11 - Incident Management

Policy

It is the BLM policy to use the incident command system (ICS) to manage all incidents.

Introduction

More than 90percent of wildland fires are contained and controlled during initial attack. The ICS approach provides for management/organizational growth on incidents that evolve in complexity or increase in size. The transition and/or growth of an ICS management structure can occur over a period of several days or it may happen within a few hours. Many safety problems, organizational issues, and cost-efficiency concerns emerge as the incident transitions into a larger operation. These transitions historically have been the most dangerous phase of incident management. Careful planning of transitions occurring during operational periods must be accomplished in order to mitigate all safety and coordination issues. **Managers should strive to transition incidents at the start of a new operational period with incident action planning complete.**

Incident management requires both on-site incident organizations **and** off-site coordination and support organizations. To effectively manage an incident, it is important to understand the roles and responsibilities of these organizations.

Agency Administrator

Off-Site (Coordination)	On-Site (Command)
–Initial Attack Dispatch	–Initial Attack (Type 4 & 5 Incidents)
–Expanded Dispatch	–Extended Attack (Type 3 Incidents)
–Buying Teams	–Type 2 Incidents
–Geographic Area Coordination	–Type 1 Incidents
–MAC Groups	–Area Command

On-Site Incident Organizations

Type 5 Incidents

Characteristics of a type 5 incident are:
- Resources required typically vary from two to six firefighters.

- The incident is generally contained within the first burning period and often within a few hours after arrival.

- Additional firefighting resources or logistical support are usually not required.

Type 4 Incidents

Characteristics of a type 4 incident are:
- The incident has an incident commander–a single individual responsible to the agency administrator for all incident command level functions and incident activities. (All fires regardless of size have an incident commander.)

- Command and general staff positions are not activated.

- Resources vary from a single firefighter to several resources or a task force or strike team.

- The type 4 incident is limited to one operational period in the control phase. Mopup may extend into multiple periods.

- The type 4 incident does not require a written action plan, but will require a completed briefing checklist for incoming resources.

- Role of the agency administrator
  - Operational Plans which includes: Objectives, Strategy, and Priorities.

Type 3 Incident (Extended Attack)

Characteristics of a type 3 incident are:
- Some of the command and general staff positions may be activated, usually

11

at the division/group supervisor and unit leader level.

- Resources vary from several resources to several task forces/strike teams.

- The incident may be divided into divisions but usually does not meet the division/group supervisor complexity for span-of-control.

- The incident may involve multiple operational periods prior to control, **which requires a written action plan.**

- Staging areas and a base may be used.
- Role of agency administrator:
  - Operation Plan which includes: Objectives, Strategy, and Priorities.

174   Release Date: 4/99

        ➢ Fire complexity analysis.
        ➢ Wildland Fire Situation Analysis.

Type 2 Incident

Characteristics of a type 2 incident are:
- Most or all of the command and general staff positions are filled.

- Incident base/camps are established.

- The incident extends into multiple operational periods.

- A written action plan is needed and prepared.

- Many of the functional units are needed and staffed.

- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (numbers are guidelines only).

- Divisions are usually established to geographically facilitate work assignments, and a qualified division/group supervisor is not required on divisions established for reasons other than span-of-control or other complexity factors.

- Role of agency administrator:
  - ➢ Complexity analysis
  - ➢ Wildland Fire Situation Analysis
  - ➢ Agency administrator briefings
  - ➢ Written delegation of authority

Type 1 Incident

Characteristics of a type 1 incident: meets all the criteria of a type 2 incident, plus the following:
- All command and general staff positions are activated.

- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1000 (numbers are guideline only).

- Divisions are established requiring division supervisor qualified personnel.

- May require the establishment of branches.

- The agency administrator will have briefings, WFSAs, and new delegation of authority along with possible transition from type 2 to type 1 teams.
- At this stage interface with the team often takes more of the agency administrator's time.

- Use of resource advisors at the incident base usually occurs.

- High impact on the local office occurs requiring additional staff for office administrative support functions.

Unified Command

A representative from each of the involved jurisdictions shares command and, at times, other functions. Collectively they direct the management of the incident to accomplish common objectives. Unified command may be at the incident management team or area command level.
- The concept of unified command means that all agencies who have jurisdictional responsibility at the incident contribute to the process of:
  - ➢ Determining overall strategies.
  - ➢ Selection of alternatives.
  - ➢ Ensuring that joint planning for tactical activities is accomplished.
  - ➢ Maximizing use of all assigned resources.

- Unified command is used when:
  - ➢ Incidents have no regard for jurisdictional boundaries.
  - ➢ Individual agency responsibilities and authority is normally legally confined to a single jurisdiction.

- The goals of the unified command are to:
  - ➢ Improve the information flow and interface between all agencies.
  - ➢ Develop a single collective approach to the incident regardless of its functional complexities.
  - ➢ Optimize the efforts of all agencies as they perform their respective missions.
  - ➢ Reduce or eliminate duplicate efforts or omissions.
  - ➢ Improve each agency's awareness of the plans and actions of all others.
  - ➢ Ensure that all agencies with responsibility for the incident have an understanding of their organization's goals, objectives, and restrictions.

11
  - ➢ Ensure that no agency's authority will be compromised.
  - ➢ Develop objectives for the entire incident.

Complex

A complex is two or more individual incidents located nearby which are assigned to a single incident commander or unified command to facilitate management.

Area Command (AC)

Area command is an expansion of incident command function to manage a very large incident that has multiple incident management teams assigned or numerous large incidents with individual teams assigned. However, an AC can be

established at any time incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.
- The functions of AC are to coordinate the determination of incident:
  - Objectives.
  - Strategies.
  - Priorities for using critical resources allocated to the incidents assigned to the area command.
  - May be responsible for the coordination of demobilization.
  - The organization is normally small with personnel assigned to command, planning, and logistics. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation, safety, or information may also be assigned to area command.

