (township, range, and section)
 - Transportation arrangements/travel routes
 - Contact procedures during travel (telephone/radio)
 - Office reference number (cost code)
 - Incident radio frequencies (if available)
 - Special instructions
- Collaborate with the agency-specific travel arranger if required by agency policy.
- Establish travel arrangements to book flights, rental car, lodging, etc.
 - Mode of travel
 - Verify that your rental vehicle, National Emergency Rental Vehicle (NERV), agency-owned vehicle (AOV), or privately owned vehicle (POV) is on the resource order, if applicable.
 - Estimated time of departure (ETD) and location of departure
 - Estimated time of arrival (ETA) and location of destination
 - Location for remain overnight (RON) if you are unable to make the end destination within that operational shift
 - Lodging information
 - Reference GSA for per diem and lodging rates.
 - ❖ Check with the home unit supervisor if the rate exceeds per diem allowances.
- Gather situational awareness about the assignment.
 - Incident-specific reference materials (e.g., Incident Action Plan [IAP], Incident Status Summary [ICS 209]), if available
 - Local telephone directory/expanded dispatch
 - Local area maps
 - Current incident status (e.g., InciWeb, GACC website, agency/incident-specific social media)

***Travel to and check in at assignment.**

When to start task: Upon receipt of resource order.

Resources to complete task: Resource order; travel itinerary; agency-specific travel policies.

How to accomplish task:

- Follow agency-specific air and ground travel policies.
 - Comply with air travel limitations, including size/weight and approved materials lists.
 - Follow ground travel time limitations/driver duty day limitations.
 - Inform the home unit or receiving dispatch of your arrival at the incident.



- Arrive at the incident and check in.
 - Arrive at the reporting location specified in the resource order within acceptable time limits.
 - Be prepared with the following items:
 - ❖ Resource order
 - ❖ Red Card (digital or hard copy)
- Report to the Finance/Administration Section for timekeeping procedures.
 - Be prepared with agency-specific timekeeping/hiring documentation.
- Locate your supervisor (often the Operations Section Chief [OSC]).

***Review Incident Action Plan (IAP) and obtain briefing, objectives, and intent from supervisor.**

When to start task: Upon arrival at the incident.

Resources to complete task: Organization Assignment List (ICS 203); Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); Medical Plan and Medical Incident Report (ICS 206 WF); Incident Status Summary (ICS 209); IAP; IWI Plan; incident map(s); other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Obtain an initial briefing and coordinate with the supervisor to develop an understanding of the following:
 - Incident information
 - Type of incident
 - Current incident status
 - Chain of command
 - Expected duration of incident
 - Terrain
 - Weather
 - Staging information
 - Number, locations, and duty hours of staging areas
 - Items needed to support the staging area (e.g., sanitation, drinking water, food, and personnel)
 - Checklist of ordering procedures, including chain of command for ordering supplies and services
 - Personnel authorized to order resources out of staging
 - Communication expectations with the supervisor
 - Communications Plan
 - Medical Plan and Medical Incident Report (ICS 206 WF)
 - IWI Plan
 - Risk management and safety concerns
 - Assigned resources and their locations
 - ETA for inbound resources
 - Contact information for inbound resources
 - Check-in process for inbound/assigned resources
 - Contingencies
 - Staffing needs (e.g., 24-hour coverage, additional STAMs, assistants)
 - Expansion



- Relocation
 - Evacuation
- Coordinate with the outgoing STAM if applicable to develop an understanding of historical staging area and resource concerns, including:
 - Safety considerations.
 - Logistical needs/challenges (e.g., communication constraints).
 - Status of staging areas (e.g., traffic patterns, capacity, overflow considerations).
 - Current/inbound resources and their status.
 - Human-factor considerations that may affect operational tempo, coordination, or communications.
 - Copies/location of any documentation maintained by the outgoing STAM.
- Obtain and review information from the IAP or other relevant plans/guidance to develop an understanding of:
 - Incident strategies.
 - Staging area location.
 - Key overhead names and locations (to facilitate staging area operation).
 - Meeting schedules.



Build the Team

***Assemble, organize, and maintain accountability for assigned resources (personnel and equipment).**

When to start task: After initial briefing and throughout the assignment.

