

FT. SMITH MOBILIZATION CENTER

OPERATING PLAN

Monday October 20, 2008

INTRODUCTION

A. Purpose

The purpose for establishing the "Ft Smith Mobilization Center" is to provide logistical support services to the Southern Region for mobilizing, staging and demobilization of crews, overhead and other resources for incident support. Crews, overhead and other resources from a five state area including Arkansas, Oklahoma, Texas, Mississippi and Louisiana can be mobilized to any incident through the Ft. Smith Mobilization Center. Incident support can be at local, regional, or national levels and include multi-agency involvement. This Guide is designed to provide a coordinated, preplanned framework for the activation, support and management of all Ft Smith Mobilization Center activities.

This Guide describes two levels of activation, with each level dependent upon the occurring incident activity:

LEVEL 1: Short-term activation, usually 48 hours or less. This usually involves short-term housing of crew modules mobilizing/demobilizing to/from Western and other Southern Area incidents.

LEVEL 2: An extended operation involving the mobilization/demobilization and staging for crews, overhead teams, miscellaneous overhead, and equipment to support local and/or other Southern Area incidents. A Level 1 operation may also be needed to support extended crew mobilizations to Western incidents

B. Operational Objectives

- To provide for maximum efficiency in receiving, processing, staging and mobilizing of emergency resources.
- To provide for minimum impact on "AOICC" Coordination Center operations and the local ("Ft Smith") community private sector.
- To provide for safety, care and welfare of all personnel.
- To insure all outgoing or incoming crews are briefed on local and national situations and safety concerns.

II. ACTIVATION REQUIREMENTS

A. Activation

The Ft Smith Mobilization Center may be activated by the SACC Coordinator, through the Arkansas/Oklahoma Interagency Coordination Center (AOICC), during periods of intense or anticipated fire activity at the regional/national level. The mobilization center may also be activated by the AOICC to support local activity.

1. SACC Coordinator Responsibilities

When SACC Coordinator requests activation of the Ft Smith Mobilization Center, he/she will provide the AOICC Coordination Center with a copy of the resource order showing:

- a. The needed date and time for the mobilization center to be functional (a minimum of 4 to 6 hours will be needed for set up).
- b. The number and types of resources being sent to the mobilization center.
- c. The anticipated length of time for the mobilization center to be operative (which will determine whether Level 1 or 2 operations will be needed).
- a. The hours that crews/resources are to be on ordered standby (minimum of 8 hrs. is guaranteed).
- e. A fund code (P-code) to charge mobilization center operations to.

2. AOICC Coordination Center Responsibilities

After being notified that the mobilization center is to be activated, the "AOICC" Coordination Center will:

- a. Identify/notify the Mobilization Center Coordinator, and notify him/her of the date/time and level of activation, and discuss staffing needs.
- b. Unless already established, arrange procurement of telephone service with the mobilization center (mobile phones may be sufficient in Level 1 operations).
- c. Order and/or arrange delivery of tools, radios and PPE (or cache van, etc.) if needed.

A fund code (P-code) to charge mobilization center operations to if initiated on a local level.

3. Mobilization Center Coordinator/STAM

After the Mobilization Center has been notified, they will take appropriate steps indicated as follows:

- a. Secure the mobilization facility to be used (see section II-B below).
- b. Order/contact other mobilization personnel and relay the reporting date/time/location.

- c. Order and/or arrange delivery of “start-up” equipment and supplies, as well as other services needed (portable toilets, garbage pick-up, computers, etc.)

B. Location and Layout

The Ft Smith Mobilization Center is usually established at one of the following locations, which are near the Ft Smith Regional Airport. Contact information is as follows:

| Location | Address | Contact(s) | Phone #(s) |
|---------------------------------|---|------------------------|---------------------|
| <i>Ramada</i> | <i>5103 Towson Ave. Ft. Smith, AR 72901</i> | <i>Margaret Mickle</i> | <i>479-646-2931</i> |
| <i>Holiday Inn/Civic Center</i> | <i>700 Rogers Ave. Ft. Smith, AR 72901</i> | <i>Suzanne Jones</i> | <i>479-783-1000</i> |

A map and layout of the “Ft Smith” Mobilization Center and the airport are in the Appendix.

