

Alaska Incident Management Team

Standard Operating Guide

March 2017



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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 engaged in planning processes and in operational implementation.
2. We will strategically identify and benchmark goals for the next 24, 48, and 72 hours.
3. Team attitude and actions shall reflect unity of effort toward meeting our objectives with a sense of urgency commensurate with incident status. Team members are expected to demonstrate exemplary personal conduct, seek responsibility, and share hardships.
4. 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.
5. Team members, regardless of position, are expected to help other team members.
6. All team members are responsible for maintaining open lines of communications, keeping subordinates informed, and ensuring tasks are understood.
7. Team members will develop subordinates and provide training opportunities.
8. We will be 100% accountable for personnel and equipment.
9. 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. Risk management must be considered for all courses of action. We must consider ways to reduce exposure and realign missions to reduce risk to firefighters.

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.

Qualifications

The Alaska IMT will assure that personnel assigned to an 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.

Work/Rest, Length of Assignment, Extensions, and Days Off

- The Team will adhere to work/rest, length of assignment, extensions, and days off policy outlined in Chapter 10 of the National Interagency Mobilization Guide <https://www.nifc.gov/nicc/mobguide/index.html>.
- Standard assignment length is 14 days exclusive of travel for all resources.
- For Length of Assignment purposes, the first full operational period (first day worked) is considered to be the first day a resource clocks 8 hours or more in non-travel status.
- All extensions will be documented on the National form available in Chapter 20 of the National Interagency Mobilization Guide. This applies to regular Agency employees, as well as AD and EFF employees.
- State of Alaska employees require one day off in every twenty-one, independent of an incident assignment. The 14 day standard assignment length and extension policy apply to State employees; however, mandatory days off within the assignment will be planned for and provided.

Dress

- Team apparel (t-shirt, nametag, and hat) should be worn by team members during the in-briefing and while on incident. Apparel is available for order online at <http://www.santasstitches.com/>
- No open-toed shoes or shorts will be allowed while on assignment.
- The IMT will enforce the flame resistant clothing standard in Chapter 7 of the Interagency Standards for Fire and Aviation Operations (Red Book) https://www.nifc.gov/policies/pol_ref_redbook.html.

Team Selection and Composition

The Alaska IMT selection process is managed by the Alaska Wildland Fire Coordinating Group (AWFCG) Operations Committee. Documentation of the current process can be found at <https://fire.ak.blm.gov/logdisp/overhead.php>.

Team Rotation and Rostering

Type 1 IMT

The Type 1 IMT will be mobilized according to the National call-out procedures from the National rotation managed by NICC. These procedures are outlined in Chapter 60 of the National Mobilization Guide available at <https://www.nifc.gov/nicc/mobguide/index.html>. The current rotation status for Type 1 IMTs is available at: https://www.nifc.gov/nicc/logistics/teams/imt_rotate.pdf.

Type 2 IMT

Alaska Type 2 IMTs alternate 14 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 an email request for available trainees, mentees, and apprentices will be sent out. The Type 2 rotation can be viewed at <https://fire.ak.blm.gov/logdisp/overhead.php>.

Mobilization

Upon receiving an order for an IMT:

- The Incident Commander will contact the Agency Administrator to obtain specifics of the assignment and in-briefing time, date, and location.
- The Incident Commander and Deputy will notify Primary C&G members of the mobilization specifics.
- Primary C&G members will notify others in their Section/Staff, confirm their availability, and provide PSC with Section/Staff rosters.
- The Logistics Section Chief will contact Expanded Dispatch to obtain information on transportation and lodging.
- The Incident Commander will schedule a C&G meeting (call) to exchange information.
- Section Chiefs will share information from this meeting with their Section via email.
- 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.
- All team members should communicate with their Section Chiefs to determine mobilization details including meeting times and locations.

IMT 1 National Mobilization		
Task	Timeframe	Responsible Individual
Alaska Type 1 IMT made available on the National rotation	24 hrs prior to moving into the #3 position on the national rotation	IC notifies AICC
Complete Team roster developed including email and cell phone contact information	Upon moving into the #3 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/ AICC
Order is received for team – negotiation for additional positions with Agency Administrator	Immediately upon order	IC
Additional positions are confirmed and Team roster finalized.	Immediately following IC/AA negotiation	Section Chiefs contact individuals to confirm availability, info to PSC/AICC
Host agency (expanded dispatch) is contacted for logistics information	Immediately upon order	LSC
Individuals are contacted with travel arrangements	As soon as possible following order	Transportation usually arranged by individual's local dispatch office. In some cases travel may be arranged by AICC for federal employees and SLC for state employees.
Transportation and lodging arranged at destination	Prior to departure from Alaska	Mobilization Coordinator

Table 1: IMT 1 National Mobilization Tasks and Timeframes

IMT 1 and 2 Alaska In-state Mobilization		
Task	Timeframe	Responsible Individual
Availability query distributed via email	One week prior to start of 14 day rotation	IC, PSC
Team roster developed	Four days prior to start of rotation	Section Chiefs contact individuals to confirm availability, info provided to PSC
Team roster built in ROSS	Two days prior to start of rotation	PSC/ AICC
Order is received for team – negotiation for additional positions with Agency Administrator	Immediately	IC
Additional positions are confirmed	Immediately	Section Chiefs contact individuals to confirm availability, info to PSC/AICC
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

Table 2: IMT 1 and 2 Alaska Mobilization Tasks and Timeframes

Contact Protocol

Mobilization rosters will include email and cell contact information for team members. 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 leads. The General Staff will notify their respective sections.

Position	Will Contact	
Incident Commander	DPIC	LOFR
	Related Agency contacts	PSC
Deputy Incident Commander	SOF	OSC
	PIO	LSC
	HRSP	FSC
Planning Section Chief	Deputy PSC	Planning Section Unit Leaders
Operations Section Chief	Deputy OSC	OPBD(s)
	DIVS(s)	AOBD
Air Operations Branch Director	ATGS(s)	ASGS HEB1/2
Logistics Section Chief	Deputy LSC	Logistics Section Unit Leaders including MEDL
Finance Section Chief	Deputy FSC	Finance Section Unit Leaders

Table 3: IMT Mobilization Contact Protocol

Dispatch Procedures

Team members will be notified of their order and specific flight arrangements by their home dispatch office. Paper or electronic copies of resource orders should be obtained before mobilization. Section Chiefs should be notified if changes to the specifics of a resource order (Rental Car or Laptop authorization) are necessary.

Incident In-briefing

C&G members and Unit Leaders specifically selected by their Section Chief's, are expected to attend the IMT in-briefing hosted by the local agency. In some cases Operations and Logistics personnel will be ordered directly to the incident to help facilitate a smooth transition and may not be able to attend. The Planning Section Chief will be responsible for collecting contact information from meeting agency attendees at this meeting. All Sections will gather as much information as they can relative to the assignment at this meeting and at any break-out sessions following.

Notebook Computers

- When a team mobilizes, notebook computer kits will be issued through the Warehouse Cache system. If needed, additional computers may be ordered after mobilization
- Agency computers may be authorized and should be indicated on an individual's resource order.
- 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.
- Incident computers will be distributed according to the Computer Distribution and Internet access priorities listed in **Appendix A:**

Cell Phones

- Every Section Chief, Unit Leader, and most other 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 the assignment. 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.
- Use of personal cell phones will not be reimbursed. Team members with no agency phone who do not wish to use a personal cell phone may be issued a phone by the IMT Communications Unit.

