

Nevada Type 3 Incident Management Team

Standard Operating Guidelines (SOG)



INTRODUCTION

The intent of this document is to provide information on what our team is, how we work together and tools that make the team more effective. It is intended to be a reference document for regular team members and a good introduction to how we function for substitute members. It is also a vehicle to capture new ideas or better ways of doing things as we discover them. We intend for this Standard Operating Guideline (SOG) to be a working document that we can update as needed.

We don't want to duplicate the fire line handbook in this document, or get into listing all the duties and responsibilities of the various sections or positions. Our emphasis is to state the team attitude, capture some of the subtle interactions within the team, and document the key things we do in each function that helps our team function.

TEAM OBJECTIVES

Because of the dedicated efforts and outstanding cooperation of each member, the team does a very professional job on each incident we are assigned to.

Because every team member is an important part of our team effort, we treat each other with dignity and respect.

Through the efforts of each individual member, the team presents an organized, professional appearance to those around us.

Because of our concern for other people, we are courteous, cooperative, and considerate to everyone we deal with.

Because of the special people we work with, we enjoy our work and encourage others to do so.

TEAM OPERATING NORMS

- *Professional Respect*
- *Honesty and Integrity*
- *Ownership of Decisions*
- *Non-competitive*
- *Look at "Big Picture" - Team perspective, not just your functional area*
- *Self-facilitate problems internally. Be clear, concise, and direct in identifying issues*
- *Support each other - especially when there are problems, no finger pointing*
- *We will all have to make tough decisions, when we do support them*

AVAILABILITY REQUIREMENTS

General

Rosters and availability periods for the Nevada Type 3 IMTs are set each spring by the Nevada Interagency Fire Operations Committee (NIFOC). Team members will be notified by their Incident Commander upon selection for the team, and will be provided notification of availability periods, pre-season team meetings, SOG's, or any other information that needs to be communicated.

The Nevada Type 3 IMT's are dispatched by Western Great Basin Coordination Center at the request of local dispatch centers within the GACC's area of responsibility.

Specific

1. If a team member will not be available during the call up period, they need to inform the Incident Commander AND their unit dispatch office, so a substitute can be obtained, **prior to the team going on rotation**. Incident Commanders will notify the NIFOC / WGBCC of the need for a substitute IC and receive approval. All efforts should be made for you to locate your own substitute for critical positions if you are not available.

2. Once a team member has gone on alert with the team, they will make every effort to be available and in contact with their dispatch center. If their availability change for some reason, once the team is on alert, they will immediately notify their IC so a replacement can be obtained before the team is mobilized.

MOBILIZATION

Upon receiving an order, Western Great Basin Coordination Center will notify the home unit dispatch centers of all team members, giving the mobilization points and time frames. Team members are responsible for working with their home units to arrange transportation to the mobilization point, in the time allowed. If for some reason, team members will not make the mobilization point in the time allowed, notify the IC.

Out of state assignments and early upping rotations require Nevada Fire Board approval and are rare occurrences.

PRE-ORDERS

As soon as the team is notified of the mobilization, the IC will contact the ordering unit and arrange for placement of a pre-order to facilitate efficiency of the IMT.

INDIVIDUAL MEMBERS

When the team is mobilized, each team member needs to ask their dispatch center for their fire order number, ordering agency and sub-unit, travel arrangements, destination and departure time. Make sure you get your Resource Order prior to departure. The Resource Order should state time / date / and location of the inbriefing, it doesn't the IC will communicate location to all team members.

During travel, it is important that the team present a professional, organized appearance. Remain in contact with the IC whenever mobilization changes or issues arise. It is preferred that all team members check in with IC via cell phone every few hours while in travel status.

DEMOBILIZATION

All section chiefs will be looking several operational periods ahead in a continuing effort to assess personnel and resource needs. A tentative list of surplus resources assigned will be provided to Plans at least 24 hours prior to their demobilization. Be prepared to submit incident close out report / documentation 24 hours to demob of incident.

TEAM DEMOBILIZATION

The team will demob together unless special circumstances exist. The IC will approve any separate demob of team members, prior to implementation.

ICT3 ROLES

Contacting Agency Line Officer

The IC will contact the Duty Officer, FMO, and / or Agency Line Officer as soon as possible after the team is ordered. Discuss arrival times, pre-orders, line officer briefing and transition period. The IC will brief team on the information as soon as practical.

Transition

When the team has arrived at the hosting agency location, the IC will confirm with the Line Officer the time and place of the team inbriefing. The IC will negotiate with the Line Officer the transition period in which the team will assume command of the fire. Transitions will always be either at the start of an operational period or end of operational period, exceptions to this will be rare if ever.

