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Chapter 11 Incident Management

National Interagency Incident Management System

The National Interagency Incident Management System (NIIMS) is sponsored by the National Wildfire Coordinating Group (NWCG). It provides a universal set of structures, procedures, and standards for agencies to respond to all types of emergencies. NIIMS is compliant with the National Incident Management System (NIMS). NIIMS will be used to complete tasks assigned to the interagency wildland fire community under the National Response Plan.

Incident Command System (ICS)

The Incident Command System is the on-site management system used in NIIMS/NIMS. The ICS is a standardized emergency management construct specifically designed to provide for an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, communications, and procedures operating within a common organizational structure to manage incidents. ICS will be used by the agencies to manage wildland fire operations.

Wildland Fire Complexity Analysis

Wildland fires are typed by complexity, from Type 5 (least complex) to Type 1 (most complex). The ICS organizational structure develops in a modular fashion based on the complexity of the incident. Complexity is determined by performing an Incident Complexity Analysis - (Refer to samples in appendix F & G). Units may develop their own Complexity Analysis format to replace appendix G. It is the Incident Commander's responsibility to continually reassess the complexity level of the incident. When the complexity analysis indicates a higher complexity level, the IC must ensure that suppression operations remain within the scope and capability of the existing organization. Incident Commanders must continually reassess incident complexity to ensure the appropriate command organization is either in place or on order.

1 **Incident Management and Coordination Components of NIIMS**

2 Effective incident management requires:

- 3 • Command Organizations to manage on-site incident operations.
- 4 • Coordination and Support Organizations to provide direction and supply
- 5 resources to the on-site organization.

On Site Command Organizations	Off Site Coordination and Support
Type 5 Incident Command	Initial Attack Dispatch
Type 4 Incident Command	Expanded Dispatch
Type 3 Incident Command	Buying /Payment Teams
Type 2 Incident Command	Coordination Centers
Type 1 Incident Command	(Geographic or National)
Fire Use Management Teams	Multi-Agency Coordinating Groups
Unified Command	(Local, Geographic, or National)
Area Command	

6

7 **Command Organization**

8

9 **Incident Command**

10 All fires, regardless of complexity, will have an incident commander (IC). The
 11 IC is a single individual responsible to the agency administrator(s) for all
 12 incident activities; including the development of strategies and tactics, and the
 13 ordering, deployment, and release of resources. The IC develops the
 14 organizational structure necessary to manage the incident. ICS Command Staff
 15 (Safety Officer and Information Officer) and General Staff (Operations Section
 16 Chief, Planning Section Chief, Logistics Section Chief, and Finance Section
 17 Chief) are established as required to perform key functional responsibilities for
 18 the IC.

19

20 For purposes of initial attack the first IC on scene, qualified at any level, will
 21 assume the duties of initial attack IC. The initial attack IC will assume the
 22 duties and responsibility(ies) for all suppression efforts on the incident, up to
 23 their level of qualification, until relieved by an IC, qualified at a level
 24 commensurate with incident complexity, arrives on scene.

25

26 **Type 4 and 5 Incident Command**

27 Type 4 and 5 Incident Commanders (ICs) are qualified according to the *NWCG*
 28 *Wildland Fire Qualifications Systems Guide PMS 310-1 (NFES # 310-1)*. The
 29 Type 4 or 5 IC may assign personnel to any combination of ICS functional area
 30 duties in order to operate safely and effectively. ICS functional area duties
 31 should be assigned to the most qualified or competent individuals available.

- 32 • *FWS - See the Fire Management Handbook for additional standards.*

- 33 • *FS - See FSH 5109.17 for additional standards.*

34

1 Type 5 Incident Characteristics

- 2 • Ad hoc organization managed by a Type 5 Incident Commander.
- 3 • Primarily local resources used.
- 4 • ICS command and general staff positions are not activated.
- 5 • Resources vary from two to six firefighters.
- 6 • Incident is generally contained within the first burning period and often
- 7 within a few hours after resources arrive on scene.
- 8 • Additional firefighting resources or logistical support are not usually
- 9 required.

10

11 Type 4 Incident Characteristics

- 12 • Ad hoc organization managed by a Type 4 Incident Commander.
- 13 • Primarily local resources used.
- 14 • ICS command and general staff positions are not activated.
- 15 • Resources vary from a single resource to multiple resource task forces or
- 16 strike teams.
- 17 • Incident is usually limited to one operational period in the control phase.
- 18 Mopup may extend into multiple operational periods.
- 19 • Written incident action plan (IAP) is not required. A documented
- 20 operational briefing will be completed for all incoming resources. Refer to
- 21 the *Incident Response Pocket Guide* for a briefing checklist.

