

Lost Horse Creek Fire Leaders' Intent

Overview:

This Leader's Intent Document is one piece of many components of the entire Briefing Package provided to the Incident Management Team (IMT). In addition to this Leader's Intent Letter, the IMT will also receive the following documentation to support the management of this incident:

- Delegation of Authority
- Published Decision from the Wildland Fire Decision Support System (WFDSS)
- Briefing Package
- Relevant Agency Policies

A contact list of Agency Administrator and DOF Protection representatives will be shared, with an expectation of daily (or as needed) meetings either virtually or in-person. We request an Agency Administrator / Incident Commander meeting to be scheduled daily in the beginning of the incident. The frequency of this meeting can be evaluated as the incident progresses. We want to be informed of significant accomplishments or issues.

Expect to have a preliminary team evaluation at the incident closeout and a final evaluation at the end of fire season when all incident business transactions have been finalized.

Communications:

- It is our expectation that you and your various staffs, as relevant, read and follow the decision documentation (Incident Requirements, Incident Objectives, Course of Action, Rationale etc.) as outlined in WFDSS. If you have questions or concerns, please contact us directly to discuss and clarify the decision and revise the documentation. Keep us informed of significant accomplishments/issues etc., which will be documented within the Periodic Assessment throughout the duration of the incident.
- Through your risk assessment process provide feedback to us regarding changes needed to the Incident Objectives and Course of Action to mitigate unnecessary risk to firefighters.
- Provide input to the current Risk and Complexity Analysis in WFDSS based on your findings as a team.

- Provide information for updating and revising the decision as necessary.
- Develop, update, and revise Management Action Points as necessary to ensure protection of values.
- It is our expectation that you will talk to the Protecting Area Fire Management Officer and Agency Administrators daily or more frequently on an as needed basis. At a minimum, provide information on significant accomplishments or issues. Daily discussion points include, but aren't limited to the following:
 - Safety
 - Relationships with partners and stakeholders
 - External Communication
 - Operational Effectiveness
 - Benchmarks based on team capabilities, span of control, daily progress
 - Complexity
 - Ramp up and ramp down strategies
 - Final Fire Package

Safety:

- Firefighter, public and aviation safety is an absolute necessity. Utilize a deliberate risk assessment process to communicate hazards, risks, and mitigations and engage the Agency Administrators in any strategic discussions regarding risk to firefighters, the public, and other resource values.
- Monitor cumulative fatigue and smoke exposure to provide assigned personnel with adequate rest and/or relief from smoke. Document any operational period in excess of 16 hours and measures initiated to reduce fatigue.
- Coordinate and consult with the Division of Forestry and Fire Protection Safety Officer, Tom Greiling, or his acting regarding any safety or hazardous materials issues. Tom will also be the primary contact for reporting any bear encounters on the incident.
- Focusing without distractions is critical to the safety and health of firefighting resources and the public. Driving government vehicles (including rental vehicles and bicycles) while talking or texting on cell phones is prohibited.
- Medical Incidents: The IMT will manage critical incidents within the incident as part of their delegated authority. The IMT will coordinate closely with the Northern Forestry Dispatch Center so that every emergency response to an IWI ensures timely support and care for injured employees. For all medical incidents, the national "Medical Incident Report" procedure as identified in the current IRPG will be followed. The most efficient manner to provide for patient transport will be used either directly to 911 or coordinating through the Northern Forestry Dispatch Center. Serious injuries or incidents require notification to Northern Forestry Dispatch Center. A copy of the Dispatch Center's emergency procedures is included in the in-brief packet.
- Reference DOF COVID-19 Mitigation Plan that incorporates the Recommend Best Management Practices provided for IMTs by the DOF Health and Safety coordinator.