Line Officer Briefing

Team members will hold questions till after the briefing and then IC can call on each section chief for questions. Keep question and answer period to reasonable length. When room or other considerations make entire team attendance not practical, the IC will specify which team members will attend the briefing- IC attendance is required. When this occurs, the rest of the team will be briefed afterwards by the Plans or IC. Be prepared for this to change- there may be circumstances where Operations or other team members report directly to the incident to begin assisting with support.

Training

Team policy is to take maximum advantage of training opportunities for regular members of the team as well as other overhead on the incident. Someone desiring a training assignment or seeing a good training opportunity for another person, will discuss this with the IC. Additional training opportunities will be discussed with the hosting agency.

Strategy / Planning Meetings

The Type 3 IMT will follow the planning process checklist and Planning Cycle schedule found on pages 247-249 of the Fire line handbook whenever practical. This will ensure that all sections of the IAP are completed in a timely fashion, and adequate plans have been made for the following shift.

Incident Turn Back

Once the Ops Section Chief 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 turn back can take place. The schedule will also allow for about a day of "phasing in" with the team or local

IC 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 delegate; 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. The team will remain in place until the incident meets turn back standards as specified by Line Officer or FMO regardless of external factors or activity).

Team AAR

The IC will schedule and facilitate a team After Action Review of the incident toward the end of the assignment and before the Team Closeout. 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 let their hair down and 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 rest of the team as soon as practical.

Close Out

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. However that decision is up to the hosting agency. If they wish, only the Command Staff will attend the debriefing. If this occurs, 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, either verbally or by copy of the narrative of the debriefing. 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. The final fire package will be delivered to the hosting agency at the debriefing. This will include a written narrative that is prepared by the Plans Section with input from each functional area.

OPERATIONS ROLES

Our team carries two qualified Ops Chiefs, as well as an ICT3 Trainee and Operations Trainee so that we can cover both day and night shift in these positions if necessary (the SAFETY can also fill this role if necessary). The IC will designate one Ops Chief for the incident and utilize other Operations personnel as needed for night shifts or in a Planning Ops function. The primary Ops Chief will be designated for each assignment; this will be rotated between the Operations personnel each assignment. The key is to remain flexible, and utilize the operations personnel where they will be most effective.

Resource Configurations

Crews are ordered in single resource configuration. If the intent is to form Strike Teams or Task Forces at the incident, this has to be planned for by ordering Strike Team Leaders and Task Force Leaders. This is critical to keep the span of control workable for the DIVS.

Philosophy of Retardant Use

The philosophy on retardant is "use it where and when it will be effective, but don't waste it". Retardant, especially fixed wing retardant is expensive, so our use has to be cost effective. In the early stages of the incident, when the team is trying to get up to speed and functional, the retardant operation

will usually be grounded. Once we have our organization functional with communications and an ability to take advantage of the drops, then we will use it as indicated. Orders will be on a mission basis by load. The Air Tactical Group Supervisor will keep the DIVS and the Ops Chief informed as to effectiveness. The ATGS will provide input as to the effectiveness of retardant use, but the Ops Chief and ICT3 will have final decision making authority on its use. Check for local concerns such as sensitive species, water sheds, aquatic species, etc.

Ordering Retardant

DIVS will have the authority to order retardant/water. The Ops Chief will normally set the priorities at the start of the shift for retardant use. Orders for retardant support will go direct from the Division Sup to the Air Tactical Group Supervisor (if one is assigned) or to the Ops Chief, who will place the order. In cases where there are competing orders for retardant or doubt as to it being helpful, the Ops Chief will make the final decision.

Priorities for Ordering Retardant

Depending upon the complexity of the incident, or competing demand from other incidents, we may be faced with the issue of mission priorities. To more readily identify incident mission priorities on our incident we 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 within the next operational period and tactical air support is needed to buy time for ground forces.
- Threat to High Value Resources (Line Officer protection priorities as stated in WFS / WFDSS)

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, historic buildings, important timber bridges, or other properties identified by the Line Officer 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.

Managing Initial Attack Responsibilities

In addition to managing an incident, the IMT may be tasked with providing initial attack for a designated area on behalf of the local land management agency. Within the Initial Attack mission that the Team is responsible for, there are several Standard Operating Procedures that you need to be aware of as a Type 3, 4, or 5 Incident Commander. When this occurs, the Ops Chief will develop an Incident Initial Attack Response Procedure. This shall address the following points:

- 1) Area of Response (clear definition of boundaries, no TFR boundaries).
- 2) I.A. Requests by Home Unit Dispatch - Procedures.