- The AC is responsible for supervising, managing, and evaluating the incident management teams.

Overall Coordination and Management

As numbers of wildland fires, complex incidents, and the involvement or impact on other agencies increases, it is necessary to expand day-to-day coordination and management organizations to ensure efficient and effective use of critical personnel and equipment. This is not an expansion of the ICS but rather an expansion of the coordination and management system that supports on-the-ground incident management organization(s).

Managing the Incident

Agency Administrator's Responsibilities

The agency administrator's responsibilities to the IMT:
- Assure that the cause of fire is investigated immediately and that the ignition site is protected. Assignment for further investigation of ignition source to the IMT.

- Complete and approve delegation of authority.

- Conduct initial briefing following a well-prepared briefing format; so that incident objectives and concerns are understood by the IMT and you understand the IMT's expectations and concerns. **Define your role in the management of the incident.**

- Provide signed initial WFSA and establish daily re-certification procedure.

- Assign resource advisor(s) to IMT.

- Define public information responsibilities and delegations so that all parties understand their roles. Establish standards for IMT liaison with local communities. Assure that all appropriate public, media, and government contacts are made.

- Ensure that employee briefings occur.

- Use the IMT information officer, but remain involved.

- Ensure that you are briefed on the fire situation in enough detail to meet your needs.

- Consider the realities of today's suppression costs. A comparison between suppression costs and "values at risk" should be made. "Values at risk" assesses the resource, and the political and economic considerations which may be affected by the incident now and in the foreseeable future.

- Consider requesting a comptroller to ensure cost-effective incident operations.

- Set clear and measurable standards for safety. Highlight known hazards of the area. You may require a safety analysis on the tactical alternatives.

- Assign clear responsibilities for additional initial attack action responses.

- Ensure fire management staff is briefed regularly on incident status.

- Ensure the IMT addresses fire training needs.

- Ensure that rehabilitation of all effects of fire suppression is addressed by the IMT.

11

- Ensure that all fiscal matters are resolved to your satisfaction prior to release of the IMT. You may choose to establish follow-up contact procedures with team for fiscal matters.

- Ensure a written re-delegation of authority has been completed prior to release of the IMT.

- Provide separate written evaluation to the IC and IMT performance.

Large Fire Complexity Analysis

The following guide is to assist the agency administrator and staff in analyzing the complexity or predicted complexity of a fire situation. Because of the time required to assemble or move an IMT to a fire, this checklist should be completed when a fire escapes initial attack and be kept as part of the fire records. This

document is prepared concurrently with, and attached to, a new or revised Wildland Fire Situation Analysis. It must be emphasized that this analysis should, where possible, be based on predictions to allow adequate time for assembling and transporting the ordered resources.

Use of the Guide

1) Analyze each element and check the response yes or no.

2) If positive responses exceed, or are equal to, negative responses within any primary factor (A through G), the primary factor should be considered as a positive response.

3) If any three of the primary factors (A through G) are positive responses, this indicates the fire situation is or is predicted to be type 1.

4) Factor H should be considered after all above steps. If more than two of these items are answered yes, and three or more of the other primary factors are positive responses, a type 1 team should be considered. If the composites of H are negative, and there are fewer than three positive responses in the primary factors (A-G), a type 2 team should be considered. If the answers to all questions in H are negative, it may be advisable to allow the existing overhead to continue action on the fire.

Controversial fire policy – Differing fire policies between suppression agencies when the fire involves multiple ownership is a good example.

Pre-existing controversies – These may or may not be fire management related. Any controversy drawing public attention to an area may present unusual issues to the IMT and local management.

Have personnel overextended themselves mentally or physically?–This is a critical item that requires judgment by the responsible agency. It is difficult to write guidelines for this judgment because of the wide differences among individuals. If the agency administrator feels the existing personnel cannot continue to function efficiently and take wise and aggressive action due to mental or physical reasons, assistance is mandatory.

Fire Complexity Analysis   Yes   No

A. Fire Behavior *Observed or Predicted*

    1. Burning index (from on-site measurement of weather conditions) predicted to be above the 90% level using the major fuel model in which the fire is burning.   ___   ___

    2. Potential exists for extreme fire behavior (fuel moisture, winds, etc.)   ___   ___

    3. Crowning, profuse or long-range spotting.   ___   ___

    4. Weather forecast indicating no significant relief or worsening conditions.   ___   ___

                          Total ___   ___

B. Resources Committed

    1. 200 or more personnel assigned.   ___   ___

    2. Three or more divisions.   ___   ___

    3. Wide variety of special support personnel.   ___   ___

    4. Substantial air operation which is not properly staffed.   ___   ___

    5. Majority of initial attack resources committed.   ___   ___

                          Total ___   ___

C. Resources Threatened

    1. Urban interface.   ___   ___

    2. Developments and facilities.   ___   ___

    3. Restricted, threatened, or endangered species habitat.   ___   ___

    4. Cultural sites.   ___   ___

    5. Unique natural resources, special-designation areas, wilderness.   ___   ___

    6. Other special resources.   ___   ___

                          Total

                            ___   ___

D Safety

    1. Unusually hazardous fireline construction.   ___   ___

    2. Serious accidents or fatalities.   ___   ___

    3. Threat to safety of visitors from fire and related operations.   ___   ___

    4. Restrictions and/or closures in effect or being considered.   ═══   ═══

5. No night operations in place for safety reasons. ___ ___

Total ___ ___

E. Ownership

   1. Fire burning or threatening more than one jurisdiction. ___ ___

   2. Potential for claims (damages). ___ ___

   3. Different or conflicting management objectives. ___ ___

   4. Disputes over suppression responsibility. ___ ___

   5. Potential for unified command. ___ ___

Total ___ ___

F. External Influences

   1. Controversial fire policy. ___ ___

   2. Pre-existing controversies/relationships. ___ ___

   3. Sensitive media relationships. ___ ___

   4. Smoke management problems. ___ ___

   5. Sensitive political interests. ___ ___

   6. Other external influences. ___ ___

Total ___ ___

G. Change in Strategy

   1. Change in strategy to control from confine or contain ___ ___

   2. Large amounts of unburned fuel within planned perimeter. ___ ___

   3. WFSA invalid or requires updating. ___ ___

Total ___ ___

H. Existing Overhead

   1. Worked two operational periods without achieving initial objectives. ___ ___

   2. Existing management organization ineffective. ___ ___

   3. Overhead overextended mentally and/or physically. ___ ___

   4. Incident action plans, briefings, etc. missing or poorly prepared. ___ ___

Total ___ ___

Team Selection

Selecting the appropriate management team is essential for successfully meeting your incident objectives. The incident complexity analysis will guide you in the selection of the appropriate team.