C. Staffing and Organization

The Ft Smith Mobilization Center will be managed by a THSP- Mobilization Center Coordinator Mgr., who, in conjunction with the AOICC Center Manager, will determine the organizational structure needed. The staffing requirements are dependent upon the level of operation (Level 1 or 2), the complexity of resources (out-of-region, ground versus air transport needs, etc.), and the level of initial attack and local activity occurring. The primary objective is to establish a staff, which can support a service-oriented atmosphere that facilitates the safe, orderly, and efficient processing of resources.

Mobilization Teams will be identified and will assemble to coordinate the mobilizations and demobilizations. Personnel identified as members of teams will be considered **ASSIGNED** while the team is up. These persons will not be available for other assignments unless alternates have been identified and advanced clearance obtained from the Mobilization Center Manager.

Position descriptions and examples of organization charts for each level are included in the Appendix. As with any ICS organization, staffing needs will be adjusted as the mobilization/staging activity changes. The following positions/functions will be needed for both Level 1 and Level 2 operations, **Both levels will operate under a Controlled Camp situation.**

- **THSP-Mobilization Center Coordinator** – Responsible for Mobilization Center operations. Coordinates mobilization activity with the AOICC Center Manager for resources staged on regional/national orders and locally assigned resources. He/she will maintain active communication with AOICC Center Manager and the SACC Coordinator to assure that the priorities and direction of the Southern Area or AOICC Center Mgr.

- **STAM** – Will work directly for the **Mobilization Center Coordinator**, Responsible for getting THSP's, Drivers, Safety Officers, and other personnel as needed according to the support level needed.
- **Safety Officer** – Minimum of one **SOF2** for Level 2 operations, **SOF3** for Level 1 operations. Responsible for providing crew/personnel briefings and ensuring safe mobilization center operations as needed.
- **EDSD** – A full Expanded Dispatch organization is not usually necessary. One EDSD person may be able to process all orders and provide for documentation. This function may also be handled by "AOICC" Coordination Center.
- **Check-in** – At least one **SCKN** needed. Responsibilities may also be covered by the STAM or PTRC as needed.
- **Facilities** – A **FACL** is needed for Level 2 operations. Coordinates lodging and feeding arrangements with purchasing agents. **Security** personnel, **BCMG**, **medical** personnel, and **camp crews** may also be required and should be ordered as needed. In Level 2 operations, this function may be filled by a single **purchasing agent**.
- **Ground Support** – A **GSUL** is needed in Level 1 or 2 operations to coordinate all ground transportation and support needs, including bus/equipment inspections, management of the bus drivers, and, in some cases, equipment time recording. At least one **EQPM** and/or **EQPI**, an **EQTR**, and several **drivers** (with pickups/vans) are usually needed in Level 2 operations. In Level 1 operations, a single EQPM may be adequate as needed.
- **Supplies** – In Level 2 operations, a cache of tools, equipment, and **PPE** will be needed to outfit fire-going resources. Generally, this will necessitate an order to SACC for a cache van (NFES 7010) located at Greenbrier, AR. A **SPUL** and some "camp" help (**THSP**) will be needed to manage this. An **ORDM** and **RCDM** may also be needed. A **CDSP** may be needed to supervise the reloading of cache vans for demob. A **COMT** may be needed to program radios. A **THSP** may be needed to refurbish tools brought back to the mobilization center. In Level 1 operations, a small cache of PPE may be all that is necessary to ensure that all firefighters are mobilized with the required PPE.
- **Finance/Administration** – At a minimum, someone with purchasing authority and a PTRC will be needed. Other positions that may be needed include PROC, TIME, COST, EQTR, and COMP as needed
- **Airport Operations** – A **FWBM** and **RAMP** will be ordered, contingent on level of activity and coverage as needed. In Level 1 operations, a single **RAMP** may be sufficient. At least two **THSPs** will be needed to weigh and manifest crews. At least one needs to be proficient with laptop computers and Microsoft Word and Excel programs.
- **Other** – If mobilization operations begin attracting media interest, an **Information Officer** should be ordered. Level 2 operations should have a **HRSP** on site or readily available when large numbers of personnel are being staged. Also, USFS regulations require that a USFS **Union Rep** be notified anytime there are over 300 USFS employees housed at an incident.

