

## ***Great Basin Geographic Area Incident Management Team Principles***

### **Mission Statement of Incident Management Teams:**

The mission of the type 1 and type 2 incident management teams in the Great Basin Geographic Area is to provide the Agency Administrators a pool of organized, highly skilled and qualified personnel to respond to emergency incidents within the geographic area. Fire fighter and public safety must be the first priority.

### **Safety:**

1. **The Great Basin Coordinating Group and Agency Administrators are committed to *Zero Tolerance* of carelessness and unsafe actions.**
2. The commitment to and accountability for safety is a joint responsibility of all firefighters, IMT members, and agency administrators.
3. **The Delegation of Authority, all Incident Action Plans, the Wildland Fire Situation Analysis, Wildland Fire Implementation Plan and related activities must reflect this safety commitment.**
4. Individuals must be personally committed and responsible for their own performance and accountability.
5. The Incident Commander shall ensure that safety factors are covered with incident personnel at all operational briefings, that safety briefings are occurring throughout the incident organization, and that safe acts are implemented.
6. The identification and location of escape routes and safety zones must be stressed. The Incident Management Team will use Standard Fire Orders, Watch Out Situations, and ICS 215-A (L.C.E.S.) for guidance at strategy meetings, during briefings and when developing the incident action plan, safety message, and medical plan.
7. Incident Management Teams will ensure all personnel assigned to them are equipped with, and use all required personal protective equipment.
8. Incident Management Teams will physically inspect the red card to verify qualifications of all personnel prior to operational assignment. **Only fully qualified individuals, with those qualifications documented on their “Red Card” will be assigned.** This requirement should be met at the time of check-in as resources arrive.
9. **All teams assigned in the Great Basin will brief the Agency Administrator at least daily with emphasis on accidents, incidents, injuries, or safety concerns.** The Agency Administrator must be notified immediately if any serious accident, injury or fatality occurs.

## Team Oversight

1. Oversight and management of the Great Basin Geographic Area Incident Management Team programs are provided by agency staff (NPS, USFS, BLM, BIA, IDL, NDF, USL, FWS) from the respective zone, area, state and regional offices which form the Great Basin Coordinating Group. Incident management teams activities and availability listing are coordinated through the Eastern Great Basin and Western Great Basin Coordination Centers.
2. To assist in evaluation of team performance, following an assignment and no later than November 15 each year, Incident Commanders will provide the following records for each assignment to the Great Basin Coordinating Group Chairperson :
  - a) Narrative of actions on fires during period of assignment, including daily and cumulative cost summaries.
  - b) Evaluation by Agency Administrator
  - c) Availability lists of all primary team members and justifications for failure of team members to fill positions during team assignments.
3. Incident Commanders will meet with the Great Basin Coordinating Group following the fire season to review performance and identify problems for management solution. Reviewing incident documents will assist in identifying needs within teams, support structures, agency organizations, and will contribute to future improvements in the program.
4. Team meetings will be held in the spring prior to each fire season to orient team members and to develop standard operating procedures. Agency Administrators are encouraged to attend the spring Incident Management Team meeting and/or communicate their concerns and questions through their agencies representative on the GBCG. (see appendix for GBCG member list)

## Agency Administrator's Responsibilities to Incident Management Teams

1. Conduct initial briefing following a well prepared briefing guide so that incident objectives and concerns are understood by the IMT and you understand the IMT's expectations and concerns. **Define roles in the management of the fire.**
2. Complete and approve a Delegation of Authority. The transfer of authority for suppression actions on a fire is done through a written delegation of authority from the agency administrator to the incident commander. This procedure facilitates the transition between incident management levels.

An IMT may manage suppression actions on a fire only after receiving a signed

delegation of authority from the agency administrator. The delegation of authority is a part of the briefing package provided to the incoming IMT and must contain both the delegation of authority and specific limitations to that authority. **It is very important to include specific, measurable objectives to be accomplished by the IMT. Clear and concise objectives will provide both the IMT and agency administrator a means for continual evaluation and adjustments if needed as the incident progresses.**

