

NORTHERN UTAH INTERAGENCY MANAGEMENT TEAM

STANDARD OPERATING GUIDELINES

2011



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Wildland Fire Leadership, Values and Principles

Values	Principles
Duty	<ul style="list-style-type: none">• Be proficient in your job, both technically and as a leader.• Make sound and timely decisions.• Ensure that tasks are understood, supervised and accomplished.• Develop your subordinates for the future.
Respect	<ul style="list-style-type: none">• Know your subordinates and look out for their well-being.• Keep your subordinates informed.• Build the team.• Employ your subordinates in accordance with their capabilities.
Integrity	<ul style="list-style-type: none">• Know yourself and seek improvement.• Seek responsibility and accept responsibility for your actions.• Set the example.

I. TEAM MISSION

To provide the Uinta-Wasatch-Cache National Forest and Forestry, Fire & State Lands and Bureau of Land Management with a Type 3 Incident Management Team(s) (IMT) for the duration of a Type 3 wildfire incident in order to ensure safe, effective and efficient incidents.

II. TEAM CHARTER

The Northern Utah Interagency IMT3 teams are developed and maintained through a coordinated effort of the Uinta-Wasatch-Cache National Forest, Forestry, Fire & State Lands and Bureau of Land Management. They primarily serve Agency Administrators within the area in the management of extended attack wildland fires.

The NUIIMT will abide by the policies of the agencies for which the service is being provided.

The primary purpose of the IMT is to provide the agency with a qualified Type 3 IMT, In accordance with the Interagency Standards for Fire and Aviation Operations (REDBOOK). Particular emphasis is given to providing agency employees, along cooperating partners, with trainee opportunities for all positions within the IMT.

The NUIIMT is comprised of two alternating teams. These teams may add positions depending upon the request of the Incident Commander (IC)/Agency Administrator. Northern Utah Interagency Fire Center (NUIFC) will dispatch all requested staff from the NUIIMT roster to insure that resources are organized and dispatched correctly and efficiently.

III. AVAILABILITY REQUIREMENTS

GENERAL

The IMT's will be on designated rotation for alternate two week intervals beginning June 1st through September 30th. Team members **will be available for the period the team is "up"**.

SPECIFIC

1. If a team member is not available during the on rotation period, he/she needs to inform the IC on the team. It is the team members responsibility to find their replacement and then notify the IC of the alternate members name immediately. The IC will notify NUIFC of the change.
2. When the team is on rotation, team members will make every effort to be available and in contact with NUIFC.
3. Each team member, when notified by NUIFC, will be enroute within one (1) hour of notification and assemble at area designated by the IC or NUIFC.
4. The team member will notify NUIFC of any delays in response times to the incident.

IV. MOBILIZATION

Upon receiving an order to mobilize the team, NUIFC will notify the Team IC, also the Team Members, giving the mobilization points and time frames. Team Members will notify their supervisors of the Mobilization. Each team member will be responsible for their own transportation. When the team is mobilized, each individual member needs to ask NUIFC for their fire resource order number.

As soon as the team is notified of the mobilization, Logistics will recommend initial supply order. **(Refer to Pre-Order Attachment in appendix D)**

V. OPERATING PROCEDURES

A. COMMAND

CONTACTING AGENCY LINE OFFICER

The IC will contact the Agency Line Officer, or the Fire Management Officer (FMO), as soon as possible after the team is ordered. Discuss arrival times, pre-orders, line officer briefing and transition period. Brief team on the information gained as soon as practical.

TRANSITION

When the team has arrived at the hosting agency location, the IC will reaffirm to the Line officer or FMO the time, place and attendance for the Line Officer Briefing. The team will officially take over the incident at a shift break or new operational period.

LINE OFFICER BRIEFING

Try to ensure a large enough place to accommodate the entire team for the briefing. Team members will hold questions for after the briefing and then IC can call on each section for questions. Keep question and answer period to reasonable length. IC will cut off questions when we start getting into fine details. When other considerations make entire team attendance not practical, the Command and General Staff positions will attend the briefing. When this occurs, the rest of the team will be briefed afterwards by Plans or the IC.

PLANNING MEETING

The Planning meeting will be held once per day. The Planning meeting will be facilitated by the Planning Section Chief or their acting. It will be kept to 60 minutes maximum in length. Attendance at planning meeting will be Command and General Staff, needed members of each section, Resource Advisor, Agency Crew Coordinators, etc. Rather than limit attendance, we will control the discussion and keep the meeting to the allotted time.

- A. Planning Meetings will be held daily, to share information, discuss problems, critique, etc. The following will be the schedule for the team when deployed on an incident. (**Use Planning Meeting Outline in Appendix A**)

1600 – Pre-Planning Meeting

1700 – Planning Meeting

INCIDENT HAND OFF

Once Operations is projecting control of the incident, the team will determine a demobilization schedule, several days in advance, that will get the resource level down to where the handoff can take place. The schedule will also allow for about a day of "phasing in" with the team that will be taking the incident over. The IC will discuss this schedule, well in advance, with the Resource Advisor and the Agency Line Officer or FMO, to be sure they are comfortable with that schedule and approach. We want to keep the schedule flexible so that we manage it and not let the schedule dictate to us. To ensure a smooth transition, the IC will monitor this period of the incident very closely. (One major caution is not to get "go-home-itis" and try to have the team released too soon. We want to stay however long it takes to get the incident in good shape where the home agency feels comfortable with taking it back!)

TEAM CRITIQUE

The IC will schedule and facilitate a team critique of the incident toward the end of the assignment and before the Agency debriefing. All team members and miscellaneous overhead will be invited along with the Resource Advisor. This needs to be held in a quiet, private place where the team can talk about specifics both good and bad. If we are communicating with each other on a daily basis there will be few surprises. If we are having a problem, we will get it solved when it happens, and not wait for the critique! Notes of the critique will be taken by the planning section and distributed to the Command and General Staff as soon afterward as practical.

AGENCY LINE OFFICER DEBRIEF/CRITIQUE/AFTER ACTION REVIEW

The IC will make arrangements as part of the transition schedule, for a debriefing by the hosting agency. If possible, the entire team will attend the debriefing. The Planning Section will again be responsible for taking notes at the debriefing so that the information can be shared with the entire team later. Each member of the Command and General Staffs will be prepared to give a short summary of the activities of their section, concentrating on things that "went well" and things we "need to improve on". It is important that these presentations be kept positive and constructive in tone. **(Use Agency Line Officer Critique/Debrief/AAR in Appendix F)**

The final fire package will be delivered to the hosting agency at the debriefing.

