

# **ALASKA INCIDENT MANAGEMENT TEAMS**

## **Standard Operating Procedures 2012**



**Alaska IMT Mobilization Info**  
1-877-289-2572

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## **GENERAL TEAM GUIDELINES**

### **Team Expectations:**

1. Public and fire fighter safety is the number one priority. All Command and General Staff will be linked in all planning sequences and in operational implementation.
2. Objectives will be developed with S.M.A.R.T. principles (Specific, Measurable, Attainable, Relevant, and Time Dependent).
3. We will strategically identify and benchmark goals for the next 24, 48, and 72 hours.
4. Team attitude and actions shall reflect a sense of urgency commensurate with incident status and unity of effort toward our objectives. Team members are expected to demonstrate exemplary personal conduct, seek responsibility, and share hardships.
5. The ideal level of risk may be zero; however, a hazard free work environment is not a reasonable or achievable goal in fire operations. Through organized, comprehensive, and systematic risk management we will determine the acceptable level of risk that allows us to provide for safety yet still achieve objectives.
6. Team members, regardless of position, are expected to help other team members.
7. All team members are responsible for maintaining open lines of communications, keeping subordinates informed, and ensuring tasks are understood.
8. Team members will develop subordinates and provide training opportunities.
9. We will be 100% accountable for personnel and equipment.
10. Team members are expected to share risk with those we serve and lead in decisions that do not inadvertently transfer sole risk to the firefighters on the ground or in the air. When the course of action requires every box on the 215a checked, we must consider ways to reduce exposure and realign the mission.

### **Team and Agency Administrator / Line Officer (AA / LO) Expectations**

1. Discussion on the feasibility of accomplishing objectives on the selected strategy. The IC should have access to the AA / LO for clarification of objectives and other associated items.
2. The team will provide assistance in providing documentation of the information as stated in the Delegation of Authority and Wildland Fire Decision Support System assistance (WFDSS), as needed.
3. Daily meetings with the IC, if needed. Frequent information transfers from the team to those individuals the AA / LO has designated. A representative should be available to the team to make decisions if the AA / LO is not readily available.
4. Operations conducted in conformance with the Delegation of Authority or Task Order, to the WFDSS and any additional written direction issued by the AA / LO.
5. An understanding of the local socio-economic and political concerns of the AA / LO.
6. A complete and comprehensive financial and property accountability package.
7. Documentation of the decisions made by the team, including a final fire package.
8. Efficient use of the resources assigned to the incident with emphasis on cost containment.
9. The team should clearly understand local concerns and key contacts, protocol regarding the release of information and primary contacts for emergencies. The Information Unit needs prompt administrative access to Inciweb from the local public affairs.
10. The team should receive direct feedback on performance, reservations, or questions about performance, from the AA / LO to the IC, or from subordinates to team members.
11. AA / LO should provide the team with a local resource advisor.
12. Attention to Human Resource issues, with an intolerance of discriminatory or demeaning actions.
13. The team will lead and facilitate an incident closeout briefing following the After Action Review format.

## **Key Decision Log**

The Key Decision Log (KDL) is designed to maximize organizational performance and facilitate real-time and post-incident learning on fires by capturing key decisions, activities, and outcomes, and attributes of the environment within which these occur. The KDL is found online and will be used by the C&G and maintained by the Plans Section Chief.

## **General Procedures**

### **Team Selection and Composition**

The team selection protocol and the composition of the teams are defined by the Interagency Operations Committee in the Alaska Type 1 and Type 2 Incident Management Team Nomination and Selection Process (Attachment IV).

### **Team Rotation Procedures**

The Type 1 team will follow the national rotation process as listed in the Interagency Mobilization Guide. The rotation day and time will be determined by the National Rotation ([http://www.nifc.gov/nicc/logistics/teams/imt\\_rotate.pdf](http://www.nifc.gov/nicc/logistics/teams/imt_rotate.pdf)) and will change when a team is committed to an incident. After being on-call for seven days without an assignment, the team will return to the bottom of the national rotation list. Teams available within the geographic areas are generally utilized first for incidents within the area.

The Type 2 teams alternate 10 day availability rotations beginning in mid April. Primary team members are expected to be available during their team's rotation. Two days prior to the start of each new rotation AICC will send out an email request for available trainees, mentees, and apprentices. The Type 2 rotation can be viewed at <http://fire.ak.blm.gov/logdisp/overhead.php>.

### **Mobilization**

Once an order is received, the IC will contact the Agency Administrator to obtain specifics of the assignment and in-briefing time, date, and location. The LSC will contact Expanded Dispatch to obtain information on transportation and lodging. Once information has been collected, the C&G will meet to exchange information. The PSC will disseminate this information to the remainder of the team through email.

Team members will be notified by their dispatchers as to specific flight arrangements. Occasionally it is difficult to schedule flights for all team members for the same day. The C&G will identify the priority order of travel for the members of their sections. In order to get everyone to the incident, numerous jetports may be used. The C&G will also identify which specific team members will need rental vehicles on the assignment. The LSC will provide the request to Expanded Dispatch to include special instructions allowing rental vehicles on the team resource orders. All team members should communicate with their Section Chiefs to determine details of meeting times and locations.

The LSC will assign a Mobilization Coordinator from his staff. The default plan will be for the identified members of the Finance Section, Plans Section, Logistics Section, Air Operations, and the Command Staff excluding Safety to rent vehicles on their government credit cards. The GSUL will be responsible for obtaining vehicles for the Operations Section (minus Air Operations), Safety, and Medical Unit personnel. The GSUL will also ensure that copies of the rental agreements for these Operations vehicles are provided to the Finance Section.

The Mobilization Coordinator will identify Logistics Section members to facilitate the arrival of team members at a central location (if possible). These individuals will notify incoming team

members of where they can rent vehicles or where they pick up their pre-arranged transportation; if lodging is pre-arranged or if not, where individuals should attempt to stay. A member of the Finance Section will also be available to assist team members without access to a government credit card.

A team phone messaging system has been established. As the situation changes, this message will be updated to reflect these changes. These changes may include initial meeting times and locations, primary destination changes, or changes to the original order. Team members should periodically call this number (1-877-289-2572 or 356-5819) if they become concerned they do not have the latest information.

A team meeting will be held prior to the Transfer of Command to ensure that all team members understand the objectives of the incident assignment, future meeting times, and the date and time of the Transfer of Command.

Section Chiefs, prior to placing orders for additional resources, will contact the GSUL to determine if the resource should arrive with a rental vehicle or if the GSUL can provide transportation.

**Type 1 Team Mobilization Summary:**

<b>Task</b>	<b>Timeframe</b>	<b>Responsible Individual</b>
Alaska Type 1 team made available on the national list	24 hrs prior to moving into the #3 position on the national rotation	IC notifies AICC
Team roster with 39 individuals identified	24 hrs prior to moving into the #2 position on the national rotation	Section Chiefs contact individuals to confirm availability, info provided to PSC
Team roster built in ROSS	Prior to moving into the #1 position on the national rotation	PSC
Order is received for team – negotiation for additional position with Agency Administrator	Immediately	IC
Additional positions are confirmed	Immediately	Section Chiefs contact individuals to confirm availability, info to PSC
Host agency (expanded dispatch) is contacted for logistics information	Immediately	LSC
Individuals are contacted with travel arrangements	As soon as possible	AICC for federal employees and SLC for state employees
Transportation and lodging arranged at destination	Prior to departure from Alaska	Mobilization Coordinator

### **Incident Management Team – Phone Contact Protocol**

To expedite the internal notification of team members when the IC has been notified of an assignment or related significant input such as briefings or meeting times, the Incident Commander and Deputy will notify the Command and General Staff lead person. The General Staff will notify their respective sections.

#### **Phone Contact Protocol:**

<b>Position</b>	<b>Will Contact</b>
Incident Commander	DPIC Related Agency contacts LOFR PSC
Deputy Incident Commander	SOF PIO HRSP OSC LSC FSC
Plans Section Chief	Deputy All associated unit leaders
Operations Section Chief	Operation Section Chief(s) OPBD/DIVS AOBD
Air Operations Branch Director	ATGS(s) ASGS
Logistics Section Chief	Deputy All associated unit leaders including MEDL
Finance Section Chief	Deputy All associated unit leaders

### **Sherpa Responsibilities**

The team travels with several cases that contain supplies and equipment to facilitate a rapid set-up at an incident. Some team members will be carrying one of several cases and will be responsible for the following:

1. Ensure the safe delivery of the case to the Plans Section at the ICP upon arrival at the incident.
2. Although equipment is usually shipped back to Alaska, a Sherpa may be required to carry the case on the return trip to Fairbanks. Coordinate with the Plans Section to ascertain the time and location of case availability for demob. Deliver the case to the Duty Office at AFS.
3. If the case is handed off to someone else before or during travel, inform the CTSP or PSC who now is in possession of it. When transferring the case to another individual, include the delivery instructions. If you need assistance, Plans will help find another person to carry the case.
5. If required to report to the field before going to the ICP, contact Plans to hand off your kit and paperwork.

### **Dress**

Team apparel (t-shirt, nametag, and hat) should be worn by team members during the in-briefing and while on incident. No open toed shoes or shorts will be allowed while on assignment.