- 3) Team Response to I.A. Request - Procedures.
- 4) Communications - Frequency Assignments
 - I.A. Group Supervisor & Operations
 - Intra Team
 - Home Unit Update
- 5) Coordination with Agency Representative
- 6) I.A. Resources Identification - Crews
 - Overhead
 - Communications – Radios
 - Aircraft
 - Other Equipment
- 7) Aircraft Use
- 8) Escaped Fire - Extended Attack

Development of the I.A. Procedure will begin after the Line Officer's Briefing and completed within 24 hours. Copies will be distributed to hosting Dispatch Center, Line Officer / FMO / Duty Officer, Plans, Logistics, Finance, and the IC.

Command and Control:

Once the new fire start has been determined to be within our area of initial attack responsibility, all suppression actions will be included as part of the on-going incident. Command and control of initial attack within the area of responsibility will be coordinated through the ICP. Your main point of contact will be the Operations Section.

All logistical support for the fire will be coordinated through the ICP. All ordering of additional resources will be coordinated through the Ops Chief. The Ops Chief will be responsible for coordination with the local dispatch center.

Planning:

The Planning Section will insure that an ICS-214 for Initial Attack responsibilities appears in the IAP whenever the team has IA responsibilities. The Planning Section will assemble IA packets containing:

- Maps of the IA area and a local geographic area map.
- Location and radio frequencies for the team command repeater and local agency repeaters.
- Great Basin Incident Organizer / Incident Report (2 Copies).
- A list of ICP/Operation Section phone numbers.
- Development of IAP's or ICS-214's for ongoing IA or extended attack incidents.

Incident Complexity:

You may be assigned as an ICT5, ICT4, or ICT3 for the IA response depending on your highest command qualification level. The IMT has several expectations of you as an initial attack incident commander:

The IMT will determine the complexity of the incident based on the Incident Complexity Analysis on the Great Basin Incident Organizer. Complexity is based on the organization required to suppress the fire, and span of control. The team may assign a DIVS to oversee IA actions or act as IC.

IC's Responsibilities:

If assigned as an IA IC you should ensure that all assigned IA resources are properly equipped. This would include enough food, water and sleeping bags for the first 48 hours. Additional equipment and supplies can be ordered through Operations or Logistics.

The first responding IA IC will provide the Ops Chief or assigned DIVS with a 'size-up' of the fire.

It is the Initial Attack Incident Commander's responsibility to ensure that all resources assigned to your fire have been thoroughly briefed on the fire situation, tactical assignments, expected fire weather, and communications. IC's are expected to receive an operational briefing and brief any assigned resources.

It is the IA IC's responsibility to ensure compliance with the 10 Standard Fire Orders, mitigate any of the 18 Watch Out Situations present on the fire, and ensure LCES is in place prior to engaging.

It is the responsibility of the IA IC to monitor Work/Rest guidelines, and mitigate any exceedences of 2:1. Authority to go over the 2:1 Work Rest Guidelines must be granted by the Line Officer or Duty Officer to the ICT3 before resources exceed a 16 hour shift.

The IMT expects you to be a visible leader, and establish positive contact with all resources assigned to your incident. We expect you to 'Name it', 'Claim it', and clearly state 'Commander's Intent' to all assigned resources and the Ops Chief.

Structure Protection Group

When the Team is assigned to incidents involving the urban/wildland interface or posing a threat to rural homeowners, the Ops Chief may automatically initiate a structural protection group. All efforts will be made to have a qualified DIVS to oversee Structure Protection Operations. Initial responsibilities will be:

- 1) Assessment of Structural Protection Needs.
- 2) Initial Resource Order. (OH, Crews, Equipment)
- 3) Development of Evacuation Plans.
- 4) Identification of Key Cooperators. (Internal & External)
- 5) Home Owner Contacts.

Implementation of this group will normally trigger consideration of implementing a Unified Command to ensure representation of appropriate jurisdictional agencies. On single shift incidents, or when larger complexes of structures are threatened, the secondary Ops Chief will be considered to fill this role.

Operational Periods and Shift Briefings

During the normal two shift cycle, operational periods are from 0600 to 1800 hrs and 1800 hrs to 0600 hrs. Shift briefings are held promptly at 0600 and 1800 hrs. Briefings are conducted by Plans with

input from all functions, (see shift briefing outline in Appendix). Shift briefings are held to 30 minutes and all overhead and single resource bosses will attend.