EEO/SEXUAL HARASSMENT

Our Incident Management Team strives to provide a non-intimidating, non-hostile, and non-offensive work environment. In keeping with this policy, the team will not tolerate sexual harassment from any of its associates. There will be no discrimination on the basis of age, sex, race/color, national origin, religion, or disability. It is expected that all personnel assigned to the incident will act in a responsible fashion and provide a pleasant work environment that is free from discrimination and harassment. It is the responsibility of each supervisor assigned to the incident to insure a clear understanding of this policy with all those they supervise. This statement should be included in our action plans, posted on our bulletin boards and announced at our briefings. The Incident Commander will personally monitor how the team is doing in preventing sexual harassment and fostering equal employment opportunity. That will have the effect of ensuring that we don't have problems. All complaints will be investigated under the direction of the incident commander. We will use as much discretion as is possible and still allow all facts to be obtained. Where complaints have been voiced, we may want to order a professional Human Resource Specialist to advise and assist us in dealing with it.

B. MULTIPLE INJURY/ FATALITY/ SHELTER DEPLOYMENT

When an accident occurs which involves multiple victims, a fatality, shelter deployment or other event not covered by the Medical Evacuation Plan, the Division/Group Supervisor shall go directly to the scene to take control of the situation. Treatment and evacuation of the victim(s) shall be per the Medical Evacuation Plan. The Division/Group Supervisor is responsible for ensuring that the Medivac Plan is implemented at the scene.

Operations and Safety will go directly to the scene. Immediate and clear communication must be established between Operations and the Division/Group Supervisor to determine who can arrive at the scene quickest and establish control of the situation.

Upon arrival at the accident scene, the responsible party (Division/Group Supervisor or Operations) will take immediate action to move all unnecessary personnel from the scene. These personnel will return to suppression activities or return to camp.

If Operations is unavailable to respond to the accident scene, Safety will carry out Operations responsibilities.

The Emergency Medical Technician (EMT) on the scene will hold the responsibility for emergency treatment and movement of the victim(s), but Operations is responsible for overall control of the accident scene.

The Incident Commander or Operations will take immediate action to clear all radio traffic on the incident until such time as a clear channel(s) can be provided to handle emergency traffic.

The Incident Commander, Plans, Finance, and Logistics, will meet the Responding Medical Team at ICP or designated site and stage all accident actions from that point. Plans will assure that an individual is assigned to document all communications regarding the accident. Only those personnel who are essential to the accident operation or communications will be allowed in this area.

Logistics will immediately close all communications out of camp except those necessary for accident operations.

Plans will contact the Agency Administrator, who will notify appropriate agency personnel. If the accident involves a fatality, the Agency Administrator will contact the County Sheriff, Coroner, and the victim's home agency.

Plans will consult with the Incident Commander and other Team members to determine the need for a Critical Incident Stress Debriefing Team.

AT NO TIME DURING THE ACCIDENT / FATALITY EVACUATION PROCESS WILL NAMES OF VICTIM(S) BE USED OVER RADIO COMMUNICATIONS. NO INFORMATION REGARDING THE ACCIDENT / FATALITY WILL BE RELEASED TO THE MEDIA OR PUBLIC WITHOUT THE APPROVAL OF THE AGENCY ADMINISTRATOR. ALL PUBLIC INFORMATION WILL BE RELEASED THROUGH THE INFORMATION OFFICER.

IF THE SITUATION CAUSES AN INCIDENT WITH IN THE INCIDENT A NEW CHAIN OF COMMAND WILL BE ESTABLISHED

C. EVACUATIONS

Actual or potential evacuations are a priority during incident operations. If evacuations are implemented, local law enforcement, fire departments, and the responsible county emergency managers shall be notified immediately. Evacuation should be coordinated through the on scene incident management team. The IC should coordinate the best notification and pre-warning for potential evacuation needs with local law enforcement and fire agencies. The IC will appoint an Evacuation Group Supervisor/designated individual to coordinate evacuation efforts to work with the local authorities. The Evacuation Group Supervisor shall report to the Operations. The Evacuation Group Supervisor or IC will work closely with local law enforcement, fire departments, and emergency managers.

* Evacuation Group Supervisor – Duties/Responsibilities *

- Coordinate with Structure Protection Group
- Develop and communicate trigger points to initiate evacuation.
- Determine time frames to accomplish evacuation.
- Consider using aircraft to assist in locating hidden homes.
- Order additional resources to assist with evacuation (i.e. police, VFD's, local agencies).
- Fire Area:
 - Close off area to public.
 - Watch for unwanted spectators.
 - Identify street address if not listed.
- Evacuees:
 - Ask residence to not lock their doors, leave outdoor lighting on.
 - Identify a location to send evacuees.
 - Note hazardous materials around structures.
 - Consider livestock and pet evacuation.
 - Document residents who refuse to leave the area.
- Traffic
 - Develop and communicate a traffic plan.
 - Turn traffic control over to law enforcement.
 - Consider alternatives to evacuation down narrow roads.
 - Note weight limits on roads and bridges.
 - Advise other units of routes and conditions.
- Remain mobile.
- Document each address contact made.
- Update supervisor of progress and needs (frequently!).

** This is an optional position that is filled only when Operations and the Incident Commander (IC) determine the need.*

D. SAFETY

IMT Responsibility: Firefighter and public safety is our first priority. All IMT planning and operations will reflect this commitment.

Supervisor Responsibilities :

- Constantly review and apply the Watch-Out Situations and 10 Standard Fire Orders.
- Ensure LCES is in place prior to operational engagement.
- Use the Risk Management Process in the NWCG Incident Response Pocket Guide to mitigate identified hazards prior to engagement.
- Conduct After Action Reviews with assigned personnel prior to going off shift.

Individual Responsibilities :

- Ensure compliance with established safety practices.
- Report unsafe actions and conditions to supervisor and co-workers.
- Be responsible and accountable for personal safety.

While on the line, all personnel on an incident will wear personal protective equipment and be trained in the use of fire shelters. This includes anyone who drives, walks, or flies to the fireline.

Incident Safety Oversight and Authority

It is understood by all team members that the Safety Officer has the authority, from the IC, to shut down any operation either on the line, in the air or in the camp, that he/she considers unsafe. The Safety Officer will work closely with all other sections and team members to correct deficiencies as they are found.

Personnel Screening

The Safety Officer will assist Plans and Operations in determining fatigue levels of fire personnel. This information will be used to help schedule R&R, determine which crews to put on easier sections of line, which crews need to be released first, and recommendations on whether crews will be reassigned to another fire or sent home.

Work/Rest Guidelines

The IC is 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.

