

# 2022 Cedar Creek Fire

Willamette National Forest • Deschutes National Forest

Incident Summary  
September 9-21, 2022





Alaska Incident Management Team at Incident Command Post, Sunrise Lodge, Mt. Bachelor.



**Cedar Creek Fire**  
September 9-21, 2022  
Mt Bachelor, Oregon



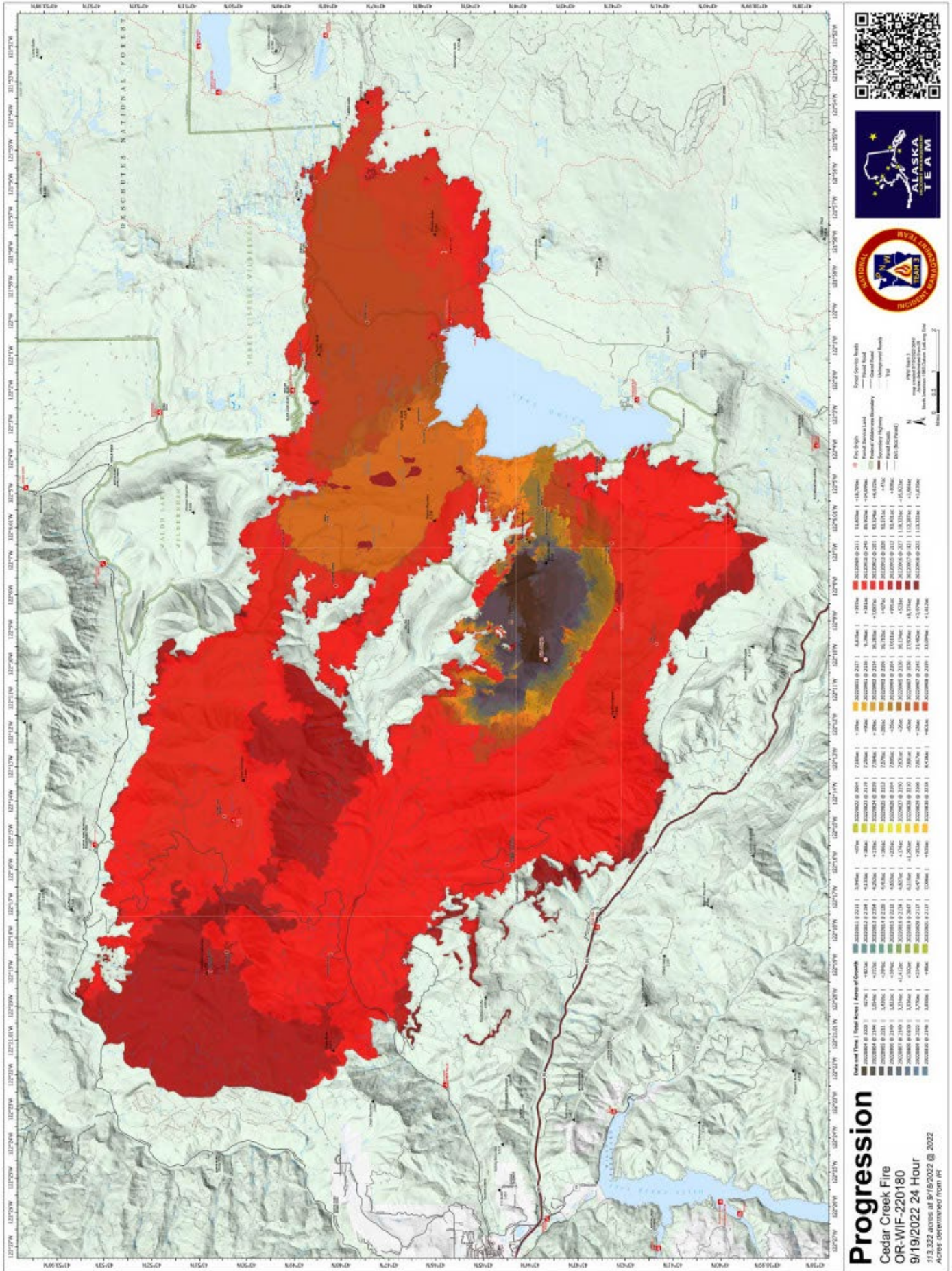
**The Alaska Incident Management Team assumed command of the East Zone of the Cedar Creek Fire on September 9, 2022 at 0600. The East Zone aligns primarily with the Deschutes National Forest with a portion of the Willamette National Forest.**

**Norm McDonald**  
Incident Commander

## Incident Objectives

1. Provide for firefighter and public safety by thoroughly assessing risk, implementing mitigations, and developing sound strategies and tactics.
2. Protect publicly and privately owned infrastructure in the Cascade Lakes Scenic Byway and Highway 58 corridors including resorts, campgrounds, and day use areas.
3. Maintain and enhance relationships between national forests, cooperators, recreational and other stakeholders, and the public through timely and accurate information exchange. Ensure long-term strategies are communicated to all.
4. Coordinate with the West Zone to ensure strategic alignment, consistent messaging, and efficient use of resource.
5. Limit suppression impacts to Wilderness, Inventoried Roadless Areas, the Pacific Crest Trail and other natural and cultural values through close coordination with Resource Advisors.
6. Provide for initial attack within the delegated response area to reduce the threat of new fires. Coordinate the response with local dispatch.
7. Follow CDC, local, state, and federal guidance and protocols to reduce exposure to infectious disease such as COVID-19 to protect firefighters and the public from virus spread.
8. Treat all personnel with dignity and respect by providing a harassment free, zero-tolerance work environment.
9. Consider cost in the strategic decision-making process and ensure the incident is managed in a fiscally responsible manner.







Smoke plume behind Waldo Lake.

## 2022 Cedar Creek Fire

The Alaska Type 1 Incident Management Team (AKIMT) Command and General Staff received an in-brief for the Cedar Creek Fire from the Deschutes and Willamette national forests on September 7, 2022. The AKIMT had been on a pre-position order and was located at the Redmond Air Center.

This allowed for an expedited in-brief and transfer of command timeline. A Delegation of Authority from the Deschutes and Willamette national forests was issued to AKIMT for the fire on September 8. The AKIMT took command of the East Zone of the Cedar Creek Fire (primarily on the Deschutes National Forest, a portion on the Willamette National Forest) on September 9, 2022 at 0600.