Equipment Ordering Procedures

Each DIVS will, in the afternoon of their shift, turn in a list of supplies and equipment needed on the division for their next shift. This gives Logistics several hours to get gas, pumps, bladder bags, etc. lined out for that shift. Orders for additional personnel or resources such as dozers, engines, etc. will be directed to the Ops Chief.

Equipment Timekeeping

This area needs continuous emphasis. DIVS must check and ensure that all equipment on their division is either being used or is OFF SHIFT. DIVS will ensure that time slips area accurately signed for equipment and personnel. They may delegate this responsibility to TFLDs or DOZBs.

ATGS (Air Attack)

The ATGS position is used to supervise air attack missions, coordinate bucket work, provide aerial scouting as well as air traffic control. The ATGS is a very busy person and is key to our success in safely suppressing the fire. They provide "eyes in the sky" scouting and recon for the DIVS and the Ops Chief. We depend on the ATGS judgment and advice on the use of helibuckets, retardant, long lines, sling loads, etc. The ATGS works directly for the Ops Chief. They usually have approval from the Ops Chief to order fixed wing or helicopter retardant drops direct, based on requests from DIVS.

DIVS Coordination

All DIVS will attend a post-shift debriefing with Operations and the IC to determine progress made, update maps, and formulate plans for the next shift.

STRATEGY/PLANNING MEETING INPUT

Strategy meetings are normally held once daily at 1200 hrs. Planning meetings will be held at 1300 and 2000 hrs respectively for preparation of night and day shift tactical assignments (if using two shifts). DIVS will contact the Ops Chief at pre-determined times with input for the strategy/planning meetings.

DIVS Hints

1. Post Shift Briefing, discuss and assist your division overhead with the following:
 - a. Specific division assignments
 - b. Radio dissemination and frequencies
 - c. Transportation assignments and availability
 - d. Equipment/tool requirements
 - e. Safety concerns
2. As a DIVS, it is a good plan if you are the last out to the line at the start of the shift, so you can help expedite crew shuttle and equipment needs. After shift you will be last off the line to ensure 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 overhead. Make yourself available after shift for

time slip approval, or have "mailbox" at the time unit where overhead or supervisors can leave slips for you to approve.

4. Assist Logistics with signing specific "drop points", directional signing, etc., as necessary to keep your transportation organized. Coordinate these changes/additions promptly with the Plans or Logistics.
5. Talk directly to Operations on a daily basis and discuss what went well and what didn't go so well. Discuss possible solutions.

SAFETY ROLES

Every individual on the incident is responsible for recognizing and carrying out their safety responsibilities for themselves and the people they are supervising. 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 fire line.

Constantly review and apply the Watch out Situations and Standard Fire Orders. All firefighting resources must receive a briefing prior to engaging the fire, and each Division will ensure LCES is in place prior to engaging, and will notify ICP or Operations when engaging.

The wildland fire environment has many hazards. When these hazards exist, there are two options:

1. Do not enter the environment.
2. Adhere to safety procedures and mitigation measures: LCES--Lookouts, Communications, Escape Routes, and Safety Zones. Utilize the Risk Management Process outlined in the IRPG.

FIREFIGHTER AND PUBLIC SAFETY IS OF UTMOST IMPORTANCE AND THE NUMBER ONE PRIORITY AT ALL TIMES.

Authority

It is understood by all team members that Safety has the authority, from the IC, to shut down any line operation, air operation, or camp operation that they consider unsafe. The Safety Officer will work closely with all other sections and team members to correct deficiencies as they are found. With everyone's cooperation, use of the "shut it down" authority will be rare.

Personnel Screening

The Safety Officer will assist Plans and Operations in screening crews for time out on fires, need for R&R, physical condition, illness, etc. 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.

MEDICAL UNIT

Pre-orders will include two EMT's- preferably line qualified, one female and one male. Ambulance availability needs to be determined upon arrival to the incident.

The Medical Unit will be located to easily accommodate incident personnel, yet away from dust and noise as much as possible. A Medical Plan will be written as soon as possible, addressing all contingencies for sick or injured personnel and emergency medical evacuations.

Medical Unit personnel will be expected to establish and maintain communications with the Communications Unit. Line qualified EMT's will also be required to maintain communications with the Division Supervisors where they are assigned. All emergency radio traffic including medivac will go through Operations, where it may be assigned a dedicated channel. Although technically the Medical Unit falls under Logistics, they are also responsible for providing daily reports, recommendations, and/or mitigation measures to Safety.

