



National Incident Management Organization

2006 - 2007 Mid-year Summary of Accomplishments

NIMO
National Interagency Fire Center
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Letter from the Incident Commanders

As we reach the mid point in our first fiscal year we thought it timely to share progress made to date and plans for the remainder of the year. No doubt 2006 was one of the most difficult years for wildland fire, making the inception of the National Incident Management Organization (NIMO) timely.

With organizational changes and budget constraints, the challenges that face the wildland fire community will continue throughout this and future fire seasons. In these times, leadership takes on a whole new meaning ...one with past experiences or models to extrapolate to serve as a lamp to light the way.

This is a time for change, and a time for action. As President John F. Kennedy once said, "There are costs and risks to a program of action, but they are far less than the long-range risks and costs of comfortable inaction."

The two seven member NIMO teams have begun to build the foundation for implementing change, and taking action to charge forward and exhibit that leadership to others throughout fire management. NIMO uses a wide range of methods to accomplish this goal.

Essential components required for success include a strong core of full-time Command and General Staff available year round for incident management with consistent performance expectations and standards for these incident management positions. In addition to complex incident management involvement, these teams have year-round "non-incident" duties in support of Fire and Aviation Management. Among these are: training, quality assurance activities, fuels management, fuels implementation, fire and resource management support, NWCG projects, cost containment, and leadership development.

The NIMO teams have begun the journey of fulfilling some of these initiatives and plan to charge forward to make a positive impact on the future of fire management. Join us in looking at where we've been and where we are going.

Joe Ferguson
Atlanta NIMO IC

Aaron Gelobter
Boise NIMO IC

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NIMO RESOURCES

Personnel

<i>POSITION</i>	<i>NAME</i>	<i>Contact Information</i>
Assistant Director of Risk Management	Bill Waterbury	208-387-5614
NIMO Coordinator	*Vacant*	-
<i>* In the process of being filled</i>		

Atlanta Team

<i>POSITION</i>	<i>NAME</i>	<i>Contact Information</i>
Incident Commander	Joe Ferguson	404-803-0370
Public Information Officer	Robin Cole	404-805-7083
Safety Officer	Gene Madden	404-805-7970
Finance Chief	James Meredith	404-805-6816
Plans Chief	Darrel Schwilling	404-805-3159
Logistics Chief	Sally Browning	404-805-5063
Operations Chief	George Custer	404-805-5714

Boise Team

<i>POSITION</i>	<i>NAME</i>	<i>Contact Information</i>
Incident Commander	Aaron Gelobter	208-559-5366
Public Information Officer	Mike Ferris	208-559-5367
Safety Officer	Tom Johnston	208-559-5370
Finance Chief	Liz Kinney	208-559-5372
Plans Chief	Elizabeth Cavasso	208-559-5371
Logistics Chief	Brent Spencer	208-559-5374
Operations Chief	Dan Kleinman	208-559-5373

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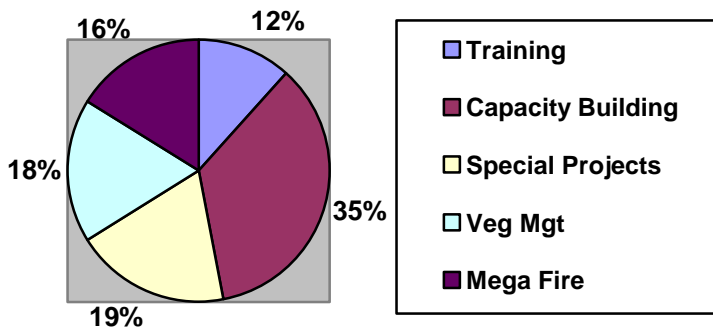
NIMO PROGRAM

Background: The National Incident Management Organization (NIMO) Implementation Task Group recommended the implementation of full-time National Incident Management Teams (IMT's). The Director of Fire and Aviation acting upon the Task Groups recommendations proceeded with the recruitment of two teams initially. The Atlanta and Boise IMT's were staffed in August 2006 and are fully operational as seven-member full-time Type 1 Incident Management Teams.

Current Status: As addressed in the NIMO Implementation Plan, the NIMO program will help wildland fire agencies address issues and improve future fire management. The NIMO teams will work with the National Multi-Agency Coordinating Group (NMAC) to identify project opportunities, evaluate success, and determine future direction for the NIMO program and NIMO teams.

When the teams are not on assignments, they will support the Fire & Aviation Management (FAM) program focusing on the nine implementation goals from the NIMO Implementation Plan. The teams will work as a force multiplier on fire issues that cross agency boundaries. The basis of the issues consist of the need to increase fuels treatment (vegetation management), increasing capability and capacity of wildland fire resources, streamline training and qualifications, and developing a more progressive and effective fire management model for large, more complex fires (Mega-fires).