MANAGEMENT OF SAFETY FUNCTION

As a member of the Command Staff, the Safety Officer is committed to managing the incident safety program both on and off the line.

E. FIRE INFORMATION

The Information Officer will provide the public, news media, local government, incident personnel, local unit, and other appropriate agencies, and organizations with prompt and accurate information during an incident.

Information Officer – Duties/Responsibilities

- Coordinate with local unit to determine their preferences for information dissemination, media procedures, any local concerns, road and area closures, and political considerations.
- Create and disseminate news releases after obtaining proper approvals.
- Ensure all incident inquiries are properly documented.
- Coordinate with IC, Operations and Safety all transportation and activities of media and dignitaries.
- Attend and participate in all briefings.
- Keep IC and local unit apprised of any sensitive, political, social and environmental issues.
- Information officer will be knowledgeable and follow the different agency specific policies regarding social media, photography, and videography.
- Information officer will share social media policies to firefighters and team members if needed during briefings.
- Approval must be granted from IC, local PAO and/or Agency Administrator before using any social media venues.

F. FINANCE

If necessary the team order may include an Equipment Time Recorder and a Personnel Time Recorder. All incident personnel will report time on a Crew Time Report (CTR) or Emergency Shift Ticket signed and authorized by the immediate supervisor. Each employee and supervisor is encouraged to review hours posted to the FTR (Fire Time Report) at a time that is convenient for them and finance personnel in advance of demobilization.

Any and all claims will be documented by the team and handled by the host agency.

The Finance Section is responsible for the following:

- Develop an operating plan for the Finance Section; fill supply and support needs.
- Provide input on financial and cost analysis matters including information for the ICS-209.
- Maintain daily contact with agency(s) administrative offices on financial matters.
- Ensure that equipment time invoices and documentation (including land use agreements) are complete to date before handing off to home unit or Type II/Type I team.
- Ensure comp/claim reports (i.e., CA-1) are complete and that original is completed according to agency policy.
- Become familiar with AD payment processing. (Note: This changes periodically, so process should be verified annually before incident begins).
- Ensure that personnel time records are transmitted to home agencies according to policy.
- Provide the IC with a cost analysis by the end of the second operational period, and then

daily afterwards.

- Ensure that obligation documents initiated at the incident are properly prepared and completed.
- Maintain unit log (ICS-214)
- Provide knowledge and application in I-Suite programs.
- A “hand off” of the financial package will be completed for the Incoming team or home unit.

G. LOGISTICS

The Logistics Section is responsible to:

- Provide drinking water and food as highest priorities.
- Support the incident tactics as outlined by the Operations Section.
- Coordinate with other sections to determine the need for vehicle fuel.
- Provide adequate staff commensurate with the incident needs. A Base Camp Manager/Staging Area Manager is often critical to a successful operation.
- Coordinate with NUIFC by contacting the ordering office and receive hard copies of resources already placed; and determine if initial order needs to be placed, this can be done via phone call or by physically stopping in at Dispatch.
- Ensure that all requests for resources/supplies be given to Logistics, using a General Message form (ICS-213), written legibly with the needed information to place the order.
- Ensure all orders for personnel and equipment will be reviewed and approved by the Incident Commander (IC), prior to placing the resource order.
- Ensure all equipment assigned to the incident is identified, agreements confirmed, and use records made current by the end of the second operational period, (Operations to assist).
- Ensure that incident radio frequencies be separated from local frequencies as soon as possible. If necessary, order a NIFC Starter Kit NFES 4390; or coordinate with local radio personnel to ensure this happens.
- Ensure that the incident communication center at the Incident Command Post (ICP) is referred to as “*Incident Name* ICP”.
- Establish Incident Base and the ICP and co-locate, if practical, to enhance communication between team members.
- Develop and implement a Transportation Plan, as needed.
- Coordinate with Safety for completion of the Medical Plan (ICS206) and post in the IAP.
- Coordinate with Operations to develop and implement a Radio Communications Plan (ICS 205) and post it in the IAP.
- Locate Medical and Communications Units near each other to facilitate medical evacuation operations

Provide an organized Base facility, examples; Provide efficient traffic flow (both foot and vehicle to avoid congestion; Separate parking based on line needs and overhead parking; Sleeping Area, quiet, away from traffic and with adequate toilet facilities., (No Parking in the Sleeping Area, No Sleeping in the Parking Area); Briefing Area, quiet, with adequate light and away from vehicle traffic and noise; Feeding Areas with seating if available, garbage cans, etc.

H. OPERATIONS

INITIAL INCIDENT ORDER CHECK

After the Agency Line Officer briefing, Operations and Plans will check with the local dispatch for resources ordered. It is vital that key orders for crews, overhead, and equipment, especially aircraft, are completed and put into the system immediately. The team will order any additional resources through the local dispatch as needed or deemed appropriate. Operations and Plans will document what was ordered and keep accurate records.

RETARDANT USE

Retardant, especially fixed wing retardant is expensive, so the use of retardant has to be monitored and evaluated for effectiveness. Orders will be on a mission basis by load. The Air Tactical Group Supervisor (ATGS) will keep the Division Supervisor and Operations informed as to effectiveness. When deemed ineffective Operations will recommend the retardant use to be discontinued. Where heavy retardant use is anticipated, check for local concerns such as sensitive species, etc. Consult a Resource Advisor if sensitive species are present or questioned.

ORDERING RETARDANT

Division Supervisors will order fixed wing retardant through Operations unless otherwise specified. Operations will normally set the priorities at the start of the shift for retardant use. Once contact has been established between Division Supervisor, incoming air resources and the Air Tactical Group Supervisor the Division Supervisor will be responsible for tactical operations and coordination with adjoining divisions.

PRIORITIES - ORDERING RETARDANT

Depending upon the complexity of the incident, or competing demand from other incidents, the team may be faced with mission priorities. To more readily identify incident mission priorities and to agency dispatch/Area Command for setting mission priorities between incidents, the Team will use the following priority rating system when requesting fixed wing retardant.

PRIORITY 1 - Initial Attack.

- Imminent threat to life or property. (threatened within 2 hours or response time of aircraft.)

PRIORITY 2 - Threat to Property. (Property is threatened within the next operational period and tactical support is needed to buy time for ground forces)

- Threat to High Value Resources. (Line Officer Protection Priorities.)

PRIORITY 3 - General Tactical Use. (Holding existing containment lines. Pretreating ahead of crews, etc.)