PUBLIC INFORMATION OFFICER ROLES

Visits to the Line

Personal protective equipment will be worn by media and PIOs. Safety briefings will be provided to media flying or traveling to the fire line. Media will be guided by PIO's or competent firefighters while in the fire area. Often the media are the first or second group to arrive on the fire line. Provide escorts as soon as possible. Do it yourself if necessary. Ask for assistance from local agency information personnel, if available, who will be familiar with local media. Local Information Officers can be valuable resources, especially in the early stages of the incident, to brief you on local conditions and assist with the information function.

Information Strategy

Be proactive with the press. Don't wait for the media to call you. Identify who they are immediately and call them with whatever information you have at the time. Work with local information personnel to obtain a list of local media, contacts, and other assistance. Do not show favoritism to any media; attempt to keep everyone equally informed. Be creative in sharing information.

Release of Information

Work with the IC to determine early on from the Line Officer whether they want our team to handle the total information function or feed material to the Agency Information Officer. Integrate Information sharing into Incident Objectives. Ensure information update on INCIWEB.

Permittee Interface

Find out who the permittees and other affected parties are and call or visit them. Explain your intentions, paint an honest picture, and enlist their help.

Community Relations

Community relations are important and we need to make special efforts to see that they are good. Such things as tours of the fire camp by community leaders, town briefings of the fire situation, bulletin board at the Post Office, and personal contacts of key people by the Information Officer may be desirable depending on the situation. Involve local fire units / cooperators / interest groups into communication chain and process to provide transparency.

Camp Information

Arrange for delivery of newspapers to camp. Coordinate camp bulletin boards with Planning section-- one near camp entrance for visitors that includes camp map and other information, plus another internal one located near the mess tent or sleeping quarters. Solicit feedback and input for wanted information for line going resources.

Team Interaction

You will plan to attend both strategy/team meeting each day or have an alternate there to collect the information. You also need to touch base with each of the Command and General staff officers at least once a day. Find out how they're doing, if they've heard any good stories, etc., and arrange interviews with them if appropriate. Solicit intelligence (photos / videos) from line going personnel and integrate into message to public.

Thank You Letters

Write and prepare for signature letters to people who have really helped us both in the agency and in the community. Work with the team to develop the list of people to thank. Provide the IC with a copy of the letters, in advance, so he can show the Agency Line Officer what you will be sending out. The IC will personally sign each letter and these will be mailed before you leave the scene on the last day.

FINANCE ROLES

General

Our goal is to manage the incident within the given objectives safely, and in a cost-efficient manner. We are here to support the firefighters who are striving for that goal. Keep this in mind when making decisions about, work schedules, spike camp support, etc. While the Finance Section on a Type 3 incident can become complex, typical staffing for the function will include 1-2 PTRC's, 1-2 EQTR's, and Finance.

Internal Communication

The Finance Section Chief must attend all strategy meetings and line briefings, as well as any special meetings that develop.

Agency Contact

Request that the Agency Administrative Officer or Incident Business Advisor (IBA) attend the team inbriefing. If the AO is not available, establish contact within 12 hours. He or she may designate someone else to be your contact (Budget Officer, Personnel Officer), but be sure to make the initial contact. Get phone numbers of where they can be reached 24 hours a day. Communicate with the agency contact every day. Keep them informed on daily operations and any special situations, ie. Buying teams, cost reporting, transmission of time back to home unit at the end of the pay periods, casual time reporting processes, cost apportionment, etc.

Timekeeping

Time Unit will be staffed to provide for reasonable availability to all incident personnel – actual hours will be determined for each incident and communicated to all personnel. The following items are team policy regarding time reporting.

1. On duty starting time for assigned line overhead and crews will be determined by the IC in conjunction with Operations.
2. Time will be reported to Personnel Time Recorders on Crew Time Reports (Form SF-261). These must be completed for each operational period and turned into the Time Unit at the end of each operational period. Crews with "C", "E" or "A" resource request numbers will use one CTR for all personnel. Overhead personnel with individual "O", "A", "E", or "S" resource request numbers will use individual CTR's even if they are part of a module, or group like Medical unit or Helitack module.
3. ALL time reports MUST be signed by the next higher supervisor. This includes the overhead team groups, i.e. logistics, plans, etc. We will keep shifts under 16 hours, with 12 to 14 being the goal, and adhere to all 2:1 Work Rest Guidelines. Supervisors will make every effort to be available to authorize and sign Crew Time Reports for their subordinates. The hours worked during an operational period will be tallied and noted on the CTR with a circle around it. Supervisors should compare the hours from the previous operational period, with the current operational period and the expected start of the next operational period to assure that their personnel are in compliance with the work/rest guidelines (2 to 1). If work/rest periods has gone outside the scope of these guidelines a justification with mitigation measures documented must be completed by the Line Officer or Operational Duty Officer and placed in the official fire records.
4. Compensable meal periods are the exception, not the rule. However, until the fire is controlled and Operations makes a decision that it is critical to the effort of controlling the fire personnel remain at their post of duty and continues to work as they eat and the compensable meal is approved by the supervisor at the next level of the crew boss and it is documented on the Crew Time Report, before given to Finance.
5. When demobing, personnel need to submit their Crew Time Reports to Finance at the end of their final operational period and also submit their final CTR reflecting their demob time, and beginning travel time (for AD's estimated travel time) so that the OF288 can be completed and ready for review prior to the assigned demob time. Any problems will be resolved before the actual assigned demob time.