Resources to complete task: General Message (ICS 213); IAP; other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Collect and verify pertinent resource information:
 - Number and names of resources already assigned to the staging area
 - List of on-site or inbound resources
 - ETA, if inbound
 - Resource request number (e.g., equipment, crew, overhead)
 - Contact information
 - Additional qualifications/capabilities and pay status of assigned resources (e.g., 4x4 or foam)
- Determine support needs, such as sanitation facilities, food, water, fuel, maintenance, communications, and other resource requirements, by assessing:
 - Number and type of assigned resources (including personnel).
 - Anticipated staging duration.
 - Planned daily operational periods.
 - Current/forecasted weather.
- Order support based on needs.
 - Discuss resource needs with supervisors assigned to the staging area (e.g., single resource boss [SRB]).
 - Record resource needs on General Message (ICS 213).
 - Coordinate and discuss resource needs with the incident supervisor or OSC and determine how orders will be placed.
 - Place orders through the supervisor or designated section (e.g., Logistics Section).
- Establish a dynamic and flexible personal tracking system for maintaining resource accountability. Include:
 - Additional qualifications/capabilities and pay status.
 - Last working shift/extension paperwork.
 - Sleeping location.
 - Most reliable contact method.
 - Status (inbound, in staging, assigned, released).
 - Resource request (equipment, crew, overhead) number.
 - Equipment and supplies assigned to the staging area.
 - Timekeeping documentation status (signed/not signed).

***Brief assigned personnel.**

When to start task: Upon arrival of assigned resources.

Resources to complete task: Incident Radio Communications Plan (ICS 205); Medical Plan and Medical Incident Report (ICS 206 WF); IAP; IWI Plan; personal resource tracking system; incident map(s); other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Verify each resource is checked in at the incident.
- Discuss:
 - Procedures for staging, dispatching, check-out, and status change.
 - Staging area rules.
 - Current incident status.
 - Logistics and refueling procedures.
 - Rotation of assigned resources for feeding, personal needs, etc.
 - Designated staging areas.
 - Transportation maps.
 - Medical Plan for the staging area.
 - Communications plan.
 - Safety concerns.
 - Restricted areas.
- Ensure equipment has been inspected, if applicable.
- Verify resources can access assigned radio frequencies.
- Complete time reports as needed for resources assigned to the staging area.



Supervise and Direct Work Assignments

***Ensure incident objectives and performance standards are met.**

When to start task: Upon assignment to staging area of responsibility and throughout the assignment.

Resources to complete task: Incident Radio Communications Plan (ICS 205); IAP; personal resource tracking system; incident map(s); other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Ensure assigned resources understand the assignment for the operational period.
 - Keep assigned resources informed and updated.
 - Provide clear, concise instructions and allow for feedback.
 - Communicate readiness expectations and ensure they are understood.
 - Monitor readiness, timelines, and constraints.
- Complete a daily review of staging area logistical support needs.
 - Maintain continuous situational awareness to anticipate needs, support operations, and ensure resources remain ready and accountable.
 - Assess personnel, resources, and space, and make proactive adjustments as conditions evolve.
 - Order support items as needed.
 - Develop and communicate the daily schedule for resources in the staging area.
 - Coordinate with the supervisor regarding assignments.
 - Refer to your personal resource tracking system.
 - Consider:
 - ❖ Work/rest guidelines.
 - ❖ Personnel tasks/personal errands.
 - ❖ Mealtime rotations.
 - ❖ Maintenance/fueling needs.
 - Document and communicate resource status changes.
- Coordinate with the supervisor on a regular basis.
- Respond to requests for resource assignments from the supervisor or alternate personnel authorized to order resources out of staging.
 - Brief personnel regarding:
 - Assignment.
 - Reporting location.
 - Travel route(s).
 - Supervisor name.
 - Supervisor contact information.
 - Assigned tactical frequency.
- Continually monitor resource readiness within the staging area.
 - Communicate problems immediately and take corrective action.
 - Escalate unresolved issues as appropriate, following the chain of command.
 - Submit documentation in accordance with incident/agency guidelines.
 - Coordinate training opportunities when appropriate.
 - Support the personnel performance evaluation process as requested/required.



***Adapt and respond to significant changes, deficiencies, or hazardous conditions that affect staging area operations.**

When to start task: Following a significant event.