22

23 Type 3 Incident Command

24 Type 3 Incident Commanders (ICT3s) are qualified according to the *310-1*.
25 ICT3s are required to manage the incident. They must not have concurrent
26 responsibilities that are not associated with the incident, and they must not
27 concurrently perform single resource boss duties. It is important to note that not
28 all Type 3 complexity incidents require a full complement of individuals at the
29 command and general staff positions. A ICT3 is expected to exercise their
30 authority and establish the appropriate organizational structure for each incident
31 as based on complexity, and span of control.

32

33 As an incident escalates, a continuing reassessment of the complexity level
34 should be completed to validate the continued Type 3 effort or the need for a
35 higher level of incident management.

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- 1 The following chart illustrates the minimum qualifications required for
 2 individuals performing Type 3 complexity functions:

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Type 3 Functional Responsibility	Specific 310-1 or equivalent qualification standards required to perform ICS functions at Type 3 level
Incident Command	Incident Commander Type (ICT3)
Safety	Line Safety Officer
Operations	Strike Team Leader or Task Force Leader
Division	Single Resource Boss
Plans	Local entities can establish level of skill to perform function.
Logistics	Local entities can establish level of skill to perform function.
Information	Local entities can establish level of skill to perform function.
Finance	Local entities can establish level of skill to perform function.

- 4 • *FS - Refer to FSH 5109.17 for additional standards.*

5

- 6 Type 3 experience that is input into the Incident Qualification and Certification
 7 System (IQCS) will not exceed an individual's current Incident Qualification
 8 Card.

9

10 **Type 3 Incident Characteristics**

- 11 • Ad hoc or pre-established Type 3 organization managed by a ICT3.
 12 • The IC develops the organizational structure necessary to manage the
 13 incident. Some or all of ICS functional areas are activated, usually at the
 14 division/group supervisor and/or unit leader level.
 15 • The Incident Complexity Analysis process is formalized and certified daily
 16 with the jurisdictional agency. It is the IC's responsibility to continually
 17 reassess the complexity level of the incident. When the complexity analysis
 18 indicates a higher complexity level the IC must ensure that suppression
 19 operations remain within the scope and capability of the existing
 20 organization, and that span of control is consistent with established ICS
 21 standards.
 22 • Local and non-local resources used.
 23 • Resources vary from several resources to several task forces/strike teams.
 24 • May be divided into divisions.
 25 • May require staging areas and incident base.
 26 • May involve low complexity aviation operations.
 27 • May involve multiple operational periods prior to control, which may
 28 require a written Incident Action Plan (IAP).

- 1 • Documented operational briefings will occur for all incoming resources and
2 before each operational period. Refer to the *Incident Response Pocket*
3 *Guide* for a briefing checklist.
- 4 • ICT3's will not serve concurrently as a single resource boss or have any non
5 incident related responsibilities.

6

7 **Type 1 and 2 Incident Command**

8 Type 1 and 2 Incident Commanders are qualified according to the *310-1*. These
9 ICs command pre-established Incident Management Teams that are configured
10 with ICS Command Staff, General Staff, and other leadership and support
11 positions. Personnel performing specific Type 1 or Type 2 command and
12 general staff duties must be qualified at the Type 1 or Type 2 level according to
13 the *310-1* standards.

14

15 **Type 2 Incident Characteristics**

16 Most type 2 teams are managed by Geographic Area Multi-Agency
17 Coordinating Groups, and are coordinated by the Geographic Area Coordination
18 Centers.

- 19 • Pre-established incident management team managed by Type 2 Incident
20 Commander.
- 21 • ICS command and general staff positions activated.
 - 22 • Many ICS functional units required and staffed.
 - 23 • Geographic and functional area divisions established.
 - 24 • Complex aviation operations.
 - 25 • Incident command post, base camps, staging areas established.
 - 26 • Incident extends into multiple operational periods.
 - 27 • Written incident action plan required for each operational period.
 - 28 • Operations personnel often exceed 200 per operational period and total
29 personnel may exceed 500.
 - 30 • Requires a Wildland Fire Situation Analysis (WFSA) or other decision
31 support document.
 - 32 • Requires a written Delegation of Authority to the Incident Commander.

33

34 **Type 1 Incident Characteristics**

35 Type 1 teams are managed by Geographic Area Multi-Agency Coordinating
36 Groups, and are coordinated by the Geographic Area Coordination Centers. At
37 national preparedness levels 4 and 5 these teams are coordinated by the National
38 Interagency Coordination Center.

