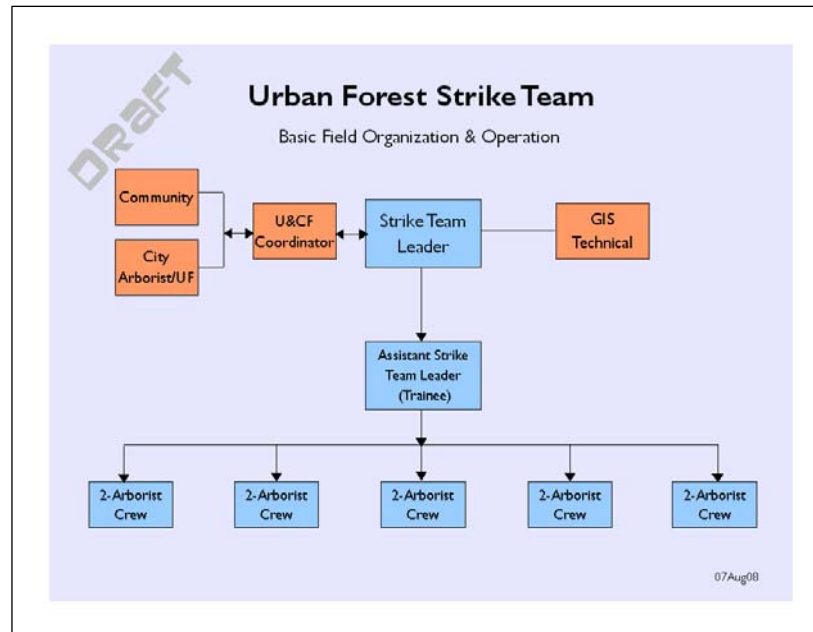


Urban Forest Strike Team(s) are designed to operate within the Incident Command System (ICS) and therefore much of the organizational structure and function will be dictated by that system. However, the role of the state forestry agency and particularly the state U&CF Coordinator may be unique to this ICS specialty and implementation.

Proposed Organizational Chart (Team)!



The U&CF Coordinator plays an active role in UFST response in several capacities:

1. Is the first, local (regional) contact with affected communities relative to protection and assessment of urban forest resources.
2. Determines whether UFST mobilization is appropriate for a community.
3. Makes the initial assessment of disaster scale (spatial extent and severity).
4. Communicates that assessment through the State Forester and state Emergency Management.
5. Works with the community to request appropriate resources through appropriate channels (Southern Compacts, State EM, ROSS).
6. Directly notifies other state U&CF Coordinators of need & ICS requests.
7. Coordinates with Team Leader(s) when UFST is mobilized.
8. Functions as the UFST community liaison throughout the incident response.

¹ See UFST Glossary for detailed descriptions and explanations of terms used.

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As the state U&CF Coordinator makes these contacts and assessments a "Contact List" should be created for each community where UFSTs will be working. This is a template or guide and not all contacts may be appropriate for an incident; titles of individuals should be included. For example, under "City Administration", you might list the Mayor or City Manager depending on the type of municipal management; if the "City Arborist" is actually the County Forester you should indicate that position title with the contact name or change the table heading as desired. Rows not needed for a particular response may be deleted, and additional rows may be added. This information will be provided to the Team Leader(s) (see Checklists that follow).

Coordinator/Team Leader – Contact List Template²

Community: _____

Individuals/Organization	Address Information (FedEx/UPS)	
State Forester		1
State U&CF Coordinator		2
City Administration		3
City Departmental Contact		4
Municipal Arborist		5
GIS Specialist		6
IT Specialist		7
State Emergency Management (Debris)		8
Debris Managers (State or FEMA as appropriate)		8

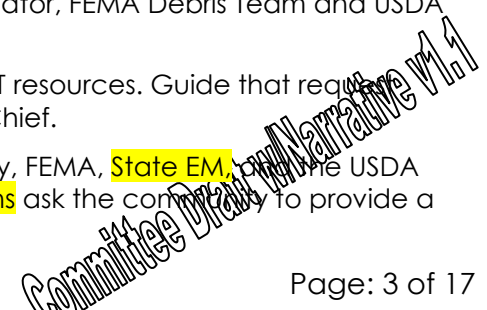
² See UFST Glossary for detailed descriptions and explanations of terms used.