Property, public or private ownership, is defined as permanent residences, businesses, administrative sites, developed recreation sites, seasonal residences exceeding the value of one load of retardant, concentrations of logging equipment at landings, historic buildings, important timber bridges, or other properties identified by the Line Officer or I.C. for protection. While these priorities are intended primarily for prioritizing missions for fixed wing retardant, they may also be applied to orders for tactical helicopter support exceeding current air operations capability.

DIRECTING RETARDANT AND BUCKET WORK

For safe and effective use of retardant drops and helibuckets, have someone at the site who is knowledgeable about using retardant. It is the Division Supervisor's responsibility to provide an experienced, knowledgeable person at the site to supervise and direct. When the ATGS feels that the on the ground direction is unsatisfactory, he will notify the Division Supervisor and recommend diverting the water/retardant to another area until a more experienced person can direct the drops. Maintain close coordination with local resource advisor to avoid dropping retardant onto sensitive areas.

*** STRUCTURAL PROTECTION GROUP ***

When the Team is assigned to incidents involving the urban/wildland interface or posing a threat to homeowners, the operations section may initiate a structural protection group. The IC can appoint a Structural Group Supervisor or designated individual. This position may liase with the local structural protection jurisdiction. The Group Supervisor's initial responsibilities will include:

- 1.) Assessment of Structural Protection Needs and development of a structure plan.
- 2.) Initial Resource Order. (Over Head, Crews, Equipment)
- 3.) Development of Evacuation Plans.
- 4.) Identification of Key Cooperators. (Internal & External)
- 5.) Home Owner Contacts.
- 6.) Evacuations.
- 7.) Standard Position Duties. See Field Opertation Guide (FOG).
- 8.) Complete the ICS-214 (Unit Log)

Implementation of this group will normally trigger consideration of implementing a Unified Command to insure representation of other jurisdictions. Depending upon the complexity of the incident, the structural protection qualification of the Designated Individual, and the ICS background of the local jurisdiction, a representative of the local structural protection jurisdiction could be assigned as the Structural Group Supervisor.

** This is an optional position that is filled only when Operations and the Incident Commander (IC) determine the need.*

OPERATIONAL PERIODS AND SHIFT BRIEFINGS

During the normal shift cycle, the operational period is from 0600 to 1800 hrs. Shift briefings are held promptly at 0600 hrs. Briefings are conducted by Plans with input from the Command and General Staff and other team members, (**See Opreational Shift Briefing Outline in Appendix B**). Shift briefings are held to 30 minutes and all overhead, Single Resource Boss and above will attend.

EQUIPMENT ORDERING PROCEDURES

Each Division Supervisor will order required equipment, supplies or crews no later than **1500**. Time frames for resources orders for night shift divisions will be coordinated with Operations and Plans as needed.

Division Supervisors will coordinate supply needs for their divisions through Operations. Division Supervisors are authorized to place supply orders directly to Logistics. All supply requests for a division will go through the Division Supervisor. Orders for additional personnel or resources such as dozers, engines, etc. will be directed to Operations by the Division Supervisor and ordered by Plans.

EQUIPMENT TIMEKEEPING

Division Supervisors must check and ensure that all equipment on their division is either being used or is OFF SHIFT. Division Supervisors will ensure that time slips are accurately signed for equipment and personnel. They may delegate this responsibility to STL/TFL and Dozer Bosses. Equipment Time needs to be turned in at the end of each shift.

DIVISION SUPERVISOR COORDINATION

Each Division Group Supervisor will work through Logistics or Operations to confirm supply needs for the next shift.

The second item is coordination with the Planning Section. Each Division Supervisor will contact Plans to be debriefed after each shift.

PLANNING MEETING INPUT

Division Supervisors will contact Operations at **1500** with input, supply and operational needs for next shift for the planning meeting. The meeting time may be adjusted by Operations or the IC.

DIVISION SUPERVISOR HINTS

1. Post Shift Briefing (USE THE AAR FORMAT). Please document these AAR's and Forward any information gathered to the Overhead Team.

Discuss and gain feedback from your division personnel on the following:

- a. Specific division assignments
- b. Radio dissemination and frequencies
- c. Transportation assignments and availability
- d. Equipment/tool requirements
- e. Tactical or any other concerns.
- f. Safety concerns

2. Division Supervisors are to be first out to the line and last off the line to insure your division has transportation and is headed for camp.

3. Signature of approval is needed on all time slips for overhead or crews under your direct supervision. Discuss needed signature on crew time slips with S/T leaders. Make yourself available after shift for time slip approval.

4. To aid in discussing and documenting an accurate performance evaluation for overhead on your division, it helps to maintain daily "cuff records" of performance for individuals under your direct supervision.
5. Assist Plans with assigning specific "drop points", directional signing, etc., as necessary to keep your transportation organized. Coordinate any changes/additions promptly with Plans.
6. Talk directly to Operations and appropriate Unit Leader on a daily basis and discuss what went well and what didn't. Discuss possible solutions.

I. PLANNING

PLANS SECTION OBJECTIVE

To professionally provide service in the collection, evaluation, documentation, dissemination and use of information about the incident and the status of resources. Also required to submit and receive the spot weather forecast. This information is essential to: (1) understand the current situation, (2) predict probable course of incident events, (3) prepare alternative strategies and tactical operations, (4) provide appropriate fiscal and logistical support, and (5) accurately inform the public and document the incident.

CHECK-IN PROCEDURE

Check-in and timekeeping will be co-located whenever possible in the early buildup of resources. The Planning Section will coordinate Check-In and verify crew work/rest ratio status. If necessary the Planning Section can request a Situation Unit Leader, Resource Unit Leader, Status-Check In Personnel, or Staging Area Managers.

INCIDENT ACTION PLAN PREPARATION AND DISTRIBUTION

The Planning Section will have a complete list of all the resources available for the next operational period being planned, as well as a copy of the previous days plan. When completed, the Planning Section will review and approve the Division Assignment Sheets (ICS 204).

During the planning session, Operations will identify tools, equipment and supplies, etc. needed. If the list is short, it will be placed on the Divisions assignment sheet; if it is long it will be attached to the Logistic Section copy of the plan.

As soon as Division Assignment sheets are completed, a copy will be placed on bulletin boards so interested personnel can see in advance what their assignments may be. It is the responsibility of the Planning Section to assure the plan is timely completed and distributed.

GATHERING RESOURCE DATA

It is the Planning Section responsibility to gather information on existing and incoming resources on the incident. Immediately upon arriving at the incident, the Planning Section will begin to find out what resources exist. Plans may request a Situation Unit Leader and Field Observers assist in this process. For initial attack resources, it is a good idea to contact the initial attack IC. In conjunction with the Local Dispatch, find out what has already been ordered and the status of incoming resources. Get the Check-in Station set up and have it staffed at all times, order

Status/Check-In Recorders if necessary. Some resources, especially at the helibase, are difficult to track down. Make Arrangements to have this information tracked down for you.