Strategic Planning:

- Utilize the Incident Strategic Alignment Process to make informed risk-based decisions throughout the duration of the incident. Utilize the four pillars of the Incident Strategic Alignment Process to communicate risk and strategy to agency administrators as well as incident responders.
- All strategic planning and associated documentation should be in alignment with the published WFDSS decision. Specific objectives, priorities and constraints for the incident are provided within the WFDSS. Incident costs are expected to be managed within the direction of the approved WFDSS decision. Inform AA's if it is anticipated that the incident strategy, objectives, course of action or costs may require a new WFDSS decision. Provide support in updating and revising the Decision as necessary, and/or determining if an update to components of the Decision or documentation is needed (e.g. expectation that the Planning Area will be breached).
- Keep Agency Administrators (AAs) informed of significant accomplishments/issues, which can be documented in the Periodic Assessment throughout the duration of the incident.
- Through your risk assessment process provide feedback to AAs regarding needed changes to the Incident Objectives and Course of Action to mitigate unnecessary risk to firefighters.
- Provide input to AAs regarding any other identified values to be addressed in planning operations and in the Decision.
- Provide input to the current Risk and Complexity Analysis (RCA) in WFDSS and the need for updates; RCA updates can be made to document changed conditions without publishing a new Decision.
- Develop, update, and revise Management Action Points as necessary to protect identified values (e.g., structural inholdings, communication sites, culturally sensitive areas).

Throughout the life of the incident there may be a need to modify strategy and/or tactics or take management actions that do not align with the direction in this letter or the WFDSS Decision. Such deviations must be discussed with us so that we can come to agreement on the most appropriate approach and update the WFDSS Decision as needed.

Operations:

Attention to firefighter and aviation safety is an absolute necessity! Incident Action Plans should reflect our leader's intent for the incident. Tactical actions will be assessed, and effective mitigation measures will be in place to avoid putting firefighting personnel at unnecessary risk; DO NOT implement tactical actions without effective risk mitigation measures. More importantly, consider not implementing tactical actions by assessing the values being protected versus the risk (even if mitigated) required to protect it.

- **Aviation**

- Aviation safety is a high priority. An Aviation Risk Assessment will be completed on all aviation missions in support of fire management. Comply with Federal Aviation Policies on Federal lands.
- If an initial TFR has been established for the fire area, coordinate changes to the current TFR with the Northern Forestry Aviation Officer.
- Retardant
 - The use of fire retardant in avoidance areas is prohibited unless when human life is at risk.
 - Follow the guidance/protocol within the Statewide Agreement and Operating Plan Wildfire Guidelines for Resource Protection if retardant is misplaced.
 - Follow any additional guidance outlined in the Wildland Fire Decision Support System (WFDSS).
- Aviation questions and issues can be directed to DNR Aviation staff:
 - Rotor Wing Coordinator: Greg Scully (907) 240-4660
 - Fixed Wing Coordinator: Jason Jordet (907) 982-5330
 - Aviation Manager: Rob Hoecher (907) 244-3637

- **Cultural and Natural Resource Protection and/or Enhancement**

- Cultural and Natural resource protection sites may require protection from fire impacts, others are more sensitive to suppression action impacts. Cultural site location information are sensitive data. Coordinate mapping and protection of cultural sites with the Jurisdictional Agency Administrator.
- Avoid damage to sensitive cultural resources within the fire area; coordinate suppression actions with the designated Resource Advisor/Archeologist should one be assigned to the incident.
- During the incident, provide updates to map products, including perimeter and suppression rehabilitation. Coordinate efforts with the assigned Resource Advisor.
- Avoid damage to commercial timber sales identified by the DOF Agency Administrator.
- Provide photos and documentation of impacts to Native Allotments from fire or fire suppression.
- Update the State of Alaska Known Sites Database.

- **GIS and Mapping Products:**

During the incident, provide updates to map products, including perimeter and suppression repair. At closeout, provide most current information and GIS shape file data in the documentation package. Records keeping shall be in accordance with NWCG Memorandum No. 16-009, May 13, 2016. (Appendix F).