Current Analysis of Effort



Data is based on an estimate of days spent on each action

Ultimately the vision is that NIMO will coordinate and work with all wildland fire agencies to provide consistency and improve fire management processes. All of the initiatives will require long-term coordination and cooperation to assure that all agencies reap the benefits of future changes.

NIMO Implementation Goals

Planning and executing a larger and more aggressive vegetative management program & execute the following:

- #1 – Improve capability and capacity of the current federal wildland agency workforce.
- #2 – Increase Type 3 Incident Management Organizations.
- #3 – Streamline wildland fire training and qualifications.
- #4 – Assist National Multi-Agency Coordinating Group (NMAC) in the management of Incident Management Teams.
- #5 – Adopt legal authorities for effective incident management across all levels of government.
- #6 – Establish non-traditional partnerships to improve capacity and capability.
- #7 – Improve emergency hiring practices to increase capacity and capability.
- #8 – Standardize contracts to improve the utilization and management of private wildland fire services.
- #9 – Develop a new model for managing complex incidents.

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BUILDING CAPABILITY & CAPACITY

The NIMO team members maintained commitments to their previous type 1 team assignments through January 1, 2007, and are now available for dispatch as a NIMO Team. The teams have not yet been dispatched in a team configuration. However, team members have served over six hundred (600) person days on fire assignments since they were hired, in many cases freeing local resources to maintain duties at their home units. Both teams are working at innovative ways to fill out their staffing needs upon dispatch without impacting current teams. For example, one team has reached an agreement with a state needing experience for a type II incident management team. This state team could be dispatched with the NIMO team and fill the critical unit leader roles while gaining valuable experience.

Team members have also been involved with the Dude Wildland Fire Staff Ride. Serving as instructors, subject matter experts and conference group leaders, they assisted students with an experiential learning technique, well suited for furthering the professional development of wildland fire suppression leaders.

With firefighting resources stretched and the changing wildland fire environment, the teams have sought innovative ways to be successful by exploring and encouraging the use of local heavy equipment contractors or "Big Iron". The use of mechanized equipment could allow for fewer firefighting resources to be used, making more agency resources available for response to other fires occurring simultaneously.

They are also working to build capacity through the development of two Fire Department of New York (FDNY) IMT's. The development of these teams was a direct result of the work done by national IMT's during 9/11. Since then, FDNY has deployed their IMT's to Hurricane Katrina. A new cooperative agreement is in development that will make their teams available for more FEMA assignments, potentially freeing up wildland IMT's from these roles. In addition there is discussion on incorporating FDNY IMT's to help in managing wildland fires, under a NIMO command.

The Teams have also worked with traditional and non-traditional partners to expand type 2 team and type 3 organization capabilities to free up traditional wildland fire resources. Below is a table showing the various organizations NIMO is working with to achieve this goal.

2007 & 2008 Projection

	Type 2 teams	Type 3 organizations
Alabama Forestry Commission	*2*	*4
North Carolina Division of Forest Resources	-	*3
Fire Department of New York	*2	-
Animal & Plant Health Inspection Service	*3	-
Georgia Forestry Commission	*1	-
<i>* by December 2007</i>		<i>** by December 2008</i>

MEGA-FIRE MODEL

Based on by research by the Brookings Institute, and recommendations made through evaluations by the Office of Inspector General (OIG) and the Office of Budget Management (OMB), there are a myriad of considerations when developing a model for 21st century fires. Three over arching considerations are providing a more capable decision-making process, incorporate additional cost efficiency measures, and conservatively manage the use of fire resources.

The NIMO teams were developed with the idea of creating and testing some of these concepts. The teams begun immediately through the development of the teams business practices and standard operating procedures that include progressive dispatch processes, “call when needed” lists, and rotation schedules. They have also been actively involved in revolutionizing fire management by working on the following initiatives.

- ✓ **Worked closely with the National Multi-Agency Coordinating Group (NMAC) to improve business practices by conducting an After Action Review, an NMAC Action Plan and Support Guide, and a first draft of the 2007 FS Fire Operations Plan.**
- ✓ **Re-write the 5100 FS manual to incorporate doctrine.**
- ✓ **Develop an Interagency Appropriate Management (AMR) Response Guide.**
- ✓ **Prioritize 2007 Management Efficiencies.**
- ✓ **Develop an Incident Management Team (IMT) Evaluation to better evaluate management efficiencies.**
- ✓ **Work with the WO on the Agency Administrator (AA) certification and training program based on Line Officer Team (LOT) recommendations.**
- ✓ **Assist in the development of the Chiefs Principal Representative (CPR) operational procedures.**
- ✓ **Work with North Carolina State University (NCSU) in a short term research project to evaluate the implementation of management efficiencies during the 2007 wildland fire season.**

The NIMO teams have not only been involved in the progression and development of these concepts, but will be incorporating these concepts while managing fires during the 2007 fire season.