Agency Charge Card/Personal 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.



- Team members without government charge cards will be assisted by their Section Chief or the Finance Section Chief.

Sherpa Responsibilities

The Team travels with several cases that contain supplies and equipment to facilitate a rapid set-up at an incident. The Team Computer-Technical Specialist (CTSP) is responsible for organizing transportation for these cases. If the cases cannot be driven to the incident ICP, the CTSP will assign “Sherpa” duties to team members who will be responsible for carrying one or more cases. Sherpas will be responsible for the following:

- Ensuring the safe delivery of the case(s) to the Planning Section at the incident ICP.
- Although equipment is usually shipped back to Alaska, Sherpas may be required to carry cases on the return trip to Fairbanks. The CTSP will coordinate demob Sherpa duties and delivery location(s).
- Inform the CTSP or PSC if the case is handed off to another person before or during travel. When transferring the case to another individual, include the delivery instructions. If you need assistance, work with the PSC or CTSP to make alternate arrangements for carrying the case.
- If required to report to the field before going to the ICP, contact Plans to hand off your kit and paperwork.

Mobilization Coordinator

- For Lower-48 Type 1 incidents, the Logistics Section Chief will assign a Mobilization Coordinator from his staff and will provide contact information for that individual to C&G members.
- The Mobilization Coordinator is responsible for:
 - Identifying Logistics Section members to facilitate the arrival of team members at a central location (if possible).
 - Notifying incoming team members of pick-up locations for pre-arranged transportation and rental options for those procuring vehicles on their own Charge Cards.
 - Notifying incoming team members of pre-arranged lodging location(s) or providing lodging options for individuals when none have been pre-arranged.

Transportation

- Team members will be notified of their specific flight arrangements by their dispatch office. Occasionally it is difficult to schedule flights for all Team members on the same day. The C&G will identify the priority order of travel within their Sections. More than one arrival jetport may be used in order to facilitate efficient travel.
- C&G members will identify Team members within their Section that will require rental vehicles during the assignment and will provide this list to the Logistics Section Chief. The Logistics Section Chief will provide the request to Expanded Dispatch so that special instructions allowing rental vehicles will be included on those individuals’ resource orders.



- The GSUL will be responsible for obtaining vehicles for Operations (except Air Operations), Safety, and Medical Unit personnel on the rental vehicle list. The GSUL will also ensure that copies of the rental agreements for these Operations vehicles are provided to the Finance Section.
- The default plan will be all other Team members on the rental vehicle list to rent vehicles on their government credit cards.
- POV use on an incident must be authorized by the IC. POVs arriving on an incident must be checked in with Ground Support.
- AOVs may be authorized for incident use.

All team members should communicate with their Section Chiefs to confirm transportation details.	Rental Vehicles			AOV	POV
	Mob Center Pool	Incident Pool	Travel/ Credit Card		
Requires IC Authorization					✓
Requires Resource Order Authorization			✓		
Vehicle Check-in Required	✓	✓	✓	✓	✓
Vehicle Packet to Finance	✓	✓			
Rental Agreement Copy to Finance			✓		
E# Assigned	✓	✓	✓	✓	✓
Daily Shift Tickets Required	✓	✓			

Table 4: Vehicle Requirements Summary

Check-in Responsibilities

- All resources including team members traveling on the team roster and additional Alaskans joining the team must check-in personally with the RESL or SCKN and with TIME to ensure proper entry into I-Suite and correct initiation of payment documents.
- 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 Management

Coordination with Agency Administrator(s)/Line Officer(s)

- 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.
- 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.
- Daily meetings between the AA / LO and the IC, if needed. Frequent information transfers from the Team to individuals designated by the AA / LO. A representative should be available to the team to make decisions if the AA / LO is not readily available.
- 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.
- An understanding of the local socio-economic and political concerns of the AA / LO.
- A complete and comprehensive financial and property accountability package.
- Documentation of the decisions made by the team, including a final fire package.
- Efficient use of the resources assigned to the incident with emphasis on cost containment.
- 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.
- 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.
- AA / LO should provide the team with a local resource advisor.
- Attention to Human Resource issues, with an intolerance of discriminatory or demeaning actions.
- The team will lead and facilitate an incident closeout briefing following the After Action Review format.

Key Decision Log

A 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. During an incident the IC will maintain a KDL. Key Decisions for the incident will be reported in the Incident Summary which will be posted online at <https://fire.ak.blm.gov/administration/aaguide.php?folder=Appendix%20D%20-%20Forms%20-%20Templates%20-%20Samples&content=d:\content\admin\agencyadministratorguide\Appendices> under the “Incident Summaries” header for post-incident review.



IMT Email Accounts

The Alaska IMT maintains the following Gmail Accounts:

- plans@alaskaimt.com
- ctsp@alaskaimt.com
- ic@alaskaimt.com
- ops@alaskaimt.com
- safety@alaskaimt.com
- info@alaskaimt.com
- dmob@alaskaimt.com
- finance@alaskaimt.com
- logs@alaskaimt.com
- ordering@alaskaimt.com
- liaison@alaskaimt.com

Access to the accounts can be granted by a CTSP or Section Chief. Incident-specific accounts may also be set up as needed.

Demobilization

- All Team personnel will assist in the breakdown 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).
- All Section Chiefs are responsible to arrange vehicle transportation with GSUL for their section for demob 72 hours prior to the team's demob.
- 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.

Demobilization Requests

All Section Chiefs are responsible for providing the Demobilization Unit Leader with written requests (on an ICS-213 General Message) for demobilization of Crews, Equipment, and Overhead. Required lead time is generally as follows:

- 24 Hours – Ground Transportation only.
- 48 Hours – Within State Air Transportation
- 72 Hours – Out of State Air Transportation

Lead times may vary by incident.

Incident Transfer of Command Plan

The purpose of the Incident Transfer of Command Plan is to guide the orderly transfer of command from one incident management organization to another.

- All C&G members are responsible for preparing their Section's portion of the incident Transfer of Command Plan prior to the transition meeting with the incoming Team. Specific deadlines will be set by the Planning Section Chief.
- The Planning Section Chief is responsible for consolidating input from each Section into a single Plan.



Transfer of Command Meeting

The Transfer of Command Meeting provides the incoming incident organization with an overview of the Transfer of Command Plan and provides them with an opportunity to meet with their outgoing counterparts, ask questions, and provide feedback on the plan. It should be attended by the outgoing and incoming C&G as well as by selected Unit Leaders. When transferring command back to the local unit, the transfer of command meeting may be included in the IMT/Agency Administrator Close-out Meeting. A Transfer of Command Meeting Agenda Template is included in **Appendix J**:

Incident Summary

The purpose of the Incident Summary is to document the Team's assignment on the incident. It provides a brief narrative, but focuses on Key Decisions, progress toward meeting incident objectives, successes, challenges, and their resolutions.

- All C&G members are responsible for preparing their Section's portion of the Incident Summary prior to the IMT/Agency Administrator Close-out Meeting. Specific deadlines will be set by the Planning Section Chief.
- The Planning Section Chief is responsible for consolidating input from each Section into a single Incident Summary document.