Closeout

At the closeout meeting, be honest and fair in your evaluation of the incident as it relates to the Finance Section. Before the closeout, get with the Administrative Officer, the IBA, and the involved section heads to discuss specifics about the final Finance package. Ensure that final cost reporting packages meet the expectations of the local unit.

LOGISTICS ROLES

Upon receiving the order for an overhead team, The IC will contact the ordering unit to coordinate a pre-order specific to the needs of the team, and the incident assignment. These items have been deemed necessary by the Command & General Staff as essential for most incidents. The IC will maintain flexibility and reasonableness in working with, and through the ordering office, to tailor all resource orders to meet specific incident needs.

Once team members arrive at the ordering office, logistical information will be collected from the local dispatch, FMO, and others. A briefing with the Line Officer will be obtained as soon as all key Command and General Staff members of the team have arrived. The LINE OFFICER BRIEFING outline (at the end of this Section) will be used by the Logistics Section as a tool for obtaining information.

Logistics will receive the initial order checklists from the other functions after the Line Officer briefing and will place the initial orders as soon as permission is granted.

Orders will be placed at one or two pre-determined times each day if at all possible. If necessary, other arrangements can be set up with the host unit dispatch center as their needs dictate.

As the team begins the transition with the initial or extended attack forces, filling all line orders will remain the top priority. Coordination will be maintained with any ongoing supply operations at the helibase. Caches of food, water, tools and emergency response kits will be kept on the helibase to facilitate rapid response. Once line orders are placed, all loads will have destinations clearly marked.

Ground Support

Upon arrival and briefing, Logistics or Logistics (T) may serve as GSUL. All contract equipment should be inspected and under contract prior to the next shift. **Safety, vehicle inspection, and accountability of resources** assigned to the unit will be the first priorities.

Facilities

Upon arrival and briefing, Logistics will plan the ICP layout. Obtain any agreements necessary for operations on, or adjacent to private land. Keep track of shift tickets on shower and water hauling contractors. Supervise camp crew for set up of various unit facilities. Coordinate closely with Section Chiefs; assure that all essential functions are operational within 24 hours of team arrival.

Coordinate day/night shift coverage to accommodate late-arriving personnel. Provide safe, quiet sleeping areas.

PLANS ROLES

General Schedule

Having a set schedule and holding to that routine works well. There are times when the schedule needs to be adjusted; however, it will be the exception and must be well announced. Schedules will be clearly posted in the PLANNING SECTION and near food lines. The general schedule is:

<u>0600-1800 Operational Period (Day Shift)</u>	<u>1800-0600 Operational Period (Night Shift)</u>
<u>0600-2000 Operational Period (Single Shift)</u>	
0500 Wakeup	1100 Preplanning Meeting
0530 Feed	1300 Planning Meeting
0600 Briefing	1400 All IAP Input Due
0630 Depart for Line	1700 Wakeup
1200 Strategy / Team Meeting	1730 Feed
1630 Preplanning Meeting	1800 Briefing
1900 Planning Meeting	1830 Depart for Line
2030 All IAP Input Due	

Adjustments to this schedule will need to be made for seasonal differences and when only a single shift or a swing shift is deployed. The strategy and planning meetings listed are of course for the next operating period. The Plans will facilitate all strategy and planning meetings. Strategy meetings need to be held to one hour or less with their primary objective being to consider operations 48 hours ahead and determine our ability to continue to meet the Incident Objectives. Planning meetings will be used to determine the tactical assignments of resources for the next operational period. In the course of either meeting it is preferable all functions to present discussion from their respective groups rather than call each individual to speak. Concise, focused, pertinent discussion is required.

Setup

We have found it very helpful to effectively set up our working area early on in the ICP organization. We must be accessible to all needing assistance and still be able to efficiently complete our varied responsibilities in a timely manner. Having the Planning and Finance Sections close to each other as well as centrally and conspicuously located is best.