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Individuals/Organization	Address Information (FedEx/UPS)	
State or FEMA Regional		9
Urban Forestry South Dudley R. Hartel, Center Manager (706) 559-4236, (706) 410-5568 (cell) Eric Kuehler, TT Specialist (706) 559-4268, (706) 410-5569 (cell)	USDA Forest Service 320 Green St Athens, GA 30602	10
USDA Forest Service Regional Office Ed Macie, Regional U&CF Coordinator (404) 347-1647, (404) 909-0266 (cell) Kay Reed, Interface Program Manager (404) 347-6218, (404) 805-8827 (cell)	USDA Forest Service 1720 Peachtree Road, N.W., Ste 846 N Atlanta, GA 30309	11

The state U&CF Coordinator "checklist" includes 9 activities. Not all of these will be appropriate for all incidents or communities:

1. Community contacts are essential for establishing a common understanding of UFST capabilities, a community's response objectives, and the functioning of a particular UFST team on the ground. In some situations, Team Leaders may have direct access to community contacts; in others, all contact is through the Coordinator. This initial contact work will be easier and faster where Coordinators have a "history" of U&CF cooperation with a community. Plan ahead!
2. With or without community assistance, the Coordinator must delineate the area of the disaster relative to urban forest resources (i.e. damaged trees in managed areas) and UFST protocols. A hand drawn "line" on a paper map is all that is needed initially. Lists of county and community names are also appropriate methods of "delineating" the disaster area. Within the delineated area, the Coordinator should indicate levels of severity (e.g. minor, moderate, major) based on an on-the-ground survey, reports from community staff, or interpretation of weather data (e.g. wind speed, ice loading, etc.). The extent and severity of the disaster (i.e. disaster scale) may be used to determine UFST mobilization (i.e. resources requested) or prioritize UFST response once teams are on-site. Each community should always be asked to prioritize their request for assistance.
3. The Coordinator should work with individual communities in a regional context, or the spatial context of the disaster. Investigate community mutual aid agreements or willingness to cooperate regionally that may affect UFST response. For example, during the GCTA work following Hurricane Katrina, the City of Kenner provided crew housing regardless of the community being assisted.
4. Work with the community and FEMA (if debris payments are part of the objective) to identify the information needed and the criteria used to gather that information to make "keep or cut" decisions. Direct contact with a local FEMA Debris Management Team (ask the community who they are working with) is an essential step in developing an appropriate UFST response. In Tulsa (2008 Oklahoma Ice Storm) an initial meeting with the Parks & Recreation Department, U&CF Coordinator, FEMA Debris Team and USDA Forest Service set the stage for a very successful UFST response and debris reimbursement.
5. After briefing the State Forester, assist the community in making the appropriate request for UFST resources. Guide that request through the state Emergency Management system if necessary. Get assistance from your Fire Chief.
6. Although part of ICS, think of UFST as a partnership among the community, state forestry agency, FEMA, State EM, and the USDA Forest Service. UFST response is designed to be a "stand alone" operation, and in those situations ask the community to provide a



"command center" for UFST operation if possible. If that is not available use state agency office space or arrange for space at the UFST crew hotel if possible. Convenience to the disaster area is important. In Tulsa a "command center" was established for crews at Mohawk Park where 80% of the work was being done; UFST was provided access to building outside of normal business hours.

7. Once mobilization is requested, a Team Leader(s) will arrive for a pre-crew mobilization visit and briefing from the Coordinator. This is a critical meeting where the Coordinator makes appropriate introductions and reviews all information assembled to-date. At this time, the Team Leader(s) will also be organizing the "command center", working with the GIS & IT Specialists, and developing crew schedules and assignments.
8. The Coordinator should assume the ICS role of Public Information Officer (PIO) if none is mobilized, or request assistance from within the community (e.g. Mayor's PR staff) or agency (e.g. I&E staff). An incident response summary should be written (i.e. who, what, why, when, where) for media distribution as needed and also for crew briefings by Team Leaders.
9. And finally, the Coordinator and staff should provide continued support to UFSTs throughout the incident response.