Resources to complete task: Incident Radio Communications Plan (ICS 205); Medical Plan and Medical Incident Report (ICS 206 WF); Safety Message/Plan (ICS 208); IAP; Activity Log (ICS 214); IWI Plan; SAFENET; SAFECOM; incident map(s); other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Continuously assess factors and make effective decisions while coordinating with the supervisor and appropriate chain of command to ensure procedures are followed.
 - Maintain communication with impacted resources and leaders.
 - Identify concerns and possible solutions.
 - Report any changes, resource deficiencies, or hazardous conditions.
 - Determine appropriate action.
- Adjust actions based on changing information and situational awareness.
 - Consult incident contingency plans regarding emergency procedures outlined for the staging area.
 - Communicate changing conditions to assigned resources and the supervisor.
 - Relocate the staging area, if needed.
 - In consultation with the supervisor, discuss the identified need to relocate the staging area.
 - Notify staging area personnel of the move.
 - Ensure resources are in a state of readiness prior to the move or release.
 - Designate staged resources to report to the new location, new incident, or home unit.
 - Inform staged resources of time frames and travel routes.
 - Notify and coordinate with the Logistics Section and/or supervisor on the movement of resources to a different location.
- Determine whether the concern has been mitigated and whether additional action is required.
- Document all actions taken and the outcomes using Activity Log (ICS 214).

***Model leadership values and principles.**

When to start task: Throughout the assignment.

Resources to complete task: *IRPG*; WFLDP Toolbox.

How to accomplish task:

- Exhibit the principles of duty, respect, and integrity.
 - Be proficient in your job, both technically and as a leader.
 - Make sound and timely decisions.
 - Build the team.
 - Facilitate a team environment.
 - Provide for open communication.
 - Seek commitment.
 - Set expectations for accountability.
 - Focus on a team result.



- Advocate for assigned resources to be used in accordance with their capabilities.
 - Build relationships with personnel in the staging area and look out for their wellbeing.
 - Keep personnel in the staging area informed and ensure tasks are understood.
 - Identify trainees and communicate/document with the supervisor.
- Know yourself and seek improvement.
 - Seek and accept responsibility for your actions.
 - Set the example.
 - Understand when escalation or assistance is necessary.
 - Conduct yourself in a professional manner.
 - Be respectful and courteous.
 - Be respectful of public and private property.
- Mentor STAM trainees for successful completion of the PTB.



Perform Staging Area Manager-Specific Duties

***Coordinate with relevant personnel.**

When to start task: Upon receipt of resource order and throughout the assignment.

Resources to complete task: Organization Assignment List (ICS 203); Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); Medical Plan and Medical Incident Report (ICS 206 WF); Incident Status Summary (ICS 209); IAP; IWI Plan; transportation map(s); incident map(s); other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Build and maintain positive interpersonal and interagency working relationships.
- Coordinate with the incident supervisor or OSC.
 - Develop an understanding of incident, staging, and contingency-related information.
 - Receive and discuss emergency procedures for the staging area.
 - Ensure activities adjacent to your staging area do not interfere with your operation.
 - Ensure adequate separation between areas to minimize disruption (e.g., noise, dust levels, traffic).
 - Ensure helicopter approach and departure routes are not over the staging area.
 - Provide a copy of the staging area layout and location to ensure staging areas are identified on incident map(s).
 - Obtain a Demobilization Plan for staging.
- Coordinate with the Logistics Section (or dispatch if the Logistics Section has not been initiated).
 - Obtain resource availability, status, and contact information.
 - Determine the staging area location and layout.
 - Verify that a land use agreement is in place for the staging area.
 - Ensure the planned site has been documented with photographs.
 - Ensure appropriate separation of sanitation and food service areas.
 - Determine and resolve staging area needs.
 - Communications
 - Supplies and equipment
 - ❖ Ordering procedures
 - Medical aid or assistance
 - Personnel needs
 - ❖ Sleeping
 - ❖ Feeding
 - ❖ Sanitation
 - On-site Logistics Section personnel
 - ❖ Security
 - ❖ Facilities
 - ❖ Ground support
 - Transportation
 - ❖ Fueling
 - ❖ Traffic control
 - ❖ Parking
 - ❖ Mechanic
 - Discuss plans for the storage, dispersal, cleanup, and removal of hazardous materials (e.g., fuel, oil).



- Coordinate with the Safety Officer (SOF) when appropriate.
 - Collaborate on the staging area map/layout.
 - Collaboratively develop measures for ensuring the safety of personnel while monitoring and assessing hazards.
- Coordinate with the Planning Section when appropriate.
 - Acquire transportation and IAP maps.
 - Verify the availability and location of the Status Check-In Recorder (SCKN).
 - Obtain the incident Demobilization Plan.
 - Understand documentation procedures.
- Coordinate with the Finance/Administration Section when appropriate.
 - Obtain timekeeping procedures (electronic versus paper filing).
- Coordinate with assigned resources.
 - Discuss the staging area layout; procedures and rules; schedule/rotation; and medical, communication, and safety plans.
 - Share transportation and staging area maps.
 - Ensure that all resources understand how to submit timekeeping documentation in accordance with their agency policies/requirements or contracts.
 - Ensure resources have assigned radio frequency access.
 - Ensure the safe handling of hazardous materials per local protocol and direction from the supervisor, Logistics Section Chief, and/or resource advisor.