All teams are ordered through the established ordering channels from local dispatch offices, geographic area coordination centers, and the National Interagency Coordination Center.

Type 3 Incident Management Teams

Type 3 Incident Management Teams manage initial attack fires with a significant number of resources, escaped fire until a type 1 or 2 team arrives, or an extended attack fire until containment/control is achieved. The incident may be divided into segments, but normally would not meet the division supervisor complexity in regards to span-of-control.

In using the type 3 team, a manager must be very cautious to avoid using extending them beyond the extended attack (type 3) level. The command staff is normally comprised of the incident commander, a safety officer plus two general staff positions; however, a manager must assess the hazards and complexities to determine if other specialist positions are also needed.

Recommended Minimum Positions   The following positions and qualifications should be considered when assembling type 3 IMTs. By using the factors in the extended attack complexity analysis a fire manager can determine the specific positions needed by addressing each complexity or issue related to the incident; e. g., if sensitive public/media relation-ships are evident, then an information officer should be part of the team.

Positions	Qualification Requirement
Incident Commander	Type 3 IC, (division supervisor recommended)
Operations	Strike Team Leader or Task Force Leader
Logistics	Facilities Unit Leader, Supply Unit Leader, or Ground Support Unit Leader
Plans	Resource Unit Leader or Situation Unit Leader
Finance	Time Unit Leader or Procurement Unit Leader
Safety	Safety Officer 3
Information	Information Officer 3

11

Type 2 Incident Management Teams

These teams are ordered through the GACC. The team can be ordered in one of two configurations – short (nine members) or long (approximately 27-33 members). The national standard configuration of type 1 and 2 teams is the same; however, GACCs may adjust the makeup of teams for use in their area.

Short Team:
Incident Commander (ICT2)
Planning Section Chief (PSC2)
Safety Officer (S0F2)
Logistics Section Chief (LSC2)
Finance Section Chief (FSC2)
Operations Section Chief (OSC2) (2)
Air Support Group Supervisor (ASGS)

Additional Long Team Members:
Situation Unit Leader (SITL)
Communication Unit Leader (COML)
Supply Unit Leader (SPUL)
Facilities Unit Leader (FACL)
Ground Support Unit Leader (GSUL)
Time Unit Leader (TIME)
Procurement Unit Leader (PROC)
Division Supervisor (DIVS) (4 each)
Resource Unit Leader (RESL) (2 each)
Fire Behavior Analyst (FBAN)
Information Officer (IOF2)
Comp/claims Unit Leader (COMP)
Air Tactical Group Supervisor (ATGS)

Type 1 Incident Management Teams

There are 17 type 1 national interagency teams. These teams are mobilized according to national call-out procedures and rotation. Teams ordered through NICC will be in either long- or short-team configuration. Any variation from the standard configuration is only allowed at the discretion of the requesting unit.

Area – Number of Teams

Northern Rockies – 2	Great Basin – 2	Alaska – 1
Rocky Mountains – 1	California – 5	Eastern Area – 1
Southwest – 2	Northwest – 2	Southern – 1

Area Command

There are four national area command teams. Area command works directly for agency administrator(s) and is an extension of the incident command to manage a very large incident that has multiple incident management teams assigned. The

teams coordinate incident objectives, strategies, priorities for scarce resources, and coordination of demobilization.

Teams are comprised of the following six personnel–four specific and two trainees identified by the area commander.

    Area Commander (ACDR)
    Area Command Planning Chief (ACPC)
    Area Command Logistics Chief (ACLC)
    Area Command Aviation Coordinator (ACAC)
    Area Command Trainee (2)

Transition to Teams

Once the decision has been made to mobilize an IMT a briefing must be given by the agency administrator, FMO, and local IC. The following guidelines assist transition of fire management responsibilities to incoming IMTs. Some information will be in writing and some may be oral. A delegation of authority is provided by the agency administrator to the incoming team at the briefing.

Assumption of Responsibilities

- The assumption of an incident by a team must be as smooth and orderly as possible. An orderly transition saves money and assures that fire fighting continues in an orderly manner. The local team already in place remains in charge until incoming team members are briefed by their counterparts.

- The ordering area should specify times of arrival and transition by the incoming team. These should be discussed with the incoming incident commander so transition is orderly.

- The ordering unit should accomplish the following actions prior to the arrival of the incoming team:
➢ Determine incident command post/base location.

11

➢ Order support equipment, supplies, and basic support organization for the incident.
  ➢ Secure an ample supply of appropriate maps. This is critical.
  ➢ Determine the team's transportation needs and obtain needed vehicles.
  ➢ Schedule agency administrator briefing time and location.
  ➢ Obtain necessary information for the administrator briefing.
  ➢ Obtain necessary communications equipment.

There should be two briefings for the incoming team. The first briefing should be by the agency administrator at a site away from the incident. The second

briefing should be by the current incident commander at the incident command post. The time needed for transition will depend on the complexity of the incident, the expertise of the existing team, and/or other issues. The WFSA and delegation of authority should be completed prior to the first briefing.