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State Coordinator – Community Liaison³

	Date	Activity	Actions/Results	
<input type="checkbox"/>		Establish community contacts (as appropriate): <ul style="list-style-type: none"> ▪ Political/Staff (e.g. Mayor, Council, or City Manager) ▪ Department (e.g. Public Works, Parks & Recreation) ▪ Municipal Arborist (e.g. Staff or Consulting) <ul style="list-style-type: none"> ✓ UF Management Plan ✓ Community Risk Management Plan 		1
<input type="checkbox"/>		Initial disaster assessment <ul style="list-style-type: none"> ▪ Area of disaster (i.e. Establish the boundary) ▪ Map levels of damage (i.e. For prioritization) 		2
<input type="checkbox"/>		Coordinate with other affected communities. <ul style="list-style-type: none"> ▪ Mutual aid ▪ Status with FEMA 		3
<input type="checkbox"/>		Establish criteria: <ul style="list-style-type: none"> ▪ Community needs (i.e. Objectives) ▪ FEMA guidelines & special criteria (i.e. Interpretation of 325) 		4
<input type="checkbox"/>		Request UFST assistance: <ul style="list-style-type: none"> ▪ Brief State Forester ▪ Contact State Emergency Management ▪ Notify U&CF Coordinators network 		5
<input type="checkbox"/>		Arrange for UFST command center: <ul style="list-style-type: none"> ▪ Office (w/keys) ▪ Internet access ▪ Printers/plotters/copiers ▪ GIS support ▪ Supplies <ul style="list-style-type: none"> ✓ Water ✓ Paint 		6
<input type="checkbox"/>		Meet with Team Leader (≥ 1 day before crews arrive): <ul style="list-style-type: none"> ▪ Make community introductions ▪ Explain disaster area & severity 		7

³ See UFST Glossary for detailed descriptions and explanations of terms used.

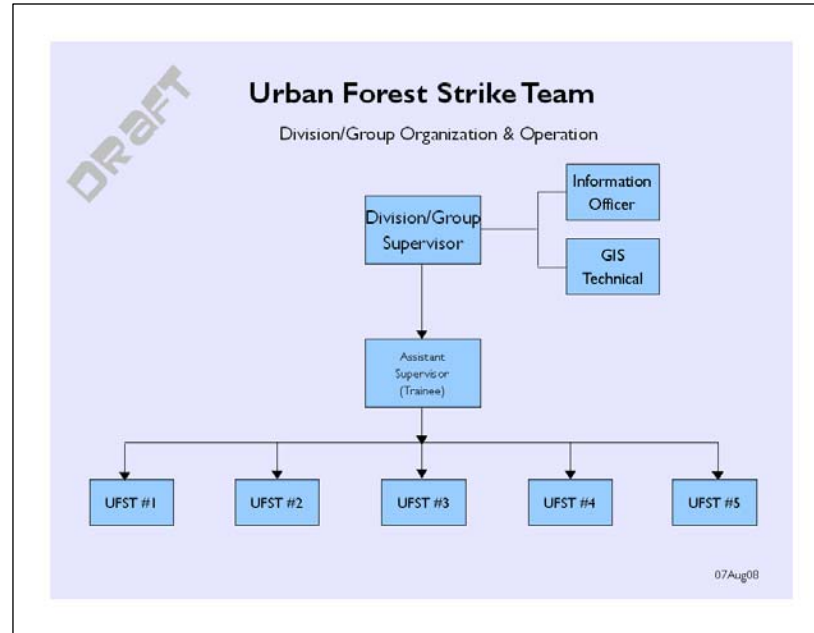
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	Date	Activity	Actions/Results	
		<ul style="list-style-type: none"> ▪ Review community objectives ▪ Locate office (i.e. Command Center) ▪ Identify local support ▪ Review community guidelines ▪ Verify/brief on lodging/food ▪ Identify best travel options (i.e. Arrival location and rentals) ▪ Explain identification requirements (i.e. Crews and/or vehicles) ▪ Review contacts for the incident 		
<input type="checkbox"/>		<p>Function as (or coordinate with) the PIO</p> <ul style="list-style-type: none"> ▪ Develop incident summary for Team Leaders & crews <ul style="list-style-type: none"> ✓ Who we are (ICS, UFST arborists, State Agency) ✓ What we are doing (the objective for the community) ✓ Why we are here (the disaster & trees) ✓ When we will be working (i.e. weeks, days, hours; and progress) ✓ Where you will see us (our community area schedule) ▪ Handle local PR events 		8
<input type="checkbox"/>		<p>Support Team Leaders & UFST Crews:</p> <ul style="list-style-type: none"> ▪ Community liaison ▪ Direct interface with Team Leader(s) ▪ GIS support (e.g. If no GIS Specialist assigned)) 		9

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Team Leaders (TL) run the on-site response operation on a day-to-day basis. A team will usually consist of up to 5 crews. When multiple teams respond concurrently, then one TL will act as Group Supervisor if none has been established for the incident.