***Establish and maintain the staging area.**

When to start task: Upon assignment, with direction from the supervisor.

Resources to complete task: Organization Assignment List (ICS 203); Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); Incident Status Summary (ICS 209); Activity Log (ICS 214); IAP; incident map(s); other relevant plans (e.g., Fire Management Plan, other guidance).

How to accomplish task:

- Evaluate the site on foot or in a vehicle.
- Identify and document (flagging if necessary) the following:
 - Traffic patterns
 - Entrance/exit
 - Parking areas
 - Check-in area/STAM location
 - Position it as close to the entrance as possible to reduce the risk of missing any incoming resources.
 - Restricted areas
 - Safety concerns
 - Medical services
 - Refueling site(s)
 - Mobile equipment maintenance and inspections
 - Standby area(s)
 - Food services (e.g., distribution)
 - Sleeping area(s) when necessary
 - Lighting placement
 - Sanitation area(s)



- Establish vehicle and pedestrian traffic patterns.
 - Prepare for quick response.
 - Ensure safe traffic flow routes are established (ingress, egress, and foot traffic).
 - Place vehicle inspection areas in locations where they will not interfere with the flow of traffic.
 - Establish one-way traffic patterns when feasible.
 - Ensure the road surface is suitable for the vehicle type.
 - Arrange for adequate clearance for maneuvering vehicles.
 - Assign parking areas by functional use (overhead, crew, heavy equipment, engines).
 - Avoid mixing heavy equipment and transports with smaller vehicles.
 - Position task forces and strike teams as a unit.
 - Consider locating parking areas as close to the exits as possible.
 - Set up signs showing the traffic flow for pedestrians and vehicles.
- Order supplies and equipment per staging area needs (current and planned personnel).
- Build the staging area as planned.
 - Coordinate with the Logistics Section and/or vendors to place supplies/equipment.
- Map the staging area, indicating the approach and departure (ingress and egress) routes.
 - Distribute copies to the Planning Section and Logistics Section, especially the Ground Support Unit.
 - Post the map in the staging area.
- Ensure Lookouts, Communications, Escape Routes, and Safety Zones (LCES) are established and known to all assigned resources before they are needed.
- Establish a system for staging information distribution.
 - Set up an information hub (e.g., a bulletin board, authorized social media).
 - Post procedures for the staging area and a copy of the incident information (e.g., IAP, maps, assignment rotation schedule) for each operational period.
 - Post signs indicating check-in areas and the location of the STAM, crews and equipment, and other resources.
- Continuously monitor the staging area to ensure facilities are adequate and logistical needs are met.

***Close out or transfer the staging area.**

When to start task: When directed by the supervisor (e.g., incident rightsizing, relocation, or closeout).

Resources to complete task: *Emergency Facilities and Land Use Agreement*, PMS 902-2; Demobilization Plan; IAP; personal resource tracking system.

How to accomplish task:

- Receive instructions from the supervisor.
- Transfer the staging area, when applicable.
 - Coordinate with the incoming STAM to provide an understanding of the historical staging area and resource concerns.
 - Safety considerations
 - Logistical needs/challenges (e.g., communication constraints)
 - Status of staging areas (e.g., traffic patterns, capacity, overflow considerations)
 - Current/inbound resources and their status