Agency Administrator Briefing

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

- A written overview with the following information:
  - Name and number of incident.
  - Approximate size, location, jurisdictions and land status.
  - Name of the current incident commander.
  - General weather conditions at the incident site.
  - Behavior of fire.
  - Fuel types.
  - Current tactics.
  - Incident command post and base locations.
  - Other strategies, resources and tactics which might have an impact on the incident.

- Signed delegation of authority to the incoming incident commander.

- Local participation in the team organization by resource and agency representatives.

- Information about existing or anticipated unified command organization (if any). (May have been a consideration in decision to order a team.)

- Names and skills of technical specialists assigned to the incident.

- Unit fire policy.

- Concerns about resource values, improvements, wilderness and roadless areas, cultural resources, rare and endangered species, rehabilitation requirements, etc.

- Priorities for control.

- News media procedures.

- Political considerations.

- Agreements in effect.

- Other agencies already on the incident, agency representatives.

- Desired date and time when team transition will occur.

- Safety issues:
  - Accidents to date.
  - Status of accident reports.
  - Areas with existing or potential hazardous materials.
  - Investigation of ignition point and direction on needed follow-up.
  - Hazards (power lines, underground gas lines, etc.)
  - Name of local and state safety manager

- Operations and Planning (Considered in incident commander briefing):
  - Strategy
  - Tactics
  - Local unusual fire behavior and fire history in the vicinity of the incident.
  - Pre-attack plans available to the team.
  - Incident Status Summary (ICS-209) reporting requirements.
  - Copy of the current ICS-209.
  - Status of current team.
  - Status of local agency personnel.
  - Agency capabilities for team operation support.
  - Agency rest and rotation policies.
  - Agency rehabilitation policies.
  - Agency demobilization concerns.
  - Other large incidents

- Logistics:
  - Transportation routes.
  - Ordering system to be used.
  - Procurement unit in place or ordered.
  - Incident feeding procedures.
  - Available sleeping facilities.
  - Local medical facilities.
  - Nearest burn treatment center.
    - Contacts with local law enforcement agencies.

11

- Finance/Administration:
  - Fiscal limitations and constraints.
  - Any cost-sharing arrangements affecting the incident.
  - Contracting officer assigned.
  - Potential for claims.
  - Comptroller assigned.

186   Release Date: 4/99

Delegation of Authority

The transfer of authority for suppression actions on a fire is done through a written delegation of authority from the agency administrator to the incident commander. This procedure facilitates the transition between incident management levels.

An IMT may manage suppression actions on a fire only after receiving a signed delegation of authority from the agency administrator. The delegation of authority is a part of the briefing package provided to the incoming IMT. It should contain both the delegation of authority and specific limitations to that authority. **It is very important to include specific, measurable objectives to be accomplished by the IMT. Good objectives will provide both the IMT and agency administrator a means for continual evaluation and adjustments if needed as the incident progresses.**

Sample: **Delegation of Authority**
                                          Colorado State Office
                                          Montrose Field Office

As of 1800, May 20, 1995, I have delegated authority to manage the Crystal River Fire, number E353, San Juan Resource Area, to Incident Commander Bill Jones and his Incident Management Team.

The fire which originated as four separate lightning strikes occurring on May 17, 1995, is burning in the Crystal River Drainage. My considerations for management of this fire are:

1. Provide for fire fighter and public safety.

2. Manage the fire with as little environmental damage as possible. The guide to minimum impact suppression tactics is attached.

3. Key cultural features requiring priority protection are: Escalante Cabin, and overlook board walks along the south rim.

4. Key resource considerations are: protecting endangered species by avoiding retardant and foams from entering the stream, if the ponderosa pine timber sale is threatened conduct a low intensity under burn and clear fuels along road 312.

5. Restrictions for suppression actions include: no tracked vehicles on slopes greater than 20percent or meadow soils except where roads exist and are identified for use, and no retardant will be used within 100 feet of water.

6. Minimum tools for use are type 2/3 helicopters, chainsaws, hand tools and portable pumps.
7. My agency advisor will be Eric Johnson (wildlife biologist).

8. The NE flank of the fire borders private property and must be protected if threatened. John Dennison of the Big Pine Fire Department will be the local representative.

9. Manage the fire cost-effectively for the values at risk.

10. Provide training opportunities for the resource area personnel to strengthen our organizational capabilities.

11. Minimum disruption of residential access to private property, and visitor use consistent with public safety.

<div align="right">

(signature)
(Title of Agency Administrator)

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Amendment to Delegation of Authority

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

3. Key cultural features requiring priority protection are: Escalante Cabin, overlook board walks along the south rim, and the Ute Mountain study site.

12. Use of tracked vehicles authorized to protect Escalante Cabin.

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(signature)
(Title of Agency Administrator)

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11 Transfer of Command

The following are guidelines for local and off-unit IMTs for transfer of fire suppression responsibilities. This guide is for the assumption and release of incoming management teams plus a checklist of information and data the receiving unit needs to provide. Information will be written and oral.

Taking Over of a Complex Fire by an Off-Unit Incident Management Team

1) The assumption of a fire by an off-unit team must be as smooth and orderly as possible. The local team is in charge until officially released.

2) Ordering unit should specify expected time of arrival and expected time of takeover by the off-unit team.

3) Incoming IC should contact the fire's unit dispatch in advance and arrange for:
- Expected support staff
- Location of agency administrator
- Transportation needs. Team IC should also contact ordering agency administrator or designated alternate immediately on team assignment.

4) The ordering unit should do the following prior to the arrival of the incoming team:
- Determine ICP/base location
- Order support equipment, supplies, and initial basic support organization for the fire.
- Order or make ample supply of topography maps, base maps, etc.
- Determine transportation needs of incoming team (from ordering unit to fire and on fire).
- Determine agency administrator briefing time and location.
- Obtain necessary information for the agency administrator briefing (see below).
- Order communication cache and communication vehicle.

5) There should be two briefings for the incoming team. First briefing should be by the agency administrator at a site away from the fire. Second briefing should be by the local IC at the fire site. Transition period of takeover will depend on complexity, expertise of local team, and/or other issues.