Performance Evaluations

Performance evaluations will be completed for:

- Trainees/Mentees.
- Individuals with excellent performance.
- Individuals with less than acceptable performance.
- Any individual that requests a performance evaluation.

IMT After-Action Review

The Team will conduct an internal After Action Review (AAR) prior to or immediately following demobilization. The meeting facilitator will be designated by the Incident Commander or Deputy Incident Commander. The meeting should be attended by C&G and selected Unit Leaders. An AAR template is included in **Appendix I**: Discussion items may include:

- Coordination successes/challenges with Agencies, Cooperators, and other outside entities.
- Internal IMT successes/challenges
- Internal Section successes/challenges

AAR items may be included in the Incident Summary. The Incident Commander will select items from the AAR to be brought forward at the IMT/Agency Administrator Close-out Meeting.



IMT/Agency Administrator Close-out Meeting

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 IC or Planning 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.
- 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;
- Additional comments from remaining Sections.

An agenda template for the IMT/Agency Administrator Close-out Meeting is included in **Appendix K**:



Functional Area Operating Guidelines

Command

Liaison

The Liaison Officer (LOFR) is the IMTs main point of contact for assisting and cooperating agencies. The LOFR will introduce Cooperators and Agency Representatives with appropriate members of the Command and General Staff in order to facilitate resolution of issues and exchange of information.

The LOFR will facilitate meetings with cooperating agencies to determine issues and potential issues that require the Team's attention. These Cooperator Meetings will be scheduled daily or as needed. All C&G will attempt to attend Cooperator Meetings to provide information to the cooperating agencies and to hear issues and concerns from these agencies.

The LOFR will research and follow-up with the Section Chiefs and IC regarding any agency issues that are not resolved in the daily meeting. The LOFR 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 coordinate with the IC to communicate the resolution of issues to the cooperating agencies as soon as possible.

The LOFR will monitor incident operations and planning and identify current or potential issues or problems that may affect cooperators and agencies. The LOFR will respond to requests from cooperators and cooperating agencies and resolve problems in conjunction with the appropriate members of the Command and General Staff.

The LOFR 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, and ensure that appropriate contacts are included in the transition of command plan prior to demobilization

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

Information

Information personnel are the "face" of the Alaska IMT visible to the public and the media. In order for the public to have confidence in the capacity of the Team and the local unit to manage the incident for the best possible outcome, our communications and our products must be timely, accurate, knowledgeable and open.

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

Only Information personnel who have current fireline qualifications including the Work Capacity Test (WCT) test at the arduous level will escort media, VIPs and others on active fireline unless otherwise approved by the IC. All personnel, including PIOs, escorted visitors, and media, going on or near active fireline will wear Nomex clothing and have a hard hat, gloves, and fire shelter readily available for use. PIO escorts will carry and use a radio on the Command frequency and will have a tool readily available.



As a matter of course, the span of control for media tours will be three or less news crews per PIO. Your safety comes first, but as the escort PIO, you must be aware of and conversant about situations that are not as obvious to the untrained individuals. If you are uncomfortable with the size of the group you are being asked to escort, ask your supervisor for help. If you are for any reason uncomfortable with escorting people on active fireline, ask your supervisor for an alternate assignment. Always “check in” with supervisory Ops personnel (normally DIVSs) when moving about the fire.

Information personnel are responsible for Bulletin Boards, Thank You Letters, Mail Distribution, and Lost & Found in the ICP area. Information Traplines are maintained as appropriate.

Information personnel maintain the Alaska IMT’s Facebook site, incident-specific pages on InciWeb, and other incident-specific websites. Other Internet information outlets such as home unit websites and other Social Media are maintained as required by the home unit with the assistance of Information personnel as staffing allows. The AK IMT implements a Virtual Operations Support Team (VOST) in conjunction with most Type 1 incidents.

PIO trainees are encouraged to bring their taskbooks and to request section assignments that facilitate completion of tasks needed for advancement and certification.

Safety

Alaska IMT Safety Officers will operate under the following guidelines:

1. Safety first in all aspects of the incident.
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.

When the team mobilizes with two Safety Officers, one will fill the role of Field Safety and the other Base Safety. The Base Safety Officer works primarily in the ICP, coordinating with other members of the C&G, and assisting with communications and support needs. Base Safety is responsible for attending tactical and planning meetings and working with the OSC to complete the ICS-215A worksheets.

Field Safety Responsibilities

- Supervise Line Safety Officers (SOFR).
- Respond immediately to the scene of all major accidents.
- Initiate investigations and documentation of any accidents.



- Be prepared to use the IEP
- Maintain and submit daily a detailed Unit Log (214).

Base Safety Responsibilities

- Maintain and submit daily a detailed Unit Log (214).
- Interface with MEDL and COMP/CLAIMS every operational period to assess injury and illness trends.
- Determine which injuries and illnesses are reportable.
- Attend the daily Cooperators Meeting.
- Attend all C&G meetings.
- Attend the tactical (pre-planning) meeting and develop the 215a in coordination with OSC.
- Review and sign the Medical Plan and develop the IAP Safety message for each operational period.
- Attend Planning Meetings. Present the Medical Plan (206) for approval.
- *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.
- *Identify and prioritize medevac 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 medevac transportation can't be used.
- *Coordinate 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)

*NWCG#025-2010 requirements

Line Safety Officer (SOFR) Responsibilities

- Establish and maintain a direct and positive working relationship with the DIVS.
- Attend Operational Briefings and provide input into the DIVS briefing.
- Take immediate and appropriate corrective actions on unsafe acts or conditions.
- Promptly respond and assume appropriate leadership role in accidents, patient care and other Incident within an Incident occurrences
- Maintain and submit a daily Unit Log (214).



- Contact the Field Safety Officer when significant issues require immediate attention. Debrief at the end of the operational period.
- Provide direct suggestions and recommendations to improve safety on the incident and the performance of the team.

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.

Human Resources

All team members will be proactive on Human Resource issues, treating all incident personnel, visitors, and members of the public respectfully and professionally. Use the Human Resources 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.



Operations Section

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 – provide 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.

The goal of the Operations Section 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, and be prepared to identify you anticipated needs and progress for those timeframes.

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, coordination with other Sections is critical to effective long term management of an incident and requires constant attention. 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 IMT has established the Planning Operations position.

Planning Ops works closely with Line Ops. Ideally the Planning Ops is a fully qualified 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 Planning Ops will usually be at ICP ensuring smooth interaction between the Operations Section and other Sections and providing a direct support conduit for Line Ops.

Type 1 and 2 incidents can be complex, dynamic, and stressful. The Planning Ops position can contribute immensely to effective management of these incidents **IF** Line Ops and Planning Ops are able to work together as an effective team. Effective use of the Line Ops/Planning Ops organizational technique requires establishing a clear separation of duties while maintaining sufficient flexibility to adjust with the situation.

Communication

Line Ops is the communication focal point for tactical resources on the line; Planning Ops is the focal point at ICP for communications between resources from all Sections and the Operations Section. To avoid confusion, Planning Ops should use radio designation “Planning Ops” while Line Ops uses radio designation “Operations”.