The Incident Command Post (ICP) was established at the Sunrise Lodge at Mt. Bachelor

Ski Area on the Cascade Lakes National Scenic Byway. This location was well-suited to meet the needs of the incident using sno-parks for staging and camping for resources. While ICP was being established, the AKIMT used the lodge as the primary ICP facilities.

During the transition to two zones, East and West, the West Zone experienced a significant east wind event that pushed the fire toward the West Zone ICP and the community of Oakridge, Oregon. The event caused the evacuation and temporary relocation of the West Zone ICP. A Type 1 Incident Management Team was ordered after an Incident Complexity and Risk Analysis was completed. The Pacific Northwest 3 Type 1 Incident Management Team was ordered and took command of the West Zone of the fire transitioning with Northwest Team 6 Type 2 Incident Management Team on September 13.



Due to weather conditions, terrain, and suppression hazards, the AKIMT took an indirect approach to the management of the East Zone of the fire. The AKIMT established Junction Camp near Crescent Lake Junction to support operations in the south end of the East Zone.

When the AKIMT took over the fire, the percent containment of the incident was 12%, but due to the weather event and associated expansion of the fire to the west, containment was lowered to 0%. Currently, the fire is at a 14% containment.

### **Fire Behavior Summary**

The fire primarily burned in thick Douglas fir stands and transitioned into open lodgepole pine on the lower elevations to the east. Due

to dry conditions, the fire burned into fire scars from the past two decades that would have typically hampered fire growth. When the AKIMT took command of the fire, energy release component(ERC) values were above the 97<sup>th</sup> percentile. Recent rains and moderated weather have dropped ERCs and significantly lowered fire activity.

### **Fire Weather Summary**

The first weekend AKIMT took command was when the weather event with strong easterly winds resulted in extreme fire behavior and growth to the west. Since then, weather conditions have moderated with rain events, cooler temperatures, and calmer winds.



Aerial view of the Cedar Creek Fire near Waldo Lake.





Supply at ICP looking toward the Sisters on a clear evening.

## Incident Command

### Key Decisions

- The National Multi-Agency Coordinating Group decision to reposition the Alaska Team in Redmond in the final day of our rotation was a surprise not only to the IMT but to the Northwest Region. It did put the Team in the right place at the right time when the Cedar Creek IMT order was placed and we were able to respond quickly to the incident.
- The Team was repositioned for three days prior to being ordered for Cedar Creek. It was quickly recognized that without an extension, this would cut into our availability for the assignment and force the U.S. Forest Service to order another replacement team within a few days of our assuming command of the incident. The Team polled our members and determined that we could be available to extend if requested. A seven-day extension was eventually approved, but in order to stagger our outgoing transition with the West Zone, we ultimately only extended to 19 days.

- Initial discussions with the Agency Administrators indicated that consideration was being given to having the Alaska Team assume command of the entire incident after NW Team 6 transitioned out on the West Zone. The Team and Agency quickly pivoted after the east wind event forced an evacuation of Oakridge and the West Zone ICP and a decision was made to order another Type 1 IMT and maintain zoned management of the fire.

### Significant Events

- The IMT conducted a pop-up public meeting at Crescent Junction at the request of the Crescent District Ranger. The meeting provided an opportunity to explain our strategy to local residents and alleviated homeowner association concerns about thinning efforts around privately owned recreational cabins.
- The Incident Commander, Operations Chief, and Deschutes National Forest Agency Administrators toured the Highway 46 work area on September 19. Agency



Administrators were able to see firsthand the progress being made, the equipment in use, and several alternate outcomes based on the type of equipment being used. The tour helped the Agency and the IMT refine their strategy and define an end-state for the Highway 46 corridor project.

### **Notable Successes**

- Early identification of values at risk by the Deschutes and the Willamette national forests allowed the IMT to quickly develop values and risk-based strategies. Values were initially prioritized by each forest and then collectively to inform resource allocation between the zones. Values conversations featured prominently in three Strategic Risk Assessment sessions and two strategic risk discussions.
- The IMT had opportunity to refine their incident-within-an-incident (IWI) process during preposition and drilled on IWI scenarios early in the assignment. IWI awareness was regularly briefed to field personnel as evidenced by the rapid response to a tree-strike incident on September 15. The firefighter injured on that day was transferred to a local ambulance within 18 minutes of being hit by a branch from a snag despite the incident occurring in a radio dead zone. The IMT further refined their IWI process and closed the communications gap based on an after-action review of the incident. Also of note was the exemplary agency response to the incident. An Agency Administrator met the injured firefighter at the hospital even though he was not a regular agency employee.

### **Significant Challenges and Resolutions**

- Indirect strategies can be difficult to message to the public and reporting progress and completion of indirect line and site

protection actions to the agencies can also be challenging. Our Planning and Operations sections collaborated on this assignment to develop a dashboard application that tracks indirect and site protection project completion similarly to how many teams currently track suppression repair progress. The product can be updated from the field and data can be used for information releases and ICS 209 reporting.

- The 58-person Alaska IMT was reassigned to the Cedar Creek incident directly from a Redmond preposition order. It was immediately apparent that additional personnel would be necessary to meet incident objectives and Agency Administrators quickly authorized our extended negotiated roster. However, ordering hold-ups caused delays in some of those individuals arriving on the incident leading to a less-than-optimal ramp up. As we craft configurations and processes for Complex IMTs, we need to remain cognizant of the need for IMTs to quickly scale in response to an emerging incident without overburdening expanded dispatch.
- Over the past three seasons, we have learned the importance of a multi-faceted strategy for reducing the spread and impacts of contagious diseases, however COVID-19 continues to be a problem at ICP and in camps. An increased emphasis on preventative measures such as masking, distancing, and hand washing up front continues to be our most effective tool for reducing spread. As cases occur, there must be a system in place to ensure that people are isolated and cared for as they weather the illness. This requires a coordinated effort between the Firefighter Health Coordinator, the Medical Unit, Safety, Logistics, and the local unit.







Crowd-sourced lighting when the power went out during a cooperators meeting.

## Liaison

### Key Decisions

The inter-zone communication between liaisons was critical to the success of the fire. Facilitating joint Cooperator meetings provided an opportunity for unification of messaging and time efficiency for Cooperators.

### Significant Events

Coordination of the evacuation boundaries, by absorbing Deschutes County evacuation areas into the Deschutes National Forest closure area, provided a model for future wildfire evacuation best practice development and public communication.

### Notable Successes

Integrating the Oregon State Fire Marshal's Red IMT Liaison and Deployment Coordinator with our team liaisons was a great collaboration, building on last year's similar approach and success at the Bootleg Fire. The Oregon State Fire Marshal staff and our liaisons have a great working relationship built on forward problem solving and respect and caring for the communities at risk.