3. Assign Resource Advisor(s) to IMT.
4. Define public information responsibilities and delegations so that all parties understand their roles. Provide a local liaison or establish standards for IMT liaison with local communities. Assure that all appropriate public, media, and government contacts are made and lines of communications are established and maintained.
5. Assure that general employee briefings occur to provide situational awareness to those not directly involved with the incident.
6. Utilize the capabilities of the IMT to support the local information officer, but remain involved.
7. Assure that you, your primary staff, and your resource advisor(s) receive briefings on the fire situation in enough detail to meet your needs.
8. Consider the realities of today's suppression costs. A comparison between initial investments and long-term benefits should be made, and the political and economic considerations which may be affected by the fire now and in the foreseeable future.
9. Set clear and measurable standards for safety. Highlight known hazards of the area. You may require a safety analysis on the tactical alternatives.
10. Assign clear responsibilities for additional initial attack action responses assigned to IMT's.
11. Assure that local agency management and staff are briefed regularly on fire status and appropriate issues.
12. Assure that the IMT addresses the fire training needs of the host unit.
13. Assure that rehabilitation of all effects of fire suppression activities are addressed by the IMT prior to release.
14. Assure that all fiscal matters are resolved to your satisfaction prior to release of the IMT.
15. Assure a written re-Delegation of Authority is completed prior to release of the IMT.

16. Provide separate written evaluation to the Incident Commanders and IMT members covering performance. Forward copies through the accepted agency channels.
17. Ensure you receive a copy of the Incident Commanders written narrative.

**There should be two briefings for the incoming team.** The first briefing should be by the agency administrator at a site away from the incident. The second briefing should be by the current incident commander at the incident command post. The time needed for transition will depend on the complexity of the incident, the expertise of the existing team, and/or other issues. The WFSA, WFIP and delegation of authority should be completed prior to the first briefing.

The Agency Administrator briefing should take place as soon as the incoming team is completely assembled. The agency administrator (or designated representative) should provide, at a minimum, the following information to the team:

- A written overview with the following information:
  - < Name and number of incident.
  - < Approximate size, location, jurisdictions and land status.
  - < Name of the current incident commander.
  - < General weather conditions at the incident site.
  - < Behavior of fire.
  - < Fuel types.
  - < Current tactics.
  - < Incident command post and base locations.
  - < Other strategies, resources and tactics which might have an impact on the incident.
- Signed delegation of authority to the incoming incident commander.
- Local participation in the team organization by resource and agency representatives.
- Information about existing or anticipated unified command organization (if any).
- Names and skills of technical specialists assigned to the incident.
- Unit fire policy.
- Concerns about resource values, improvements, wilderness and roadless areas, cultural resources, rare and endangered species, rehabilitation requirements, etc.
- Priorities for control.
- News media procedures.
- Political considerations.

- Agreements in effect.
- Other agencies already on the incident, agency representatives.
- Desired date and time when team transition will occur.
- Safety issues:
  - < Accidents to date.
  - < Status of accident reports.
  - < Areas with existing or potential hazardous materials.
  - < Investigation of ignition point and direction on needed follow-up.
  - < Hazards (aviation, power lines, underground gas lines, etc.)
  - < Name of local and state safety manager
- Operations and Planning (Considered in incident commander briefing):
  - < Strategy
  - < Tactics
  - < Local unusual fire behavior and fire history in the vicinity of the incident.
  - < Pre-attack plans available to the team.
  - < Incident Status Summary (ICS-209) reporting requirements.
  - < Copy of the current ICS-209.
  - < Status of current team.
  - < Status of local agency personnel.
  - < Agency capabilities for team operation support.
  - < Agency rest and rotation policies.
  - < Agency rehabilitation policies.
  - < Agency demobilization concerns.
  - < Other large incidents
- Logistics:
  - < Transportation routes.
  - < Ordering system to be used.
  - < Procurement unit in place or ordered.
  - < Incident feeding procedures.
  - < Available sleeping facilities.
  - < Local medical facilities.
  - < Nearest burn treatment center.
  - < Contacts with local law enforcement agencies.
- Finance/Administration:
  - < Fiscal limitations and constraints.
  - < Any cost-sharing arrangements affecting the incident.
  - < Contracting officer assigned.
  - < Potential for claims.
  - < Comptroller assigned.

## **Personnel Management**

### Qualifications:

- Agency Administrators are responsible for ensuring that agency employees meet or exceed agency qualification standards for positions that employees are filling on geographic area Incident Management Teams or any incident assignment.
- Incident Commanders are responsible for verifying team member qualifications.