VEGETATION MANAGEMENT

One of the primary implementation goals for the NIMO program is to execute a larger and more aggressive vegetation management program. The NIMO teams have started working with several National Forests to expand aspects of their vegetative management program. Below are the Forest visits conducted to date.

<u>Visit Date</u>	<u>Region</u>	<u>National Forest</u>	<u>Project Type</u>
Nov 2006	R-8	GW/Jefferson NF	HFRA/Prescribed Burn/ CWPP
Feb 2007	R-6	Okanogan/Wenatchee NF	Prescribed Burns
March 2007	R-8	NF in Florida	Prescribed Burns

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TRAINING

In addition to the training assistance, the teams have networked with a number of federal, state and local agencies, groups and organizations, including the NWCG Training Working Team (TWT) to streamline training through changes in 5109.17. These changes aligned all ICS positions with 310-1 with the exception of aviation, dispatch and operations. Team members are also working as SME's on the revisions of the position taskbooks to include competencies while remaining engaged with other NWCG groups such as L-480 & L-580 to promote and liaison regarding future leadership training. Again in many cases, the NIMO involvement freed other personnel in the field to remain at their duties.

S-520

Number of NIMO cadre:	2
Number of NIMO role players:	13
Number of Subject Matter Experts (SME's):	13

**NIMO also evaluated changes made to 520 & made recommendations*

Planned S-420

Target Audience	Est. # of participants
Animal & Plant Health Inspection Service	42
Florida Division of Forestry	28

**Pilot S420, in- field training based on R6 program*

Fire Academies & Miscellaneous Training

Number of person days as cadre:	65
Number of miscellaneous training courses (S260, S360, S481, S359, RX510, FPM, Fireline Refresher S359, EMS Training):	10

All-hazard

- **NIMS Integration Center:** provided SME feedback to better align the wildland fire community with upcoming changes to the National Response Plan (NRP).
- **Emergency Support Function 4 (ESF 4) training.**
- Develop a Hurricane Supply List.
- Inventory All-hazard Cache Van.

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SPECIAL PROJECTS

Additional projects and accomplishments include:

1. Incident Management Meeting in Washington, DC;
2. NIMO team member Washington Office Details;
3. Assist with wildland fire liability strategies;
4. Assist with development of a congressional roll-out plan for the Southern Wildfire Risk Assessment;
5. Building a collaborative workspace for USFS Fire and Aviation Management;
6. Conduct Texas Fatigue Study;
7. Ezperanza Engine 57 Support (A Team member received the 2006 Paul Gleason Lead by Example Group Award for Leadership, as a member of the Mark Loutzenhiser Family Support Group);
8. A Team member was involved with the Devil's Den serious accident investigation.

FUTURE INITIATIVES

The NIMO teams will continue working on projects to support the initiatives outlined in the NIMO Implementation Plan. The teams will complete ongoing projects while focusing on these future initiatives:

1. 2007 Fire Assignments;
2. Implement a more aggressive vegetative management plan;
3. Coach and mentor non-traditional partners in wildland fire management training;
4. Work with federal wildland fire partners to streamline training to increase fire resource pool.

ECONOMIC IMPACT

Economic Value

Value added to wildland fire (Six month Accomplishment)	FY 2007
Training (Avg. daily cost/ \$400 X # of days X # of people)	\$76,800
Independent Fire Assignments (Avg. daily cost/ \$600 X #of days X # of people)	\$261,000
Other Project Work (Avg. daily cost/ \$400 X # of days X # of people)	\$840,000
TOTAL VALUE ADDED	\$1,177,800
Future value added to wildland fire	FY 2007 - 2008
Estimated value of implementation actions and incident response	\$6,355,600

OUTREACH

- | | | |
|---|-----------------------|------------|
| * National Association of State Foresters | * Southern Area IMT's | * R8 GMAC |
| * Southern Group of State Foresters | * AR/OK FMOs | * IOSWT |
| * Office of Wildland Fire & Coordination | * USFW FMOs | * NWCG TWT |
| * R8 FMOs | * NMAC | * FDNY |
| * Department of Defense | * NWCG SHWT | * NE Area |

For more detailed information regarding NIMO projects visit www.nifc.gov/nimo.