### Significant Challenges and Resolution

Highway paving projects and movement of heavy firefighting equipment working in the same area can be a challenge. Obtaining an agreement for traffic control measures on Highway 58 with Oregon Department of Transportation (ODOT) was a challenge. Traffic calming was requested to reduce the risk of accidents between firefighting crews working in the Highway 58 corridor, the travelling public, and commercial transportation industry. There needs to be a quicker mechanism to implement the existing USFS/ODOT agreement traffic control measures during dynamic fire conditions and fire control measure implementation for firefighter safety. Having prepackaged agreements with ODOT rate sheets during Oregon's fire season could improve the speed of implementation.





Information boards in camp serve an internal audience.

## Information

### Key Decisions

A key decision was to use virtual positions for some of the back-end video production, 508 compliance, Inciweb updates, and other early morning tasks, like downloading maps and the first social media post of the day. Having these tasks done off site and early morning helped free up the on-site staff.

### Significant Events

Community relations can take many forms. Significant community relations events included: a pop-up community meeting in Crescent Lake to meet with residents and hear their concerns; responding to and meeting with a homeowner on Odell Lake who was upset with how his property was left after structure protection; and conducting regular community meetings with on-line access (both YouTube and Facebook), high-quality sound, and virtual participation from agency representatives.

### Notable Successes

Some notable successes include:

- Fire crews who had a hard time hearing the briefings over the radio used the video recordings of ops updates. This let us know we were reaching an internal audience as well as the public.
- Translating the daily update into Spanish also helped us reach an important Spanish-speaking audience internally and externally.
- A virtual trapline—sending information electronically and directly to key business owners, leaders, and interested parties for them to share with their constituents was very helpful. It helped us to both reach a larger audience and to spread information farther than would be possible in the physical trapline.
- Attending division breakouts helped to build operations relationships, which led to images and video of work in a closed area.
- Acquiring Re-Stream software to host virtual meetings allowed us to record and broadcast to multiple platforms at the same time, which helped us produce a high-quality and interactive program.



## Significant Challenges and Resolutions

- It was challenging to get up on step at the same time the team we were supposed to be coordinating with was being evacuated and unavailable and with intermittent internet. The chaos created in those first days was resolved once both camps got better settled and staff from both teams could meet and coordinate.
- It was challenging to receive 30-40 potential trapline locations that needed to be vetted early on when conditions were intense and the driving distances made it difficult to travel to all locations safely in a day. It took more than a week to get all the information boards we needed. Rapidly changing conditions also created challenges when initial trapline locations were suddenly in a closure area. The resolution was that we called local resources to determine best locations and visited high-visibility businesses and visitor information locations. We were able to create both an in-person and virtual trapline from these visits.

## Facebook Engagement



The engagement on Facebook quickly ramped up with an increase in content, then tapered off after the east wind event associated with fire growth and evacuations.

## Information Statistics

### Trapline

200 miles/day  
 2,600 miles total miles  
 15 stops/day or 195 stops total  
 10 guard stops daily or 130 stops total  
 30 stops daily within ICP

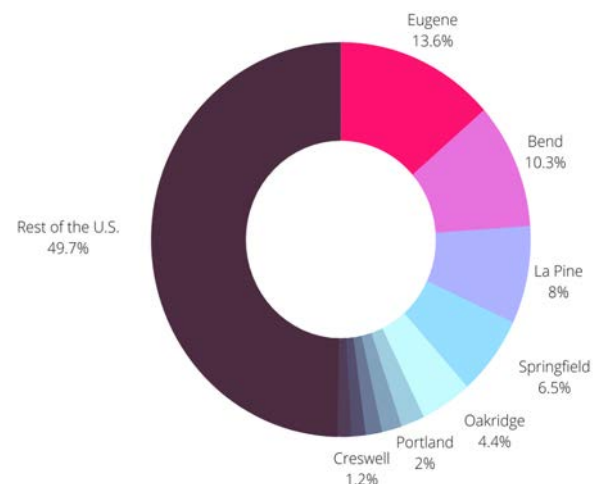
### Media

26 contacts  
 4 in-person interviews  
 2 video/virtual interviews  
 40 Cedar Creek news stories



Field Report: Hail Storm on  
 Mt. Bachelor - Sept. 17. 202...

980 views • 1 day ago



About half of the Facebook audience was from the region with larger community centers (Eugene and Bend) making up the largest local segments.



## Safety

### Key Decisions

Our Type 1 SOF had an unexpected medical issue that occurred on September 12. Due to this unexpected and unavoidable event, he was not able to remain available to the incident for a few shifts. We have a fully qualified Type 1 safety officer assigned to the incident, working as night shift safety, this provided the ability to continue with the use of our Type 1 SOF, thus meeting the requirements of the safety section within the C&G.

### Significant Events

Unexpected temporary loss of our qualified Lead Safety Officer Type 1.

### Notable Successes

- Establishing a Command Staff-Field Safety Officer early in the incident provided a direct communication conduit between operations and safety, this expedited the identification and communication of safety concerns from each Division Supervisor into the Safety Section, this enabled them to focus on operational objectives while safety officers immediately began addressing specific safety

concerns for the respective Divisions in need of support.

- Using our Type 1 SOF Trainee with nearly completed Position Task Book (PTB) in the absence of our qualified Type 1 SOF was a seamless transition. Using our Type 2 SOF who has a new SOF1 PTB, to fulfill the need for having a minimum of two command staff level safety officers at ICP.
- Attendance in daily Regional Safety Officer calls includes information sharing related to incidents with resource needs or availability. We were able to identify and secure a critically needed ambulance through this daily call.

### Significant Challenges & Resolutions

- Lack of both SOFR (Line Safety) and SOF2 were a challenge that we overcame by using our alternates through the name suggest process, as well as using the Priority trainee program to bring some of our team members and fill critical positions.
- There was a change in decision to extend out to a 21-day assignment, which the SOF2





This incident employed large numbers of heavy equipment and had an excellent safety record.

previously agreed to. We were able to back fill with an existing qualified SOF2 who is local and familiar with the geographical location and some of the local resources.

- Shortages of ambulances presented challenges to the medical unit in their ability to provide coverage for the entire fire area. Attendance in daily Regional Safety Officer calls included information sharing related to incidents with resource needs or availability. We were able to identify and secure a critically needed ambulance through this daily call.
- IWI drill showed opportunities to improve communication.
- The camp preparedness planning process could and should be expedited to be completed in a timely manner.