- Human-factors considerations that may affect the operational tempo, coordination, or communications
- Copies/location of any documentation
- Close out the staging area, when applicable.
 - Inform the assigned resources of release/reassignment.
 - Verify that assigned resources understand the Demobilization Plan.
 - Complete and submit the assigned resource evaluation and documentation forms using appropriate channels.
 - Coordinate with the Logistics Section/dispatch to relocate or return staging area supplies/equipment.
 - Coordinate with the Supply Unit and the Communications Unit to arrange for the return of equipment and get a receipt for documentation purposes.
 - Work with the supervisor and/or Logistics Section to ensure the Land Use Agreement (LUA) terms are met.
 - Review the LUA for pre-use condition (refer to notes and Activity Log [ICS 214]).
 - Inspect and recommend site rehabilitation.
 - Rehabilitate the staging area to its pre-use condition.
 - ❖ Remove signs and barriers, and clean up the area.
 - ❖ Inventory and report damage to the supervisor, Logistics Section, and Finance/Administration Section.
 - ❖ Ensure litter, debris, and all incident-related supplies/equipment are removed from the area.
 - ❖ Ensure all damage is documented and reported.
 - ❖ If further rehabilitation is necessary, document recommendations.
 - Request the property's authorized representative be available to sign off on the post-use inspection.
 - ❖ If contractual agreements have been made, ask someone from the Finance/Administration Section or local unit to accompany the inspection.
 - Assemble and forward all records to the supervisor.



Communicate and Coordinate

***Ensure clear understanding of expectations and maintain timely communication within and across Incident Command System (ICS) functional areas and chain of command.**

When to start task: Throughout the assignment.

Resources to complete task: *IRPG*; Incident Radio Communications Plan (ICS 205); IAP.

How to accomplish task:

- Apply the ICS within and across functional areas.
 - Follow the chain of command.
 - Maintain appropriate span of control.
 - Use appropriate ICS forms.
- Use plain language, open communication, and appropriate ICS terminology.
 - Engage in active listening.
 - Facilitate an open discussion.
 - Avoid interrupting.
 - Allow all voices to be heard.
 - Provide and receive constructive criticism.
- Maintain regular communications with the supervisor and assigned resources.
- Ensure relevant information is exchanged during briefings and debriefings.
 - Attend scheduled briefings and meetings as directed.
 - Brief incoming and departing assigned resources.
 - Conduct/participate in After Action Reviews (AARs).
 - Assess strategies and tactics used to meet the assigned goals and objectives.
 - ❖ Identify successes and opportunities to improve.
 - Provide context and insight based on your individual experience and perspective.
 - Apply lessons learned in the AAR to future work.

***Communicate effectively using multichannel radios (and other methods as approved/directed).**

When to start task: Throughout the assignment.

Resources to complete task: Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); radio programming guides; repeater map.

How to accomplish task:

- Ensure your radio is cloned to incident frequencies and update them as needed.
- Follow incident radio protocols and all check-in and check-out procedures.
- Continuously follow radio discipline and communication procedures using clear, concise language and appropriate ICS terminology.
- Identify and flag or otherwise communicate locations within the staging area that have acceptable reception/transmission.
- Direct assigned resources to the Communications Unit/dispatch to clone and program radios.
- Ensure radio frequencies are compatible among resources.



- Establish communications procedures for ordering (e.g., communication using a radio, telephone, or a runner).
- Set up a notification system for assignments:
 - Radio callout
 - Phone call
 - Text
 - In person

Manage Risk

***Apply the Risk Management Process.**

When to start task: Upon receipt of resource order and throughout the assignment.

Resources to complete task: *IRPG*; Incident Status Summary (ICS 209); agency-specific travel policies; agency-specific safety resources (e.g., NIFC File Share Information).

How to accomplish task:

- Continuously apply the Risk Management Process as stated in the *IRPG*.
 - Identify hazards.
 - Assess hazards.
 - Develop controls and make risk decisions.
 - Implement controls.
 - Supervise and evaluate.
- Adhere to the How to Properly Refuse Risk guidelines in the *IRPG*.

***Plan for and support medical emergencies.**

When to start task: Throughout the assignment.

Resources to complete task: *IRPG*; Medical Plan and Medical Incident Report (ICS 206 WF); Activity Log (ICS 214); IAP; Safety Message/Plan (ICS 208); SAFECOM; SAFENET; personal resource tracker; **agency-specific forms.

How to accomplish task:

- Understand and brief assigned resources on the Medical Plan and Medical Incident Report (ICS 206 WF).
 - Medical contacts and resources
 - Emergency communication procedures
 - Medical transport/evacuation plan
- Support medical emergencies as needed, following procedures stated in the IAP, the Medical Incident Report (MIR), or other relevant guidelines.
 - Submit accident/incident reports with pertinent forms (SAFECOM, SAFENET, agency-specific forms) through established chain of command.
 - Document any identified medical concerns and emergencies as appropriate using Activity Log (ICS 214).

***Account for location, health, safety, and welfare of assigned personnel.**

When to start task: Upon arrival of assigned resources and throughout the incident.