### Work/Rest Guidelines:

- Agency Administrators are responsible to insure that IMTs comply with established work/rest guidelines when assigned to their units.
- Incident Commanders are responsible to track work assignment length and adhere to established work/rest guidelines.
- Guidelines for work/rest assignment length can be found in the Great Basin Mobilization Guide and the NWCG Interagency Incident Business Management Handbook 2.

### Financial Management

- Incident Commanders and Agency Administrators are responsible to ensure that incident finance management is consistent with the NWCG Interagency Incident Business Management Handbook 2.

### Team Configuration

- Agency Administrators are responsible for determining whether to order teams configured either long or short based on incident complexity. This determination must be made based on Management objectives, safety, cost, etc. and should be discussed with the incoming IC, if practical.
- Incident Commanders are responsible to honor team configuration requests and fill orders as requested.

### Logistical Support

- Agency Administrators and Incident Commanders will ensure that pre-orders are consistent with the complexity and expected duration of incidents.
- Incident Commanders are responsible for negotiating pre-orders with the hosting agency administrator when the call-up involves special circumstances other than full control actions on wildland fire.

### Mobilization/Demobilization

- Agency Administrators and Incident Commanders will ensure that all procedures outlined in the Great Basin Mobilization Guide are followed.

### Incident Complexity Analysis

- Agency Administrators and Incident Commanders will ensure that incident complexity is analyzed and updated in accordance with hosting agency policy and documented in the fire package.

### Wildland Fire Implementation Plan

- Agency Administrators shall ensure that a WFIP is completed when the hosting agency has completed planning to the degree where wildland fire can be used for resource benefit prior to the arrival of an Incident Management Team. The WFIP should be completed to the stage level based on the complexity of the fire. Incident Commanders and Agency Administrators are responsible for re-validation of WFIP's.

### Wildland Fire Situation Analysis

- Agency Administrators shall ensure that a WFSA is completed any time an incident escapes initial attack and prior to the arrival of an Incident Management Team. Incident Commanders and Agency Administrators are responsible for daily re-validation of WFSA's.

### **Closeout and Review**

The agency administrator must complete a written evaluation of the IMT. This evaluation completion date should be agreed upon between the Agency Administrator and Incident Commander based on the hosting agencies' requirements..

The delegation of authority, wildland fire situation analysis, wildland fire implementation plan and agency administrator's direction shall serve as the primary standards against which the IMT is evaluated.

Each team will adhere to the 10 Standard Fire fighting Orders and utilize the guidance provided by the 18 Situations that Shout Watch-Out. Strict compliance to these codes is required, there is no compromise. This will be specifically documented in the evaluation.

All planning will include the ICS-215 (A) process and all derived mitigation measures will be integrated and implemented into all actions. All personnel will be fully briefed on the mitigation measures developed. This will be specifically documented in the agency administrator/incident commanders evaluation. The agency administrator will provide a copy of the evaluation to the incident commander, and to their respective representative on the Great Basin Coordinating

Group.

Factors to consider in a written evaluation of an IMT are:

- Compliance with delegation of authority.
- Compliance with wildland fire situation analysis or wildland fire implementation plan.
- Compliance with agency administrator directions.
- Orderly transition; local unit to team/team to local unit.
- Human resource management.
- Personnel safety records.
- Financial performance compared to WFSA predictions.
- Accountability and control of property.
- Documentation of fire costs.
- Completeness of claims investigations/documentation.
- Media relations.
- Interaction with cooperative agencies/office staff/neighbors.
- Effectiveness of suppression damage rehabilitation.
- Orderly demobilization.
- Completeness of final fire package.

### **Interagency Incident Team Evaluation**

This form serves as documentation for the agency administrator on IMT performance. The evaluation looks at how the IMT managed the incident. The form provides an opportunity to evaluate with a simple yes or no, however the GBCG requires that a narrative statement accompany each section.

The Incident Commander is responsible for ensuring that the evaluation is completed and reviewed with the Agency Administrator. This evaluation should be scheduled for a time when the full benefit of all pertinent information concerning the incident can be analyzed.

The Incident Commander will provide the completed evaluation to the GBCG Chair within 14 days of receipt or by November 15, depending on seasonal activity.