- 39 • Pre-established incident management team managed by Type 1 Incident
40 Commander.
- 41 • ICS command and general staff positions activated.
 - 42 • Most ICS functional units required and staffed.
 - 43 • Geographic and functional area divisions established.
 - 44 • May require branching to maintain adequate span of control.
 - 45 • Complex aviation operations.

- 1 • Incident command post, incident camps, staging areas established.
- 2 • Incident extends into multiple operational periods.
- 3 • Written incident action plan required for each operational period.
- 4 • Operations personnel often exceed 500 per operational period and total
- 5 personnel may exceed 1000.
- 6 • Requires a Wildland Fire Situation Analysis (WFSA) or other decision
- 7 support document.
- 8 • Requires a written Delegation of Authority to the Incident Commander.

10 **Fire Use Management Teams (FUMT)**

11 Fire Use Management Teams provide land managers with skilled and mobile
 12 personnel to assist with the management of Wildland Fire Use (WFU) fires and
 13 with prescribed fires. Fire Use Management Teams are available as an
 14 interagency resource for assignment to all agencies and units. FUMTs consist of
 15 the following positions:

Incident Commander Type 2	(ICT2)
Safety Officer 2	(SOF2)
Public Information Officer 2	(POI2)
Operations Sections Chief Type 2	(OSC2)
Planning Section Chief Type 2	(PSC2)
Long Term Fire Behavior Analyst	(LTAN)
Logistics Section Chief Type 2	(LSC2)
Three additional positions	

17

18 **National Incident Management Organization Teams**

19 Four National Incident Management Organization (NIMO) teams are configured
 20 as short Type I incident management teams. Each team has a full-time incident
 21 commander and six full-time Command & General Staff. NIMO teams are
 22 mobilized from Boise, Atlanta, Portland, and Phoenix.

23

24 **Area Command**

25 Area Command is an Incident Command System organization established to
 26 oversee the management of multiple incidents that are each being managed by
 27 an ICS organization or to oversee the management of large or multiple incidents
 28 to which several Incident Management teams have been assigned. Area
 29 Command may become Unified Area Command when incidents are multi-
 30 jurisdictional. The determining factor for establishing area command is the span
 31 of control of the agency administrator.

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1 Area Command Functions

- 2 ● Establish overall strategy, objectives, and priorities for the incident(s) under
3 its command.
- 4 ● Allocate critical resources according to priorities.
- 5 ● Ensure that incidents are properly managed.
- 6 ● Coordinate demobilization.
- 7 ● Supervise, manage, and evaluate Incident Management Teams under its
8 command.
- 9 ● Minimize duplication of effort and optimize effectiveness by combining
10 multiple agency efforts under a single Area Action Plan.

12 Area Command Teams

13 National Area Command teams are managed by National Multi-Agency
14 Coordinating (NMAC) and are comprised of the following:

- 15 ● Area Commander (ACDR).
- 16 ● Assistant Area Commander, Planning (AAPC).
- 17 ● Assistant Area Commander, Logistics (AALC).
- 18 ● Area Command Aviation Coordinator (ACAC).
- 19 ● Area Command Trainees (2, as identified by the ACDR).

20
21 Depending on the complexity of the interface between the incidents, specialists
22 in other areas such as aviation safety or information may also be assigned.

24 Unified Command

25 Unified Command is an application of the Incident Command System used
26 when there is more than one agency with incident jurisdiction or when incidents
27 cross political jurisdictions. Under Unified Command, agencies work together
28 through their designated incident commanders at a single incident command
29 post to establish common objectives and issue a single Incident Action Plan.
30 Unified Command may be established at any level of incident management or
31 area command. Under Unified Command all agencies with jurisdictional
32 responsibility at the incident contribute to the process of:

- 33 ● Determining overall strategies.
- 34 ● Selecting alternatives.
- 35 ● Ensuring that joint planning for tactical activities is accomplished.
- 36 ● Maximizing use of all assigned resources.

38 Advantages of Unified Command are:

- 39 ● A single set of objectives is developed for the entire incident.
- 40 ● A collective approach is used to develop strategies to achieve incident
41 objectives.
- 42 ● Information flow and coordination is improved between all jurisdictions and
43 agencies involved in the incident.
- 44 ● All involved agencies have an understanding of joint priorities and
45 restrictions.

- 1 • No agency's legal authorities will be compromised or neglected.

