



Northern Rockies Coordinating Group

Federal, State, and Local Government Agencies Working Together in Emergency Response Management

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NRCG Memo# **2025-006**

To: Northern Rockies Interagency Wildland Fire Community

From: Chair, Northern Rockies Coordinating Group

Subject: 2025 Incident Management Team Expectations

As we begin the 2025 wildland fire season, the Northern Rockies Coordinating Group (NRCG) would like to extend our sincere appreciation to each of you—whether you're returning to a team or stepping into a new role. Your professionalism, adaptability, and commitment are what make our Incident Management Teams successful, and we thank you for your continued service.

Wildland fire response continues to evolve, yet our mission remains constant: protect lives, property, and natural resources while caring for one another. Year after year, you've met this mission with integrity, and that remains the hallmark of our Northern Rockies teams.

Safety remains the foundation of all our decisions. It must be actively integrated into planning and execution—not treated as a checkbox. This includes managing the health and wellbeing of our IMT personal and responders. By setting up ICPs in locations with adequate infrastructure whenever possible, utilizing hotels and conference rooms, maintaining the 2:1 work/rest ratio, ensuring clear and exercised emergency medical procedures, and promoting safe driving we can create a culture of prioritizing responder health. Unsafe behaviors or complacency have no place in our operations.

Each team member is a representative of NRCG and the Northern Rockies. We expect a culture of professionalism—one that includes skilled personnel, respect for all roles and agencies, and a zero-tolerance policy for harassment or discrimination. Speak up if something doesn't seem right. Every firefighter, partner, and contractor deserve fair treatment and a safe work environment.

Strong communication with host units, agency administrators, and team members is critical. We ask you to report serious incidents promptly, conduct meaningful After Action Reviews, and use the chain of command effectively. Your feedback and lessons learned help us all improve.

Leadership goes beyond suppression—it includes how we manage cost, support host unit objectives, and resolve issues quickly and fairly. Financial practices must align with guidance in the Interagency Incident Business Management Handbook, and evaluations must be completed, reviewed, and submitted before demobilization.

Succession planning is essential. We expect teams to support and mentor trainees by giving them real opportunities to perform and grow. Competency—not repetition—is the standard. Honest evaluations help build the future of our IMTs.



In 2025, we're proud to host five Complex IMTs and two Type 3 IMTs. Let's work together to build strength, adaptability, and depth across all teams.

As we move into the season, remember this: we are one team. Whether you are on the line, in an ICP, or coordinating from afar, your leadership matters. Thank you for showing up, for leading well, and for committing to the values that define the Northern Rockies.

Let's have a safe, smart, and successful fire season.

Bryce Rogers
Chair, Northern Rockies Coordinating Group