Team IC:		Type:	
Incident		Fire #:	
1	Did the Team accomplish the objectives described in the Wildland Fire Situation Analysis (WFSA), the Delegation of Authority, and the Agency Administrator Briefing (if available)?		
		Yes	No
2	Was the Team cost effective in their management of the Incident?		
		Yes	No
3	Was the Team sensitive to resource limits and environmental concerns?		
		Yes	No
4	Was the Team sensitive and responsive to local and social concerns and issues?		
		Yes	No

5	Was the Team professional in the manner which they assumed management of the incident, managed the total incident, and returned it to the hosting agency?	Yes	No	
6	Did the Team anticipate and respond to changing conditions in a timely and effective manner?	Yes	No	
7	Did the Team place the proper emphasis on safety? Adhere to the 10 Standard Orders, evaluate the situation in relation to the 18 Situations and incorporate LCES?	Yes	No	
8	Did the Team activate and manage the demobilization in a timely, cost-effective manner?	Yes	No	
9	Did the Team attempt to use local resources and trainees, and closest available forces to the extent practical?	Yes	No	

10	Was the IC an effective manager of the Team and its activities?			
		Yes	No	
11	Was the IC obviously in charge of the Team and incident? Was the IC performing a leadership role?			
		Yes	No	
12	Was the IC effective in assuming responsibility for the incident and initiating action?			
		Yes	No	
13	Did the IC express a sincere concern and empathy for the hosting unit and local conditions?			
		Yes	No	
14	Other comments:			
	Agency Administrator or Agency Representative:		Date	
			:	
	Incident Commander:		Date	
			:	

## **Incident Accident Reporting**

Incident Commanders and Agency administrators will define the reporting process for any injury or accident on the incident during the initial Agency Administrator briefing. This will include timelines and personnel to be notified on the managing unit.

The following reporting requirements will be followed when entrapments, deployments, serious injuries or fatalities occur on incidents within the Great Basin Geographic Area.

Incident Commander Responsibilities:  
(in addition to those identified in ICS 410-1, *Fireline Handbook*).

Upon notification, in order to prepare for the subsequent investigation of an entrapment, deployment, serious injury or fatality, the Incident Commander will:

Remove involved personnel from the fireline, while ensuring appropriate medical attention is received. When hospitalization or fatalities occur, ensure that all involved personnel's protective clothing and equipment are preserved.

Ensure that the entrapment or deployment scene is secured and all pertinent evidence is secured (in place if possible), particularly fire shelters and personal protective equipment as required by the Occupational Safety and Health Act.

Immediately notify the agency administrator and provide details on the incident status summary (ICS-209).

Initiate a preliminary investigation of the entrapment or deployment to determine the facts of the entrapment, if possible. The initial investigation will be completed within 24 hours of the entrapment.

Relieve involved supervisors from fireline duty until the preliminary investigation has been completed.

Ensure that personnel and supervisors are available for interviews by the entrapment investigation team (EIT), defined below. "Available" means present at the incident base or nearby R&R center.

As soon as possible, provide the results of the incident commander's preliminary investigation to the EIT. Ensure a roster of individuals involved in the entrapment is developed. The roster must, at least, contain names, employing agencies, genders, ages, addresses, incident position titles, and appropriate employee identification numbers.

Agency Administrator Responsibilities (in addition to those found in The Agency Administrators Guide to Critical Incident Management NWCG April 1996, NFES 1356)

Upon notification of an entrapment, deployment, or serious accident the agency administrator should ensure the following activities take place within 24 hours of notification:

Convene an EIT to investigate the entrapment. The EIT will be interagency, initially requested through the geographic area coordination center, and include the following personnel:

- Incident commander or operations section chief (Type 1).
- Fire behavior analyst.
- Safety manager (chief investigator or with investigative expertise)
- Wildland fire operation specialist with expertise at the peer level of the person(s) directly involved.
- Agency representative of involved person(s).
- Employee representative (union, peer at operations level).
- Fire weather meteorologist.
- Personal protective equipment specialist, from a lab such as the USDA Forest Service's Missoula Technology and Development Center.

Instruct the EIT to arrive on scene within 24 hours.

Advise the incident management team of the EIT's time of arrival and team composition.

### **IMT Stand Down Policy**

It is the policy within the Great Basin Geographic Area to stand down IMT's implicated in the preliminary findings of a post entrapment, deployment, serious injury or fatality investigation. This is not intended to place blame, but to take that IMT out of rotation until the final report regarding that incident is completed. If the IMT's performance is not a contributing finding in the final report, that IMT will be placed back into rotation. The Great Basin Coordinating Group will work closely with the appropriate agency and the investigation team to expedite the completion of the final report.