It works well to have check-in and demob areas convenient to incoming resources and near the plans central work area, which needs work tables and a limited conference area. At least one dedicated phone is desirable with FAX capability

Check In Procedure

Check-in and timekeeping will be co-located whenever possible in the early buildup of resources.

IAP Preparation

The planning meeting will be held separate from the strategy meeting. Attendance should be kept to a minimum. Plans will have a complete list of all the resources available for the operational period being planned, as well as a copy of the previous days plan. When completed, the IC will review and approve the Division Assignment Sheets (ICS 204). It is essential that the Incident Action Plan be neat, complete and accurate. During the planning session, Operations will identify tools, equipment and supplies needed.

Gathering Resource Data

It is Plans responsibility to gather information on existing and incoming resources on the incident. Immediately upon arriving at the incident, Plans will begin sleuthing to find what resources exist. The IC and Operations assist in this process. For initial attack resources, it is a good idea to contact the initial attack IC. In conjunction with the dispatch center, 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. Some resources, especially at the helibase, are difficult to track down. Arrange with the HEB2 or HELM's to have someone routinely gather this information for you. Arrange with Logistics to make sure all drivers, heavy equipment, etc. check in with Plans.

Documentation

A Documentation Unit Leader will not normally be ordered. Plans assembles the Incident Action Plan and develop a systematic file of all Incident related records and documents. Each Section Chief will be responsible for submitting all pertinent materials that document the progress of the Incident. If the incident is abnormally complex, a Documentation Unit Leader will be ordered.

Demobilization

The demobilization is typically handled by Plans in coordination with the ICT3 and Operations. Every attempt will be made to notify the local dispatch center of the demob plan at least 24 hours in advance of demobilization for reassignment of resources if needed locally.

R & R Scheduling

During check in, Plans will gather information from crews and overhead on their last day off, number of days on fire consecutively, and any Agency limitations. This information, with additional input from crew bosses and liaison officers, will be used by Plans and Operations in scheduling R & R and in demobilization. R&R will typically be used only when it is necessary for the retention of critical resources.

APPENDIXES INCIDENT EMERGENCY PLAN

MANAGEMENT

When an accident occurs on the incident which involves multiple victims, a fatality, shelter deployment or other event, **the Ops Chiefs** shall go directly to the scene to take control of the incident. Operations will be the immediate responsible official for management of the incident, including protection of the accident scene, moving all unnecessary personnel from the scene, notification of the accident/event to communications, obtaining immediate medical assistance, and implementing medivac procedures.

Notification of the accident or event to communications will include:

1. Nature of the accident/event.
2. Location on the accident/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.

AT NO TIME DURING THE ACCIDENT / FATALITY EVACUATION PROCESS WILL NAMES OF VICTIM(S), TAIL NUMBER, ENGINE NUMBER, OR CREW NAME BE TRANSMITTED OVER RADIO COMMUNICATIONS. USE A LAND LINE, CELL PHONE OR SATELLITE PHONE FOR TRANSMISSIONS OF SENSITIVE NATURE TO THE ICP.

The **Safety Officer** will go directly to the scene as soon as possible after being notified of the incident. **Safety** will relieve **Operations** as the responsible official at the scene. The **Safety Officer** will be in charge of the accident investigation until the accident investigation team arrives and will gather as much preliminary information as possible to brief the **IC**. All ethnic and cultural rites will be observed during the course of the accident investigation.

The **ICT3, Plans, Logistics, Medical Unit Leader (if assigned), and PIO** will meet at the Communications Unit and stage all accident actions from that point. The **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.

MEDICAL TREATMENT AND MEDIVAC

The nearest First Responder/Emergency Medical Technician (EMT) will respond to the scene and will provide emergency treatment and movement of the victim(s). If no First Responder/EMT's can respond, then the **Medical Unit Leader** will respond to the scene providing medical treatment and movement of the victims. The **Ops Chief** will coordinate with the Air Tactical Group Supervisor (if available) for aerial medivac or **Logistics** for ground transportation.

COMMUNICATIONS

The **ICT3** 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; and will immediately close all communications out of camp except those necessary for accident operations.

The **ICT3** will notify the agency dispatch center of the medical emergency and enumerate actions undertaken. The **ICT3** will keep the dispatch center advised of medical emergency management events as they occur.

NOTIFICATION

The **ICT3** 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 (or contractor)**. Finance will coordinate with the **Agency Administrator** or **Incident Business Advisor** so that contract related issues can be addressed as soon as notification has been made.

INFORMATION

All information released from the incident shall be through the **PIO** with the approval of the **Incident Commander and Agency Administrator**. At no time during the accident/fatality evacuation process will the name of the victim (s) be used.