DOCUMENTATION

The Planning Section will be responsible to assemble the Incident Action Plan and to develop a systematic file of all Incident related records and documents. Order a Documentation Unit Leader if necessary. Each Section will be responsible for submitting all pertinent materials that document the progress of the Incident.

DEMOB

The Planning Section needs to be set up and operational early. Develop the demobilization plan in coordination with the local dispatch office. (**See Demobilization Plan in Appendix H**)

Once the demob plan is approved by the hosting line officer, IC, etc. it is posted on bulletin boards. Everyone must remember that conditions of the incident determine the final demobilization date and time of all resources. The Demobilization Checklist (ICS 221) form is then used to assure that all incident considerations for each individual or crew are brought to a proper closure prior to departure.

Pre-Planning Meeting (1500) – The pre-plan meeting will take place before the planning meeting, ensuring enough time to complete a draft ICS-215 and ICS215a. At a minimum, the Operations Section, and the Planning Section will attend the meeting. The Planning Section will facilitate the meeting and will have a complete list of all the resources available for the operational period being planned, as well as a copy of the previous day’s IAP. The Operations Section will identify tools, equipment and supplies needed. The information will later be shown on the ICS-204, Division Assignment Sheet. The Operations Section will review the division assignments and apply the principles of LCES. This meeting may and can be combined with the planning meeting. The Planning Section is also responsible to update the ICS 209 no later than 1800.

Planning Meeting (1600) – A Planning Meeting will be held for each operational period. The Planning Section will normally facilitate the Planning Meeting. The IC, all Command & General Staff, and agency representatives (including local fire departments) must be present at the Planning Meeting. The objective is to develop strategy and tactics while keeping the meeting moving, and reach closure on discussion items. If available, Agency Administrators, Resources Advisor, FBAN, local fire department representative and other appropriate personnel should attend. The following will be the agenda:

<u>Action</u>	<u>Responsibility</u>
Introduction	Plans
Briefing on Fire Status	Operations
Set of Review Control Objectives	Incident Commander
Weather/Fire Behavior Forecast	Plans
Specify Tactics and Resource Needs	Operations (Review of ICS-215)
Safety Considerations – LCES	Safety/OPS (Review of ICS-215a)
Adjust Tactics/Resource Needs per LCES	Operations
Resource Availability and Needs	Plans
Logistical Coordination/Considerations	Logistics
Concerns/Agree to/Support the Plan	All
Closing	Incident Commander

Operational Period Briefing - A shift briefing will be held for each operational period. Plans will facilitate the briefing. It is important to keep the briefing organized and moving. The briefing should be kept to 30 minutes or less. Those making a presentation will do so by addressing the audience from the front of the briefing area. Do not read what is already written in the IAP, but do emphasize important items and needed adjustments. The following will be the agenda for the meeting:

<u>Action</u>	<u>Responsibility</u>
Introduction	Plans
Incident Organization	Plans
Incident Objectives	Plans
Current Status and Accomplishments	Operations
Weather/Fire Behavior Forecast	Plans
Plan of Operations for the Period	Operations
Air Operations	Operations
Safety Message	Safety
Logistics Message	Logistics
Finance Message	Finance
Agency/Resource	Agency Admin./Resource Advisor
Closing Comments	Incident Commander
Division Mtgs. at Predetermined Locations	Division Supervisors

Logistics Questions

- 1) ICP/Base Camp location (expansion room, what's there now)
- 2) Utilities
 - phone
 - power
- 3) Land ownership
 - Agreements for dip sites, staging, camp, helibase, etc.
- 4) Access, Transportation routes
 - Ground Support of line , or helicopter for crews and cargo
- 5) Communication
 - local frequencies in use, ordered (air/grd)
 - fireline orders
 - Dispatch/ordering
 - Turnaround times from NIC and local caches
- 6) Pre-Orders
 - National Contract orders:
 - Catering
 - Shower
 - Sanitation
 - Dumpster
 - porta-toilets
 - potable water
 - gray water disposal
 - Other Vendors
 - Copier/Fax
- 7) Equipment Agreements - what's out there
- 8) Cooperator's / Agency liasons
- 9) Local Sheriff
 - Security
 - Security needs
- 10) Emergency Medical Facilities - Local EMT/Ambulance
 - Medical Unit needs
- 11) Expected size of incident/number of personnel/duration (# of shifts)
- 12) Expected weather

Other Logistic Section needs

- 1) Coordinate w/ Finance & Agency Admin. Officer on Agreements, Inspections, Contracts.
- 2) Coordinate w/Expanded Dispatch & Buying Team on orders process.

Other Sections Questions

Plans

Resources on fire, ordered, fuels, fire behavior, situation, map current, details, resource values, land ownership, constraints, Land Use Plan, Resource Advisor, Delegation of Authority

Safety

Hazard Inventory, Medical Evacuation Plan, Resource Condition (crews, days out), fuels, law enforcement, local concerns

Operations

Fire Behavior, Res. on hand/ordered, who's IC, maintaining contact w/ all personnel assigned, Air OPS, Retardant use/effect, water sources, natural barriers, resource values, local situation - constraints, Land Use Planning objectives, Res. Advisor, weather, safety, contingency plans, Evacuation plans, if needed.

Finance

Contracts, Cost limits (EFSA), Costs to date, Equipment on scene, agreements in place, land ownership, mutual aid agreements, special orders, Buying Team, Incident Business Adviser coordination/contacts, cost shares

Information

Resource values at risk/threatened, AirOps, tactics to date, status of fire, local media contacts, local FIO/PA person, social or political interests to date, anticipated.