### **Behavior and Conduct**

Team members are expected to exercise prudent judgment while in travel status, on days off, or other off duty activities to ensure a professional image. No alcohol will be consumed while team members are on assignment. Possession or use of illegal drugs is not allowed.

### **Check-In Responsibilities**

All team members traveling on the team roster will check in personally with the RESL to be entered into I-Suite. Any additional Alaskans joining the team will need to check in with the SCKN on the fire. All resources, including team members must check in with TIME to initiate payment documents. It is essential that everyone assigned to the incident report to Finance immediately after checking in to ensure that all information needed for payment purposes is valid and current. If an individual has a rental vehicle, they must turn in a copy of the Rental Agreement to Finance prior to initiating their payment documents. Section Chiefs will ensure that their section members have turned in a copy of all rental car agreements prior to the end of their first shift. Logistics will facilitate the transfer of rental agreements from remote camps to the Finance Section.

### **Incident Qualifications**

The Alaska teams will assure that personnel assigned to the incident are properly trained and qualified for their assignment. The Planning Section will be responsible for checking red cards and/or certification of personnel assigned to the incident during the resource check-in process. All team members must meet the physical fitness requirements for their position as required by the Wildland Fire Qualification System Guide, PMS 310-1.

### **Length of Assignment**

The team will follow the National Interagency Mobilization Guide in determining length of assignment. An assignment is defined as the time period in days between the first full operational period at the first incident or reporting location on the original resource order and commencement of return travel to the home unit. Standard assignment length is 14 days, exclusive of travel from and to home unit. Time spent in staging and preposition status counts toward the 14 day limit, regardless of pay status, for all personnel. Upon completion of the standard 14 day assignment, an extension of up to 14 days may be allowed (for a total of up to 30 days, inclusive of mandatory days off and exclusive of travel). Regardless of extension duration, two (2) mandatory days off will be provided prior to the 22<sup>nd</sup> day of the assignment.

Extension of assignments beyond 14 days must be approved by the individual's home unit, incident supervisor, and the individual. State of Alaska employees must follow State policy and have one day off within 21 days of pay status regardless of the Mobilization Guide. This day can/will count toward one of the National Mobilization Guides two (2) day off policy, in the event of an extension of assignment.

### **Work/Rest Requirements**

The Alaska teams will follow the Work/Rest Guidelines as identified in the National Interagency Mobilization Guide. For every two hours of work or travel, personnel will have one hour of rest. If the work/rest requirement is not met, the Section Chief will write a justification and ensure that the individual receives appropriate rest during the next shift.

**Cell Phones**

Every Unit Leader, and most members of the team, should carry cell phones from their home unit. Agencies providing the cell phones need to be aware that they may have to cover the costs incurred during mobilization and team deployment. Use of personal cell phones will not be reimbursed. If the requesting agency has identified on the resource order that cell phones are required to accompany team members, then charges on agency provided cell phones will be reimbursed.

**Laptops**

When a team mobilizes, laptop computer kits are issued through the Warehouse Cache system. Individuals are encouraged not to bring personally owned computers; if a non-agency computer is brought to the incident, it will not be connected to the incident network nor will resource orders be placed for this equipment.

**Credit Card Use**

You may be asked to use your government charge card (CC) while in travel status for lodging, meals (per diem) and rental vehicles only. Any other purchase that requires the use of your CC must be pre-approved by your Section Chief. A copy of all receipts (along with a resource order) must be turned into the Cost Unit for cost tracking purposes. For those team members without government credit cards your Section Chief or the Finance Section Chief will be responsible for assisting you.

**Performance Evaluations**

Performance evaluations will be completed for all trainees/mentees, individuals with excellent performance, less than acceptable performance, and individuals requesting a performance evaluation.

**Standards for Closeout**

Command and General Staff will normally attend (recognizing that circumstances may dictate otherwise) the closeout meeting. Attendance by the rest of the team is at the discretion of the IC, Agency Administrator(s), and/or Area Commander. The target time for completing closeout meetings will be no more than one hour for most incidents at the discretion of the Agency Administrator(s). This meeting will be facilitated by the Plans Section Chief. The team will follow these general topic areas:

- An After Action Review written by the team and conducted by the IC or designated spokesperson in the AAR format as published by the Lessons Learned Center (Attachment III);
- Operational Review conducted by the Operations Section Chief;
- A brief discussion of safety utilizing vital statistics (i.e., lost time accidents, person years worked, etc.) conducted by the Safety Officer;
- A brief discussion of cost and key decisions that affected cost conducted by the Finance Section Chief;
- Remaining Sections.

## C & G OPERATING PLANS

### Command

#### **Liaison Officer**

The LOFR will facilitate a daily meeting with cooperating agencies to determine issues and potential issues that require the team's attention. All C&G will attempt to make these meetings to provide information to the cooperating agencies and to hear issues and concerns from these agencies.

The Liaison Officer will research and follow-up on agency issues that are not resolved in the daily meeting by interacting with the Section Chiefs and IC. The Liaison Officer will capture the issues and their resolution in writing and submit these on a daily basis to the Documentation Unit Leader. The LOFR will also communicate the resolution of issues as soon as possible to the cooperating agencies in coordination with the IC.

The Liaison Offer will maintain a list of cooperating agencies including name, contact numbers, title, and agency. The LOFR will distribute this contact list to all the C&G.

The LOFR will also assist the IC on evacuation protocols and coordination between agencies and the IC regarding evacuation authority and agreements.

#### **Human Resource Specialist**

All team members will be proactive on Human Resource issues, treating all incident personnel, visitors, and the public respectfully and professionally. Use the Human Resource Specialist to provide training as needed (i.e. camp crews, supply, OH trainees). If there is no HRSP assigned, the Deputy IC will be the primary contact for HRSP issues.

#### **Information**

The personnel of the Information Section are the face of the team to the public and media. In order for the public to have confidence in both the team's and the ordering agency's capacity to manage the incident for the best possible outcome, our communications and products will be timely, accurate, and open.

The team adheres to the NIFC Media Access Guidelines (March 04). It is the policy of the Information Section and the team to provide equitable and maximum media access to wildland fire incidents when it is safe to do so and that access does not hinder firefighting efforts.

All PIOs and escorted visitors and media going on or near the fireline will wear Nomex clothing, hardhat and boots that meet fireline standards. PIO escorts will carry and use a radio on the Command frequency and have readily available gloves, a hand tool and a fire shelter.

Only PIO personnel who are fireline qualified, including the fitness test at the Arduous level, will escort media, VIP's and others on active fireline unless otherwise approved by the IC. Escort PIOs are required to "check in" by radio or in person with supervisory Ops personnel when moving about the incident.

The Information Section is responsible for Bulletin Boards, Thank You letters, Mail Receiving and Distribution, and Lost and Found in the ICP area. Traplines are maintained as appropriate. We encourage PIO trainees to bring their taskbooks and to request section assignments that facilitate the completion of tasks needed for advancement and certification.

The Information Section maintains the team's website that will identify where the team is currently assigned. Other internet information outlets such as "Inciweb," agency websites or other "social media" are maintained and monitored as required or allowed by the ordering agency and as staffing allows.

### **Safety**

When the team mobilizes with two Safety Officers, one will fill the role of Line Safety and the other Base Safety. The Base Safety Officer remains at ICP coordinating with other sections of the team and assisting with communications and support needs, including providing input for the planning sessions. The Safety Officers will operate under the following SOP's:

- 1) Safety first in all incident aspects.
- 2) All team members will lead by example, by being highly visible, proactive and engaged.
- 3) Our focus will be prevention.
- 4) Minimize risk.
- 5) Our integrity and mission will not be compromised.
- 6) We will be accountable to each other and to the incident.
- 7) We will demonstrate leadership values of Duty, Respect, Integrity and Professionalism.
- 8) Communicate and provide feedback.

### Safety Officer Duties/Responsibilities

Line Safety	Base Safety	Safety Assistants
Supervise safety assistants.	Interface with MEDL and COMP/CLAIMS every operational period to assess injury and illness trends.	Report to Line Safety.
Respond immediately to the scene of all major accidents.	Determine which injuries and illnesses are reportable.	Establish and maintain a direct and positive working relationship with the DIVS.
Initiate investigations and documentation of any accidents.	Review and sign the Medical Plan and develop the Safety message for each operational period.	Attend Operational Briefings and provide input into the DIVS briefing.
Be prepared to use the IEP	Attend the pre-planning meeting and develop the 215a in coordination with OSC.	Take immediate and appropriate corrective actions on unsafe acts or conditions.
	Attend the daily agency liaison meeting.	Promptly respond and assume appropriate leadership role in accidents, patient care and other Incidents within an Incident occurrences
	Attend all C&G meetings.	Contact the Line Safety when significant issues arise that need immediate attention. Debrief at the end of the operational period.
Maintain and submit daily a detailed Unit Log (214).	Maintain and submit daily a detailed Unit Log (214).	Maintain and submit a daily Unit Log (214).
	Attend planning meeting. Present the Medical Plan (206) for approval.	Provide direct suggestions and recommendations to improve safety on the incident and the performance of the team.
	*Identify and prioritize transportation options in terms of efficiency, based on resource availability, proximity and potential for success.	
	*Build a contingency plan in case the preferred mode of transportation can't be used.	
	*Coordinated with MEDL to collaborate with the local EMS and EOC to ensure integration of local systems into the IMT planning and IAP process.	
	*Review and sign the Incident Communication Center Protocol (Attachment B)	
	*Review and sign ICS 206-Block 8. Emergency Medical Procedures. Ensure 215A reflects mitigation for specific hazards associated with lengthy travel times to access Advanced Life Support.	