## Safety Statistics

**350,000**

hours worked with no major accidents or injuries

**500,000+**

miles driven without any major vehicle accidents





Operations Chief Jake Livingston gets situational awareness in an overflight of the fire.

## Air Operations

### Key Decisions

- Not zoning the temporary flight restriction, thus reducing airspace conflicts between the zones for aerial supervision.
- Establishing approved helispots and helibases around the fire perimeter to reduce response times and flight times.

### Notable Successes

- Establishing multiple helibases strategically placed around the fire. This allowed aircraft to be re-positioned during poor visibility at other locations to allow aircraft to be available.
- Local Unit Aviation Officer (Jessica Sherwood) volunteered to fill the Kapka Butte HEBM position so the helibase could continue to operate when the HEBM had to take two days off.
- Regional Air Attack pool was very busy but was able to meet the incident's relief needs.

### Significant Challenges and Resolutions

- Extremely difficult to fill critical aviation positions – IROC reports of critical positions followed by phone calls or texts to unassigned resources. Name requests only way to get an order fill. Internal trap lines by assigned personnel to locate personnel to fill orders.
- Dual duties for trainees and helibase personnel – Personnel willingly switched roles to meet the needs of the incident. Trainees helped to fill personnel voids for critical positions.
- Early release of pilots when weather permitted. (Fatigue mitigation)



# Air Operations Statistics

(East Zone)

**10.6**

Total Rotor flights hours

**8.0**

Total Fixed Wing flight hours

**19 IR flights for 5.2 hrs**

UAS Mission Sorties



# Air Operations Statistics

(at peak)

6 - T1 Helicopters (2 East Zone/4 West Zone)

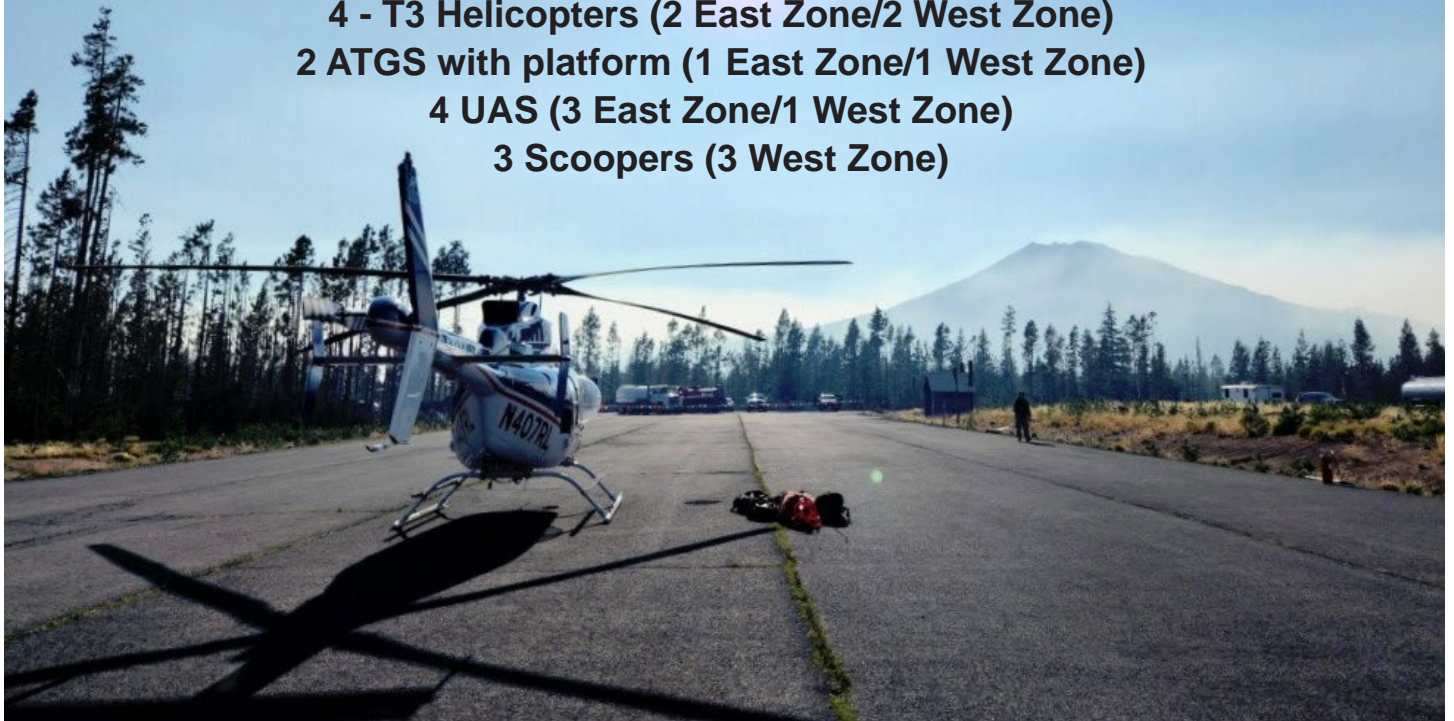
2 - T2 Helicopters (1 East Zone/1 West Zone)

4 - T3 Helicopters (2 East Zone/2 West Zone)

2 ATGS with platform (1 East Zone/1 West Zone)

4 UAS (3 East Zone/1 West Zone)

3 Scoopers (3 West Zone)





The Diamond Crew works on shaded fuel break

## Operations

### Key Decisions

- Early in the incident fire behavior and unsafe conditions had been exceeding resource capabilities making direct attack options on the East Zone unsafe and non-viable. Indirect attack utilizing natural and man-made features were utilized and improved upon. This was further supported by overlaying these control lines with the SDI and PODs produced by RMA dashboard.
- Initially, direct control measures on the northeast finger east of Waldo Lake were not being successful in the North Waldo Campground to the 4290 Forest Road in the Charlton Lake area. As conditions moderated and resources became available, re-engagement in this area with direct attack occurred. This was further supported through the SRA process that identified an area of white-bark pine with desire to protect the stand because of its significance as a disease-resistant genetic strain.

### Significant Events

- The third SRA identified Willamette National Forest values at risk which supported the

team's decision to pick up the slop over the 4290 Road, preventing fire movement to the south and protecting the white-bark pine seed trees significant for their genetically disease-resistant strain.