- During the incident, provide updates to map products, including perimeter and suppression rehabilitation. Submit all perimeters to AICC for inclusion in the Active Fires dataset.
- Work with the Fairbanks Area and Jurisdictions to develop a repair plan to

- mitigate the impacts associated with suppression actions. Coordinate suppression repair through the assigned Resource Advisor.
- Not all wildfire within the Planning Area is detrimental. Specific strategic direction is provided in the WFDSS Decision.

Finance:

- Cost containment is a high priority. The Agency Representative or designated Incident Business Advisors are available to coordinate incident business activities for this incident. We encourage you to document cost efficiency measures you considered and implemented during this incident. Business practices will comply with Pacific Northwest Incident Business Management Guidelines on Federal lands (copy to be provided) and Department of Natural Resources' Business Guidelines on DNR protected lands (copy to be provided). Agency Incident Business Advisors are:
 - Sarah Burnett (DOF Fire Business Specialist: (w)907-451-2611 / (c) 907-388-2862
 - Heather Spence (Fairbanks Area Admin) (w) 907-451-2600 / (c) 907-378-3718
- Prior approval from the agency administrator is needed for any high cost items such as Computers, Software, Mapping products, UAV's, or anything with a GPS receiver.
- Document decisions that have incident cost ramifications within the IC Daily log, provide clear rationale for the decisions.
- Ensure adequate documentation is collected and retained for each piece of equipment ordered to the fire. Pre- and post-use inspections are vital for adjudicating potential damage claims.
- Track all State of Alaska property and purchased property, maintain accountability of items, provide a list of items ordered and purchased, return items to Division of Forestry. Items include but are not limited to IT supplies, computers, printers, phones, laptops and similar devices, drills, hand carts, "T" posts, pumps, ATV's, Radio's, etc.
- Validate the WFDSS final cost projection based on the strategic direction provided in the WFDSS Decision within 96 hours of being delegated authority. Provide updates as strategies change.
- Track operational costs within the Complex based on individual efforts on individual fires.
- Apply command and general staff and other functional area costs to the Complex code.
- Unless aerial resources or other contracted resources are used on a specific fire, apply associated costs to the Complex code.

Public Information:

- IMT Public Information Officer (PIO) will coordinate daily with agency Public Affairs Officers / Information contacts. IMT PIO will participate in scheduled PIO / PAO conference calls when multiple IMTs are working in the area.
- Maintain contact with appropriate agencies, elected officials, business leaders and members of the public. Specifically, we expect you to contact the local officials.

Informational meetings or briefings and news releases are to be coordinated with the Agency Representatives or designees.

- We expect you to host a daily “cooperators meeting” to provide an opportunity to communicate and coordinate with local officials and stakeholders including but not limited to: county govt., municipal govt., law enforcement, emergency management, DOT, Railroad, and utility companies. As necessary, you may need to assign a liaison to the local county emergency management organization to ensure coordination is effective. If assigned, work closely with the DNR’s Landowner Liaison.
- Develop a public information plan for the incident within 72 hours and work closely with the DOF Public Affairs Specialist and Joint Information Center (if activated) to disseminate information to internal staff, external partners, and interested publics. Refer to the Briefing Package for names and contacts.
- Accuracy and timeliness of public information is important. Public meetings should be held as needed and on a routine basis.
- Share information with appropriate agencies, tribal representatives, business leaders and members of the public.

Human Resources:

- All personnel assigned shall be treated with dignity and respect. Manage the human resources assigned to the fire in a manner that promotes a positive and harassment-free work environment and creates a “no tolerance” atmosphere for harassment, alcohol, or illegal drug use.
- Evaluations should be provided for all personnel who either exceed or do not meet performance expectations and for all personnel who request them prior to leaving the incident. Encourage supervisors to provide meaningful feedback regarding performance and conduct.
- To build local capacity, the use of priority and local trainees is strongly suggested to be incorporated into team functions where available. Work with the Alaska GATR to incorporate trainees.