Information exchange between Planning Ops and Line Ops should take place regularly in order to ensure the incident maintains a common operating picture. Use General Message Forms (ICS 213) to record and pass messages and information.

Ordering

All Crew, Overhead, and Equipment orders from the line will typically be placed with Planning Ops. Line Ops will work with Planning Ops to determine additional resource needs. Planning Ops is responsible for submitting the orders to the RESL who will begin tracking the resource and submit the order to the Supply Unit. Supplies, including pumps, hose, etc. may be ordered Line-direct from the Supply Unit.

Role in Planning

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

Multiple Operational Periods (Night Shift)

When both a day and night shift are staffed, one fully qualified Operations Section Chief will function as Line Operations – Day and the other as Line Operations – Night. The Planning Operations duties will be handled by a Division Group Supervisor, Operations Branch Director, or Operations Section Chief Trainee if a third qualified Operations Section Chief is not available.

Tactical Decisions

Line Ops normally takes the lead on tactical decision-making. If absent or unavailable for an extended period, Line Ops may delegate tactical decision-making authority to Base. If this is done, all resources on the line will be made aware of the new chain of command and lines of authority.

Documentation

Planning 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. Planning 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

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

Line Operations	Planning Operations
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 Planning 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

Table 5: Line and Planning Operations Section Chief Responsibilities

Special Situations

Planning Ops plays a key role in medevacs and incident emergencies.

Type 1 incidents attract a lot of attention. Planning Ops should be prepared to coordinate tours (VIP, media, school kids) and respond to requests from Agency Administrators.

Summary

Type 1 incidents are complex, dynamic, and stressful. The Planning Ops position can contribute immensely to effective management **IF** Line Ops and Planning 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.

Division/Group Supervisor

We expect strong leadership and solid decision making from Division Supervisors. 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 Planning 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 Line Ops. Line Ops or ATGS will make the final call.

DIVS are responsible for ensuring the IAP Medical Plan is understood and followed for all medical emergencies.

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 when possible.

DIVS will review the IAP each day and submit corrections to the Resources Unit.

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 Planning 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. Ensure 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 each operational period. Identify equipment available for release.
6. Before accessing private land or using a public water source, notify Finance via Planning Ops. Make contact with land owner for permission. Document pre-use 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 Planning Ops. DIVS are responsible for all timekeeping on equipment assigned to their division. Excess equipment needs to be identified to Planning Ops. DIVS need to be sensitive to health and welfare issues regarding their crews.

Air Operations Branch

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. A Helibase Briefing Board will be used at all helibases.

Ordering Aircraft

All incident aircraft will be resource ordered by the AOBD (or ASGS on Type 2 incidents). Exceptions include:

- Airtankers - ordered by the ATGS directly from Dispatch
- EMS or LifeFlight type services – ordered by the MEDL
- NIRPOS IR Flights – ordered by the SITL

The AOBD will maintain and update copies of all aircraft resource orders. When a need for airtankers is anticipated, a request will be placed with Expanded Dispatch the prior evening by the AOBD or ATGS.

The AOBD or ASGS will provide the SCKN with check-in documentation for all Aircraft and personnel listed under the Aircraft Order number.



Ordering Aviation Personnel

The ASGS is responsible for ordering all aviation personnel and is responsible for tracking all personnel needs. The ASGS should coordinate with the RESL to ensure all aviation personnel are accurately accounted for in I-Suite.

All aviation personnel not attached to an Aircraft Order Number (A#) are required to check-in personally with the SCKN.

Ordering Air Branch Equipment and Supplies

Helibase Managers and Fixed Wing Base Managers 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 Planning 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 Planning 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

All requests for media aircraft to enter incident airspace will be initiated by the Public Information Officer and relayed through the Incident Commander using the "Media Aircraft Flight Request." The IC will then contact the AOBD/ATGS to authorize the flight. 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 coordinate with the RESL to ensure that a copy of the IAP is FAXed, emailed, or made available on the web for the fixed-wing base at the beginning of each operational period.
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

Immediately upon arrival at the incident, the Air Operations staff, SOF1, MEDL, and COML will ensure processes are in place for coordinated air medevacs. The AOBD is responsible for coordinating with the MEDL and the on-scene point of contact during air medevacs. If the AOBD is unavailable, 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 ensure 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 Planning 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 day's 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.

Aviation 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 schedule 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.



Planning 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.

Planning Cycle and Meeting Agendas

The Planning Section Chief establishes the Incident Planning Cycle and coordinates the incident meeting schedule. Sample Planning Cycles and Meeting agendas are available in **Appendix A**:

Situation Unit

The Situation Unit is responsible for the following products:

Product	Coordination
Maps (paper and electronic)	See Appendix G
Map Distribution Website	See Appendix G
NIROPS IR ordering and processing	ORDM, Aircraft Desk, NIROPS IR Coordinator, IRIN
AICC Perimeter Uploads	See Appendix G
NIFC.ftp Data Uploads	See Appendix G
Containment Calculations	OSC, IC
Known Sites Updates (AK Only)	AREP
Print Incident Objectives Poster	IC, PSC
Print Incident Risk Analysis Poster (ICS 215a)	SOF
IAP Coordinate Table	AOBD
ICS-209 Incident Status Report preparation, submission, and distribution	IC, OSC, COST, SOF, RESL, PSC, IMET, FBAN
IFM or AICC Night Report Input (AK Only)	AICC or SLC
Structure Protection Plan	OSC, AREP
Suppression Repair Plan	Agency Resource Advisor
Incident Summary	All Sections
*Submit Spot Weather Forecasts	(when no IMET or FBAN are assigned)
*Prepare Wx and Fire Behavior forecasts for IAP	(when no IMET or FBAN are assigned)

Table 6: Situation Unit Products

Fire Behavior and Weather

- The Fire Behavior Specialist (FBAN) and Incident Meteorologist (IMET) will report directly to the Planning Section Chief unless other arrangements have been made.
- On Alaska incidents, fire behavior forecasts should reference CFFDRS indices.

Computers and Technical Support

- The Computer Technical Specialist (CTSP) is responsible for coordinating Sherpa duties and ensuring Team gear is transported to the incident.
- The CTSP will coordinate ROSS dumps to I-Suite with the RESL and DMOB.
- Upon arrival at ICP, the CTSP will begin deploying computers according to the Computer Distribution and Internet access priorities listed in **Appendix A**:
- The CTSP will ensure that an order for two high-speed copiers is placed with the Team's Initial Order and will coordinate with the Communications Unit to ensure incident Internet needs are met.
- The CTSP will order a portable hard-drive and prior to demob will copy the Incident Drive (I:), and the GIS Drive (G:) to it for inclusion in the Final Fire Documentation.

Resources Unit

The RESL is responsible for:

- ICS-215 Completion
- Incident Action Plan (IAP) production
- Maintaining the IAP Phone List
- Maintaining an Incident Contact List
- Daily Section Planners/DMOB Glidepaths (when DMOB is not assigned)
- ROSS reports (Coordinate with ORDM if RESL has no ROSS access.)
- Working closely with the Finance Section to ensure information entered into I-Suite meets the Finance Section's needs

Demobilization Unit

- The DMOB will coordinate closely with the RESL and OSC to ensure accurate demob information is obtained and recorded.
- The DMOB will provide a daily report (Section Planner or Demob Glidepath) 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.
- The DMOB will coordinate with the RESL to ensure IAP Tentative Release Lists agree with Last Work Dates shown on ICS-204s.