Resources to complete task: *IRPG*; Medical Plan and Medical Incident Report (ICS 206 WF); Activity Log (ICS 214); IAP; Safety Message/Plan (ICS 208); SAFECOM; SAFENET; personal resource tracker; agency-specific forms.

How to accomplish task:

- Provide for the safety and welfare of assigned resources.
 - Maintain accountability for assigned resources using your personal resource tracking system.
 - Monitor for signs and symptoms of fatigue, illness, or injury and mitigate appropriately.
 - Initiate care of staging area personnel as appropriate and when necessary.
 - Notify the supervisor and appropriate chain of command in the event of illness or injury.
- Ensure assigned personnel comply with all safety practices and procedures.
- Recognize, mitigate, and communicate potentially hazardous situations.

Document

***Complete all administrative tasks and documentation in an accurate and timely manner.**

When to start task: Throughout the assignment.

Resources to complete task: *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277; Activity Log (ICS 214); Crew Time Report (CTR), SF 261; Emergency Equipment Shift Ticket, OF 297; J-001, *How to Correctly Fill Out the Crew Time Report (CTR), SF 261*; J-004, *How to Correctly Fill Out the Emergency Equipment Shift Ticket, OF 297*.

How to accomplish task:

- Document the staging area site, including photos.
 - Take an inventory of the current condition of the staging area and any facilities.
- Complete Activity Log (ICS 214) for the operational period or for the duration of the staging area.
- Utilize your personal resource tracking system to maintain resource accountability.
- Follow *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277 or other approved submission methods.
 - Activity Log (ICS 214)
 - Crew Time Report (CTR), SF 261
 - Emergency Equipment Shift Ticket, OF 297
 - Others
- Provide copies of pertinent information to the supervisor and the incoming STAM, as appropriate.

Demobilize

***Prepare for demobilization.**

When to start task: Throughout the assignment and upon notification of demobilization.

Resources to complete task: Demobilization Check-Out (ICS 221); IAP; Demobilization Plan; IMSR; personal resource tracking system; local Department of Transportation (DOT) policies and permits; travel itineraries; agency-specific travel policies; ***National Interagency Standards for Resource Mobilization.*

How to accomplish task:

- Maintain communication with the supervisor regarding incident status.
- Maintain communication with assigned resources regarding demobilization status.
- Maintain awareness of incident status and the future outlook using available resources (e.g., IMSR, InciWeb).

***Implement demobilization.**

When to start task: Throughout the assignment and upon notification of demobilization.

Resources to complete task: Demobilization Check-Out (ICS 221); IAP; Demobilization Plan; IMSR; personal resource tracking system; local DOT policies and permits; travel itineraries; agency-specific travel policies; ***National Interagency Standards for Resource Mobilization.*

How to accomplish task:

- Resource demobilization
 - Confirm and obtain instructions from your supervisor to demobilize fire resources.
 - Document all resource demobilization using General Message (ICS 213) and route to the supervisor and other relevant chain of command.
 - Brief assigned resources on demobilization procedures and responsibilities.
 - Coordinate with the Heavy Equipment Boss, Single Resource (HEQB) to ensure that all transportation laws are followed (e.g., holiday/weekend travel).
 - Ensure incident and agency demobilization procedures are followed.
 - Ensure resource timekeeping documentation is accurately completed and submitted.
 - Use the Demobilization Check-Out (ICS 221) form to assist in proper demobilization procedures.
- Personal demobilization
 - Ensure continuity of operations.
 - Coordinate an efficient transfer of position duties (e.g., incoming STAM).
 - Exchange critical safety information.
 - Document follow-up action needed and submit it to the supervisor.
 - Complete the demobilization check-out process before being released from the incident.
 - Follow the steps in the incident-specific Demobilization Plan.
 - Use the Demobilization Check-Out (ICS 221) form.
 - Resupply items that were lost, damaged, or consumed during the incident.
 - Return equipment and supplies to appropriate unit.
 - If reassigned, obtain a new resource order at check-out.

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- Coordinate travel plans and return to the home unit, ensuring compliance with agency standards.
 - Plan your travel route and provide your ETA to the home unit.
 - Follow incident and agency demobilization procedures and work/rest driving standards.
 - Follow agency-specific guidelines for returning to the home unit.
 - Report your status to your home unit, including reassignment or ETA.

An entity of the National Wildfire Coordinating Group (NWCG), the Operations Management Committee (OMC) oversees the development and maintenance of the *NWCG Incident Position Standards for Staging Area Manager*.

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