OTHER

After Action Review will be held for each incident that implements these procedures. This review will be facilitated by the **Incident Commander, Safety Officer, or Plans Section Chief** and will be conducted as soon as practical after the incident. If the incident involves any of the Command and General Staff personnel a "neutral" facilitator, possible a CISM specialist will be used. Participants in the AAR will be determined by the Incident Commander.

LINE OFFICER BRIEFING

Logistics Questions

- 1) ICP/Base Camp Location (room for expansion, what's there now, location to fire)
- 2) Utilities – Phone and power
- 3) Land Use Agreements for dip sites, staging, camp, helibase, etc.
- 4) Access, Transportation routes
- 5) Communications
 - Local frequencies in use, Ordered (Air/Ground)
 - Orders Placed
 - Dispatch/Ordering Process
 - Turnaround times from GBK and Local Cache
- 6) Pre-Orders-Catering, Shower, Sanitation, Dumpsters, Toilets, Potable and Gray Water
- 7) Equipment Agreements
- 8) Cooperator / Agency Liaisons / Sheriff or Security Needs
- 9) Emergency Medical Facilities, Local EMT/Ambulance, Medical Unit needs

Planning

- 1) Resources on fire and ordered
- 2) Current Situation, fuels, fire behavior
- 3) Current map, resource values, landownership
- 4) Constraints, Land Use Plan direction, READ availability

Safety

- 1) Medical Evacuation Plan
- 2) Resource Condition (crews, days out) and concerns

Operations

- 1) Current IC briefing
- 2) Maintaining contact w/ all personnel assigned
- 3) Air OPS, Retardant use/effect, water sources
- 4) Natural barriers, local situation, weather
- 5) Safety, Contingency plans, Evacuation plans, Structure Protection Plans.

Finance

- 1) Contracts / EERAs/ BPAs
- 2) Cost limits (EFSA), Costs to date
- 3) Agreements in place, land ownership, special orders
- 4) Buying Team needed IBA coordination / contacts.

Information

- 1) Local media contacts
- 2) Local FIO / PA Person
- 3) Social or political interests to date anticipated.
- 4) Media release process, additional responsibilities

OPERATIONAL SHIFT BRIEFING OUTLINE

1. PLANS FACILITATES THE BRIEFING & ORDERLY DISCUSSION

-Hand out shift plans & set time frame.

2. PREVIOUS SHIFT PROGRESS UPDATE

-By previous shift OPERATIONS if possible.

3. OPERATIONS BRIEFLY COVERS PLAN FOR THE SHIFT

-Give general overall intent by Division.

-Have DIVS raise hands so people know who is in charge.

-Give each DIVS chance to add info or questions.

-Summarize shift air operations, ATGS or Air Ops if available.

4. CALL ON FOLLOWING FOR COMMENTS: (Ask them to keep it short and to the point, don't read what is already written in action plan, just quick oral summary) Follow the sequence and order of the plan:

Plans-----Daily Fire Weather / Spot Forecast

Safety-----Safety Message / Address Hazards

Logistics-----Communications, Supply, Facilities, Ground Support

Public Information-----Public Message being conveyed / events off incident

5. GIVE GENERAL STAFF MEMBERS CHANCE TO COMMENT

-FINANCE (Time Unit) process for turning in CTRs, when, where, how often.

6. ANY FINAL INSTRUCTIONS FROM THE PLANNING SECTION CHIEF

-OPERATIONS can highlight items for special emphasis or READ concerns.

7. CLOSING COMMENTS FROM ICT3, AGENCY ADMINISTRATOR, LOCAL UNIT.

NOTE: The above sequence works well but a different order might work better in some circumstances. The important thing is that Plans keep it organized and moving. Time will be kept to less than 30 minutes!

CREW SUMMARY FORM

(To be filled out by Crew Boss at Check-in)

1. Crew Name? _____ Order # _____

2. Date/Hour of Arrival? _____

3. Type of Crew: (circle one) Type 1 Type 2IA Type 2
Engine, Type: _____

4. How many days since your first day on assignment? _____

5. Is the crew adequately rested? _____

6. Do you need rest prior to going on shift? Yes No

7. Does anyone on your crew have medical problems such as allergies, previous injuries, colds or etc.
that we should be concerned about? Yes No

Please Explain the Medical Problem:

8. Have you previously worked with all crew members? Yes No

9. Have you had previous fire experience in this type of country? Yes No

10. Are you comfortable about putting this crew on hot line work in these fuels and terrain? Yes No

SIGNED _____

CREW BOSS

DATE