Some positions may only need to be filled on a temporary and/or infrequent basis, and personnel within commuting distance should be utilized whenever possible. Also, one person may be able to fulfill more than one position (e.g. FACL and SPUL). In order to maintain continuity and resource tracking during Level 2 operations, it is important to minimize changes of personnel in certain key positions. Key positions at this level include: the Technical Specialist Mobilization Center Coordinator, Ramp Manager, and the Support Dispatcher.

Mobilization Center “Start-Up” Equipment and Supplies

Upon activation, the following "start up" equipment and supplies are to be available and/or delivered to the Ft Smith Mobilization Center:

- Copy machine.
- 3-Lap-top computers with ROSS and I-Suite capability, power supply and printers.
- Fax machine.
- Charts (1 paper & 2 dry erase) with paper and markers.
- Telephones to be activated at the Mobilization Center. The Mobilization Center Coordinator or SO Procurement will fill this order after determining the need.
- Safety briefing materials, including practice fire shelters, pocket cards, TV-VCR, safety videos, etc.
- Copies of all resource orders processed by AOICC Dispatch will be provided to the Mobilization Center Coordinator upon arrival.
- Scales for weighing personnel and gear.
- Misc. office supplies, resource orders

Logistical Support will be given by the AOICC Center Mgr.

Meals

All personnel should be fed and provided a sack lunch (double if requested) before being mobilized to an incident or demobed as needed for travel. Meals are to be provided by local vendors utilizing meal agreements.

As the number of resources in the Ft Smith Mobilization Center, historically, has fluctuated throughout the days and weeks of staging it is recommended that a National Caterer not be utilized.

Transportation and Parking

All air transportation will be coordinated by the AOICC in conjunction with SACC. Ground transport will be coordinated by the Mob Ctr. Coord., GSUL, or designee.

All crew/miscellaneous overhead vehicles left at the Ft Smith Mobilization Center will be parked at a pre-determined location by the Mob Ctr. Coord.

Lodging

Generally, the Ramada Inn at Townsend or the Holiday Inn-Civic Center and local motels will be utilized for lodging of resources. All arrangements for motel rooms will be made by the Mob Ctr. Coord. Or FACL/BCMG through a Purchasing Agent as needed.

Medical Services

Any need for medical services involving more than onsite first aid will be arranged by the Medical Unit and/or the AOICC. The Sparks Regional Medical Center, located at 1311 South I St, Ft Smith 479-441-5011 (emergency room), will be utilized for medical services. For colds or sore throats, etc, a walk-in facility will be utilized at the mall on Rogers Ave or other such places.

The Mobilization Center Coordinator, STAM, and/or the Medical Unit will ensure that the proper paperwork is completed.

PPE, Tools, and Cache Supplies

The Mobilization Center Coordinator will assess any personnel/crew equipment needs. All personnel departing for incidents will be equipped with necessary PPE. Crews mobilized to incidents via ground transportation will be supplied with tools as well, **unless prior arrangements have been made with the receiving unit/incident.**

Crews mobilized via aircraft will NOT be sent with fire tools, fuses, or gas cans. The exception may be with Type 1 Crews, who may have their own tools and saws. The airline and/or the pilot may NOT allow saws on the plane, and arrangements may need to be made to have them shipped by air freight.

The Travel Safety Advisory web site @ <http://www.tsa.gov> lists current information on prohibited and permitted items through the *Travelers and Consumers* link.

If a hazardous material (i.e., argon) is requested for air transport, an individual holding a current *Transportation of Hazardous Material* certificate will need to be ordered to package the material. Usually the Southern Area Fire Cache can accommodate this need.

Restrooms

Restrooms are located in the main lobby of the Ramada Inn and the Holiday Inn-Civic Center, along with facilities for washing hands. Restrooms located in other (airport, armory, etc.) buildings are off limits. Portable toilet services are available from one of the following vendors: (Johnny on the Spot) 479-478-1999 (Pruitt's Portable Toilets) 1-800-775-0071 or (Quik-Jon Inc.) 479-782-8937.

Garbage Services

Garbage services are available through the City of Ft Smith Sanitation Department at 479-784-2350. Separate bins for recyclable items (cans, bottles, paper, etc.) should also be made available as appropriate.

GENERAL OPERATING PROCEDURES

Resource Ordering

Mobilization Center Support Orders

All resources and services ordered for support of the Ft Smith Mobilization Center (meals, vehicles, overhead, etc.) will be ordered on a Resource Order and processed at the mobilization center, which will then place them with the procurement unit or the AOICC.