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.
- The DOCL will coordinate with the CTSP to ensure that a portable hard-drive containing electronic data from the Incident Drive (I:) and GIS Drive (G:) is included in the Documentation Package.
- When requested by ordering agencies on multi-jurisdictional fires, additional copies of all or part of the Documentation Package will be provided.
- Unless other arrangements have been made, the Incident Finance Package will be maintained by the Finance Section.
- Upon demob of the IMT the DOCL is responsible for obtaining a receipt for the Documentation Package from the ordering agency or the incoming IMT. A copy of this receipt will be provided to the PSC.
- Typical documentation requirements are listed in Appendix B



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.

Communications Unit

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 three Satellite telephones provided and carried by communications and the IC 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

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

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 GSUL will check-in POVs arriving on an incident and assign E#s.
- 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, Planning Ops, and the RESL. The EQPM may also attend pre-planning meetings and provide Planning Ops equipment status reports. The EQPM contacts Planning 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 Planning 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, Crew, and Equipment orders shall be 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

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

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.

Pay rates for Type 1 and Type 2 EFF and AD C&G will be determined by the complexity of the incident and the position identified on the resource order. For Type 1 incidents, EFF and ADs qualified at the Type 1 level and ordered as such will be paid at the Type 1 rate. For Type 2 incidents, qualified EFF and AD C&G will be ordered and paid at the Type 2 rate even if they are qualified at the Type 1 level.

Finance Interactions with other Sections

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.



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Appendix A: Operational Briefing and Planning Meeting Agendas

Operational Briefing Agenda				
Topic	Responsible Position	Name		
Opening	PSC	Radios/Cell Phones Off		
		Name	Shift/Date	Fire
Review of Last 24 Hours	OSC			
Incident Objectives	PSC			
Weather Summary	IMET			
Fire Behavior Summary	FBAN			
Today's Assignments	OSC			
Air Operations	AOBD/ASGS			
Communications	COML			
Safety	SOF			
Medical	MEDL			
Human Resources	HRSP			
Finance	FSC			
Plans	PSC			
Logistics	LSC			
Information	PIO			
Liaison Agency Reps Resource Advisors	LOFR/ READ/ AREP			
IC Closing Remarks	IC			
Closing	PSC	Division Breakouts		
		Unassigned Resources		
		Radios/Cell Phones On		

Planning Meeting Agenda				
Topic	Responsible Position	Name		
Opening	PSC	Radios/Cell Phones Off		
		Name	Planned Shift/Date	Fire
Current Situation	OSC			
Incident Objectives	IC			
Weather Expected	IMET			
Fire Behavior Expected	FBAN			
Planned Operation	OSC			
Safety Concerns	SOF			
Plan Validation – Support - Approval				
IMT working within the Delegation of Authority and Current WFDSS Decision?		IC		
Support of the Plan?	Air Ops	Safety	Commo	Medical
	Logistics	Finance	Liaison	Info
Approval of the Plan?	IC			
Functional Comments				
Operations	OSC			
Air Operations	AOBD/ASGS			
Communications	COML			
Safety	SOF			
Medical	MEDL			
Human Resources	HRSP			
Finance	FSC			
Plans	PSC			
Logistics	LSC			
Information	PIO			
Liaison/Agency Admin.	READ/REP			
IC Closing Remarks	IC			
Closing	PSC	209 Inputs	IAP Inputs	C&G Mtg.
		Radios/Cell Phones On		

Appendix B: Planning Cycle Template

Day Shift Only

Time	Event	Attendance
	Operational Briefing	All C&G, IMET, FBAN, COML, MEDL
	Cooperators Meeting	All C&G
	Mid-day C&G and 24/48/72 Projections Meeting	All C&G
	Pre-planning meeting for following day operational period	OSC, PSC, SOF, RESL, COML, LSC, SITL, MEDL
	Planning meeting for following day operational period	All C&G, IMET, FBAN, COML
	Submission of ICS-209	SITL, OSC, SOF, FBAN, COST, IC
	Input and completion of the following day Incident Action Plan	PSC, IC, COML, AOB, OSC, SOF, IMET, FBAN, MEDL, RESL
	Evening C&G Meeting	All C&G

Day and Night Shift

Time	Event	Attendance
	Day Operational Briefing	All C&G, IMET, FBAN, COML, MEDL
	Tactical (Pre-planning) Meeting for following night operational period	OSC, PSC, SOF, RESL, COML, LSC, SITL, MEDL
	Planning Meeting for the following night operational period	All C&G, IMET, FBAN, COML, MEDL
	Input and completion of the following night Incident Action Plan	PSC, IC, COML, AOB, OSC, SOF, IMET, FBAN, MEDL, RESL
	Cooperators Meeting	All C&G
	Mid-day C&G and 24/48/72 Projections Meeting	All C&G
	Tactical (Pre-planning) Meeting for following day operational period	OSC, PSC, SOF, RESL, COML, LSC, SITL, MEDL
	Planning Meeting for following day operational period	All C&G, IMET, FBAN, COML, MEDL
	Night Operational Briefing	All C&G, IMET, FBAN, COML, MEDL
	Submission of ICS-209	SITL, OSC, SOF, FBAN, COST, IC
	Input and completion of the following day Incident Action Plan	PSC, IC, COML, AOB, OSC, SOF, IMET, FBAN, MEDL, RESL
	Evening C&G Meeting	All C&G

Appendix C: Incident Documentation Requirements

The typical documentation requirements and the positions responsible for submission:

Documentation	Purpose	Responsible Parties
Transfer of Command Plan	Adequately summarize the status of the incident for transfer of command including resource information and outstanding issues	All C&G
Incident Summary	A summary of incident activities including significant events and issues. Will capture key decision, activities, and outcomes	All C&G
Final Incident Documentation Package	Complete package of all documentation created on the incident managed using the National Template.	All C&G
Electronic Incident Documentation	Portable hard-drive containing a clean copy of the Incident (I:) Drive and copy of the Incident GIS Drive.	CTSP and GISS
Unit Logs ICS-214	Documentation of significant events	All personnel

Appendix D: Computer Distribution Priorities

Upon arrival at ICP, the CTSP will begin deploying computers according to the following Computer Distribution and Internet access priorities:

Computer Priority	Internet Priority
Check-In	Situation Unit
Finance Section	**Finance
Fire Behavior Analyst	Information
Resources 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.