Type 3 Extended Attack Initial Order

Category	Quantity	NFES #	Description	Comment
General	20 ea	0048	Cube Containers w/Water	2 gals/per person/day
	1 pallet	none	Bottled Water	
	1 pallet	none	Gatorade	
	1 ea		Super Cooler w/Ice	
	5 ea		Coolers	
	5 ea		Cans, Garbage or Racks	
	5 boxes	1842	MRE's	12 in a box
	1 box	0021	Liner, Garbage Can, 30 gal	125 in a box
	1 box	0240	Paper Towel, Roll	25 in a box
	3 flats	0030	Batteries, AA	288 in a flat
	1 box	0105	Fusee	72 in a box
	1 box	0566	Flagging, Pink	9 in box
	1 EA	1143	First Aid Kit, Belt	
	20 rolls	?	Toilet Paper	
	9 rolls	0222	Tape, Filament	
	2 ea	0713	Headlamp	
	1 roll	0533	"P" Cord	
	1 ea	0307	Fire Ext. 20lb, ABC	
	4 sheets/cardboard		Poster Paper for Making Signs	
	1 ea	2490	Stapler	
	1 box	2491	Staples 1/2"	
20 ea	0037	Canteen 1qt.		
Tools/Equip	1 box	0146	Pulaski's	10 in a box
	1 box	0171	Shovels	10 in a box
	1 box	1149	Backpack Pump	6 in a box
	1 box	0060	File, Bastard, 10"	10 in a box
	10 rolls	1016	Garden Hose, 3/4" x 50'	
	15 rolls	0966	Hose, 1" x 100'	
	15 rolls	0967	Hose, 1 1/2" x100'	
	10 ea	0231	Wye, Gated, 1 1/2"	
	10 ea	0259	Wye, Gated, 1"	
	15 ea	272	Wye, Gated, 3/4"	
	5 ea	0733	Reducer, 1" NPSH to 3/4" NH-M	
	5 ea	0010	Reducer, 1 1/2" NH to 1" NPSH-M	
	5 ea	0024	Nozzle, Forester, 1"	
	5 ea	1081	Nozzle, Barrel 1"	
PPE	1 box	1027	Earplugs	200 in a box
	1 pkg	1297	Gloves, ex-large	
	1 pkg	1296	Gloves, large	
	1 pkg	1295	Gloves, medium	
	1 pkg	1294	Gloves, small	
	3 ea	0109	Hard Hat w/chinstrap	

	3 ea	2801	Jeans, Nomex, 28-32 x 30"	
	3 ea	2803	Jeans, Nomex, 32-36 x 30"	
	3 ea	2805	Jeans, Nomex, 36-40 x 30"	
	3 ea	0577	Shirt, Nomex, small	
	3 ea	0578	Shirt, Nomex, medium	
	3 ea	0579	Shirt, Nomex, large	
	3 ea	0580	Shirt, Nomex, ex-large	
	3 ea	0925	Shelter, Fire	
	10 pair	0475	Glasses, Safety, clear	
Forms	3 booklets	0891	Crew Time Reports, SF 261	
	1 pkg	1336	General Message	
Fuel/Oil	1 case		Bar Oil, Chainsaw	
	1 case		Oil, 2 cycle, 2 1/2 gal	
	4 ea		Gasoline, Unleaded, in approved 5 gallon container, full	
	1 ea	0606	Container, Gasoline, 5 gallon, approved, empty	
Office	1 ea	0760	Office Supplies Kit	
	1 box		Copy Paper	
	10 ea		dry erase/perm markers	
Facilities	10 ea		Porte Potties	
	2 ea		Hand Wash Stations	
	1 ea		Dumpster	

Consider Sign Kit

TEAM PERFORMANCE CRITIQUE

APPENDIX E

TO: UNIT LEADERS AND OTHER FIRE OVERHEAD

Our Incident Management Team is interested in doing the best job that we can. Here is your opportunity to critique us. Give us your thoughts on how we are doing and what we need to do better. Before you leave the incident, please take a few minutes to complete this critique and then drop it off with the Plans section. We hope to use the comments we get to do a better job next time. Thanks for your input!

Incident Commander

INCIDENT NAME _____ DATE _____

1. How would you rate the treatment you and/or your crew received on this incident?
Excellent Good Fair Poor

Comments? _____

2. How well did the following items meet your needs?

Food-----	Excellent	Good	Fair	Poor
Sleeping Area-----	Excellent	Good	Fair	Poor
Medical-----	Excellent	Good	Fair	Poor
Showers-----	Excellent	Good	Fair	Poor
Sanitation-----	Excellent	Good	Fair	Poor
Time Recording-----	Excellent	Good	Fair	Poor
Commissary-----	Excellent	Good	Fair	Poor
Transportation-----	Excellent	Good	Fair	Poor
Supply-----	Excellent	Good	Fair	Poor

Comments? _____

3. How would you rate the tactics used on the fireline?
Excellent Good Fair Poor

Comments? _____

4. What was your impression of the knowledge level and the effort of your line overhead?
Excellent Good Fair Poor

Comments? (Please give names of individuals that were either outstanding or unsatisfactory) _____

5. How would you rate the team's attitude and efforts toward your safety?
Excellent Good Fair Poor

Comments? _____

6. Do you have any concerns about how this incident was managed?
Yes No (If yes, please explain)

7. On a scale of 1 to 10, with 10 being the best, how would you rate the overall job this team did on the incident? 1 2 3 4 5 6 7 8 9 10

Comments? _____

8. If you were to pick just one item that you think this team would benefit from concentrating on improving, what would it be?

AGENCY LINE OFFICER DEBRIEF/CRITIQUE/AAR

APPENDIX F

Team IC		Type	
Incident		Fire #	
1.	Did the Team accomplish the objectives described in the WFSA, the Delegation of Authority, and the Agency Administrators Briefing?		
<input type="checkbox"/> - Yes <input type="checkbox"/> - No			
2	Was the Team cost effective in their management of the Incident?		
<input type="checkbox"/> - Yes <input type="checkbox"/> - No			
3.	Was the Team sensitive to resource limits and environmental concerns?		
<input type="checkbox"/> - Yes <input type="checkbox"/> - No			
4.	Was the Team sensitive and responsive to local and social concerns and issues?		
<input type="checkbox"/> - Yes <input type="checkbox"/> - 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?		

<input type="checkbox"/> - Yes <input type="checkbox"/> - No	
6	Did the Team anticipate and respond to changing conditions in a timely and effective manner?
<input type="checkbox"/> - Yes <input type="checkbox"/> - 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?
<input type="checkbox"/> - Yes <input type="checkbox"/> - No	
8	Did the Team attempt to use local resources and trainees, and closest available forces to the extent practical?
<input type="checkbox"/> - Yes <input type="checkbox"/> - No	
9	Was the IC an effective manager of the Team and its activities?
<input type="checkbox"/> - Yes <input type="checkbox"/> - No	
10	Was the IC obviously in charge of the Team and incident? Was the IC performing a leadership role?

<input type="checkbox"/> - Yes <input type="checkbox"/> - No			
11	Was the IC effective in assuming responsibility for the incident and initiating action?		
<input type="checkbox"/> - Yes <input type="checkbox"/> - No			
12	Other comments?		
Agency Administrator		Date	
Incident Commander		Date	

I. GENERAL INFORMATION:

The Demobilization Plan is developed to facilitate the orderly and cost effective checkout and release of resources on the incident. Release of resources will be declared with **24 hour** advance notice whenever possible. Emergency demobs will be facilitated as needed. By definition, surplus personnel are available for release if they have rested for a minimum of **8 hours**, are cleaned-up, outfitted and a vehicle is ready to depart to their next destination.