\*NWCG#025-2010 requirements

Safety is everyone's responsibility, you are expected to correct any safety problem you encounter or report it to your supervisor or a Safety Officer so it can be corrected. Everyone deserves a safe assignment.

## **Operations Section**

When the team mobilizes with two Operations Section Chiefs (OSC1), they fill the roles of Line Operations and Base Operations. Base Ops remains at ICP coordinating with the other sections of the team and assisting with communications and support needs. If the Line Ops is not available the Base Ops can help with problems or decisions. The Operations Section's philosophy is simple:

- 1) Safety first, always
- 2) Meet incident objectives
- 3) Know your job, do it well, be professional
- 4) Lead by example
- 5) Communicate – feedback
- 6) Treat others with courtesy and respect

Safety is everyone's responsibility. If you see a safety problem, correct it or report it to someone who can. If you're given an assignment you feel is unsafe, speak up and we will re-evaluate. Speak up if there is a problem with your branch or your division. We cannot fix a problem we do not know about. The Operations Section would rather deal with a problem immediately than hear about it later.

### **Division Supervisors**

We expect strong leadership and solid decision making from DIVS. Treat your division like your own fire, and be responsible for all the tactical and logistical requirements to support it. Coordinate with adjacent divisions. If resources move into or out of your division, update Base Ops.

DIVS are authorized to order retardant or bucket drops from the ATGS or Line Ops. Priorities for retardant and bucket work will be set each day by the Line Ops. The Line Ops or ATGS will make the final call.

DIVS are responsible for initiating medevacs following the IAP Medical Plan.

DIVS should be prepared to give a progress report and state anticipated needs for the next operational period two hours prior to the Planning Meeting. They are also responsible for verifying transportation needs well before the end of shift.

DIVS will debrief with the Situation Unit and the Ops Chief at the end of every shift.

### **Line Overhead Finance Checklist**

1. Verify equipment has gone through initial inspection and has a resource order number. Make sure Finance has an equipment packet for every E#.
2. Ensure equipment is identified in the Incident Action Plan. Notify Plans through Base Operations if changes are made.
3. Fill out shift tickets according to EERA terms, i.e., if the rate is by the hour, record number of hours worked. Same goes for miles, days, shifts, etc. Document equipment breakdowns on shift tickets by the hour. Document potential claims on the shift ticket. No matter what the method of payment (i.e., miles, days, shifts, etc.) the actual hours of shift time should be written on the Shift Ticket. Times can be written in the remarks box if there is no room in the other fields.
4. Assure that shift tickets are completed daily by line overhead. Maintain the shift ticket books and submit to EQTR.

5. Keep track of, and record in your operational period notes, all equipment assigned to your division or fire each operational period. Identify equipment for release.
6. Before accessing private land or using a public water source, notify Finance via Base Ops. Make contact with land owner for permission. Document condition of property with photos or narrative.

**Off-line responsibilities**

Turn in a supply order for the next shift's needs. Requests for additional personnel or equipment must go to the Base Ops. DIVS are responsible for all timekeeping on equipment assigned to their division. Excess equipment needs to be identified to Base Ops. DIVS need to be sensitive to health and welfare issues regarding their crews.

**Summary**

The goal is to be into a routine within 72 hours of taking over an incident. This can be accomplished by working together and communicating well up and down the chain of command. Help us identify problems and solutions. For planning purposes think 24, 48, and 72 hours ahead.

**Operations Section Chief Duties/Responsibilities**

<b>Line Operations</b>	<b>Base Operations</b>
Supervise Line Operations and Air Operations	Liaison with Command and General Staff
Set strategy and tactics	Brief newly arriving Operations Personnel
Develop Contingency Plan(s)	Coordinate with Resources Unit to track resources on scene and on order
Develop Division/Group assignments for the next operational period	Track days off and length of commitment for operational resources
Work with Base Operations to develop ICS 215	Submit orders for overhead, crews, supplies, and equipment through the Resources Unit
Gather and disseminate intelligence	Coordinate demob for the Operations Section
Present Operational Period Briefing and Attend Planning Meeting	Handle special projects (tours, special requests, etc.)
Conduct DIVS pre-operational period meeting	Monitor medevacs to ensure coordinated response
Attend Team Meetings	Coordinate with Logistics on camp placement and anticipated needs
Debrief line overhead at end of operational period	Attend Planning Meeting and Operational Period Briefing
Ensure that all Operation Section staff receives an end of assignment evaluation as necessary	Attend Team Meetings
Work with Safety Officer to develop the ICS 215a	Coordinate map needs and FOBS requests with Situations Unit
	Provide ICS 209 Operations input

**Multiple Operational Periods (Night Shift)**

Each primary Operations Section Chief will handle the duties of the Line Operations listed above for one operational period (Day or Night). The Base Operations duties will be handled by a Division Group Supervisor, Operations Branch Director, or Operations Section Chief Trainee team member if another qualified Operations Section Chief is not available.

## **Operations Section Chief**

The responsibilities of the Operations Section Chief (OSC) can be broadly divided into two categories:

1. Managing the Operations Section
2. Coordinating with other Sections and Command Staff functions.

Managing the Operations Section is normally the more imminent need. However, effective long term management of an incident requires constant critical attention to coordination between Sections. Coping with this dual work load is frequently accomplished by the use of two fully qualified OSCs working together. This can, however, create confusion for personnel on the line and in other sections when OSC decisions are made by alternating OSCs. A clear division of duties into two roles clarifies the incident organizational structure and its attendant spheres of authority and responsibility. For the aforementioned reasons, the Alaska Team established the Base Operations position.

The Base Ops works closely with the Line Ops. Ideally the Base Ops is fully qualified as Operations Section Chief, but an experienced Operations Branch Director or Division/Group Supervisor should be able to do the job if needed. Thorough knowledge of ICS Fire Operations and the ability to work cooperatively with a wide variety of people in a high stress environment are essential. The Line Ops is frequently away from ICP managing ongoing operations. The Base Ops will usually be at ICP ensuring smooth interaction between the Operations Section and other Sections and providing a direct support conduit for the Line Ops.

## **Communication**

The Base Ops is the focal point for communications with the Operations Section at ICP. To avoid confusion, Base Ops should use radio designation "Base Ops" while Line Ops uses radio designation "Operations". Base Ops is responsible for relaying all pertinent incoming information to Line Ops at appropriate times. Use General Message Forms (ICS 213) to record and pass messages and information.

## **Ordering**

All orders from the line will typically be placed with Base Ops. Line Ops will work with Base Ops to determine additional resource needs. Base Ops is responsible for submitting the orders to the RESL who will begin tracking the resource and submit the order to the Supply Unit.

## **Role in Planning**

Line Ops determines the tactics for the incident. Base Ops assists the Line Ops in coordinating with the Resource Unit to develop the Planning Matrix (ICS 215) and the Division Assignment Sheets (ICS 204). Base Ops will assist the SOF to develop the Safety Matrix (215a) for each operational period. Base Ops works with ASGS and GSUL to ensure transportation plans are complete. Base Ops provides information regarding the status of resources on the fire to the RESL. Base Ops can also facilitate gathering intelligence such as weather and fire behavior predictions for Line Ops.

## **Tactical Decisions**

Line Ops may authorize Base Ops to make tactical decisions in absence of Line Ops. If this is done, everyone on the line needs to be aware of the chain of command and lines of authority.

## **Documentation**

Base Ops is responsible for collecting and filing all documentation for the Ops Section. This includes copies of all General Messages (ICS 213) sent or received, including orders and releases; written plans; field notes; commo logs. Base Ops submits the Ops Section documentation in the

National Final Incident Documentation Package format to the Documentation Unit prior to release from the incident.

### **Demob**

Base Ops should assist Line Ops by working with other sections in development of the demob plan. Work on the demob plan should begin as soon as possible. Remember that none of the other sections can get serious about releasing resources until the schedule for release of Operations resources is known. Base Ops should coordinate with the Demob Unit the check-out procedures for all Operations resources as they are released.

### **Special Situations**

Type I incidents attract a lot of attention. Base Ops should be prepared to handle Operations responsibilities for items such as tours (VIP, media, school kids); medevacs; requests from Agency Administrator, etc.

### **Summary**

Type I incidents are complex, dynamic, and stressful. The Base Ops position can contribute immensely to effective management **IF** Line Ops and Base Ops are able to work together as an effective team. Effective use of this organizational technique requires establishing a clear separation of duties while maintaining sufficient flexibility to adjust with the situation.

### **Air Operations**

The objective of the Air Operations Branch is to conduct team air operations safely, efficiently, and effectively with the cooperation of all team members and the use of the following procedural guidelines.

The use of comprehensive risk management (hazard identification, risk assessment and control procedures) coupled with sound decision making and adherence to policy and supervision will accomplish this objective.

### **Operational Briefings**

Comprehensive briefings and debriefings by the ASGS at helibases and fixed-wing bases are critical to safety and success. The ATGS should also ensure that information related to incident activity is provided during briefings at other fixed-wing bases supporting the incident. The Helibase Briefing Board (or similar briefing board) will be utilized at all helibases.