Appendix E: Alaska IMT GIS Product Standards

Time	Doc Box	Map	Size	Post to Web	Description	Fireline	Fire Polygon	Fire Points	Divs/ Branches	Relevant Fire History	Transportation	TFR	Structures/ Sites	Land Status	Communities	Point Coords Table	Management Action Points	Repeaters	Aerial Hazards	Fire Origin	IR Heat	DRG	Imagery	Shaded Relief	Aviation Sectional	Contours/ Hydro	
Daily Products																											
0700		Briefing	BAM (ANSI E minimum)		Simplified 'Cartoon' style. Lines, points, and anno large enough to be seen by all at briefing. Planning map may substitute for 1 st operational period.	X	X	X	X	X	X		X		X			X		X				X		X	
0700	C	Division(s)	ANSI C	X	Replaces IAP map books. Provide coverage of staffed portions of incident. Single map may include 1 or more Divisions. Minimum scale 1:63K in AK, 1:24K in L48. Designed for color printing. Expectation is for 3-day use in absence of major changes. ANSI B may substitute. Initially, and for smaller fires, Operations C may suffice.	X	O	X	X	X	X		X							X	O	X	O	O			
0700	B	Infrared	ANSI B	X	Typically produced by IR Interpreter. IR data (including Palm IR) may also be superimposed on other products that may include coordinate table for heat locations.		X														X	X					
0700		Pilot	ANSI A	X	Similar to IAP overview. No drop points. Include coordinate table on back.	X	X	X	X		X	O	O		O			O	X			O	O	O		O	
0700	C	Operations	ANSI E (for use at E & C)	X	Often = to the Planning Map. May zoom in to immediate fire area. For field use.	X	X	X	X	X	X		X		X			X		X	O	X	O	O			
0700		Air Operations	ANSI E (for use at E & C)	X	Similar to Operations. Include TFR, Obstacles, and Coords table.	X	X	X	X	X	X	X	X		X	X		X	X			O	O	O	O		
0700		Public Information Poster	ANSI E (for use at E & C)		Similar to Operations. Show completed line and containment, but remove Div breaks, helispots, drop pts.	X	X			X	X		X		X					X	O	X	O	O		O	
0700		Public Information Trapline	ANSI A or B		Similar to IAP overview. Show completed line and containment, but remove Div breaks, helispots, drop pts.	X	X			X	X		X		X					X	O	X	O	O		O	
1700		Planning	ANSI E	O	For tactics and planning meetings. All tactical data and annotation. Extent should show values being protected and allow for growth and contingency planning.	X	X	X	X	X	X		X		X		X	X		X	O	X	O	O			
1700		Strategic Planning	ANSI E	O	May be required in addition to Planning Map when extent cannot capture the full strategic picture as well as necessary tactical detail.	X	X	X	X	X	X		X		X		X	X		X	O	X	O	O			
1800		Data Products	N/A	O	Perimeter, Fire Points, Acreage, Containment updates for maps, ICS 209, & post to AICC, NIFC.ftp																						
2000		IAP Overview	ANSI A (for use at A & 5.5"x 8.5" bklts)		Reproduced in black & white, ANSI A & booklet sized. May replace DRG with simplified Contours, Transpo, and Hydro.	X	X	X	X	X			O		X			X		X		O		O		O	
2000		IAP Transportation	ANSI A (for use at A & 5.5"x 8.5" bklts)		Reproduced in black & white, ANSI A & booklet sized. (IAP Overview may work as Transpo. Map also)		X	X	O		X		O		X			O				O		O		O	
2000		IAP Facilities	ANSI A (for use at A & 5.5"x 8.5" bklts)		Reproduced in black & white, ANSI A & booklet sized. Sketch map or GoogleEarth image overlay.																		O				
2000		IAP Point Coords Table	ANSI A (for use at A & 5.5"x 8.5" bklts)		Include Coords for all aviation points. DPs optional											X											
Occasional and One-time Products																											
	A	Fire Progression	ANSI C (for use at C & A)		Include ANSI A size in final fire package.		X			X	X		O	O	X					X		X	O	O		O	
	A	Strategic Planning	ANSI C		Include values and Management Action Points	X	X			X	X		X	O	X		X			X	O	X	O	O		O	
	A	Final Fire Perimeter	ANSI A		Similar to IAP. Reflect fire at last shift. For inclusion in final fire package.																						
	C	Suppression Repair	ANSI C	O		X	O	X	X		X		X	O	O	X						X	O	O		O	
	C	Land Status	ANSI C (for use at C & A)			X	X	X		X	X		X	X	X			X		X		X	O	O		O	
	shp	Known Sites Data update	N/A		In AK, provide Zone with new and modified locations for Known Sites Database.																						

X = Preferred O = Optional

Appendix F: 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. Vehicle inventory. (GSUL)
14. 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.

Appendix G: Crew Demobilization Process

Time	Task
	Crews arrive at Helibase/ICP via bus. Ground Support notifies Facilities the crew is in ICP. Facilities provides Crew Boss with demob procedures and flight strip (crew members should have civilian clothes with them and readily available when they arrive at ICP to expedite the process).
	Crew Boss turns in final CTRs with estimated travel times along with flight strip to Time Unit.
	Crew members led by one Squad Boss separate all personal items from incident gear. Tools and gear are organized as necessary and left in the chase vehicle for return to Supply Unit.
	One Squad Boss gathers all the radios then follows the Crew Boss to the Time Unit where he picks up the crew's Demob Checklist. He turns in all radios at Communications.
	The Communications Unit signs the crew's Demob Checklist.
	Crew members and Squad Bosses shower. When Crew Boss is done in finance he showers. All greens and yellows are put into a plastic bag for return to Supply Unit.
	After showering, the entire crew turns in all fire gear to supply and puts their yellows and greens in the appropriate bins.
	The Supply Unit signs the crew's Demob Checklist.
	Once gear has been turned in to supply, the crew waits at a muster point while the Crew Boss gets draft copies of the OF-288s from the Time Unit. The Crew Boss, accompanied by the time keeper, provides each crew member with a draft OF-288 in order to verify the information.
	Once information is verified/corrections noted, the Crew Boss and crew wait at the muster point while the time keeper returns the draft OF-288's to the Time Unit for edits and corrections.
	When edits/corrections are complete, the time keeper prints the final OF-288's and returns them to the muster point for crew members to sign.
	Once all OF-288s are signed, the time keeper returns them to the Time Unit, makes copies, and returns originals to the Crew Boss. OF-288s may be held by the Crew Boss or distributed amongst the crew.
	The Time Unit signs the crew's Demob Checklist.
	Facilities Unit ensures lunches and water/sport drink are provided for the crew before departure.
	The Crew Boss ensures the Demob Checklist has all the required signatures (identified by checked boxes on the Demob Checklist), and obtains any that are missing. The last signature will be obtained at the Demob Unit.
	Once demob process (paper work) is completed the crew boards the bus for transport to the airport for their flight home.
	If the crew has to wait at the airport for the airplane(s) to arrive they will remain on or near the bus so as not to delay the airplane(s) departure.

Appendix H: 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

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).

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.

Destroyed property along with appropriately signed OF-315 and/or General Message is taken to supply. Supply will replace items requested if available.

"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.