6) Agency Administrator Briefing. Should be as held soon as possible after arrival of all members of the team. It is impossible to list everything a team needs to know. The following checklist and sample briefing form include those items that should be discussed and/or distributed to the team:

Briefing Package Checklist

____ Agency Administrator's Delegation of Authority to the IC

____ WFSA for _____ Incident

____ Agency Administrator's Briefing to the Incident Management Team

____ Unit Service and Supply Plan

____ Local Key Contact Phone List

____ ICS-209 ____ / ____ /

____ Fire Weather Forecast

____ Incident Area Map(s)

____ Incident Area Aerial Photo(s) (Planning Section packet only)

____

___ Resource, Overhead, and Equipment Order Forms completed to date
(Logistics & Planning Section packets only)

Sample: **Agency Administrator's Briefing to the Incident Management
Team**

GENERAL

Name of incident _____

Fire start: date _____   time _____

        cause _____

Approximate size of fire _____

Location _____

Land status _____

Local fire policy _____

Resource values threatened _____

Private property or structures threatened _____

_____

Capability of Unit to support team (suppression and support resources) _____

_____

COMMAND

Written Delegation of Authority: _____

    Agency _____

    Agency Administrator's representative _____

    Resource Advisor _____

Transition:

    Name of current Incident Commander _____

    Proposed time when team will assume command: date_____time _____

    Recommended local participation in fire team organization _____

_____

Other Command Organizations (Unified/Area/MAC) _____

_____

Legal considerations (investigations in process) _____

_____

Known political considerations _____

_____

Local social / economic considerations _____

_____

Incident Information

IIO Organization reports to: ___ Incident Commander

                              Agency Administrator

Provide regular updates to: ___ Unit FMO

                              Expanded Dispatch

Safety

Accidents/injuries to date _____

_____

Condition of local personnel _____

11

Known hazards _____

PLANNING SECTION
General
Access to Fax and Copier _____
Pre-attack plans ___ Yes ___ No
Other nearby incidents influencing strategy/tactics/resources _____

Training specialist assigned or ordered _____
Training considerations _____

Rehabilitation policies _____

Situation Unit
General weather conditions/forecast _____

Fire behavior _____

Local unusual fire behavior and fire history in area of fire _____

Fuel types: at fire _____
                     ahead of fire _____
ICS off-incident reporting requirements _____

Resources Unit
Refer to attached Resource Orders.
Personnel on fire (general) _____

Equipment on fire (general) _____

Unit demobilization procedures _____

OPERATIONS SECTION
Priorities for control, Wildland Fire Situation Analysis approved _____

Current tactics _____

Ground Operations
Accessibility by engines _____
Accessibility by ground support _____
Air Operations
Airtankers assigned _____
Effectiveness of airtankers _____
Air Tactical Group Supervisor _____

Air base _____

Telephone _____

Helicopters assigned _____

     Helibase location _____

     Crash / rescue at helibase _____

FAR 91.137 assigned (describe) _____

Flight hazard map available / known hazards in area _____

Smoke/visibility conditions _____

Aviation Safety Team assigned or ordered _____

LOGISTICS SECTION

Facilities Unit

ICP/Base location _____

ICP/Base Pre-plans: ___ Yes ___ No

Catering services/meals provided _____

Shower facilities _____

Security considerations _____

Incident Recycling _____

Supply Unit

Expanded dispatch organization _____

Supply system to be used (local supply cache, ordering procedures) _____

Communications Unit

Communications system(s)

     NFRC System on order   ___ Yes ___ No Type _____

     Local Network available   ___ Yes ___ No ___ Temporary

     Cell phone cache available ___ Yes ___ No

     Landline access to ICP   ___ Yes ___ No ___ Unknown

Local Telecom technical support _____

11 ### Ground Support Unit

Route to ICP/Base _____

Route ICP to Fire _____

Medical Unit

Nearest hospital _____

Nearest burn center _____

Nearest air ambulance _____

FINANCE SECTION

Cost Unit

Fiscal considerations _____

Cost sharing (on multi-agency fires) _____

Incident Business Advisor _____

Procurement Unit

Buying unit in place or ordered _____

Procurement unit leader assigned _____

Contracting officer assigned _____

Copy of local Service and Supply plan provided ___ Yes ___ No

Is all equipment inspected and under agreement? _____

Compensations/Claims Unit

Potential for claims _____

Status of claims/accident reports _____

Time Unit

Payroll procedure established for T&A transmittal _____

7) Local Incident Commander Briefing - Incoming team will be briefed by local IC on arrival at fire. The ICS 201 form should be the basis for this briefing. After briefing, functions will start phasing in to their areas of responsibility, but will not assume control until the predetermined time. Local teams may continue to work on fire in various functions depending on physical condition and agency administrator's direction.

Map of fire (best available) _____

Time of start _____

Spread - fire behavior _____

Fuels - at fire _____

Anchor points _____

Line held (on map) _____

Natural barriers _____

Weather forecast _____

ICP and Base/Campsites

Established_____

Possible _____

Airtanker effectiveness to date _____

Hazards (aircraft and people) _____

Access from base to line _____

Personnel and equipment on line _____

Personnel and equipment ordered (confirm information received at Agency Administrator briefing) _____

Aerial photos _____ Yes _____ No
Helibase/helispot locations (use map) _____
_____
Communication system in use: Radio _____
    Telephone _____   Mobile Phone _____
Water availability _____
Facility fire protection _____
    Crash fire protection at helibase _____
    Medivac arrangement _____
Review of existing plans for control in effect; copy of approved WFSA._____
Smoke conditions _____
Local political issues _____
Any security problems? _____
Personnel on line (names and location - put on map).
Copy machine in Incident Command Post _____ Yes _____ No

Release of Incident Management Team

Release of an IMT is basically the reverse of the above. Date and time must be approved by agency administrator or a representative. It must be as smooth as possible and local team members should be assigned and start working with team members at the predetermined time. Local management team should be off duty 24 hours prior to takeover.