Orders for Resources Staged at the Mobilization Center

All orders for Overhead staged and Services used at the Ft Smith "Mobilization Center will be processed through The EDSD on site at the MOB Center. This includes all resources staged there on a GA-SAC order. All Resource Orders will follow established dispatch procedures.

Check-in

"Check-in" for the Ft Smith Mobilization Center will be located at Ramada Inn on Townsend or the Holiday Inn/Civic Center on Rogers AVE. All resources being mobilized will check in upon

arrival. Red cards and photo I.D.s will be checked and qualifications verified at time of weigh in. Crews will be checked in by the CRWB/CREP. Individual firefighters arriving to meet their crew will check in and wait for the rest of their crew to arrive. A PPE form will be given to the crewboss and he will sign that his crew has all their fire equipment and safety gear.

Safety Briefings

Safety Stations (overseen by STAM or SOF2)

All firefighting personnel being sent to “local” fires will receive a safety briefing prior to being mobilized. Safety briefings will be coordinated by the STAM or the safety officer as needed, and will include:

- Current fire situation
- Expected fire behavior
- Weather forecasts
- Local fuel types and fuel conditions
- Local hazards (bug kill, dead trees, mine shafts, etc)
- Turn-down protocols
- Local tactics
- Radio use
- Work/rest guidelines
- Local Pocket Cards
- Snags and Hazardous Tree Awareness

Briefing packets with the above information will be given to crew bosses, who, in turn, will be responsible for briefing their crews.

Safety briefings will also be given to crews being mobilized out of the area (e.g. western fires). They should include the same topics listed above to the extent possible with available information.

Crew Inspection Stations

When mobilizing multiple crews, *Safety Stations* could be set up to expedite the process of crew briefing, inspection, and manifesting.

Crew Boss Briefing – Concerns, experience levels, Red Card review, contacts list, Ft Smith Mobilization Center ground rules, meals, lodging, etc.

Fire Shelter – Practice deployment, inspect crew’s shelters for recalls and tab pulls

PPE Inspection – conducted by CRWB

Refresher of Standards for Survival – Review LCES/10&18, turn down protocols

Timekeeping – Start and/or turn in FTRs upon arrival or daily by 3:pm if staged more than one day.

Manifesting – weighing, error checking, check personal gear for packing compliance, have crew boss sign “Jet Charter Release” form (in Appendix)

Safety briefing of conditions at incident(s)

Mobilization

Air Transportation – Charter

All aircraft involved in crew or overhead transportation will utilize TAC AIR Facility located @ Ft Smith Regional Airport.

Crews need to be ready to load (RTL) at least one hour prior to the expected arrival of the aircraft.

Dispatch will notify the FWBM (or RAMP) of all scheduled aircraft arrivals as well as provide the flight plan and manifest for each aircraft to the Mob Ctr Coord along with the FWBM or RAMP Mgr..

The FWBM (or RAMP) will notify Hot Springs Dispatch of the actual arrival and departure times of all aircraft, estimated times of arrival at subsequent destinations, and any changes in manifests.

Crews will load gear and board the aircraft under the direction of the RAMP (NOTE: The NIFC contract jet often comes with a load master, who will supervise this process). The RAMP or LOAD will supply the pilot with crew manifests and jet release forms.

All RAMP personnel will be put through the security training by the airport commission before entering any gate at the Ft Smith Air Port and work directly for the. Mobilization Center Coordinator

All entries into the airport for contract planes will be through gate #31 unless TAC provides escorted access through another gate or express permission is given by the Airport Director or his authorized personnel.

See attached letter from the Ft Smith Regional Airport.

Air Transportation – Commercial

Individuals traveling by commercial aircraft need to be at the airport a minimum of two hours prior to the scheduled departure. Crews should there two hours before their flight. This allows time for baggage inspections, etc.

Firefighter traveling by commercial aircraft need to be extra careful not to have pocket knives, leatherman tools, etc. in their pockets or carry-on bags. As with charter flights, ensure that firefighters do not have fusees, or gas (sig) bottles in their gear. Boxes of "strike anywhere" matches are also prohibited.

The Travel Safety Advisory web site @ (* HYPERLINK "<http://www.tsa.gov>" **<http://www.tsa.gov>*) lists current information on prohibited and permitted items through the "Travelers and Consumers" link.