"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. IMT Initial Equipment/Supply Order

Appendix I: IMT After-Action Review (AAR) Template

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:

Incident Name and Type: **Dates of Assignment**

Unit or Jurisdiction(s): **Geographic Area:**

Report Submitted by: **Phone Number:**

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 or Fax 520-670-6413)

AK-XXX-000000 (XXXX)

Template Fire

Incident Transfer of Command Meeting Agenda

MMMM dd, yyy HHmm

Introductions	PSC
Current Incident Objectives	IC
Operational Review	OSC
Delegation of Authority/ WFDSS Decision	
Agency 1	AREP/AA1
Agency 2	AREP/AA2
Transition Plan Review	
Weather	IMET
Fire Behavior	FBAN
Operations	OSC
Air Operations	AOBD
Safety	SOF
Medical	MEDL
Communications	COML
Logistics	LSC
Planning	PSC
Finance	FSC
Information	PIO
Incident Commander	IC
Questions	
Functional Breakouts	

AK-XXX-000000 (XXXX)

Template Fire

IMT/Agency Administrator Close-out Meeting Agenda

MMMM dd, yyy HHmm

Location

Introductions PSC

Closeout Objectives IC

1. Identify performance and/or processes that worked well.
2. Identify performance and/or processes that need improvement.
3. Identify critical safety or operational issues needing immediate resolution.
4. Identify generic issues to be reviewed and addressed by geographical area.

Operational Review OSC

Key Decisions IC

Safety Discussion SOF

A brief discussion of safety utilizing vital statistics (i.e., lost time accidents, person years worked, etc.)

Finance/Cost Discussion FSC

A brief discussion of cost and key decisions that affected cost.

After Action Review IC

C&G Comments C&G

Liaison	Air Operations
Safety	Planning
Information	Logistics
Operations	Finance

Administration and Support Comments

Expanded Dispatch	Agency Liaisons
Buying Team	AICC/SLC
IBA	

Closing Comments

IC
Agency Administrators

Appendix L:

Alaska IMT Incident Emergency Plan

This Incident Emergency Plan (IEP) is designed to be implemented upon the occurrence of a serious emergency (i.e. vehicle accident, burn-over, fatality, hazmat spill) that has the potential to occupy incident resources for longer than one operational period. Emergencies that can be resolved quickly without unduly diverting attention and resources away from normal incident activities may not require activation of this Plan.

For all medical emergencies follow the procedures in the Incident Medical Plan (ICS-206) whether or not this IEP is activated.



Incident Emergency Plan Overview

Prior to the occurrence of an emergency

- This Plan will be reviewed and understood by all members of the IMT
- During the Agency Administrator's in-briefing, the Incident Commander will ensure protocols for information release in the event of an emergency are established and that protocols for serious accidents or fatalities are understood.
- Medical Emergency Procedures specific to the incident will be developed and maintained by the Safety Officer and Medical Unit Leader in the ICS-206 Incident Medical Plan.
- Periodic emergency drills will be conducted by the IMT

Upon occurrence of any emergency

- An on-scene point-of-contact (POC) will be immediately identified. The POC will take charge of the scene, identify any immediate needs and threats, initiate an appropriate response, and establish immediate and clear communication with ICP Communications following the Incident Communication Protocol (**Attachment A**). For all medical emergencies, the procedures in the Incident Medical Plan (ICS-206) will be followed.
- The POC will remain in charge of the scene until relieved and ensure that his immediate supervisor is made aware of the emergency.
- ICP Communications will:
 - Ensure that the Safety Officer, Medical Unit Leader, and either the Incident Commander or Deputy Incident Commander are made aware that an emergency exists.
 - Remain the primary conduit for information to and from the on-scene POC.
- The Incident Commander, Safety Officer, and Medical Unit Leader will ensure:
 - Immediate needs at the scene of the emergency are being met.
 - Appropriate cooperator assistance is requested and made available.
 - Other C&G members are made aware of the emergency.
 - Information regarding the emergency is conveyed appropriately to Agency Administrators and other Cooperators.
- The Incident Commander in consultation with C&G will determine whether the Incident Emergency Plan will be activated. Plan activation should be considered for emergencies that have the potential to occupy incident resources for longer than one operational period and that may divert attention and resources away from normal incident activities.
- If the IEP is activated, the Incident Commander will designate an Emergency Coordinator (usually the Deputy IC), to directly manage the emergency.
- If the decision is not to activate the IEP, the emergency will be resolved using normal incident procedures.

Individual Responsibilities

On-scene Point-of-Contact (POC)

Upon the occurrence of any emergency, an on-scene point-of-contact (POC) will be immediately identified. This may be the person who first discovers or becomes aware of the emergency. The POC will:

- Take charge of the scene.
- Identify any immediate needs and threats and initiate an appropriate response:
 - Secure the scene, remove unnecessary personnel, and ensure it is safe for responders.
 - Direct rescue if needed.
 - Direct patient assessment and first-aid, if needed.
 - Direct medevac, if necessary.
 - Protect evidence at the scene if necessary.
- Establish immediate and clear communication with ICP Communications following the Incident Communication Protocol (**Attachment A**).
- Ensure that immediate supervisor is made aware of the emergency.
- For all medical emergencies, follow the procedures in the Incident Medical Plan (ICS-206).
- Remain in charge of the scene until relieved.

Incident Communications Center Manager (INCM)

- Serve as the primary conduit for information to and from the on-scene POC.
- Ensure that the Safety Officer, Medical Unit Leader, and either the Incident Commander or Deputy Incident Commander are made aware that an emergency exists.
- Maintain logs of all communications related to the emergency.

Incident Commander (IC)

Prior to the Occurrence of an Emergency

- During the Agency Administrator Briefing:
 - Ensure protocols for information release in the event of an emergency are established.
 - Ensure protocols for serious accidents or fatalities are understood.
- Ensure periodic emergency drills are conducted by the IMT.

Upon Occurrence of an Emergency

- Provide the appropriate Line Officer(s) with information regarding the emergency.
- Maintain overall responsibility for the management of any accident/fatality until relieved of that duty by the appropriate Line Officer or other official.

- Determine, in consultation with C&G, whether or not to manage the emergency as a separate branch within the incident; and, if so, appoint an Emergency Coordinator.

Deputy Incident Commander (DPIC)

- If an Emergency Coordinator is designated, the DPIC will usually fill this role.
- Assist the IC with Line Officer and Cooperator contacts.
- Provide Human Resources services if no Human Resource Specialist is assigned to the incident.
- Advise the IC of potential need for a Critical Incident Stress Debriefing (CISD).

Emergency Coordinator

- Should be considered for activation when emergency has the potential to occupy incident resources for longer than one operational period and may divert attention and resources away from normal incident activities.
- The DPIC will usually fill this role and will report directly to the IC.
- Responsible for coordinating overall command of the emergency.
- Ensure appropriate information exchange related to the emergency is taking place.
- Ensure on-scene resources receive necessary support.
- Order and manage any additional resources necessary for management of the emergency.
- Ensure transition back to normal incident operations is completed when appropriate.

Operations Section Chief (OSC)

- Does not participate directly in the management of the emergency except to coordinate assistance from operational resources.
- Responsible for maintaining operational control of the original fire or incident.

Safety Officer or Designated Assistant Safety Officer (SOF)

- Act for the Deputy Incident Commander if that position is unfilled or absent.
- Serve as the Emergency Coordinator if assigned by the IC.
- Coordinate assistance to the on-scene point of contact.
- If necessary, initiate the investigation process and work with the LOFR and SECM to ensure the investigation is conducted thoroughly and appropriately to the situation
- Coordinate with local officials as required.
- Assist, where appropriate, with vehicle accident investigations.