Outgoing team should start phasing in local team as soon as demobilization begins.

Outgoing team should not be released from the incident until fire management activity is at the level and workload a local team can reasonably assume.
- Fire must be controlled or contained.

- Most line crew members not needed for patrol and mopup, are released.

- Base camp shut down, reduced, or in the process.

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- Planning section chief has prepared a rough copy of fire report and narrative.

- Finance section chief should have most known finance problems resolved. Contact made with local unit budget and financial personnel.

- Resource rehabilitation work completed or done to unit's satisfaction.

- Overhead ratings completed.

Finance and logistics section chiefs may have to stay longer or return to local unit to resolve problems.

IMT should have closed debriefing session prior to meeting with agency administrator.

Agency administrator and evaluation team should debrief team and prepare evaluation as soon as possible after release.

Items to cover:

- Local agency administrator should give team written performance evaluation.

- Were objectives met? (See approved WFSA)

- Safety

- Were costs considered in selection of strategy and tactics.

- Outstanding or poor performance of individuals or crews.

Should an IMT be assigned to a fire and portions of the above procedures cannot be followed due to emergency conditions or other problems, the assigned IC and staff will work with members of the local unit to obtain information to make the transition period effective and organized.

Incident Management Considerations

Fire management requires the fire manager and firefighter to select suppression and mopup tactics commensurate with the fire's potential or existing behavior, yet leave minimal environmental impact.

Cost of wildland fire suppression is rapidly increasing and of major concern to agency administrators. Development of strategy and tactical implementation should evaluate costs commensurate with the values at risk for improvements and private property as well as for natural resources being protected.

The following guidelines are for agency administrators, IMTs, and firefighters to consider. Some or all of the items may apply, depending on the situation. Consider:

- Firefighter and public safety can not be compromised.

- Evaluate each and every suppression tactic during planning and strategy sessions to see that they meet agency administrator objectives and minimum impact guidelines.

- Include agency resource advisor and/or local representative in above session.

- Discuss minimum impact tactics with overhead during overhead briefings, to gain a full understanding.

- Ensure minimum impact tactics are implemented during line construction as well as other resource disturbing activities.

Implementation Guidelines

Minimum impact suppression is an increased emphasis to suppress a wildland fire while maintaining a high standard of caring for the land. Actual fire conditions and good judgement will dictate the actions taken. Consider what is necessary to safely manage the incident .

Safety

- Apply LCES to all planned actions

- Constantly review and apply the Situations That Shout Watch Out and Standard Fire Orders.

- Be particularly cautious with:
  - Burning snags you allow to burn down.
  - Burning or partially burning live and dead trees.
  - Unburned fuel between you and the fire.
  - Identify hazard trees with either an observer, flagging, and/or glow-sticks.

- Be constantly aware of the surroundings, of expected fire behavior, and possible fire perimeter one or two days hence.

Fire Lining Phase

- Give serious consideration to use of water or foam as a firelining tactic (fireline constructed with nozzle pressure, wetlining).

- In light fuels, consider:
  - Cold trail line.
  - Allow fire to burn to natural barrier.
    - Consider burn out and use of "gunny" sack or swatter.
    - Constantly re-check cold-trailed fireline.
    - If constructed fireline is necessary, use minimum width and depth to check fire spread.

- In medium/heavy fuels, consider:
  - Use of natural barriers and cold-trailing.
  - Cooling with dirt and water, and cold trailing.
  - If constructed fireline is necessary, use minimum width and depth to check fire spread.
  - Minimize bucking to establish fireline; preferably build line around logs.

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- Aerial fuels–brush, trees, and snags:
  - Adjacent to fireline: limb only enough to prevent additional fire spread.
  - Inside fireline: remove or limb only those fuels which if ignited would have potential to spread fire outside the fireline.
  - Brush or small trees that are necessary to cut during fireline construction will be cut flush with the ground.

- Trees, burned trees, and snags:
  - MINIMIZE cutting of trees, burned trees, and snags.
  - Do not cut live trees, unless determined they will cause fire spread across the fireline or seriously endanger workers. **If** tree cutting occurs, cut stumps flush with the ground.
  - Scrape around tree bases near fireline if hot and likely to cause fire spread.
  - Identify hazard trees with either an observer, flagging and/or glow-sticks.

- When using indirect attack:
  - Do not fall snags on the intended unburned side of the constructed fireline, unless they are an obvious safety hazard to crews working in the vicinity.
  - On the intended burn-out side of the line, fall only those snags that would reach the fireline should they burn and fall over. Consider alternative means to falling, i.e. fireline explosives, bucket drops.

Mopup Phase
- Consider using "hot-spot" detection devices along perimeter (aerial or hand-held).

- Light fuels:
  - Cold-trail areas adjacent to unburned fuels.
  - Do minimal spading; restrict spading to hot areas near fireline only.
  - Use extensive cold-trailing to detect hot area.

- Medium and heavy fuels:
  - Cold-trail charred logs near fireline; do minimal scraping or tool scarring.
  - Minimize bucking of logs to check for hot spots or extinguish fire: preferably roll the logs.
  - Return logs to original position after checking or ground is cool.
  - Refrain from making boneyards: burned/partially burned fuels that were moved would be arranged in natural position as much as possible.
  - Consider allowing larger logs near the fireline to burn out instead of bucking into manageable lengths. Use lever, etc. to move large logs.

- Aerial fuels–brush, small trees and limbs: remove or limb only those fuels which, if ignited, have potential to spread fire outside the fireline.

Release Date: 4/99   **197**

- Burning trees and snags:
  - First consideration is to allow a burning tree/snag to burn itself out or down (Ensure adequate safety measures are communicated).
  - Identify hazard trees with either an observer, flagging, and/or glow-sticks.
  - If burning tree/snag poses serious threat of spreading firebrands, extinguish fire with water or dirt. FELLING by chainsaw will be last means.
  - Consider falling by blasting, if available.
  - Be particularly cautious when working under snags that may pose a hazard.