2

3 **Coordination and Support Organizations**

4

5 **Initial Attack Dispatch**

6 Initial attack is the planned response to a wildfire, given the wildfire's potential
7 fire behavior. The command decision to move suppression resources is made by
8 an authorized person at a local Initial Attack Dispatch Center.

9

10 **Expanded Dispatch**

11 Expanded dispatch is the organization needed to support an incident which
12 expands along with the Incident Command System. Expanded dispatch is
13 established when a high volume of activity indicates that increased dispatch and
14 coordination capability is required.

15

16 **Expanded Dispatch Organization**

17 An Expanded dispatch operations center may be established. The expanded
18 dispatch coordinator facilitates accomplishment of goals and direction of the
19 agency administrator and, when activated, the Multi Agency Coordinating
20 Group. The position may be filled by the person normally managing the day-to-
21 day operations of the center or an individual from a higher level of management.
22 The expanded dispatch center coordinator is responsible for:

- 23 • Filling and supervising necessary positions in accordance with coordination
24 complexity.
25 • Implementing decisions made by the Multi-Agency Coordination (MAC)
26 group.

27

28 **Expanded Dispatch Facilities and Equipment**

29 Expanded dispatch facilities and equipment should be pre-identified, procured,
30 and available for immediate setup. The following key items should be provided
31 for:

- 32 • Work space separate from, but accessible to, the initial attack organization.
33 • Adequate office space (lighting, heating, cooling, security).
34 • Communications equipment (telephone, fax, computer hardware with
35 adequate data storage space, priority use, and support personnel).
36 • Area suitable for briefings (agency administrators, media).
37 • Timetable/schedule should be implemented and adhered to (operational
38 period changes, briefings, strategy meetings).
39 • A completed and authorized Continuation of Operations Plan (COOP).
40 • Qualified personnel on site to staff required operations.

41

42 **Buying/Payment Teams**

43 Buying/Payment Teams support incidents by procuring services and supplies
44 and renting land and equipment. These teams may be ordered when incident
45 support requirements exceed local unit capacity. These teams report to the

1 agency administrator or the local unit administrative officer. See the *Interagency*
2 *Incident Business Management Handbook* for more information.

3

4 **Multi-Agency Coordination (MAC) Group**

5 Multi-Agency Coordination Groups are part of the National Interagency
6 Incident Management System (NIIMS) and are an expansion of the off-site
7 coordination and support system. MAC groups are activated by the Agency
8 administrator(s) when the character and intensity of the emergency situation
9 significantly impacts or involves other agencies. A MAC group may be
10 activated to provide support when only one agency has incident(s). The MAC
11 group is made up of agency representatives who are delegated authority by their
12 respective agency administrators to make agency decisions and to commit
13 agency resources and funds. The MAC group relieves the incident support
14 organization (dispatch, expanded dispatch) of the responsibility for making key
15 decisions regarding prioritization of objectives and allocation of critical
16 resources. The MAC group makes coordinated agency administrator level
17 decisions on issues that affect multiple agencies. The MAC group is supported
18 by situation, resource status, and intelligence units who collect and assemble
19 data through normal coordination channels.

20

21 **MAC Group Direction**

22 MAC group direction is carried out through dispatch and coordination center
23 organizations. When expanded dispatch is activated, the MAC group direction
24 is carried out through the expanded dispatch organization. The MAC group
25 organization does not operate directly with Incident Management Teams or with
26 Area Command teams, which are responsible for on-site management of the
27 incident.

28

29 **MAC Group Activation Levels**

30 MAC groups may be activated at the local, state, regional, or national level.
31 National level and Geographic Area level MAC groups should be activated in
32 accordance with the preparedness levels criteria established in the National and
33 Geographic Area Mobilization Guides.

34

35 **MAC Group Coordinator**

36 The MAC group coordinator facilitates organizing and accomplishing the
37 mission, goals, and direction of the MAC group. The MAC group coordinator:

- 38 • Provides expertise on the functions of the MAC group and on the proper
39 relationships with dispatch centers and incident managers.
- 40 • Fills and supervises necessary unit and support positions as needed, in
41 accordance with coordination complexity.
- 42 • Arranges for and manages facilities and equipment necessary to carry out
43 the MAC group functions.
- 44 • Facilitates the MAC group decision process. Implements decisions made by
45 the MAC group.