Proposed Organizational Structure (Division/Group):



Where teams are deployed consecutively, the out-going TL and Coordinator (and Division/Group Supervisors as appropriate) will always brief the in-coming TL who arrives at least 1 day before the new UFST crews.

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The Team Leader "pre-deployment checklist" includes 5 activities. Not all of these will be appropriate for all incidents and it assumes that TLs have sufficient notification before crew mobilization to accomplish these tasks. **This is a critical step in immobilization and it should be a rare event that doesn't provide time for this to occur:**

1. The Team Leader Task Book (UFEL), items 1-4, functions as a sub-checklist for Team Leaders prior to deployment.
2. Make contact with the state U&CF Coordinator (and/or out-going Team Leader) to determine status of their "checklist" and identify any significant deficiencies in community involvement or support. Discuss travel and accommodations for crews. Set date for TL pre-crew mobilization visit and briefing.
3. Inspect the "Toolbox" before your agency prepares it for shipment. Make certain that you have appropriate purchasing capability as requested by the resource order for consumables not included in the toolbox (e.g. paint, water, routine office supplies).
4. As soon as crew members have been identified, review their training and incident response history at www.UFST.org. You will be able to print a report for each crew member that includes contact information and UFST history.
5. Contact Urban Forestry South or the USDA FS regional office in Atlanta regarding the IT Toolbox, additional **Team** Toolboxes and cellular telephone shipments to the incident command center or state U&CF Coordinator.

Team Leader – Pre-Deployment

	Date	Activity	Actions/Results	
<input type="checkbox"/>		Review items 1 - 4 of the UFEL Task Book.		1
<input type="checkbox"/>		Contact U&CF State Coordinator and/or current Team Leader to check on status of local liaison actions: <ul style="list-style-type: none"> ▪ Disaster scale ▪ Contacts ▪ Preliminary actions taken ▪ Facilities, and support ▪ Crew accommodations, travel 		2
<input type="checkbox"/>		Inspect the "Tool Box" content against checklist; Plan for local purchases.		3
<input type="checkbox"/>		Review UFST list of respondents at www.UFST.org : <ul style="list-style-type: none"> ▪ Contact information ▪ Training & response history 		4
<input type="checkbox"/>		Confirm equipment shipments: <ul style="list-style-type: none"> ▪ State UFST "Toolbox" (i.e. Supports 5 crews) ▪ Additional regional "Toolboxes" (i.e. Contact UFS at Athens) ▪ Regional "IT Toolbox" ▪ Cellular phones (i.e. From UFS at Athens) 		5

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The Team Leader "deployment checklist" includes 9 activities. Not all of these will be appropriate for all incidents. This is the checklist for the pre-crew mobilization visit:

1. The Team Leader Task Book (UFEL), items 5 & 6, function as a sub-checklist for Team Leaders prior to deployment.
2. The first Team Leader (TL) to respond to the incident should probably arrive at least 2 days before crews are scheduled. This will depend somewhat on community support and work that the U&CF Coordinator has accomplished; the TL check-in with the Coordinator (task #2, Pre-Deployment Checklist) will help guide this decision. Subsequent TLs to the incident will probably only need 1 day before their crews arrive unless the command center is being relocated, or community support is changing. The most important function of this pre-visit is to get a complete briefing from the Coordinator (or out-going TL) and fully understand the objectives **and status of the incident response**.
3. Review the standard UFST protocols appropriate for this response.
4. And, determine how protocols will meet the community's objectives as stated.
5. The first TL will either work with the Coordinator, the community, Urban Forestry South, state forestry agency GIS, and/or the GIS Specialist assigned to the incident to assemble data and prepare a base map for the incident project. The base map will support community reporting, UFST crews (i.e. daily progress maps), and FEMA debris reimbursement requests (by the community). For street tree risk assessments and debris estimation the street centerline layer is a minimum requirement. Obtaining this data from the community or regional planning agency is preferable to using Tiger® files from the US Census. All other layers are important, but not absolutely necessary. For park or campus risk assessments building footprint, edge of pavement, sidewalk, and other infrastructure layers can be extremely helpful and every effort should be made to obtain this information if available. When all else fails, NAIP photography from your state's GIS clearinghouse is useful (but not an exact substitute). For any GIS data obtained make certain that you get the metadata for each layer; specifically you will need the ¹⁾ projection, ²⁾ datum, and ³⁾ lineal units (i.e. meters or feet). When GIS layers are in a "geographic projection" this indicates that the spatial data is in decimal degrees (DD; i.e. Lat/Long) and datum will be the only metadata attribute needed. Other metadata (of less importance) is the source of the data and history of its development. **See "Team Leader's Guide to GIS & GPS" for details.**
6. Also develop (or review) the disaster area GIS layer that will define and prioritize UFST crew work on the incident. If the area being assessed does not have a distinguishable boundary (e.g. a park boundary), then this must be developed even if the level of accuracy is limited.
7. Unload the IT Toolbox (or equipment assembled for the incident) and get all equipment charging and running. If an IT Specialist is assigned, assist them to get a good understanding of the IT components and operation (e.g. especially network connections, Internet access, and printing). On GPS units there should be **only 1** data dictionary and all previously collected data should be deleted. Set file prefix to a unique GPS unit designation, for example R1U, R2U, etc..
8. Using the standard (or most recent) UFST data dictionary (or data collection forms), develop data collection specific to this incident and community. If using GPS units, load the data dictionary onto all units. **Important:** Field test both paper-based and GPS collection systems.

9. Using the UFST "Project Creation Checklist & Guide", create or review the incident response project for this community. For paper-based protocols this will include a filing system, and for GPS-based protocols this will include the necessary laptop PC folders for efficient handling, processing and archiving of data collected by the crews.

Team Leader – Deployment

	Date	Activity	Actions/Results	
<input type="checkbox"/>		Review items 4 - 6 of the UFEL Task Book.		1
<input type="checkbox"/>		Arrive 1-2 days before crews to meet with State Coordinator, city personnel, FEMA representatives, or... Meet with out-going Team Leader, State Coordinator, city personnel, FEMA representatives for briefing.		2
<input type="checkbox"/>		Determine/review appropriate UFST protocol(s): <ul style="list-style-type: none"> ▪ Debris estimation ▪ Risk ▪ Risk & FEMA debris ▪ Tree planting 		3
<input type="checkbox"/>		Review community objectives vis-à-vis UFST protocols.		4
<input type="checkbox"/>		Get/review GIS data (or, work with GIS Specialist): <ul style="list-style-type: none"> ▪ Street centerlines ▪ Community boundary ▪ Park boundaries ▪ NAIP Photography ▪ Building footprints ▪ Sidewalks ▪ Park amenities (i.e. Infrastructure) ▪ High resolution aerial photographs 		5
<input type="checkbox"/>		Create/review disaster area GIS layer(s): <ul style="list-style-type: none"> ▪ Review progress ▪ Establish priorities 		6
<input type="checkbox"/>		Organize and prepare equipment for crew arrival: <ul style="list-style-type: none"> ▪ Laptops ▪ GPS units <ul style="list-style-type: none"> ✓ One data dictionary (UFSTcurrent) ✓ Remove all previous data ▪ Cell phones 		7
<input type="checkbox"/>		Create/review GPS data dictionary.		8
<input type="checkbox"/>		Create/review response project file structure on laptop.		9

Committee Draft - Not for Distribution

The Team Leader "incident checklist" includes 6 activities. Not all of these will be appropriate for all incidents. This TL checklist covers initial crew briefing and daily activities:

1. The Team Leader Task Book (UFEL), items 7 - 14, function as a sub-checklist for Team Leaders once deployed with crews on-site.
2. New crews arriving to the incident should have an initial briefing that covers expectations of conduct, safety (specific to this response), introduction to the community, and a review of the PIO's Incident Summary. The objective of this briefing is to get everyone "on the same page".
3. Distribute equipment and complete equipment logs (ICS form). Conduct a refresher on data collection (with specific attention to incident modifications).
4. The "short list" of daily TL activities.
5. Keep the Coordinator and community abreast of progress, problems, and modifications to the planned incident response. If crews locate "trees of extreme risk" to the public, the community should be notified with recommendations for immediate action (i.e. restrict access or remove) that includes a recommended deadline that is risk-based and appropriate for the community's staff and the public at-risk. Team Leaders should probably reinspect each of these trees in the field and photographically document the hazard.
6. Copies of daily progress maps, reports, memos, and "extreme risk" tree lists should be posted on the UFST website to document the project. Upload photographs of crews and disaster damage as time permits. See "Incident Response and www.UFST.org".