### **Ordering Aircraft**

Except for airtankers ordered by the ATGS direct to Dispatch or ordering EMS or Lifeflight type service, all aircraft shall be ordered by the AOBD. The AOBD will maintain and update copies of all aircraft resource orders. When the next day needs are anticipated, airtankers will be requested each night through Expanded Dispatch by the AOBD or ATGS.

### **Ordering Personnel**

The ASGS is responsible for ordering all aviation personnel and is responsible for tracking all personnel needs.

### **Ordering Air Branch Equipment and Supplies**

Helibase Managers and FWBM may order equipment and supplies but **all** orders need to be reviewed and approved by the ASGS. The ASGS is responsible for tracking all equipment and supplies ordered.

### **Recon Flights by Government and Non-Government Personnel**

All operational recon and mapping flights will be approved by the Line or Base Ops and confirmed to the ASGS or HEBM via radio, phone or General Message. All other non-operational flights will be approved by the IC and confirmed to the Line or Base Ops. All flights for non-governmental personnel will require written approval by the IC. Approval will be confirmed to the ASGS or HEBM via General Message. Requests for the following day should be made to ASGS or AOBD prior to 1800 for inclusion into the next operational plan.

### **Media Aircraft: Media Trips aboard Government Aircraft**

Using the "Media Aircraft Flight Request", the Public Information Officer will relay all requests for media aircraft to enter incident airspace through the Incident Commander. The IC will then contact the AOBD/ATGS. In most cases requests will be honored though possibly not at the times desired by the media. Media trips aboard government aircraft will require written approval by the IC.

### **Briefing and Debriefing**

In most situations a minimum of one ATGS should travel to ICP each evening. This person will debrief with OSC, AOBD, and DIVS. That ATGS will also hand-carry IAP copies for the following day to the fixed-wing base. This duty should alternate daily between ATGS's. In the event that ATGS driving time exceeds 1 hour (one-way) or travel to the ICP is otherwise precluded, the following procedures will be used to insure good communication between ATGS and OSC/AOBD:

1. The AOBD will FAX, email or post on the web a copy of the IAP (or as a minimum the "short" Plan) to the fixed-wing base prior to the ATGS being on duty each day.
2. The AOBD will phone ATGS before flight each day and brief on any changes to the Incident Action Plan, objectives, or frequencies, and clarify any other operational questions.
3. It is important that the AOBD and ATGS are also kept informed of assigned air-ground and air-air frequencies of adjoining units, incidents, and/or TFRs.

### **Air Medevac Coordination and Use**

The air operations staff, SOF1, MEDL, and COML will develop a coordination plan for air medevac immediately upon arrival at the incident. The AOBD is responsible, when possible, for assisting air medevac in coordination with the MEDL and on scene manager (DIVS/OSC). If the AOBD is unable to assist, air medevac coordination will be managed by ASGS or HEBM. The Aviation Mishap Response Plan will identify roles, responsibilities and protocols and will be furnished to the MEDL and posted on the Helibase briefing board. The ASGS is responsible for ensuring Medical Unit personnel are provided a briefing on helicopter safety and medevac procedures. If possible, EMTs and/or paramedics should be stationed at the helibase or another location that is readily accessible for helicopter transport to insure a rapid response to any emergency.

### **Airtanker/ Leadplane and Air Tactical Costs**

The ATGS and/or Fixed Wing Base Manager is responsible for ensuring the Fixed-Wing Base Cost Form (ATB-9) in the Interagency Air Tanker Base Operations Guide (IATBOG) is faxed or relayed by phone to the ASGS prior to end of shift each night. On the first day of the team's assignment, costs from incident start to team arrival will be gathered and submitted as a separate attachment with the first days summary. The ATGS will track airtankers, ATGS aircraft, and retardant use and fax or phone that information to the ASGS daily.

### **Total Air Operations Daily Use/Cost**

The ASGS is responsible for generating the Air Operations Daily Use and Cost Summary by collating all actual use and costs from the air tanker bases and helibases. It will then be submitted to Finance by end of shift with a copy to the AOBD. Submission of the report no later than 0800 the following morning is the standard of operation.

### **Personnel Demobilization**

All demobilization of personnel not attached to an aircraft must be approved via General Message Form by the AOBD. The ASGS is responsible for coordinating with the Demob Unit Leader regarding personnel demob, the demob process, travel itineraries, etc.

### **Aircraft Demobilization**

All aircraft demobilization will be approved by the AOBD. The AOBD will develop a demob plan and deal directly with Expanded Dispatch. Standard demobilization procedures will be followed by all resources. The Helicopter Demobilization Sheet (IHOG HBM-9) will be used to demob all helicopter resources.

A copy of the Demobilization Sheet with completed flight plan and ground route for the chase and fuel vehicles will be furnished to the Demob Unit Leader and Expanded Dispatch at least one hour prior to departure. Helicopter Managers are responsible for obtaining all information on this sheet and returning it to the Helibase Manager or ASGS in a timely manner.

### **Plans Section**

The Plans Section is responsible for collection of information on various aspects of the incident including but not limited to fire resources, fire situation, fire behavior and weather, and the dissemination of that information to facilitate in the accomplishment of incident objectives.

The status/check-in recorder is often the first member of the team that an incoming fire resource meets. It is the Plans Section's responsibility to collect information from each resource that will lead to effective use, support, and demobilization of that resource.

The interaction of the Plans Section with other sections is critical for the collection and dissemination of information. Each section relies on information collected by the Plans Section and the Plans Section relies on information provided by all other sections.

The typical planning cycle will include the following events with suggested attendance:

**Planning Cycle**

<b>EVENT</b>	<b>ATTENDANCE</b>
Day Operational Briefing	All C&G, IMET, FBAN, COML
Pre-planning meeting for following night operational period	OSC, PSC, SOF, RESL, COML, LSC, SITL
Planning meeting for the following night operational period	All C&G, IMET, FBAN, COML
Input and completion of the following night Incident Action Plan	PSC, IC, COML, AOBD, OSC, SOF, IMET, FBAN, MEDL, RESL
Pre-planning meeting for following day operational period	OSC, PSC, SOF, RESL, COML, LSC, SITL
Planning meeting for following day operational period	All C&G, IMET, FBAN, COML
Night Operational Briefing	All C&G, IMET, FBAN, COML
Submission of ICS-209	SITL, OSC, FBAN, COST, IC
Input and completion of the following day Incident Action Plan	PSC, IC, COML, AOBD, OSC, SOF, IMET, FBAN, MEDL, RESL

**Meeting Formats**

<b>Operational Briefing Format</b>		<b>Planning Meeting Format</b>	
<b>Topic</b>	<b>Responsible Position</b>	<b>Topic</b>	<b>Responsible Position</b>
Opening	PSC	Opening	PSC
Summary of Last 24 Hours	OSC	Current Situation	OSC
Incident Objectives	PSC	Weather expected	IMET
Weather Summary	IMET	Fire Behavior expected	FBAN
Fire Behavior Summary	FBAN	Planned Operation	OSC
Review of Assignments	OSC	Safety Concerns	SOF
Functional Comments		WFSA validation	IC
Operations	OSC	Support of planned operations	SOF/COML/LSC/AOBD
Air Operations	AOBD	Approval of the plan	IC
Communications	COML	Functional Comments	
Logistics	LSC	Operations	OSC
Plans	PSC	Air Operation	AOBD
Finance	FSC	Logistics	LSC
Safety	SOF	Plans	PSC
Medical	MEDL	Safety	SOF
Human Resources	HRSP	Finance	FSC
Information	PIO	Human Resources	HRSP
Agency Reps	READ/REP	Information	PIO
Incident Commander	IC	Agency Administrators	
Closing	PSC	Closing	IC

**Documentation Requirements**

The typical documentation requirements and the positions responsible for submission:

<b>Documentation</b>	<b>Purpose</b>	<b>Responsible Parties</b>
Transfer of Command Plan	Adequately summarize the status of the incident for transfer of command including resource information and outstanding issues	All C&G
Final Narrative	A summary of incident activities including significant events and issues.	All C&G
Final Incident Documentation Package	Complete package of all documentation created on the incident managed using the National Template.	All C&G
Unit Logs ICS-214	Documentation of significant events	All personnel
Key Decision Log (KDL)	Capture key decision, activities, and outcomes	All C&G

**Computer Distribution Priorities**

Once a location for an ICP has been determined, the Computer Technical Specialist will begin deploying computers. The following is a list of computer needs listed in order of priority.

<b>Computer Priority</b>	<b>Internet Priority</b>
Check-In	Situation Unit
Finance Section	**Finance
Fire Behavior Analyst	Information
Resource Unit	Fire Behavior Analyst
Situation Unit	Logistics
Information Section	IC/Safety/Operations
Liaison	
Logistics (Supply, Ground Support, LSC)	
Safety/Human Resources	
Operations/IC	

\*\*If near the end of a pay period, Finance may have a higher priority for internet access.

**Documentation Unit**

The DOCL will provide each section with folders labeled as determined by the National Incident Documentation Package template as early in the incident as possible. Each Section will maintain their documentation based on this format and will submit their folders to the DOCL prior to the demobilization of the team.

**Situation Unit**

The SITL will establish a daily time to meet with the OSC and IC to complete 209 prior to required submission time. The SITL will compile and maintain a chronology of events on the incident which will be included in the final narrative as an appendix. All Section Chiefs will submit their final narrative to the SITL following the format and template provided at the incident on the computer system. The strategic decisions made that affected the incident costs will be included as an appendix.