II. RESPONSIBILITIES:

Planning Section will provide **each Command & General Staff** with a copy of their list of current resources, with space to plan their estimated 1-3 day release schedule. Please check this list to make sure the information is correct.

Incident Commander will approve release of all critical resources.

Planning Section will provide demob forms and travel information to appropriate **Command & General Staff**.

Resources (crews, engines, helicopters and overhead) are responsible for following checkout process.

Expanded Dispatch will communicate release information back through ordering system.

III. RELEASE PRIORITIES:

1. HELICOPTERS, CREWS & ENGINES shall be released based on needs of the Operations Section; local, regional and national needs; and geographic destination.
2. EQUIPMENT: Release non-government, privately owned equipment as it becomes surplus.
3. OVERHEAD: Consolidate release dates/times within each section as much as possible to facilitate transportation.

IV. RELEASE PROCEDURES:

1. **Section Chiefs** will declare surplus resources to their sections and provide information via **General Message Form** to the **Planning Section Chief** *12-hours in advance*. Include date and time the release is effective, position on the incident, and transportation needs. **Section Chiefs** shall ensure that appropriate **Unit Logs** are completed and returned to **Documentation Files**. Performance evaluations will be completed when 1) individual's performance is superior, 2) individual's performance is poor, 3) individual is on a training assignment, or 4) individual specifically requests an evaluation. Copy of evaluations must be returned to **Documentation Files**.
2. **Planning Section Chief** will forward information regarding critical resources demobs to **Incident Commander** for approval.
3. **General Message Forms** will be given to **Expanded Dispatch** for processing and notification to appropriate Dispatch Centers through CCIFC.
4. **Planning Section Chief** will provide checkout forms to **Section Chiefs** for distribution to individuals and crews.
5. **Resources** (crews, overhead, etc.) will follow appropriate checkout procedures and return completed forms to **Plans**.
6. To allow for safe traveling, all **Drivers** must be capable of arriving at their destination *prior to 2200 hours and limit driving to 10 hours (DOT) with a break every 2 hours.*

Prepared by: _____
Planning Section Chief

DATE: _____

Approved by: _____
Incident Commander

DATE: _____

Approved by: _____
Logistics Section Chief & Expanded Dispatch

DATE: _____

Approved by: _____
Administration/Finance Section Chief

DATE: _____

Approved by: _____
Operations Section Chief

DATE: _____

Injuries

Upon occurrence of an injury on the line, the Division/Group Supervisor (DIVS) will notify Operations immediately. Operations will then notify the Safety Officer and the Safety Officer will arrange an appropriate medical response. Operations will coordinate with Logistics or the IC in making resources available for a medivac if needed. The Division Supervisor will coordinate the medivac with the responding medical team either personally or through another on scene authority.

If Operations is unavailable on the initial notification the Division Supervisor will notify the Safety Officer and coordinate any needed medical air or medivac.

In the event of an injury not on the line (in camp or transportation systems) Logistics will assume management and direct emergency actions. If Logistics is unavailable, the IC will appoint personnel to assume these responsibilities.

The Incident Commander (IC) is responsible for total action in case of any emergency action needed on the incident.

Upon occurrence of a major incident on the line (multiple victims, fatalities, shelter deployment or other event not covered under injuries), the appropriate Division Supervisor will immediately notify Operations. Operations will assume management and direct emergency actions. If Operations is unavailable, the IC will appoint personnel to assume these responsibilities.

In the event of a major incident not on the line (in camp or transportation systems) Logistics will assume management and direct emergency actions. If Logistics is unavailable the IC will appoint personnel to assume these responsibilities.

In either situation, the Safety Officer will be a direct liason to the designated emergency management official and the IC.

Notification of the medical emergency,after “Declaring Emergency Radio Priority”will include:

1. Nature of the medical emergency
2. Location on the incident of the emergency by specific reference to IAP map
3. Coordinates and landmarks where possible, include nearest ground transportation drop point and nearest helispot.
4. Authority at the scene, including name of the overhead and EMT personnel
5. DO NOT GIVE NAMES OR CREW OF INJURED PERSONNEL OVER THE RADIO.

This information will be communicated to the Safety Officer, preferably by cell phone. Information may also be transmitted over the radio from the line, if cell phone is not available.

Upon notification of the medical emergency, the Safety Officer will request appropriate medical response to the scene. Operations or other designated on-scene authority will take immediate action to ensure required personnel are on-scene or enroute, and that all unnecessary personnel are removed from the scene and provided appropriate information and supervision.

The on-scene EMT or responding medical team will be responsible for patient treatment and communication of necessary patient information direct to the Safety Officer.

During a medical emergency the Safety Officer will communicate with the IC to determine his most appropriate role and location. The OSC or Responding Medical Team may request the Safety Officer to be on-scene.

The Safety Officer or IC will be responsible to clear all radio frequencies necessary for emergency management during treatment and recovery of the patient(s), and document all actions taken and current situation.

The IC will assume a position at the Incident Command Post or other location known to the Safety Officer and where immediate contact is available.

As soon as practical the IC will notify the Finance Section or the Local Hosting Agency for appropriate compensation and claims documentation.

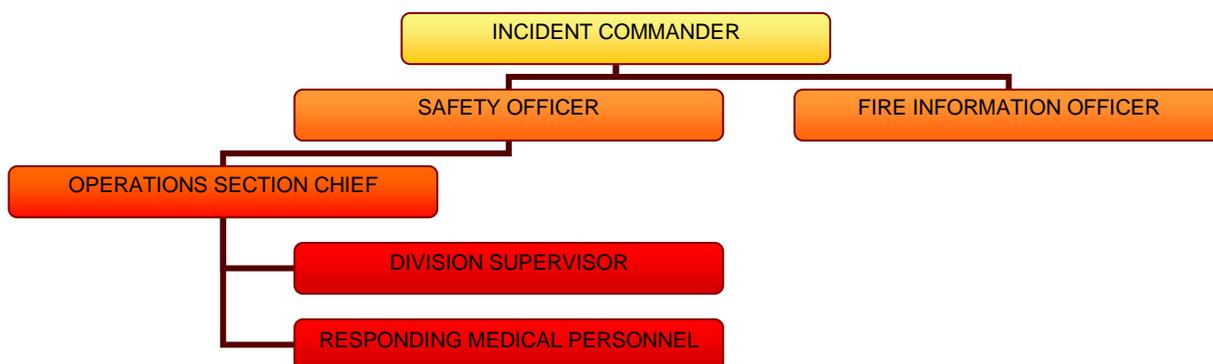
The Incident Commander will notify the agency dispatch center of the medical emergency and enumerate actions undertaken. The Incident Commander will keep the dispatch center advised of medical emergency management events as they occur.