Camp Sites and Personal Conduct

- Use existing campsites if available.

- If existing campsites are not available, select campsites that are unlikely to be observed by visitors/users.

- Select impact-resistant sites such as rocky or sandy soil, or openings within heavy timber. **Avoid** camping in meadows, along streams or lake shores.

- Change camp location, if ground vegetation in and around the camp shows signs of excessive use.

- Do minimal disturbance to land in preparing bedding and campfire sites. Do not clear vegetation or do trenching to create bedding sites.

- Toilet sites should be located a minimum of 200 feet from water sources. Holes should be dug 6-8 inches deep. (Use portable toilets whenever possible.)

- Select alternate travel routes between camp and fire if trail becomes excessive.

11   - Evaluate coyote camps versus fixed camp site in sensitive areas.

Restoration of Fire Suppression Activities

- Firelines:
  - After fire spread is secured, fill in deep and wide firelines, and cut trenches.
  - Waterbar, as necessary, to prevent erosion, or use wood material to act as sediment dams.
  - Ensure stumps from cut trees/large size brush are cut flush with ground.
  - Camouflage cut stumps, if possible.
  - Any trees or large size brush cut during fireline construction should be scattered to appear natural.

- Camps:
  - ➢ Restore campsite to natural conditions as much as possible.
  - ➢ Scatter fireplace rocks, charcoal from fire; cover fire ring with soil; blend area with natural cover.
  - ➢ Pack out all garbage and unburnables.

- General:
  - ➢ Remove all signs of human activity (plastic flagging, pieces of aluminum foil, litter).
  - ➢ Restore helicopter landing sites.
  - ➢ Cover, fill in latrine sites.

Work/Rest Guidelines

Management of crew, overhead, and support personnel rest to assure safe, productive fire suppression is the responsibility of all supervisory fire management personnel. Refer safety chapter.

Incident Status Reporting

The status of the incident must be reported at least once every 24 hours. The agency administrator may require additional reporting times. Incident status is reported on the Incident Status Summary (ICS-209) and associated continuation sheet. Establish time requirements that will meet both the local, Geographic Area Coordinator Center (GACC) and National Interagency Fire Center requirements.

Rehabilitation

Fire damages resulting from wildland fires take two forms: suppression damages and resource damages. Suppression action damages may be the result of suppression operations; resource damages are a result of the fire itself as related to the damage to the natural resource.

Rehabilitation involves short-term actions (usually 0-6 months) to stabilize a burned area and mitigate suppression damages. This includes replacing equipment, infrastructure, buildings, or facilities damaged or destroyed by a **suppression action**. Immediate rehabilitation to prevent further land degradation or resource loss, or to ensure safety, may be carried out as part of the incident. Post-incident rehabilitation actions must be specified in a rehabilitation plan approved by the director. Rehabilitation needs should be considered for each fire, and plans prepared for fires requiring complex rehabilitation efforts.

Release of Teams

The release of an IMT is basically the reverse of the transition to the IMT from extended attack. The agency administrator must approve the date and time. The incoming local incident management team should have adequate rest prior to assuming control of the incident.

IMT should not be released from the incident until:
- The agreed objectives are met.
- Most operations personnel that are not needed for patrol and mopup have been demobilized.
- Base/camp have been demobilized, reduced, or are being demobilized.
- Planning section chief has prepared a rough copy of fire report and narrative.
- Finance section chief should have all known finance problems resolved. Contact made with budget and financial personnel.
- Suppression rehabilitation work is completed or to a point where the agency is satisfied with assuming remaining work.
- Overhead performance ratings are completed.
- Incident close out with agency administrator.

Team Closeout and Review

The agency administrator must complete a written evaluation of the IMT. This evaluation should **not** be completed at the closeout review; instead, it should be completed after sufficient time has elapsed so that incident costs, claims, demobilization, and rehabilitation are essentially complete and can be thoroughly evaluated.

This delay in preparing the written evaluation will also provide the agency administrator with the opportunity to evaluate the IMT's effectiveness with cooperating agencies, the media, and neighbors. However, the written evaluation must be completed within six months after demobilization of the IMT.

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

The agency administrator will provide a copy of the evaluation to the incident commander, and SFMO and retain a copy for the final fire package.

The SFMO will review all evaluations and will be responsible for providing a copy of evaluations documenting superior or deficient performance to the geographic area board managing the IMT. The SFMO will confer with the Office of Fire and Aviation regarding performance evaluation prior to submission to the geographic coordination center.

See reviews chapter for closeout format.

Factors to consider in a written evaluation of an IMT are:
- Compliance with delegation of authority.

- Compliance with wildland fire situation analysis.

- Compliance with agency administrator directions.

- Orderly transition; local unit to team/team to local unit.

- Human resource management.

- Personnel safety records.

- Financial performance compared to WFSA predictions.

- Accountability and control of property.

- Documentation of fire costs.

- Completeness of claims investigations/documentation.

- Media relations.

- Interaction with cooperative agencies/office staff/neighbors.

- Effectiveness of suppression damage rehabilitation.

- Orderly demobilization.

- Completeness of final fire package.

Interagency Incident Team Evaluation

This form serves as documentation for the agency administrator on IMT performance. The evaluation looks at how the IMT managed the incident. The form provides an opportunity to evaluate with a simple yes or no or a short comment.

Team IC:		Type:	
Incident:		Fire Number:	

1	Did the Team accomplish the objectives described in the Wildland Fire Situation Analysis (WFSA), the Delegation of Authority, and the Agency Administrator Briefing (if available)?