Local infrared and FLIR flights will be ordered by the SITL to Expanded Dispatch each morning by 0800. The AOBD will be notified that this order has been placed.

### **Resources Unit**

The RESL will provide reports on resources assigned to the incident, filled by ROSS, and demobilized to each Section as requested. The RESL will work closely with the Finance Section to ensure information entered into I-Suite meets the Finance Section's needs. Once a Section Chief has confirmed that resource's information, the section list provided by the RESL will no longer show that resource.

### **Demobilization Unit**

The DMOB will provide a daily report to each Section Chief that details resource order number, name, days remaining in 14 day assignment, and home unit. Each Section Chief will use this report to identify demob dates and times for each resource.

### **Logistics Section**

The Logistics Section Chief will manage the section to provide consistent, professional, and timely support and services to all incident personnel in support of the established operational objectives in a safe and fiscally responsible manner. If in use, a Deputy Logistics Section Chief is delegated acting authority when the primary Section Chief is away from the ICP.

Unit Leaders are expected to be team leaders and team players, knowing how to do their jobs safely while also bringing forward any issues (or potential issues) that may hamper the team. All Unit Leaders have access to the key decision log, however all entries must be approved by the Logistics Section Chief. Unit Leaders are obligated to exchange appropriate information directly with any team member. However, orders, directives, resource requests, and status changes must follow the chain of command and proper procedures. Section contacts with Agency Administrators, unless delegated, are through the Logistics Section Chief.

The Logistics Section Chief and Communications Unit Leader will participate in operational briefings and the pre-planning and planning meetings. Unit Leaders and certain trainees may attend planning meetings upon the invitation of Section Chief. All Unit Leaders should attend operational briefings and the daily Logistics Section Meeting to share information and strategize the best response to issues as they surface. Unit Leaders will brief their respective Units and ensure tailgate safety briefings are held.

All personnel are responsible for ensuring that facilities are in compliance with all safety regulations. When a safety hazard is recognized it is the responsibility of all personnel to inform the FACL immediately.

### **Logistics Mobilization Checklist**

1. Do not let the team outrun Logistics.
2. Provide road map from airport/hotel to ICP and road map for C&G from airport/hotel to in-briefing and from in-briefing to ICP. (GSUL, FACL, deputy LSC and finance section representative – Mobilization Team)
3. Confirm food and water (caterer) and porta-potties en route on mobilization. (LSC, deputy LSC, SPUL, FACL - follow-up on initial orders)
4. Provide proper signage at ICP so the team knows where to go. (FACL in-camp, GSUL signage to camp)
5. Provide camp map with traffic flow to Plans for the IAP in first 24 hrs. (Input by all log units, especially FACL and GSUL. GSUL is primary input on heavy iron.)
6. Get map that shows ICP in relation to out-lying facilities such as helibase, spike camps, town etc from SITL. (LSC)

7. Provide Logistics page for the IAP (input from all logistics units). Plans or Supply unit usually has laptop available for use.
8. Direct line ordering for DIVS. (SPUL, COML)
9. Medical plan for the line and camp along with the spike camps. (MEDL)
10. Communications plan. (COML)
11. Inventory of crews and location. (FACL)
12. Do we need to address an evacuation plan? (LSC, deputy LSC)
13. Daily phone list in IAP.
14. Vehicle inventory. (GSUL)
15. Enforce the gaggle point in SOPS (after in-brief). Logistics gaggle. (LSC, deputy LSC)

First 12 items should be accomplished in the first 24 hours.

### **Logistics Demobilization Checklist**

1. All team personnel will assist in the break down of base camp and stay on the incident until the FACL has completed a final walk through. (exception may be C&G to attend Close-Out Meeting).
2. All Sections must identify resources staying on the incident after the team completes the assignment a minimum of 72 hours prior to demob of the team. All Section Chiefs are responsible to arrange vehicle transportation with GSUL for their section for demob 72 hours prior to the team's demob.

### **COMMUNICATIONS**

Because the priority of the Unit is to support line operations, the COML routinely works directly with Operations personnel to determine needs, set priorities, obtain feedback, and develop changes to plans. Due to certain inherently technical aspects of communications, it cannot be assumed that the positions above the Unit have such a background. Consequently the Unit must be able to resolve problems and provide service based on personal knowledge or in consultation with the National Incident Radio Supply Cache (NIRSC).

- A minimum of four satellite telephones provided and carried by the IC, Communications, Operations, and Logistics will be with the team.
- All Operations personnel should carry and initially expect to use their own agency hand held radios, assuming that they meet national standards. Personnel with radios should travel with two battery changes.
- The Logistics Communications Black Box containing Conference phone, wireless phone handsets with message capability, long range wireless phone, and related communications support items will travel with the team.

**MEDICAL UNIT LEADER** - The MEDL is primarily responsible for the development of the Medical Plan (ICS Form 206) and ensuring expedited medical aid and transportation for ill or injured Incident personnel. Additionally the MEDL will:

- Establish and determine staffing levels to include Medical Aid Stations, Incident Ambulances and line EMT's, commensurate with incident needs.
- Verify EMS personnel and services are properly credentialed and operate within the scope of their assigned duties.
- Provide briefing and updates to Medical Unit personnel.
- Interface with Safety Officer to provide injury and illness trends and concerns.
- Ensure compliance with NWCG established medical response standards and guidelines.
- Establish Responder Rehabilitation.
- Participate in Logistics Section planning activities.

**GROUND SUPPORT UNIT LEADER** - The ground support unit leader is primarily responsible for the transportation of personnel, supplies, food and equipment; fueling service, maintenance and repair of vehicles and other ground support equipment; and implementing the incident traffic plan.

- The GSUL will build a physical inventory of the vehicles / equipment assigned to the incident using the Support Vehicle Inventory Spreadsheet.
- The RESL will provide the GSUL with daily I-Suite reports of all E#'s currently checked-in at the incident.
- The SPUL will provide the GSUL with daily ROSS reports with all E#'s issued to the incident. The I-Suite report will capture all fields relevant to the GSUL inventory including which contracts/inspections need to be captured for the Finance Section's records.
- If the GSUL has an EQTR, I-Suite may be used directly by this position.
- The GSUL will reconcile the I-Suite report and ROSS report with the physical inventory and provide the RESL a daily reconciled inventory.
- The GSUL/EQPM will collect needed contracts/inspection forms and provide them to the Finance Section.
- The RESL will eliminate all reconciled E#'s from the daily I-Suite report that is provided to GSUL. This process will continue as long as the I-Suite/ROSS reports do not match the physical inventory.
- The RESL will be responsible for capturing accurate information as new resources arrive on the incident and provide the GSUL with daily reports of new E#'s on the incident. The GSUL will reconcile these new E#'s through physical inventory and confirm with the RESL that these E#s are correct.

### **Ordering, Tracking, Demobilizing Heavy Equipment**

In order to enhance communication and efficiency in the use of heavy equipment, two positions will be identified at each incident. These include:

- **Staging Area Manager (STAM)** – this position works for the Operations Section. The STAM is responsible for completing a daily Support Inventory Sheet detailing the inventory of equipment including the current status and correct resource number in a Staging Area and on the line. The STAM will provide this information daily to the Line EQPM.
- **Line Equipment Manager (Line EQPM)** – this position works for the Logistics Section. The Line EQPM is responsible for collecting information from the STAMs in all Staging Areas and coordinating with the GSUL, Base Ops, and the RESL. The EQPM may also attend pre-planning meetings and provide Base Ops equipment status reports. The EQPM contacts Base Ops on inventory changes and excess equipment. The Line EQPM will also be responsible for conducting all field inspections.

### **Heavy Equipment Tracking Protocols**

Prior to ordering heavy equipment, the Section Chief will ensure through the GSUL that excess equipment is not available (i.e. helibase tender).

- The Section Chief will place the order with the ORDM who will provide a copy of the order to the GSUL. This is particularly important if ordering heavy equipment that may need to be inspected outside of base camp.
- All equipment will be inspected either at the ICP or at a Staging Area.

- After the inspection the OSC will assign the heavy equipment to a specific Staging Area or directly to the fire.
- The EQPM will provide initial paperwork to the Finance Section including copies of the inspection and agreement. The shift ticket book will remain with the contractor. Shift tickets may be signed by the operator's line supervisor or the STAM.
- The need for equipment hired locally must be identified by the Section Chief and ordered through the standard system (see #2) and the Line EQPM will be notified for field inspection and tracking.
- When equipment is determined to be excess by a Section Chief it will be temporarily assigned to a Staging Area awaiting either reassignment or demobilization. The Line EQPM will coordinate multiple staging areas.
- If a DIVS elect to demo equipment they will contact GSUL so that inspections can be coordinated 24-48 hrs in advance.
- The STAM and Line EQPM will coordinate the tracking of staged resources and status of equipment.
- The EQPM will coordinate daily with Base Ops on the available staged equipment and possible excess equipment.
- All Section Chiefs will identify the last shift needed for all equipment on their daily resource reports. These tentative demob lists will be provided to the GSUL daily.