If the emergency involves a fatality, the IC will immediately notify the Agency Administrator, who will initiate appropriate local contacts, including the County Sheriff, Coroner, and employing agency and office of the victim.

No information regarding the medical emergency shall be released outside the incident command organization without prior approval from the IC, through the Fire Information Officer. The Information Officer will be the only official representative to the media or other outside inquiries regarding the status of the emergency, patient, or victim.

Plans will consult with the IC and other Team members to determine the need for a Critical Incident Stress Debriefing Team.

A MEDICAL EMERGENCY ORGANIZATION WILL FOLLOW THIS EXAMPLE:



In the event of a suspected outbreak of an infectious disease or illness, or case of mass trauma (e.g. vehicle rollover or aircraft incident with multiple injured), the Operations Section Chief will be designated as the “Branch Commander-Medical” of the response to handle the incident, with support from the Command and General Staff (C&G staff) as required to facilitate the appropriate response. In the case of suspected disease or illness, the Logistics Section Chief will provide for a location separate from the Medical Unit for isolation of the sick until they can be transported to a medical facility. The Logistics Section Chief will also serve as the point of contact with local public health officials to determine what further actions are needed (quarantine, additional sanitation, inoculations, etc.). **Rumor Control by all C&G staff, and other Team members is key to controlling these situations and preventing them from escalating to a level beyond the appropriate response.

INCIDENT PROCESS FOR TRAUMATIC INJURIES (Forest Service Employees)

All work related traumatic injury claims are covered under the Federal Employees Compensation Act (FECA) and adjudicated by the Department of Labor (DOL) Office of Workers' Compensation Programs (OWCP). To ensure workers receive immediate medical care when necessary, DOL OWCP allows agencies to authorize initial medical treatment using form CA-16. This form is issued to the medical provider and outlines authorization for treatment and referral for specialized medical services, such as a burn center. When this form is issued properly, the employee is not billed for any work-related treatment. DOL OWCP does not impose limits on the amount of medical expenses for emergency treatment, as long as the charges represent the reasonable and customary fees for the services involved, and the treatment is recommended by a qualified physician.

The referral of an injured employee to a burn center is the responsibility of the treating physician under the authority provided on the CA-16. If the physician does not make the referral, and the injured employee feels strongly otherwise, they should contact ASC-HRM-WC immediately so they can work with DOL OWCP to get the decision reviewed. Furthermore, the incident should generally result in the injured employee going home as soon as possible so they can exercise their right under FECA to go to their personal physician for further evaluation and obtaining additional referrals if warranted.

Burned employees and their families can access information at the American Burn Association website <http://www.ameriburn.org/> for reference information regarding burns and burn center criteria.

All work related injuries, including serious burns, follow the same basic process. Below are current instructions for the process to be used on wildland fires and other emergency incidents. Check the ASC-HCM-WC website (<http://fsweb.hcm.fs.fed.us/owcp/all.php>) for updates.

1. Provide emergency medical care, if necessary, by taking the injured employee to the emergency room (ER). Complete paperwork later, but as soon as reasonably possible.

2. The Incident Compensation for Injury Specialist issues Form CA-16 for traumatic injuries when appropriate. Call ASC-HCM-WC if you have questions. Emergency Rooms will provide treatment even if form completion is delayed.
3. Complete the CA-1 ASAP. Fax and mail the original to ASC-HCM-WC (USDA Forest Service, ASC – Human Capital Management, Mailstop #118 – Workers’ Comp., 3900 Masthead Street, NE, Albuquerque, NM 87109) within 48 hours of the injury for all Forest Service cases. The more serious the injury, the more important that this occur quickly in order to obtain continuing medical authorization for surgery, burn center, etc.
4. If there is any serious injury or burns, the Incident Compensation for Injury Specialist should call ASC immediately to discuss the next action to be taken so the transition from the Incident to ASC-HCM-WC will be smooth without interruption for the employee.
5. If the injury is serious and/or requires continuing medical care, but the patient is released by the hospital, generally return the injured employee to the home unit ASAP for treatment by their family physician. Do not keep them in camp.
6. Only use APMC for first aid treatment or not at all. First Aid does not include medical treatment for a cut requiring stitches, a X-rays, an MRI, burn treatment, etc.
7. For traumatic injuries, if you are unsure whether to issue a CA-16 (OWCP) or FS-6100-16 (APMC), always issue the CA-16. It provides the best coverage for the employee.
8. Do not use APMC or OWCP to pay for non-work related medical care at the incident. That is an employee’s responsibility and they can arrange payment with the medical provider. Call the ASC-HCM-WC if in doubt about work relatedness.
9. Call ASC-HCM-WC for advice. Incident personnel may call the ASC-HCM Call Center at 877-372-7248 press 2, during the hours of 7 am to 6 pm Mountain Standard Time. For emergencies at other times call 505-280-7691. The fax number is 505-563-9981 or 866-339-8583.

2011 TYPE III TEAM ROTATION SCHEDULE

APPENDIX I

Alert Dates	Team Name	Team Name	Team Name
Activation Order	First Out	Second Out	Third Out
June 10- 23	Sanders	Ames	
June 24- July 7	Ames	Sanders	
July 8 - July 21	Sanders	Ames	
July 22 - Aug 4	Ames	Sanders	
Aug 5 - Aug 18	Sanders	Ames	
Aug 19 - Sept 1	Ames	Sanders	
Sept 2 - Sep 15	Sanders	Ames	
Sep 16 - Sep 29	Ames	Sanders	
Sep 30 - Oct 13	Sanders	Ames	
Oct 14 - Oct 27	Ames	Sanders	

CONTACT LIST

POSITION	NAME	AGCY/UNIT	WORK PHONE	HOME PHONE	CELL PHONE	E-MAIL
IC						
SAFETY						
OPERATIONS						
LOGISTICS						
PLANS						
FINANCE						
INFORMATION						

ALTERNATE TEAM ROSTER

CONTACT LIST

POSITION	NAME	AGCY/UNIT	WORK PHONE	HOME PHONE	CELL PHONE	E-MAIL
IC						
SAFETY						
OPERATIONS						
LOGISTICS						
PLANS						
FINANCE						
INFORMATION						