When scheduling flights for crews, it is not always possible to get the entire crew on the same flight. If the crew must be split and flown on separate flights, at least one of the crew's overhead (CRWB, CREP, FFT1) should be included with each group.

Ground Transportation

Crews mobilized to fires should be transported in crew carriers or vans, and will be sent with lunches and tools (unless otherwise arranged with the receiving unit/incident).

Coaches should be used only when sending crews home, or when they will be traveling long distances (and the receiving unit has crew carriers/vans available).

Ground support will ensure that all drivers comply with the work/rest guidelines:

When dispatched or assigned to emergency situations the following driver restrictions apply to the first day:

- Personnel assigned as full time drivers of trucks (including pickups) and passenger-carrying vehicles are limited regarding time worked. The Federal Motor Carrier Safety Regulations, part 395.3 and State laws restrict those drivers whose assignment requires a commercial driver's license (CDL) to 10 hours driving time in a 15 hour duty day with 8 hours off between shifts.
- Drivers whose duty period is not limited by law may not exceed 10 hours driving time in a 16 hour duty day with 8 hours off between shifts
- Duty includes driving time, ground duty of any kind, and standby or alert status at any location.
- Driving associated with an emergency situation after the initial 24 hour period will be in compliance with Forest Service Safety Code Handbook, FSH 6709.11 which limits shifts to 12 hours of which no more than 8 hours will be actual driving time. Reference IIBMH 12.7-1 for further direction.

Check-Out/Demobilization

Crew boss will consolidate all FTRs and take to the PTRC or TIME for close out and brief audit.

Crew boss will check in any accountable property.

If traveling home, verify that travel time will not exceed maximum hours for the day and be home by 2200hrs.

Equipment

Operator will check in any accountable property.

Operator will have all shift tickets and damage disclaimer forms signed and take to EQTR for closeout.

If traveling home, verify that travel time will not exceed maximum hours for the day.

Overhead

Overhead will check in any accountable property and radios assigned.

Turn in final FTR and travel claims to PTRC OR TIME for processing

Coordinate any travel or flight needs with the STAM for local and out of area resources.

Miscellaneous Info (to be included with personnel briefings)

The following locations are "OFF LIMITS" to staged personnel:

- Motel Lounges
- And /or any place selling alcohol products

The Ft Smith Mobilization Center Office will normally be established on the second floor of the Ramada Inn on Towson or the Belle Starr Room at the Holiday Inn City Center. Access is limited to Crew Supervisors, Crew Representatives and Agency Liaisons, miscellaneous overhead, and drivers.

Duty Hours

The duty hours are 0900 – 1730.

Time spent in a mobilization or demobilization center, or other general area, including incident base, where the individual can rest, eat, or, to a limited degree, pursue activities of a personal nature is not compensable as ordered standby .

Such time is compensable only to the extent needed to complete the guaranteed hours (8, 9, or 10) for that calendar day. No pay authority exists to guarantee individuals more than their base hours. Incident Commanders or Agency Administrators do not have the authority to guarantee more than base hours .

∇

Activities away from the Ft Smith Mobilization Center are to be accomplished as a crew.

Miscellaneous overhead and crew bosses and/or crew reps in staging should be available by cell phone, pager.

For safety reasons, all personnel are to stay away from crossing Towson Ave.

1. The Ft Smith Mobilization Center staff or the Hot Springs Dispatch office will arrange meals. Schedules will be posted at Ft Smith Mob Center Office.
2. Upon arrival at the Ft Smith Mobilization Center, Crew Bosses/Reps should provide any fire tool or supply orders to the Mob/Staging Area Unit Leader or Base Camp Manager.
- 3- Fuel for rigs is the responsibility of the drivers and can be obtained at local service stations. The nearest service stations are located south of the Ramada on Towson Ave and east of the Holiday Inn Civic / Center on Rogers Ave.

∇ Interagency Incident Business Management Handbook 2 Chapter 10, Section 12.4

D. Rules of Conduct

(to be included with personnel briefings)

The following list of rules is necessary to insure this incident is managed in the safest most efficient and effective manner possible. Adherence to these rules is a requirement and helps provide the best possible work and living environment for personnel involved. Violation of any of these rules may result in the immediate removal of the individual or entire crew from the incident, and the circumstances will be reported to their home unit, which may include disciplinary action. All employees have the responsibility to see these rules are followed, either by direct personal action or by reporting to higher authority. These rules apply while employees are in any kind of duty or travel status, on the government premises, and assigned to the incident.