- Early on in the incident, extreme fire weather was forecasted and partially materialized for the incident with an east wind event. The east wind event had significant effects on the West Zone. For the East Zone, fire behavior increased along the North Waldo Campground to the 4290 Forest Road in the Charlton Lake area as the fire out-flanked resources and direct line was abandoned. With moderating weather and fire behavior, along with changes in fuels and fewer snags and resource availability, reengagement with direct attack and tying into Waldo Lake has occurred.

### Notable Successes

- Incorporating local resources into our structure allowed for immediate understanding of local challenges and reduced the amount of time it took to gain valuable situational awareness. Formally, the





ability to use local DIVS accelerated our situational awareness. Informally, Operations met with local fire chiefs and officials in the morning for coffee allowing for local elements, site values, infrastructure, and social/political considerations to be incorporated into decisions and a reassurance to local officials that their concerns were being heard.

- Opening the major thoroughfare of Highway 58 to traffic between the Highway 97 corridor and Eugene and the Union Pacific Railroad.
- In employing an indirect strategy, a 59-mile shaded fuel break and specifications were agreed to with the Deschutes National Forest, their resource advisors, and the Incident Management Team. At its peak, 266 pieces of heavy equipment were employed in the fuel break construction to be used if the fire becomes active later into the fall or for a future event. Having a large group of resource advisors in developing and implementing the shaded fuel break was important in working through concerns and having clear leader's intent.
- The Strategic Risk Assessment has been fully embraced by the IMT and supported through the Long-Term Strategic Analysis. On this incident, the SRA process did not seem to be as clunky as last year and seemed to be part of a normal process. The SRA engaged more dialog between the IMT and the agencies for a better understand for values and risk. That being said, the SRA does take up limited time for many within the C&G.

### Significant Challenges and Resolutions

- COVID within the Operations Section (1 OSC1, 2 DIVS) threatened to make processes difficult and could have further taken down the section and potentially

the IMT. There seemed to be some ambiguity as to direction if one were to test negative, then be asked to test again within 48 hours, but what to do in the interim. Delays in setting up the ICP further exposed the IMT as a whole to COVID as the team was working in one location with limited opportunity to separate out into sections or to have individuals separate out in isolation. The ability to quarantine personnel in motels and then have them participate on line or by phone allowed for continuity of operations within the section.

- Highway 58 corridor and ODOT paving project proved to be a safety concern and a much-needed solution was achieved. Operations implemented their own rolling road blacks to reduce traffic speed where firefighters were engaged.
- The lack of mid-level management continues to plague incidents. Of particular concern is in the Heavy Equipment Boss (HEQB) and Task Force Leader (TFLD) levels where individuals are being extended well beyond the ideal 1:5 span of control. Such lack of mid-level management has become systematic and needs to be addressed within the wildland fire management community.
- Resources for the indirect strategy were slow in coming into the incident or not in the appropriate order. To compensate work was completed that was possible and then came back to finish once the necessary equipment became available and was assigned to the division. In a similar vein, equipment was piecemealed together when not familiar with working with one another. Other regions have created heavy equipment task forces that provide needed resources who are familiar with working with one another and thus providing for a more efficient, safer, and higher production rates.



Ashley Ting

A shaded fuel break after chipping.



Planning supports operations with the dashboard tool.

## Planning

### Key Decisions

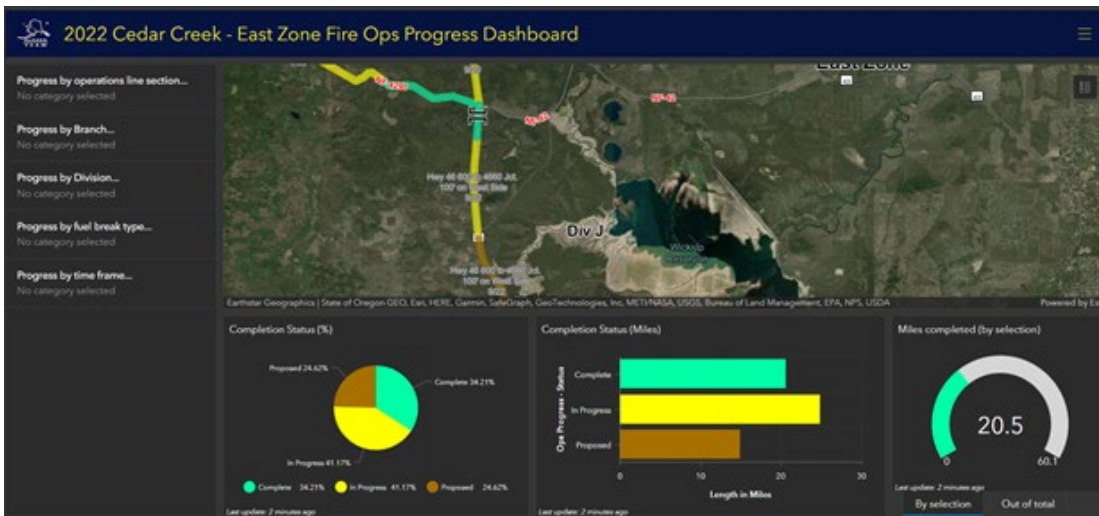
- Having a full roster in the Plans section allowed us to split off Planning representatives who were placed at the Junction Base Camp to support virtual and local briefings, facilitate functional camp planning cycles and map/IAP distribution, and answer questions on virtual check-in and demob processes. It also allowed us to maintain quality service to the fire and Operations section despite almost 1/3 of the Planning section becoming infected by COVID, over the course of the assignment.
- Virtual check-in and demob processes worked well and continued to prove that these can be facilitated virtually. Using virtual processes minimized face-to-face interactions to mitigate COVID concerns, for SCKN and DMOB, and allowed resources to check-in and demob in field environments, also decreasing extra driving exposure.
- Strategy planning meetings attended by Agency Administrators and Forest Supervisors from both forests were incorporated to validate existing values and strategy.

- Ordering a Copy Service and GIS Trailer allowed us to meet the high demand for IAPs and Map products while keeping the work to rest ratios and guidelines.
- Establishing naming conventions in the e-ISuite database resolved any resource tracking issues between the two IMTs.