#### **SUPPLY UNIT**

**Orders for resources need to be completed on a general message form and submitted to the ordering manager. Overhead and equipment orders are approved at the Command and general staff level. Orders for supply items which require a substantial financial commitment will need IC approval.**

All line orders will be placed directly to the Supply Unit via radio, phone or General Message Form. These orders will be filled, tracked, and delivered in coordination with other Sections. The Supply Unit Leader will meet with Expanded Dispatch and the Buying Team to ensure ordering procedures are working smoothly. See Attachment II for the Incident Replacement Policy.

**FACILITIES UNIT LEADER** -The Alaska Team FACL is required to perform all duties as described in the Fireline Handbook. The FACL'S first responsibility is to provide the plan for ICP location and design while considering the needs of all sections. A well organized base camp can add a great deal to the success of incident operations. In addition to setting up and servicing facilities the FACL responsibilities include:

- Confirm land use agreements are in place. Do not assume sites have negotiated and approved land use agreements. Be informed about agreements including use constraints, rehab and fees. Confirm with Finance and or expanded before using any land including, ICP, water dipping sites, staging areas, spike camps, etc.
- Inspections should be done in a timely manner, generally within the first 24 hours especially potable water, caterer and shower units.
- Shift tickets for services and equipment need to be completed and submitted to finance daily
- Maintain record of all land use, service and equipment agreements in place, to include vendor contact information, item, fee, and service agreement. This information will be included in the transition plan.
- Complete performance evaluations for vendors.

- The facilities unit may be asked to assist other units, most commonly the food unit and ground support unit. When the food unit is actively involved in the logistics of; preparing meals, serving meals, or picking up and delivering meals, the facilities unit will assist where needed. During high activity times such as mobilization and demobilization; the facilities unit will assist the Mobilization coordinator, Ground support, Operations and Food unit to ensure logistics for crew transportation, feeding and showering are being met.
- ALASKA SPECIFIC: Alaska Fires require a more hands on approach as large camp crews are not normally used or available.
- Camp/ ICP support is achieved by the FACL with the support of Base Camp Managers rather than large camp crews. Local hire personnel are often used to assist. (Trash collecting, cooler stocking, tent set up, signage etc.)
- Spike camp support: Preferred support for larger spike camps is to have a Base Camp Manager assigned to assist with; fresh food box ordering, sanitation, supplies orders for line crews and mentor lower 48 crews on Alaska fresh food boxes and other Alaska specific camp procedures.

**FOOD UNIT LEADER** - On a Type 1 incident, the FDUL is responsible for the administration of the National Mobile Food Service Contract. The desired result of proper administration should be appetizing, nutritional, well balanced hot and special meals, sack lunches, hot and cold can meals and supplemental items. The method of feeding personnel on Alaska Type 2 fires often times is a combination of MRE'S, fresh food boxes, local restaurants, school kitchens and local caterers. In collaboration with the LSC, FSC, FACL and at times the Agency Administrator; the determination for the best method(s) to use for a particular fire are often decided. The FDUL is ultimately responsible for ensuring that the food needs of incident personnel are being met. When a FDUL is assigned they are responsible for ordering, tracking and coordinating the delivery of fresh food boxes. This effort requires coordinating with operations, supply and facilities. In the event no FDUL is assigned the above duties will be absorbed by the Supply Unit Leader or as designated by the LSC.

### **Finance Section**

The Finance Section is set up for any incident that may require on-site financial management. The size and/or complexity of the incident will determine the size of the section. Flexibility, a positive attitude, adaptability, professionalism and a commitment to safety are the cornerstones of this section.

The goals of the Finance Section are:

- obtain the best information possible on finance issues from the host agency;
- manage units safely within objectives established;
- provide consistent, considerate and timely service to incident personnel;
- support other sections and units to achieve success as a team;
- provide ongoing information and a complete and accurate Finance Package at the closeout with the host agency.

There are four units within the Finance Section: Time, Comp/Claims, Cost and Procurement that will be activated as needed. Each unit will be managed by the Unit Leader if one is available and/or the Finance Section Chief (FSC).

### **Internal Section Guidelines**

The FSC is responsible for organizing and operating the finance section within the guidelines, policies and constraints established by the Incident Commander and the responsible host agency. The FSC attends Operational Briefings, strategy/planning meetings and team meetings, subsequently briefing the Unit Leaders. Unit Leaders are responsible for briefing their units. Contact with the Agency Administrator, unless delegated, will go through the FSC.

Unit Leaders are expected to be leaders and team players and work within the chain of command. Unit Leaders will help each other with workloads and problem-solving, brief the Finance Section Chief on unit issues as they develop and recommend solutions. Unit Leaders attend the morning operational period briefings when appropriate. A daily meeting with the FSC will be scheduled to formally share information and strategies and provide the best response to issues as they surface.

Unit Leaders are expected to come prepared with the appropriate forms, supplies, etc. to be able to function in a field setting. Your personal finance kit should include what it would take to operate your unit for several days.

The Finance Section is the ultimate responsibility of the FSC, however, Unit Leaders are responsible for ensuring that their unit is managed according to incident business practice guidelines and policies. Performance accountability of all unit members begins with the Unit Leader. Trainees will be under the guidance of the Unit Leader for which they are working.

Cost containment continues to be a primary consideration for the Alaska Team. Efforts will be focused on high cost resources, under-utilized equipment, extravagant orders, sensitive items, and property accountability issues.

### **Finance Staff Interactions**

#### **Human Resources**

Finance section members may have contact with human resource issues due to the nature of the job (i.e., terminations, disciplinary items, etc). Be alert, professional and respectful. General issues or trends are a briefing item for the section, but privacy issues will be respected.

#### **Information**

We expect media presence during an incident. The Public Information Officer (PIO) is the team's central source of information regarding media contacts. Finance Section members will rely on the PIO to provide guidance when media contacts are imminent. Unless approved or scheduled by the PIO staff, the Finance Section personnel should not speak to media regarding the incident. Unusual contacts or concerns become a briefing item for the Section and the team.

#### **Safety Officer**

The SOF monitors activities on all sections and has a special interest in the Medical Unit and the Comp/Claims Unit. The Comp/Claims Unit Leader will be prepared to give the SOF updated information daily.

#### **Plans/Operations/Logistics Interaction**

TIME is responsible for consistent application of incident business guidelines (i.e., 2:1 Work/Rest, excess hours) and has the authority to resolve issues appropriately through the DIVS or Unit Leader level.

- The Section Chiefs are committed to monitoring issues such as Work/Rest guidelines and Day Off policies. Persistent issues, trends, or problems are briefing issues for the Section

and the team.

- The Resource Unit and Finance are in constant interaction with each other. We coordinate and cooperate fully with check-in, the RESL, and DMOB.
- Procurement and Cost will work with Logistics to ensure the most accurate inventory and costs. This information must be available for planning and accounting purposes.
- The Equipment Time personnel will work directly with the Logistics (Facilities and Ground Support) to insure all records are kept up to date and all appropriate documentation has been collected and stored in the official finance records.

## **ATTACHMENTS**

## **I. Incident Replacement Policy**

The Alaska IMT is expected to place a high priority on property management as per the incident replacement process outlined in the National Interagency Mobilization Guide (MOBE Guide) and the Interagency Incident Business Management Handbook (IIBMH, Chapter 20).

As such, the following procedures will be followed on the incident in regard to incident replacement of firefighting items.

### Government Property

1. Prior to release from an incident, personnel may request replacement of equipment and supplies that were lost or consumed during the incident using the Incident Replacement Requisition Form (OF-315).
2. OF-315 must be approved by the Operations Section Chief. When in the field and without an OF-315 form, requests written on a General Message and signed by the Operations Section Chief will be accepted. Operations MUST also print their name on the General Message form before it will be considered valid.
3. Destroyed property along with appropriately signed OF-315 and/or General Message is taken to supply. Supply will replace items requested if available.
4. "S" numbers will be provided for replacement of NFES supplies which cannot be replaced on incident. They will be replaced by the home unit cache upon return.
5. "S" numbers for all non NFES items must be arranged through Finance Section Chief and/or Claims Specialist. All lost, damaged or destroyed property to be replaced as part of the incident's cost will be described on the Report of Unserviceable, Lost or Damaged Property form. Only the Finance Section Chief or the Incident Commander can approve the claim.

An IMT cannot authorize replacement of non-expendable or nonstandard cache items. All non-standard cache items such as Eagle packs, sleeping bags, Kevlar pants, headlamps, GPS Units and other specialized equipment will not be replaced on incident. For these items the IMT may provide documentation to the incident agency for review and determination. The incident agency may authorize, through written documentation to the home unit, replacement of government property items that have been destroyed or rendered otherwise unserviceable while being used on the incident. However, non-standard cache items should be replaced by the home unit. The incident agency may require that damage property be turned in before replacement is authorized. Items claimed due to normal wear and tear should be replaced by home unit operational funds and NOT incident funds.

What does this mean to you?

Expect to receive a like item from the cache.

Expect to be denied for specialty item replacement

Expect to complete proper paperwork before lost or destroyed property items are replaced by incident.

Destroyed property that is replaced will be left at the incident.

### Contractor Property

Contractor owned property, e.g., hose, fittings, PPE, tents, may not be replaced through incident supply. Contractor must document damaged or lost property and submit the claim through the Procurement Unit Leader, Compensation Unit Leader or Home Unit Contracting Officer for determination. Do not issue an Incident Replacement Requisition, OF-315 to a contractor.