Preliminary findings will be presented to the Agency Administrator and the GBCG Chair within 72 hours of the activation of the investigation. The final report will be completed and presented to the Great Basin Coordinating Group within 45 days of the investigation team activation.

This will effect IMT rotations within the Rocky- Basin areas.

As required by the Occupational Safety and Health Act of 1970, advise the nearest office of the OSHA (federal or state as applicable) if the entrapment involves a fatality or the hospitalization of five or more personnel. **This notice is required if three or more individuals are involved and must be made within eight hours.** Advise OSHA that a formal investigation is being conducted by a designated EIT.

Arrange for a critical incident stress debriefing team for the personnel involved in the entrapment.

Notify the home unit agency administrator of all individuals involved in the entrapment/deployment.

Submit a copy of the EIT's final report through established channels of the responsible agency.

#### Entrapment Investigation Team Responsibilities

The EIT will conduct the investigation, identify causal factors and list findings for the entrapment situation. Recommendations for corrective actions should be included in the letter of transmittal.

The EIT will brief the agency administrator and the incident commander of their preliminary findings prior to leaving the incident.

Within 30 days of the EIT's dispatch, their final report and recommendations for corrective actions will be submitted to the agency administrator.

## Sample: Delegation of Authority

Colorado State Office  
Montrose Field Office

As of 1800, May 20, 1995, I have delegated authority to manage the Crystal River Fire, number E353, San Juan Resource Area, to Incident Commander Bill Jones and his Incident Management Team. The fire which originated as four separate lightning strikes occurring on May 17, 1995, is burning in the Crystal River Drainage. My considerations for management of this fire are:

1. Provide for fire fighter and public safety.
2. The 10 Standard Fire Fighting Orders and 18 Watchout situations will be adhered to at all times. They will be included as a component of each of your operational period briefings. Violations of these standards or disregard of the Watchout guidance will not be tolerated. Individuals or crews found to be in violation will be immediately removed from the incident.
3. Extraordinary measures and risky tactics will not be used in an attempt to minimize the acres, improvements, or structures burned. In no case will human life be jeopardized to prevent the spread of the fire.
4. Frontal assault on fires with ground based personnel is not a successful tactic in the fuel type and the conditions in which you will be working. Therefore this tactic will not be used.
5. It is your responsibility to closely monitor the hazards and risks associated with this incident and to take immediate corrective actions to minimize risks to all personnel. If you are ever faced with the need for an immediate decision on Go-No-Go, you are to select on the side of safety and chose No-Go until the situation can be more closely analyzed. Either myself or the Acting Agency Administrator will be available to discuss any particular situations with you should you require further guidance.
6. Manage the fire with as little environmental damage as possible. The guide to minimum impact suppression tactics is attached.
7. Key cultural features requiring priority protection are: Escalante Cabin, and overlook board walks along the south rim.
8. Key resource considerations are: protecting endangered species by avoiding retardant and foams from entering the stream, if the ponderosa pine timber sale is threatened conduct a low intensity under burn and clear fuels along road 312.

9. Restrictions for suppression actions include: no tracked vehicles on slopes greater than 20 percent or meadow soils except where roads exist and are identified for use, and no retardant will be used within 100 feet of water.
10. Minimum tools for use are type 2/3 helicopters, chainsaws, hand tools and portable pumps.
11. My agency advisor will be Eric Johnson (wildlife biologist).
12. The NE flank of the fire borders private property and must be protected if threatened. John Dennison of the Big Pine Fire Department will be the local representative.
13. Manage the fire cost-effectively for the values at risk.
14. Provide training opportunities for the resource area personnel to strengthen our organizational capabilities.
15. Minimum disruption of residential access to private property, and visitor use consistent with public safety.

\_\_\_\_\_  
 (signature)  
 (Title of Agency Administrator)

### **Amendment to Delegation of Authority**

The Delegation of Authority dated May 20, 1995, issued to Incident Commander Bill Jones for the management of the Crystal River Fire, number E353 is hereby amended as follows. This will be effective 1800, May 22, 1995.

3. Key cultural features requiring priority protection are: Escalante Cabin, overlook board walks along the south rim, and the Ute Mountain study site.
12. Use of tracked vehicles authorized to protect Escalante Cabin.

\_\_\_\_\_  
 (signature)  
 (Title of Agency Administrator)