### Notable Successes

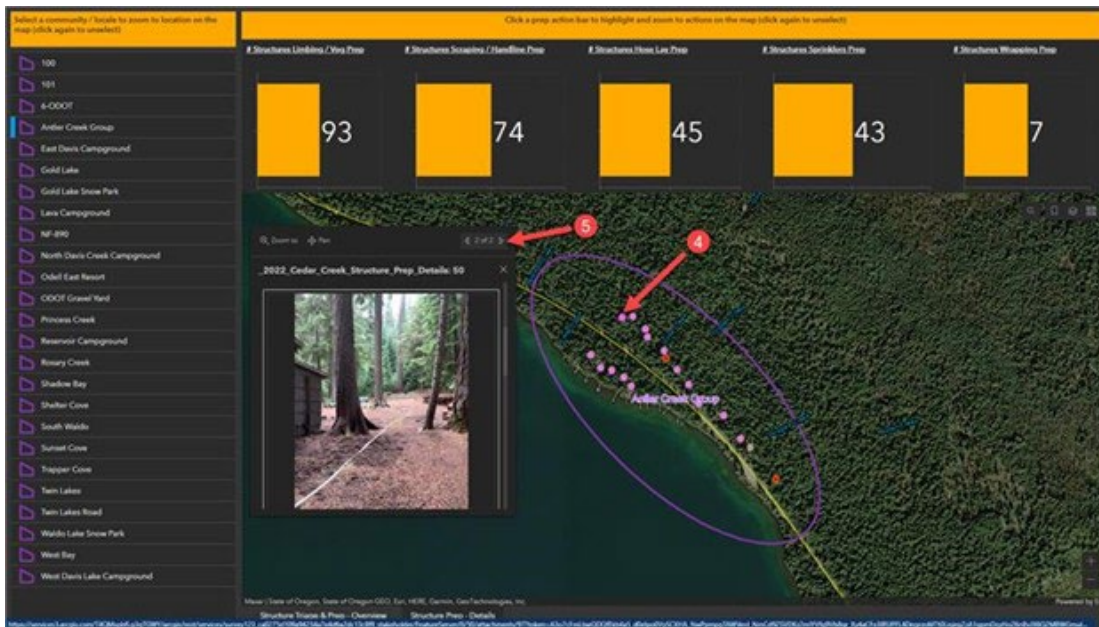
- Coordination and daily communication with the West Zone IMT was instrumental in fostering a “two teams, one fire” relationship. Resource sharing and daily product completion was coordinated between the teams on daily section and unit virtual meetings at scheduled times each day.
- The GISS and SITL unit produced two different ArcGIS Dashboards to help show the progress in indirect suppression efforts.
- The incident Management Team hosted 77 trainees over the course of the assignment, including 7 in Command and General Staff positions.





The GISS and SITL unit produced two different ArcGIS Dashboards to help show the progress in indirect suppression efforts.

Pictured here is an example of [tracking progress for building indirect line.](#)



Pictured here is an example of [tracking progress in structure protection.](#)

## Significant Challenges and Resolutions

- Maintaining social distancing at the ICP was a challenge at first as space in the lodge was limited. As a result, COVID affected over 18 members of the team. This was helped by the ordering of office trailers and yurts.
- The COVID virus significantly impacted the Plans section with 8 out of 30 section members testing positive during the assignment. By working remotely, all those affected by the virus were able to contribute to the sections efforts, making the Plans section successful.
- It was noted that virtual processes do not eliminate the need for in-person contact. There continues to be a large group of people working on fires that struggle with virtual

processes and this will continue until the processes are normalized and somewhat standardized. It is frustrating for resources to have no face-to-face contact and be forced to rely solely on virtual/telephone contacts that are often tied up and unreachable. Functional representation at each of the camps largely resolved this issue.

- The location of functional units within ICP were very spread out, which caused challenges in providing IT support to all units within reasonable timeframes. The ordering of Lyman internet services was key in being able to support the fire's IT needs.
- The AKIMT and Incident resources are becoming more familiar with new documentation standards and are using electronic documentation whenever possible.





Reflections on Waldo Lake.

## Documentation Unit

### Key Decisions

Early discussion with Sections and Units to discuss documentation procedures. Coordination with the DOCL on the West Zone of the fire to agree on a naming convention to identify the origin of the documents in the E-doc Box.

### Notable Successes

- The Alaska IMT is becoming very familiar with the E-doc procedures that streamline the process to create a record of the Incident. IMT members are uploading documents to a Teams folder or sending them to the Teams Documentation email.
- Providing specific written direction for units helped to promote consistency with NWCG Standards for Electronic Documentation (July 2022).
- More personnel used electronic documentation tools and the QR code on the IAP to access frequently needed forms.

- Working with the West Zone Documentation Unit Leader to clear the backlog of documents.

### Significant Challenges and Resolutions

- The largest challenge for the Documentation Unit Leader was to handle the backlog of documents that had not been named correctly.
- The use of specific, written direction to Sections and Units that conforms with the NWCG Standard is one way to manage the first challenge.
- The adoption of electronic forms and electronic signatures as a Standard Operating Procedure would lessen the need for scanning.



# Incident Technical Systems Specialist

## Key Decisions

- Ordering a second ITSS was key to our success because of the heavy load we had on this assignment. Ordering Lyman Communications was also a good win for us.
- Not being able to travel with our Team laptops really hampered our ability to get everyone a laptop quickly and efficiently.
- Traveling with 4 Nighthawk routers and a Cradlepoint router made a huge difference on our ability to provide internet for everyone on this incident.

## Significant Events

One significant event for ITSS was as individuals began to be isolated due to illness, requests for additional equipment that we had not planned for began to follow. We were able to rearrange resources to accommodate isolation quarters on this incident, but in the future, we should consider this before placing an order for equipment.

## Notable Successes

- Bringing our Nighthawks and Cradlepoint routers, getting Junction camp setup with Lyman Communications quickly was key for those folks there. They also had a Nighthawk router as a backup.
- Bringing 2 projectors made setting up our meeting areas easier and more efficient along with the computer speakers and Adam's AV kits that was a good idea.
- Having Smartsources send our equipment orders so quickly was excellent service.

## Significant Challenges and Resolutions

- One significant challenge was the length of time it took to get ICP set up and ready to support the team and its needs. Having most of the team at ICP without yurts or trailers, tables, and power had a significant impact on team members ability to be fully functional. Where we should have been on day two of setting up ICP and fully productive, for most, took until the middle of the week and later. The resolution came when yurts and trailers were placed with power and furniture needed, but until then, we managed to provide enough power to get the most critical things up and running.
- Another significant challenge was trying to work with the Sunrise Lodge staff on the delivery of a useful internet service. There was a structured, tiered IT department and the teams ITSSs were not successful at being able to communicate with or contact individuals that had the appropriate permissions to make the kinds of changes we needed on the network such as to allow access to .gov sites and the ability to connect printers for the team. The resolution was to order Lyman Communications to supply internet and even then, a series of events lead to more delays on delivering a productive network service for the team.
- Having a second camp so far away and not being able to support them very effectively was hampered by having only 2 ITSS, but we made it work.