## II. After Action Review (AAR) Rollup

The purpose of the AAR Rollup is to identify both successes and challenges on an incident that can be used as a learning tool for others. The lessons learned in the rollup will also be used to improve training curriculums. Issues and trends that are identified may have Information Collection Teams assigned to them in the future for further analysis and resolution.

Type 1-5 incident commanders and agency administrators are requested to complete the following questionnaire for each incident they manage. Crews and single resources are also encouraged to complete the rollup for incidents they participated in:

<b>Incident Name and Type:</b>	<b>Dates of Assignment</b>
<b>Unit or Jurisdiction(s):</b>	<b>Geographic Area:</b>
<b>Report Submitted by:</b>	<b>Phone Number:</b>

1. What was the most notable success at the incident that others may learn from? **Please explain.**
  
2. What were some of the most difficult challenges faced and how were they overcome? **Please explain.**
  
3. What changes, additions or deletions are recommended to wild land fire training curriculums?
  
4. What issues were not resolved to your satisfaction and need further review? Based on what was learned, what is your recommendation for resolution?

Please submit this rollup to the Lessons Learned Center at the National Advanced Resource Technology Center (NARTC) attention Brit Rosso ([Brit\\_Rosso@nps.gov](mailto:Brit_Rosso@nps.gov) or Fax 520-670-6413)

### III. IMT CONFIGURATION

**Team Selection**

By the **first week of November**, the Ops Committee Agency Representatives will forward their agency lists of IC applicants to the Ops Committee Chair or his/her designate. By the **second week of February**, agency lists of other team applicants will be forwarded to the Ops Committee Chair or his/her designate. Agency lists will be compiled into a single interagency list prior to selection meetings. Selection factors will include past performance and conduct, team commitment, agency priorities (including Interagency Fire Program Management (IFPM) requirements and allocation of forces considerations), and other factors. Nominations, or individuals without a nomination form, received after the deadline will be considered on a case by case basis and will be given a lower priority.

**IC Selection**

The Ops Committee will make recommendations for Type 1 and Type 2 ICs to AWFCG following **the Fall Fire Review** and prior to AWFCG’s November conference call. AWFCG will make final IC selections by their **first quarter meeting**. IC candidates may be asked to provide a letter of interest and resume, and may be interviewed by AWFCG prior to selection.

**C&G Selection**

By the **second week of February** the Ops Committee will meet with ICs to select C&G team members for the Type 1 and 2 IMTs.

**Unit Leader & Others Selection**

By the **third full week of February** the Ops Committee will meet with the ICs and Section Chiefs in order to jointly assemble the standing teams.

**Notifications**

By the **first business day in March**, selected primary, alternate, mentee, and trainee team members will be notified at the email address on their nomination form. Team rosters will be posted on the AICC – Logistics and Dispatch – Overhead website at: <http://fire.ak.blm.gov/logdisp/overhead.php>.

**Team Configuration**

Selection for a position does not guarantee that a team member will be included on the roster for every incident. The IC has the authority and responsibility to reconfigure his (her) team at any time in order to maintain an effective and efficient organization. The type and number of rostered positions filled on an assignment may vary based on incident specific factors.

**Type 2 Team selections will include:**

Type 2 Team Configuration				
Command	Operations	Planning	Logistics	Finance
ICT2	OSC2	PSC2	LSC2	FSC2
SOF2	ASGS	SITL	COML	TIME
PIO2	ATGS	RESL	SPUL	COST
	HEB1	CTSP	ORDM	INJR
		SCKN	RCDM	EQTR
		FOBS	FACL	
		GISS	INCM	
			COMT	

Alternates, trainees, mentees and apprentices for each of these positions will be identified during the selection process. These lists will be posted along with the selected team configuration.

### **Type 1 Team Configuration**

Type 1 Short and Long-team configurations are established in the National Interagency Mobilization Guide. (<http://www.nifc.gov/nicc/mobguide/Chapter60.pdf>). The following positions will be selected for the Alaska Type 1 Team (the 17 negotiated positions may vary):

### **Type 1 Team Configuration**

<b>Type 1 Team Configuration</b>					
<b>Short</b>		<b>Long</b>		<b>Negotiated</b>	
Job	Count	Job	Count	Job	Count
ICT1	1	OPBD	2	LOFR	1
DPIC	1	DIVS	2	SOF1	1
PIO1	1	ASGS	1	DIVS	2
SOF1	1	ATGS	1	ATGS	1
OSC1	2	SITL	1	HEB1	1
AOBD	1	RESL	1	PSC1	1
FSC1	1	CTSP	1	RESL	1
PSC1	1	FBAN	1	DMOB	1
LSC1	1	SPUL	1	GISS	1
		COML	1	MEDL	1
		GSUL	1	FDUL	1
		FACL	1	FACL	1
		RCDM	1	COMT	1
		TIME	1	ORDM	1
		COST	1	FSC1	1
				COMP	1

In addition, alternates, mentees and trainees for each of these positions will be identified during the selection process. This list will be posted along with the selected team configuration.

### **Commitment**

Team selections will expire on March 1 of the year following selection. The expected level of commitment will vary based on Team Type and individual qualification level as described below. Those that cannot meet the expected commitment level should be nominated as alternates. It is the responsibility of the Incident Commander (IC), in conjunction with Section Chiefs, to arrange for apprentices and mentees and to notify the Alaska Interagency Coordination Center (AICC).

### **Type 2 Team Commitment**

Currently, two Type 2 teams are fielded each season. The Black Team and Green Team alternate 10 day availability rotations beginning in mid April. Primary team members are expected to be available during their team's rotation. Two days prior to the start of each new rotation AICC will send out a request for available trainees and mentees. The IC and Section Chiefs will coordinate with Ops Committee representatives to select from the affirmative responses and roster trainees for the rotation. AICC will notify selectees by email. Rostered trainees will be expected to remain available throughout the 10 day rotation period. The Type 2 Team rotation can be viewed at:

<http://fire.ak.blm.gov/logdisp/overhead.php>

**Type 1 Team Commitment**

The Alaska Type 1 Team is typically unavailable for the national rotation during the Alaska fire season as its members also staff the Type 2 teams for in-state fires. Once AWFCG determines that the Type 2 IMTs can stand down (typically mid to late July), the Type 1 Team is normally activated. In general, primary members of the short and long team, as well as selected trainees/mentees are expected to be available for each national rotation beginning 24 hours prior to the team reaching the #2 position until the team rotates from the #1 position or is assigned. The 17 negotiated positions will be identified at the time of the assignment by the Section Chiefs, and these individuals will be asked to commit to the team through the full assignment. The national Type 1 Team rotation can be viewed at: [http://www.nifc.gov/nicc/logistics/teams/imt\\_rotate.pdf](http://www.nifc.gov/nicc/logistics/teams/imt_rotate.pdf)

**Team Member Removal**

The IC has the authority and responsibility to remove an individual from the team at any time in order to maintain a cohesive, effective and efficient organization. In the event an individual is removed, his (her) Ops Committee Agency Representative will be notified and provided with supporting documentation.

**Oversight**

In addition to recruitment and selection, the Ops Committee will work with the teams and the dispatch system to fill mid-season vacancies. ICs will forward all IMT (not individual) incident evaluations to the Ops Committee Chair. AWFCG will remain the final authority for IMT issues not resolvable at the Ops Committee level.

## IV. Incident Assessment Process

The following 14-point incident assessment process is a model that was developed to assist Incident Management Teams with success. Think of it as an incident evolutionary process rather than a checklist. At times, some of the phases may merge or run together. That's ok. Use it as methodical and strategic guideline to keep the team on track.

The fundamental premise of the model is to figure out what is going on (situational awareness) and what your priorities are (strategic assessment) before you develop incident objectives, strategies and tactics.

This is a continual process that identifies current and anticipated events, leading to the development and implementation of response actions that have a high probability of success, that are evaluated against identified objectives, and that are consistent with current and forecasted conditions.

The following fourteen phases of incident management are sequential in nature and are indicative of a strategic approach to incident management.

### 1. Establish Situational Awareness:

- Foundation of Strategic Assessment. Must be maintained throughout the incident
- Initial Mechanisms; Briefings (AA, Outgoing Incident Organization,); Incident Documents (Transfer of Command Plan, WFDSS, Delegation of Authority, ICS209, ICS201), Recon, Personal Discussions.

### 2. Perform Strategic Assessment:

- Like Situational Awareness, Strategic Assessment must be maintained throughout the incident.
- Status of the incident? Locally, regionally, nationally?
- What are the current incident objectives? What kinds of strategies have they resulted in? Has the tactical implementation of the strategies been successful?
- Are they viable from both a socio/political and operational perspective? Input from host unit to help determine/compare to decision support documents & delegation of authority.
- What are the immediate and long-range physical threats and consequences?
- Who are the "externals" who will be impacted by this incident?
- What are their issues?
- How might externals affect incident objectives and strategies?
- What will success look like to these externals?
- What internal issues are identified or predicted?

### 3. Execute a Transfer of Command

- Ensure the Team is prepared
- Receive Delegation of Authority

### 4. Develop Incident Objectives:

- Write objectives based on phases one and two above. These are dynamic, should be updated on a daily basis. They must be obtainable and measurable. These will be the basis for the strategies.
- Ensure the Administrator supports the objectives.