Team Leader – Incident Activities

	Date	Activity	Actions/Results	
<input type="checkbox"/>		Review items 7- 14 of the UFEL Task Book.		1
<input type="checkbox"/>		Crew member briefing: <ul style="list-style-type: none"> ▪ Code of Conduct ▪ Safety ▪ Liability issues ▪ Community & incident orientation ▪ Review Coordinator's (PIO) incident summary ▪ Complete all ICS forms applicable 		2
<input type="checkbox"/>		Distribute and monitor equipment usage by crews. <ul style="list-style-type: none"> ▪ On-site training (refresher) 		3
<input type="checkbox"/>		Daily Activities: <ul style="list-style-type: none"> ▪ Safety ▪ Crew briefing and assignments ▪ Support crews & equipment ▪ Community liaison & PR (as PIO requests) ▪ Download data from GPS units ▪ Create shapefiles and send to GIS Specialist ▪ Create backup of all data ▪ Update progress map ▪ Debrief crews at end of day ✓ Complete ICS forms as applicable ▪ Make "blog" entries at www.UFST.org (the public "face" of UFST) 		4
<input type="checkbox"/>		Brief State Coordinator and community (as needed) <ul style="list-style-type: none"> ▪ Report progress ▪ Identify trees of extreme risk 		5
<input type="checkbox"/>		Update www.UFST.org with digital copies: <ul style="list-style-type: none"> ▪ Maps (daily progress) ▪ Reports (draft and final) ▪ Archive data to www.UFST.org ▪ Photographs 		

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The Team Leader "demobilization checklist" includes 5 activities. Not all of these will be appropriate for all incidents. This TL checklist identifies tasks for handing over TL responsibilities to an in-coming TL or when the incident **response** is completed:

1. The Team Leader Task Book (UFEL), items 15 & 16, function as a sub-checklist for Team Leaders that are demobilizing crews.
2. Account for crew equipment and update the appropriate ICS form; as authorized, sign off on crew members UFES Task Books. The TL will either brief the Coordinator and community or in-coming TLs as appropriate. Prior to shipping your state's UFST Toolbox back, replenish consumables **or arrange for that to be done when received.**
3. Update the final project report (or complete if incident response is ending).
4. Make any final update at UFST website (or do this during the week following demobilization). This should include an update to each crew member's "Response History". **Alternatively, have each crew member update their UFST contact information including "Response History".**
5. If you are the last TL on the incident, you will make a final presentation of reports and data to the community (or assist the Coordinator). This final briefing may include PR events as arranged by the PIO or community.

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Team Leader – Demobilization

	Date	Activity	Actions/Results	
<input type="checkbox"/>		Review items 15 - 16 of the UFEL Task Book.		1
<input type="checkbox"/>		Final Team Leader debriefing: <ul style="list-style-type: none"> ▪ Process equipment returns (ICS log) ▪ Sign UFES Task Books for crews ✓ Update crew "Response History" at www.UFST.org ▪ Debrief State Coordinator and community ▪ Brief in-coming Team Leader ▪ Pass along "Incident Project" notebook with copies of all checklists, daily project maps, and interim reports ▪ Replenish "Toolbox" 		2
<input type="checkbox"/>		Update project (in-progress) report.		3
<input type="checkbox"/>		Make final www.UFST.org updates/additions <ul style="list-style-type: none"> ▪ Data ▪ Report ▪ Maps 		4
<input type="checkbox"/>		Final presentation to State Coordinator and community (if last team).		5

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Other Related UFST Documents:

- ✓ UFST Code of Conduct
- ✓ Glossary of Terms for UFST
- ✓ Priority of Response

UFST Toolboxes:

- ✓ UFST Team Toolbox Content
- ✓ Regional IT Toolbox

UFST Technical Guides & Specifications:

- ✓ Description of Modified Williamsburg Data Dictionaries
- ✓ Project Creation Checklist and Guide
- ✓ Team Leader's Guide to GIS & GPS
- ✓ Incident Response and www.UFST.org

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