The Alaska fleet.

## Logistics

### Key Decisions

- Establishing a robust logistics roster enabled the section to support the team quickly.
- Participated in conference call with West Zone LSC, ORDMs, Expanded Dispatch, Finance to discuss issues and recommend corrective actions.

### Significant Events

- LUA established for the use of the Sunlight Lodge and surrounding area for ICP.
- Excellent communications trailer that arrived quickly as it was part of the Team's pre-order.

### Notable Successes

- Redmond mobilization center was very accommodating and helpful. They acquired NERV vehicles and reserved hotel rooms for the Team's use on arrival. The use of the meeting rooms for C&G briefs while on Preposition provided a great space for the team to work on updating Team SOGs and other documents.

- Open communications and excellent working relationships developed with the U.S. Forest Service personnel. The U.S. Forest Service assisted with identifying and authorizing the use of campgrounds and sno-parks. They worked closely with the Team's Security Manager for staffing roadblocks.

### Significant Challenges and Resolutions

- Several units within the Logistics Section are experiencing severe shortages of some critical positions; RADOs, COMT, Medics, and Camp Crews. Resolutions: Unit Leaders filled double duties as leaders and base camp as well as COML filling in as RADO and COML. Eventually, positions were filled only because fire activity in other areas decreased, which provided some reassignments from nearby fires to fill out needs.



## Communications

### Key Decisions

Using the ski lift to access the top of Mt. Bachelor for primary repeater placement. Waiting for the smoke to clear for a helicopter lift would have delayed the time for the team to set up stand-alone communications vs using the local forest frequencies.

### Significant Events

Excellent communications trailer that arrived quickly as it was part of the Team's pre-order.

### Notable Successes

Once equipment arrived, the command repeaters were in place and ready for use the following day.

### Significant Challenges and Resolutions

Getting RADOs, COMTs, and INCMs to staff the communications unit. The COML had to cover as the RADO, COMT (duties) as well as being the COML. RESOLUTION: Started to train another RADO that was filling a position in supply. This was not an acceptable resolution as it requires training the individual, which also impacts an already short-staffed section. Continually placing orders for RADOs until a fill is received.



Kristian Knutson

Installing the repeater on Mt. Bachelor.





### Key Decisions

- Coordinated with the Oregon Department of Public Safety Standard & Safety to have their scheduled training moved to the West village allowing the team to utilize the Sunrise Lodge at Mt. Bachelor for ICP.
- Coordinated with West Zone for East Zone laundry service

### Significant Events

Arrival of the camp crews to assist facilities, food, and supply.

### Notable Successes

- Ability to secure the Sunrise Lodge at Mt. Bachelor for ICP prior to team mobilization.
- Facilities was able to scout the site and meet with the property manager on the first day.
- Procurement was able to establish the LUA within 24 hrs.
- The property manager at Mt. Bachelor is incredibly flexible and wants to support the incident in any way possible. (e.g., scheduling chair lift rides to the top of the mountain for repeater missions, escorts for internet repeater placement and on-site facilities/security staff).
- Junction Camp was set up and available for use within seven hours.
- Junction Camp site was excellent, provided room to expand and comfortable camping for firefighters.
- Junction Camp used part of a T2 hand crew for a few shifts to assist with camp set-up.

### Facilities

- Utilization of Office Trailers.
- Vendor operations manager sent in advance to coordinate the placement of trailers.
- Very quick set up ½ day vs 4 days for tent/ yurt vendors.
- Vendor provided fuel so no incident fuel truck were required.
- On-site maintenance and cleaning staff were ready to solve issues immediately. No additional staff were required for cleaning as it is included in contract.
- Desks, chairs, refrigerators, and office supplies provided units “ready work” no waiting for cache deliveries and limited supply chain issues. (some cache items shortages).
- Price was comparable to yurts when you add the additional cost for yurt extras.
- Multiple FACs & BCMG ordered in advance to have the staff to set up and support multiple camps: ICP, Sno-Parks staging, helibase, and camping, Junction Camp, and Wikiup Staging.

### Significant Challenges and Resolutions

- Slow setup time for the yurts and tents (4 days before all were operational) still experiencing some issues with the HVAC. Resolution: worked directly with the technicians to reset HVACs to provide appropriate heat.
- Delayed fills on camp crews. Resolution: utilized camp crews that were being released from neighboring fires. Junction camp utilized handcrew for a couple of shifts.
- Junction Camp food delivery times were a challenge trying to accommodate day & night shift. Resolution: Coordinated with Food Unit, Ground Support and Operations to establish meal times that limited the transportation requirements from ICP while maintaining food quality.
- Portable Toilet vendor exhausted all units. Resolution: Vendor “built” more units to satisfy our needs.
- Limited cell phone and internet Resolution: Ordered a Verizon COW and Internet service provided by Lyman Brothers.





## Food Unit

### Key Decisions

Ordered National Food Service caterer rather than starting with a Type 3 kitchen.

### Significant Events

Supported Junction Camp with up to 400 meals from National Caterer at ICP

### Notable Successes

- Vendor deliveries for water, ice and the refer were on time

- Kitchen prepared quality food and meet all our needs for Junction Camp & night shift
- Good coordination with kitchen and food unit leaders to support Junction Camp.

### Significant Challenges and Resolutions

No camp crew for 3 days. Resolution: FACL & BCMGs filled in and distributed sack lunches, ice, and water.



Ari Lightsey

Wanoga Sno-Park.

## Ground Support

### Key Decisions

Establishing Winoga Sno-Park for staging heavy equipment, fuel, and camping.

### Significant Events

Difficulty in locating fuel tenders to meet our needs.

### Notable Successes

- Having Agency vehicles and drivers.
- STAM co-located with ground support.
- NERV vehicle availability meet our needs.
- Ability to expand to nearby Sno-Park when capacity was exceeded at Winoga.

### Significant Challenges and Resolutions

- Meeting hot food delivery for Junction Camp. Resolution: Ordered Agency drivers to drive NERV vans.
- Meeting demand for fuel. Resolution: Ordered T1 fuel tender with diesel only, allowing the other fuel tenders assigned to meet the unleaded needs.



## Medical Unit

### Key Decisions

- The purchase of a pre-paid phone on arrival at the incident allowed the medical unit to establish a contact between the Firefighter Health Coordinator and fire personnel. Throughout the incident the medical section was able to use this phone to maintain communications with fire personnel concerning COVID protocols.
- The reassignment of a Fire Medic from the west zone of the fire provided the helibase with a manifested paramedic available to respond to all areas of the fireline from the helibase.