- 5. Develop Incident Strategies:**
  - Should include both an internal incident management and socio/political perspective.
  - Will identify areas of incomplete information that require immediate resolution.
  - Ensure that C&G has input into the development of the initial strategies and subsequent revisions.
  - Ensure that the Administrator supports the strategies.
  - Strategies must be directly linked to incident objectives.
  
- 6. Identify Critical Initial Tasks:**
  - Who is responsible and when does it need to be done.
  - Can the tasks be accomplished in the allotted time?
  
- 7. Establish General Operating Procedures (Incident Rhythm):**
  - Planning Cycle
  - Meeting Schedule, Internal and External
  - Agency Administrator Briefings
  - Media Briefings
  - Public Meetings
  
- 8. Implement Strategies to Meet Objectives Through Safe, Efficient and Effective Tactics:**
  - Tactics must be directly linked to incident strategies.
  - IAP is the primary mechanism to disseminate tactical directives.
  
- 9. Maintain Situational Awareness:**
  - To include but not limited to operational effectiveness, environmental changes, Agency Administrator concerns, stakeholder/cooperator issues, public opinion/media interest, resource status (fatigue, morale, availability, effectiveness) and external organizations (GMAC, NMAC, AC) issues and priorities.
  
- 10. Reassess objectives>strategies>tactics based on current situational awareness:**
  - Adjust as appropriate
  - Ensure the IMT understands and supports the incident evolution.
  - Keep the Agency Administrator/s informed (decision support revalidation)
  
- 11. Adjust as necessary the General Operating Procedures (incident rhythm) to the incident evolution.**
  
- 11. Anticipate logistical needs in support of incident evolution and initiate action in appropriate timeframes.**
  
- 12. Prepare incident organization, agency administrator/s, cooperators, and stakeholders for either a transition, i.e. moving from uncontained to contained, perimeter control to point protection, contained to securing fire-line and rehabilitation, and/or a transfer of command. This is a result of incident evolution:**
  - Decision points for this stage of incident evolution may be the number of days your team has been assigned, meeting incident objectives, or complexity of incident has significantly increased or decreased.
  - Agency Administrator/s is the deciding official for the IMT's recommendation on the course of action for the transfer of command.

**13. Execute a Transfer of Command:**

- Will almost always require a written plan (national template for Type 1 Teams).
- The schedule should include team meeting, team evaluation, and agency closeout.
- Receive a Release from the Delegation of Authority.

## V. Incident Emergency Plan (IEP)

**The intent of the IEP is to establish control of an emergency situation as quickly as possible by identifying responsibilities, procedures, and chain of command.**

An Incident Emergency Plan is designed to handle an emergency situation such as a citizen entrapment, structure burn over, aircraft crash, burn over of firefighters, camp evacuation, major accident, or vehicle accident etc., that may occur on the incident resulting in a near miss, serious injuries or fatalities, destruction of property, or mental anguish.

The Incident Commander (IC) has overall responsibility for the emergency until the line officer is notified by the IC and the responsible local authority takes charge. The IC is responsible for declaring an emergency. The Deputy IC (DPIC) or Safety Officer (SOF2) (if the team does not carry a DPIC) is responsible for implementation of the plan and for the performance of the team members.

When the plan is activated, the emergency will be managed as a separate Branch and will report directly to the DPIC/SOF2. This is done so that the impact to the main incident is minimal and the incident personnel can continue their assigned duties on the main incident managed by the IMT. If the emergency or the remaining issues last into the next operational period the Emergency Branch will be included in the planning cycle and the daily Incident Action Plan.

The plan is not designed to supersede procedures at the local unit level but to supplement such procedures. All routine medical incidents and transports shall be administered under protocol established by the local unit and the Incident Medical Plan.

Names of injured or deceased individuals, crew names, designators, or other indentifying information are not to be transmitted over the radio. Deceased individuals are not to be moved except to accomplish rescue work or protect the health and safety of incident personnel. Personal effects of the deceased are not to be moved or removed.

Radio communication will be on the command frequency and will take priority over other radio traffic until such time as the Communications Unit Leader assigns an emergency frequency.

Each person involved with the management of the emergency will complete a thorough documentation of their respective actions.

The lead Safety Officer for the IMT will identify and prioritize transport options in terms of efficiency, based on resource availability, proximity, and potential for success – with a contingency plan in case the preferred mode of transportation cannot be used.

### On-Scene Point of Contact (POC)

At the scene of a medical emergency, an on-scene point of contact will be determined or designated by chain of command. This point of contact and the person assessing/treating the patient may or may not be the same person. The point of contact will:

- Take charge of the scene and identify/determine who is in charge of assessing and treating the patient.
- Use the Incident Communication Protocol to relay critical information regarding patient assessment, transportation, and resource needs.

- Coordinate the request for transportation and/or other resources based on patient assessment.
- Ensure that information about patient assessment, transportation or other resource needs is transmitted directly to the Incident Command Post Communications in order to reduce the time it takes to communicate essential information and to limit the potential for miscommunication.

## **IMT Roles**

### **Incident Commander**

- Determine when an event requires the implementation of this IEP and notify all C&G.
- Ensure IEP is implemented.
- Notify the Agency Administrator.

### **Deputy Incident Commander (Type 1 Team)/ Safety Officer (Type 2 Team)**

- Implement the IEP.
- Assign the Emergency Branch Director.
- Determine when CISM should be ordered after consultation with HRSP, MEDL, and Safety Officer.
- Responsible for the performance of team members in the implementation of the IEP.

### **Liaison Officer (Type 1 Team)/Safety Officer (Type 2 Team)**

- Assist the Medical Unit Leader as needed.
- Insure coordination with investigating entities.
- Assist other positions as needed.
- Coordinate with cooperators and key stakeholders as needed.

### **Operations Section Chief**

- The OSC will assist the DPIC/SOF2 in identifying the Emergency Branch Director.
- Provide coordination between the on-scene Emergency Branch Director and the other IMT sections and units.
- Assign a replacement for any line personnel reassigned to this emergency.

### **Safety Officer**

- In the absence of the DPIC will implement this plan.
- Evaluate safety issues at the accident site and coordinate with the Emergency Branch Director to mitigate them.
- Initiate the investigation of the emergency and request the appropriate investigation resource/team.
- Secure witness names and initial statements and all evidence relating to the accident.
- Coordinate with and support the Emergency Branch Director in charge at the scene.
- If appropriate, ensure the completeness of the wildland fire entrapment /fatality report (NFES 0869) and record a copy with the Documentation Unit Leader and send the report to NIFC.

### **Human Resource Specialist**

- Coordinate with the Deputy IC or Safety Officer to determine the need for a CISM.
- Work with the IMT to provide support for the CISM team.

**Public Information Officer**

- Prepare and coordinate the release of information in accordance with agency policy and the direction/approval of the Incident Commander and Agency Administrator.
- Coordinate with the Deputy IC or Safety Officer for needed PIO support.

**Emergency Branch Director**

- Conduct initial assessment of the situation and report findings and recommendations to the Deputy IC or Safety Officer.
- Assume command of the incident scene until they are relieved of that command by the Deputy IC or Safety Officer.
- Coordinate and support the Safety Officer's investigation and law enforcement agencies involved.
- Identify nature of the incident and number of crews, vehicles, or aircraft involved.
- Identify special needs, i.e. Law Enforcement, Heavy Rescue, and Haz Mat response.
- Coordinate and oversee emergency responders.
- Provide for the immediate extrication and medical triage, treatment and transportation.
- Secure the scene and identify any witnesses.

**Air Operations Branch Director**

- Coordinate incident aircraft during the response.
- Identify additional medical helicopters for transportation of rescue and medical personnel or patients.
- Coordinate with COML to determine need for alternate Air to Ground Frequency.

**Logistics Section Chief**

- Order needed resources for the emergency.
- Monitor support functions and assess additional needs.
- Coordinate Ground Support response.
- Coordinate Security with Liaison Officer or Safety Officer.
- Locate and secure personal effects of injured personnel.
- 

**Communications Unit Leader**

- Receive notification of the emergency and contacts the Safety Officer and MEDL with the information. Document all critical information.
- Establish an emergency frequency and monitor its use.
- Establish an alternate Air to Ground Frequency if required (if not already identified in the Incident Communications Plan).

**Medical Unit Leader**

- Stage in Communication Unit and coordinate the medical response in conjunction with the DPIC/SOF2.
- Make recommendations to DPIC/SOF2 on need for CISM.

**Documentation Unit Leader**

- Compile and prepare emergency event document reports.

**Comp/Claims Unit Leader**

- Coordinate with Safety Officer for comp/claims requirements.

## **Incident Communication Protocol**

1. Determine the nature of the emergency.
2. If the emergency is a medical injury/illness, determine if the injury/illness is life threatening.
3. If the injury is life threatening, then clear designated frequency for emergency traffic.
4. Identify the on-scene point of contact by position and last name (i.e. TFLD Smith)
5. Ensure that the Medical Unit Leader is contacted immediately.
6. Identify number injured, patient assessment(s) and location (geographic and/or GPS coordinates).
7. Identify on-scene medical personnel by position and last name (i.e. EMT Jones).
8. Identify preferred method of patient transport.
9. Determine any additional resources or equipment needed.
10. Document all information received and transmitted on the radio or phone.
11. Document any changes in the on-scene point of contact or medical personnel as they occur.