1. You must follow your supervisor's directions at all times unless they are clearly illegal, immoral, or constitute imminent danger to your life.
2. You are to be mentally and physically prepared to perform your assigned work.
3. You must not use or authorize the use of Government-owned or leased vehicles, equipment, material, or property for other than official purposes.
4. Your use and/or possession or distribution of illegal drugs and/or use of intoxicating beverages is strictly prohibited. Intoxicating beverages and illegal drugs are strictly enforced on government owned/controlled premises and equipment.
5. Sexual acts which are offensive to co-workers, disruptive to operations, or which violate any law are prohibited.
6. Service schedules such as showers and meals will be adhered to and joint (male/female) showering is prohibited.
7. All supervisory personnel are responsible for the conduct and performance of all personnel under their direct supervision.
8. Discrimination against or harassment of any person on the grounds of "race, color, national origin, religion, sex, age, marital status, physical or mental handicap, or political affiliation is strictly prohibited."

JET CHARTER RELEASE

| | | |
|-----------------------------------|-------|----------------------|
| DOD - BLM/USFS - SPECIAL CHARTERS | | |
| FLIGHT # | A/C # | TOTAL PAX |
| POINT OF DEPARTURE | | POINT OF DESTINATION |

I CERTIFY THAT NO UNAUTHORIZED WEAPONS/AMMUNITION/EXPLOSIVE DEVICES, OR OTHER PROHIBITED ITEMS ARE IN THE POSSESSION OF THOSE PERSONNEL FROM WHOM I AM THE DESIGNATED MANIFESTING REPRESENTATIVE OR GROUP LEADER, AND THAT THEIR AUTHORIZED WEAPONS HAVE BEEN CLEARED.

| | | | |
|----------------|--------------------------------|-------------|-----------|
| DATE | PRINTED NAME (Last, First, MI) | TITLE | SIGNATURE |
| OFFICE ADDRESS | | TELEPHONE # | |

MOBILIZATION CENTER COORDINATOR / MANAGER

(See attached Job Description)

Experience:

- A. Satisfactory performance as a single resource or crewmember
- B. Knowledge of Mobilization procedures and Fire Business Management
- C. Participate in Regional and Local conference calls
 - a. Training: Recommended
- D. Basic Incident Command System (I-200)
- E. Staging Area Manager (I-236)
 - a. Dispatch Recorder (D-110)
 - b. Facilities Unit Leader
 - c. Ground Support Unit Leader

Duties:

- Obtain briefing from AOICC Center Manager
- Proceed to Mob Center/Staging Area (list location)
- Establish Mob Center/Staging Area layout if not previously done
- Provide for STAM, RAMP, SECURITY, EDSO, GSUL

STAM DUTIES

1. PROVIDE FOR PTRC, SOF, DRIVERS, ALL SUPPORT PERSONAL OTHER THAN MENTIONED IN THE DUTIES OF MOBILIZATION CENTER COORDINATOR / MANAGER

- a. Post areas for identification and traffic control.
- b. Request maintenance service for equipment as appropriate.
- c. Obtain and issue receipts for radio equipment and other supplies distributed and received.
- d. Report resource status changes as required and conduct personnel weigh in as needed.
- e. Maintain Mobilization/Staging Area in orderly condition.
- f. Demobilize Mobilization/Staging Area in accordance with incident demobilization plan.
- g. Maintain Unit Log (ICS 214) OR other forms needed.
- h. Be responsible for the safety, care and well being of all personnel assigned to the Mobilization/Staging Area.
- i. Organize and anticipate need for, and assignment of, work to functional assistants and coordinate with the MOBILIZATION CENTER COORDINATOR / MANAGER.
- j. Check with AOICC Coordination Center for any project work available for long-term staging.
- k. Participate in Regional and Local conference calls.
- l. Provide Daily crew status reports to MOBILIZATION CENTER COORDINATOR / MANAGER.
- m. Provide close out package at end of mobilization period to AOICC Coordination Center Manager.

Center Manager's Signature Block

Arkansas

Randy Nichols

Louisiana

Sheryl Roach

Mississippi

Herman Hall

Oklahoma

Randy Nichols

Texas

Cynthia Foster