Medical Unit Leader (MEDL)

- Coordinate proper medical response, supplies, and transportation based on requests from the On-scene Point-of-Contact.
- If requested, may supply medical care and assistance to civilian casualties.
- For medevacs, notify receiving care facilities of transportation details.
- Ensure all reports are accurate and forwarded to DOCL in a timely manner.

Communications Unit Leader (COML)

- Ensure all incident personnel are aware of any limitations in the communications system.
- Clear radio channels as needed, or designate a channel for emergency radio transmissions.
- Ensure incident personnel are made aware of emergency radio channels and procedures.
- Ensure that accurate radio logs are maintained until the emergency has terminated.
- Ensure that all reports are accurate and forwarded to the DOCL in a timely manner.

Liaison Officer (LOFR)

- Assist the Medical Unit Leader, if needed.
- Ensure coordination with Agency Administrators, cooperators, stakeholders, and investigating entities as necessary.
- When agency protocols for serious accidents or fatalities indicate, the LOFR may be assigned to contact family members.

Logistics Section Chief (LSC)

- Ensure that proper transportation is made available for the safe transport of rescuers, injured, investigators, and equipment to and from the scene.
- Arrange any logistical support necessary to support emergency operations, including any developing emergency organization (Emergency Branch, or investigation team).

Air Operations Branch Director (AOBD) or Air Support Group Supervisor (ASGS)

- Ensure that proper air transportation is made available for the safe transport of rescuers, injured, investigators, and equipment to and from the scene.
- Coordinate with the MEDL regarding appropriate transportation for injured individuals.
- Ensure that helispots are inspected and approved for use as medevac sites by incident medevac aircraft.
- If the emergency is an aviation accident, notify the Unit Aviation Officer and the Unit Dispatch office and request they implement the aviation call-down list for accidents.

Planning Section Chief (PSC)

- Upon request, assist the Deputy Incident Commander or Emergency Coordinator with C&G notifications.
- As needed, facilitate meetings related to the emergency.
- Ensure that proper documentation related to the emergency is provided to the Documentation Unit Leader and filed appropriately with the incident documentation package.

Information Officer (PIO)

- If the severity of the emergency is likely to generate large public interest, identify a separate PIO to manage information duties related to the emergency.
- Ensure that all release of public information related to the emergency has been approved by the Incident Commander and complies with local agency protocols.
 - Ensure no names are released to media until official release by local agency is complete.
 - Restrict media from scene until Incident Commander or Emergency Coordinator authorizes entry.
- Develop key messages relative to the emergency.
- Work with the IMT Safety Officer to ensure only accurate information is released.
- Coordinate any press conferences and/or interviews with the IC or Emergency Coordinator.
- Ensure information related to the emergency posted on the IMT website and InciWeb remains current.

Security Manager (SECM)

- Provide for scene security as appropriate.
- Coordinate activities related to the emergency with local law enforcement officers
- Coordinate vehicle accident investigations with the Safety Officer and serve as lead investigator if requested.
- Ensures all reports are accurate and forwarded to DOCL in a timely manner.
- If requested, provide assistance to local law enforcement authorities with jurisdiction.

Finance Section Chief (FSC)

- Ensure a Comp for Injury Specialist or appropriate medical liaison is made available to complete appropriate paperwork related to the emergency.
- Ensure a Claims Specialist is made available to assist the Safety Officer with the investigation and document potential claims or other liabilities.
- Ensure the Incident Commander or Emergency Coordinator is made aware of any potential claims or liabilities.
- If needed, ensure a Procurement Unit Leader is available to assist the Logistics Section Chief and Human Resource Specialist in securing support for the Critical Incident Stress Debriefing (CISD) contractor.

Human Resource Specialist (HRSP)

- Assess the impact of the emergency upon incident personnel.
- Contact IARR if necessary, and ensure personal special needs are met.
- If the Agency Administrator and IC determine that a Critical incident Stress Debriefing is necessary
 - Work with the local unit Employee Assistance contract administrator to obtain information on local CISD resources and provide the IC and Agency Administrator with a current listing of qualified CISD Teams.
 - Work with the FSC and LSC to provide support for the CISD team
 - Arrange a CISD meeting place and time
 - Make contact with the debriefing team leader and meet the Team upon arrival to ensure they are provided with the necessary background on the situation.
 - Work with the LSC to arrange transportation to the debriefing location.
 - Coordinate with the CISD team, the IMT, and the local unit to monitor for residual concerns following the debriefing.
- If an HRSP is not assigned to the incident these duties may be assumed by the Deputy IC or the Liaison Officer.

Attachment A: Alaska IMT 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, Safety Officer, and either the Incident Commander or Deputy Incident Commander are 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.

Attachment B: Hazardous Materials Coordination Guidelines

It is of paramount importance that the appropriate actions are taken to support any hazardous material incident. Appropriate actions include, but are not limited to:

- The involvement of trained personnel.
- Use of local processes and procedures.
- Ensuring that appropriate notifications are delivered in a timely and responsible manner.

The Alaska IMT will coordinate Hazardous Material Incidents as follows:

1. The IMT SOF will obtain the name and phone number for the local unit coordinator for hazardous materials and spills from the Agency Administrator.
2. The IMT SOF will work with the local unit coordinator to notify all appropriate contacts of the incident.
3. The IMT SOF will work with the local unit coordinator to obtain information regarding local response teams and their resources.
4. The IMT SOF will assure that performance expectations are clear, defined and understood between the hosting unit and the IMT.
5. Local policy and procedures will be implemented by the IMT to ensure appropriate communication and coordination occurs at all levels of the organization.
6. The IMT Supply Unit will ensure spill containment supplies are available for minor spills especially for camp operations.

In the event that you discover a hazardous materials release, take the following steps:

1. Take charge of the scene.
2. Identify any immediate needs and threats and initiate an appropriate response:
 - a. Secure the scene, remove unnecessary personnel, and ensure it is safe for responders.
 - b. Direct rescue if needed.
 - c. Direct patient assessment and first-aid, if needed.
 - d. Direct medevac, if necessary.
 - e. Document release using the Oil and Hazardous Materials Spill Report (**Attachment C**).
3. Establish immediate and clear communication with ICP Communications following the Incident Communication Protocol (**Attachment A**).
4. Ensure that immediate supervisor is made aware of the release.
5. If there are medical emergencies, follow the procedures in the Incident Medical Plan (ICS-206).
6. Remain in charge of the scene until relieved.

Attachment C: Oil and Hazardous Materials Spill Report

Date/Time Spill occurred:	Your Name:
Discovered:	Title: Phone:
Reported:	Other person reporting: Phone:
Location: State: , County: , Section: , Twp.: , Range: Other description:	
Type of Spill or Discharge: Gasoline (), Oil (), Diesel (), Sewage () Chemical: Other: Describe placards, labels or identify information – Report and numbers	
Volume Spilled in gallons:	Amount that could yet spill in gallons:
Nearest Water Body (name/size): Spill is: not flowing (), flowing toward water (), has reached water ()	
Cause and Responsibility:	Notification of Authorities:
Cause:	Who was called:
Name & Address of apparent responsible party of company:	When/Time:
What actions are needed?	By whom:

What immediate action is being taken?

What hazards to life and/or property are nearby or downstream (e.g. municipal water supply, campgrounds, fish and wildlife habitat, crops, livestock, people, and roads)?

Document any photos that are taken.