### Significant Events

- COVID impacted the medical unit from the start of the assignment. COVID testing and patient care coordination became a significant part of the daily operations of the medical unit.
- One yellow medical tested the Team's IWI processes and resulted in AAR recommendations for some minor adjustments.

### Notable Successes

- Having a second MEDL allowed the Medical unit to provide adequate medical coverage as the complexity of the incident increased. The two MEDLs were able to divide duties to accomplish the task of setting up the medical unit and maintain COVID testing and patient care.

- Having an Alaska-based MEDL(t) on the roster will assist the team in future succession planning for a position experiencing critical shortages.
- The team pre-order for medical resources and supplies allowed the unit to quickly establish a medical unit for a new ICP on the East Zone of the fire. The unit was prepared to support the operations section with adequate medical support as they established new divisions.

### Significant Challenges and Resolution

- COVID continues to provide challenges as incident team members working at ICP were impacted. The first several days of the assignment all team members were working together in close proximity in the Sunrise lodge. CDC guidelines for testing and exposures were followed, however the close working conditions provided the perfect scenario for the virus to be passed among team members. Resolution: The arrival of office trailers and tents allowed sections to function more as units of one.
- The 100 person medical kit that arrived initially although sealed was missing many critical items including over the counter medicines and supplies. Resolution: By coordinating with the west zone of the fire another kit was quickly transferred to the Alaska Team.

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## Supply Unit

### Significant Events

Finance facilitating the EERA for a forklift so it was on scene for the initial supply deliveries.

### Notable Successes

The Mt. Bachelor ski area parking lot was an excellent choice for the supply unit location. There was ample room for delivery trucks and plenty of space for supply unit to expand.

### Significant Challenges and Resolutions

- Lack of orders being filled completely resulted in the line orders being incomplete.

Resolution: Keep placing orders daily for smaller quantities and communicating with operations anticipated shortages so tactics could be adjusted accordingly.

- Delay in inputting filled orders in IROC. Coordinated a meeting with expanded, finance and west zone to discuss options to remedy the situation. Assistance was offered by East Zone ordering to assist with inputting fill information from expanded and the buying team.





Structure protection for the cabins on the north shore of Odell Lake.

## Finance

### Key Decisions

Sharing the eSuite, Finance FireNet email account and FireNet database with the West Zone rather than creating two different places to house documentation. Feedback from Home Unit Coordinators stated this would be a huge support to them when the fire is handed back to the home unit and it's a cleaner finance package.

### Significant Events

Strategic Risk Assessment meetings allowed Finance to understand “the why” on decisions being made

### Notable Successes

The space offered at ICP allowed our Finance Section to remain close. This always makes things easier for our boots on the ground and everyone else we're here to

support. We were also able to spread out to assist with COVID-19 mitigation.

### Significant Challenges and Resolutions

Our IMT ran into some challenges with communication flow with the BUYT and Expanded Dispatch. Our INBAs, Savanha and Trisha, are constant professionals and offered a tremendous amount of support. We were able to talk things through and come up with a solution for better communication flow. The INBAs facilitated a weekly meeting which includes FSC, PROC, LSC, ORDM, Expanded Dispatch Supervisor, and Buying Team Lead. This communication flow will allow all involved to finish strong.



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## Comp/Claims Unit

### Significant Events

IWI: Yellow medical tree strike coordination went very well. Tied in with Forest AA who filled the role of Hospital Liaison.

### Notable Successes

Great training opportunities for Rebecca Howard, COMP (t), worked with Medical and the Firefighter Healthcare Coordinator to try and streamline communication.

### Significant Challenges and Resolutions

This fire was zoned. The AK IMT team was spread out with some at ICP and some in Redmond due to COVID-19 exposure. The West Zone is nearly 2 hours away. These logistical challenges made it difficult to schedule a face to face with the outgoing and incoming COMP for continuity. Everyone did their best to make it work through correspondence and virtual opportunities.

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## Cost Unit

### Key Decisions

With the incident zoned, Cost Unit Leader from the West coordinated with the Cost Unit Leader on the East to divide and conquer duties. The West Zone reported final costs for daily 209. No Cost Share for East Zone.

### Significant Events

Latest WFDSS published on 09/08/2022 for \$75M.

### Notable Successes

Coordination with the West Zone Finance section to build an accurate daily cost.

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## Procurement Unit

### Key Decisions

Having warranted PROCs assist with Incident Only EERAs for heavy equipment and LUAs.

### Notable Successes

Finding a successful method of communication with Expanded Dispatch and the Buying Team to ensure support for our resources.

### Significant Challenges and Resolutions

Communication flow was an initial challenge, however, with the support of the AK IMT FSCs and INBAs, we created a solution that benefit all parties involved.

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## Time Unit

### Key Decisions

Sharing eSuite database, FireNet email account, and FireNet database for consolidated documentation collection between the East and West Zone.

### Significant Events

Three trainees and 3 qualified finance personnel in section. A lot of great exposure for trainees this assignment with understand geographical practices, references the IBOG, and ensuring

we're meeting the needs of the host unit and those we're supporting.

### Notable Successes

Open dialog between East and West Zones TIME section. The coordination went smoothly through open and transparent dialog. Keeping health and safety a priority with responding appropriately to COVID concerns.



**Willamette National Forest  
Cedar Creek Incident Summary  
PNW3 and AK Team 1**

9/20/2022 @2200

	Cedar Creek Thru 9/19/22	Cedar Creek Today 9/20/22	Total Cumulative
Aircraft	\$11,300,877	\$119,272	\$11,420,149
Crews	\$12,920,288	\$580,838	\$13,501,126
Equipment	\$15,415,355	\$809,244	\$16,224,599
Line Personnel	\$5,383,804	\$215,520	\$5,599,324
Indirect Personnel	\$7,248,319	\$249,630	\$7,497,949
Camp Support	\$23,258,800	\$660,710	\$23,919,510
<b>Previous Incident Total</b>	<b>\$75,527,443</b>		
<b>Daily Incident Total</b>		<b>\$2,635,214</b>	
<b>Incident Total to Date</b>			<b>\$78,162,657</b>

	WFDSS	Current	Balance	% Available	Acres	Cost Per Acre
Current	\$95,000,000	\$78,162,657	\$16,837,343	<b>18%</b>	113,322	\$690





**Alaska Incident Management Team**  
Cedar Creek Fire

September 21, 2022