	Yes		No	

2	Was the Team cost effective in their management of the Incident?

	Yes		No	

3	Was the Team sensitive to resource limits and environmental concerns?

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	Yes		No	

4	Was the Team sensitive to political and social concerns?

	Yes		No	

202   Release Date: 4/99

5	Was the Team professional in the manner which they assumed management of the incident, managed the total incident, and returned it to the hosting agency?				
		Yes		No	

6	Did the Team anticipate and respond to changing conditions in a timely and effective manner?				
		Yes		No	

7	Did the Team place the proper emphasis on safety?				
		Yes		No	

8	Did the Team activate and manage the demobilization in a timely, cost-effective manner?				
		Yes		No	

9	Did the Team attempt to use local resources and trainees, and closest available forces to the extent practical?				
		Yes		No	

10	Was the IC an effective manager of the Team and its activities?				
		Yes		No	

11	Was the IC obviously in charge of the Team and incident? Was the IC performing a leadership role?				
		Yes		No	

12	Was the IC aggressive in assuming responsibility for the incident and initiating action?				
		Yes		No	

13	Did the IC express a sincere concern and empathy for the hosting unit and local conditions?				
		Yes		No	

14	Other comments:

Agency Administrator or Agency Representative:		Date:
Incident Commander:		Date:

204   Release Date: 4/99

11

Off-site Coordination & Support

Initial Action Dispatch

This includes normal dispatching operations on initial actions using existing available resources.

Expanded Dispatch

As incidents develop and/or numbers of wildland fires increase, it is necessary to expand day-to-day coordination organizations. Coordinators are added to handle requests for personnel, equipment and supplies, aircraft, etc. This allows initial action dispatchers to concentrate on new starts.

- An operations center may be set up for expanded dispatch.

- The center coordinator facilitates accomplishments of goals and direction of the agency administrator and, when in place, the MAC group. The individual filling of the position is key and, depending on the complexity of the situation, may be filled by the person normally managing the day-to-day operations of the center or an individual from a higher level of management. The center coordinator is responsible for:
  - Filling and supervising necessary positions, as needed, in accordance with coordination complexity.
  - Implementing decisions made by the MAC group.

- Facilities and equipment for its organization should be pre-identified, procured, and available for immediate setup. The following key items should be provided for:
  - Separate from, but accessible to, the initial attack organization.
  - Adequate office space (lighting, heating, cooling, security).
  - Communications, equipment (telephone, telecopier, computer hardware with adequate data storage space, priority use, and support personnel).
  - Area suitable for briefings (agency administrators, media).
  - Timetable/schedule should be implemented and adhered to (operational period changes, briefings, strategy meetings).

Buying Teams

Assistant disbursing officer teams and administrative payment teams may be assigned to expanded dispatch or the unit administrative officer.

Multi-agency Coordination Group (MAC)

A MAC group is activated by the agency administrator when requests exceed or may exceed the number of available resources. Normally, this will occur when a number of jurisdictions are involved; are heavily supporting an effort; and/or are significantly impacted by the commitment of local resources.

A MAC group can be activated to provide staff support to the land manager when only one agency has incident(s). The MAC group is made up of agency representatives who are fully authorized to commit agency resources and funds. They, as a group, prioritize incidents and allocate scarce resources based on resource requests and availability, policies and agreements, and situation status. In order to make knowledgeable decisions, the group is supported by situation and resource status coordinators who collect and assemble data through normal coordination channels. MAC group direction is carried out through expanded dispatch organizations.

- MAC groups may be activated at one or several levels (local, state/region, and national).

- A MAC group and supporting organization would normally be activated when the character and intensity of the emergency situation significantly impacts or involves other agencies. At this point, agency representatives are brought together and briefed so they can relieve the expanded dispatch organization making key decisions regarding the sharing and use of critical resources.

- MAC group and support organization – Positions, units and support personnel are activated depending on the complexity of the involvement.

- MAC organization relationships – A MAC organization represents the agencies from which it is composed. The flow of information is from MAC through the expanded or normal dispatch channels. The organization does not operate directly with the incident command or area command who have responsibility for the management of the on-the-ground incident organizations.

- MAC functions – Activation of a MAC group improves interagency coordination at top management levels and provides for allocation and timely commitment of multi-agency emergency resources on any incident. Participation by multiple agencies in the MAC effort will improve:
  - Overall situation status information.
  - Incident priority determination.
  - Resource acquisition or allocation.
    - State, federal disaster coordination.
    - Political interfaces.
    - Overall coordinated information provided to the media and agencies involved.

The agency representatives should be fully authorized to represent their agency. Their functions are:
  - Ensure that the collective situation and resource status is provided and current, by agency.
  - Prioritize incidents.
  - Determine specific resource requirements, by agency.

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Release Date: 4/99   **207**

➢ Determine resources availability by agency (available for out-of-jurisdiction assignment) and the need for providing resources in a mobilization center.
➢ Determine need and designate mobilization and demobilization centers.
➢ Allocate scarce/limited resources to incidents based on priorities.
➢ Anticipate future resource needs.
➢ Review policies/agreements for resources allocations.
➢ Review need for other agencies' involvement.
➢ Provide necessary liaison with out-of-area facilities and agencies, as appropriate.
➢ Critique and recommend improvements.

▪ MAC group coordinator – the MAC group coordinator facilitates organizing and accomplishing the mission, goals, and direction of the MAC group. The position provides expertise on the functions of a MAC organization and the proper relationships with dispatch centers and incidents.
➢ Fill and supervise necessary unit and support positions, as needed, in accordance with coordination complexity.
➢ Arrange for and manage facilities and equipment necessary to carry out the MAC group functions.
➢ Facilitate the MAC group decision process by ensuring the development and display of information that will assist agency representatives in keeping abreast of the total situation. Provide the data necessary for astute priority setting and allocation of resources.
➢ Implement decision made by MAC group.

▪ MAC group agency representatives – The MAC group is made up of top management level personnel from those agencies who have jurisdictional responsibility and those who are heavily supporting the effort or may be significantly impacted by the lack of local resources.

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