46

1 MAC Group Functions

- 2 Activation of a MAC group improves interagency coordination and provides for
3 allocation and timely commitment of multi-agency emergency resources.
4 Participation by multiple agencies in the MAC effort will improve:
- 5 • Overall situation status information.
 - 6 • Incident priority determination.
 - 7 • Resource acquisition and allocation.
 - 8 • State and Federal disaster coordination.
 - 9 • Political interfaces.
 - 10 • Consistency and quality of information provided to the media and involved
11 agencies.
 - 12 • Anticipation of future conditions and resource needs.

14 Managing the Incident**16 Agency Administrator Responsibilities**

- 17 The agency administrator (AA) manages the land and resources on their
18 organizational unit according to the established land management plan. Fire
19 management is part of that responsibility. The AA establishes specific
20 performance objectives for the Incident Commander (IC), and delegates the
21 authority to the IC to take specific actions to meet those objectives. AA
22 responsibilities to a Type 1 or 2 Incident Management Team (IMT) or Fire Use
23 Management Team (FUMT) include:
- 24 • Conduct an initial briefing to the Incident Management Team (appendix D).
 - 25 • Provide an approved and certified Wildland Fire Situation Analysis
26 (WFSA) or Wildland Fire Implementation Plan (WFIP). The WFSA is
27 validated daily and the WFIP is validated as required.
 - 28 • *FS - Ensure that significant decisions related to strategy and cost are
29 included in a key decision log.*
 - 30 • Complete an Incident Complexity Analysis (appendix F & G) to accompany
31 the WFSA.
 - 32 • Issue a written Delegation of Authority (appendix H) to the Incident
33 Commander and to other appropriate officials (agency administrator
34 Representative, Resource Advisor, and Incident Business Advisor). For
35 Type 3, 4, or 5 Incidents, delegations may be written or oral. The
36 delegation should:
 - 37 • State specific and measurable objectives, priorities, expectations,
38 agency administrator's intent, constraints, and other required direction.
 - 39 • Establish the specific time for transfer of command.
 - 40 • Assign clear responsibilities for initial attack.
 - 41 • Define your role in the management of the incident.
 - 42 • Conduct during action reviews with the IC.
 - 43 • Assign a resource advisor(s) to the IMT.
 - 44 • Define public information responsibilities.
 - 45 • If necessary, assign a local government liaison to the IMT.

- 1 • Assign an Incident Business Advisor (IBA) to provide incident
- 2 business management oversight commensurate with complexity.
- 3 • Direct IMT to address rehabilitation of areas affected by suppression
- 4 activities.
- 5 • *FS - Develop long term implementation plans for long duration fires.*
- 6 • Coordinate Mobilization with the Incident Commander:
- 7 • Negotiate filling of mobilization order with the IC.
- 8 • Establish time and location of agency administrator briefing.
- 9 • Consider approving support staff additional to the IMT as requested by
- 10 the IC.
- 11 • Consider authorizing transportation needs as requested by the IC.

12 In situations where one agency provides fire suppression service under
13 agreement to the jurisdictional agency, both jurisdictional and protecting
14 agencies will be involved in the development of, and signatories to, the
15 delegation of authorities and the WFSA to the incident management teams.

16

17 **Agency Administrator Representative Responsibilities**

18 The agency administrator representative (the on-scene agency administrator) is
19 responsible for representing the political, social, and economic issues of the
20 agency administrator to the Incident Commander. This is accomplished by
21 participating in the agency administrator briefing, in the IMT planning and
22 strategy meetings, and in the operational briefings. Responsibilities include
23 representing the agency administrator to the IMT regarding:

- 24 • Compliance with the Delegation of Authority and the WFSA.
- 25 • Public Concerns (air quality, road or trail closures, smoke management,
- 26 threats)
- 27 • Public safety (evacuations, access/use restrictions, temporary closures)
- 28 • Public information (fire size, resources assigned, threats, concerns, appeals
- 29 for assistance)
- 30 • Socioeconomic, political, or tribal concerns
- 31 • Land and property ownership concerns
- 32 • Interagency and inter-governmental issues
- 33 • Wildland urban interface impacts
- 34 • Media contacts

35

36 **Resource Advisor Responsibilities**

37 The Resource Advisor is responsible for anticipating the impacts of fire
38 operations on natural and cultural resources and for communicating protection
39 requirements for those resources to the Incident Commander. The Resource
40 Advisor should ensure IMT compliance with the Land Management Plan and
41 Fire Management Plan direction, and provide the Incident Commander with
42 information, analysis, and advice on these areas:

- 43 • Rehabilitation requirements and standards
- 44 • Land ownership
- 45 • Hazardous materials

- 1 ● Fuel breaks (locations and specifications)
- 2 ● Water sources and ownership
- 3 ● Critical watersheds
- 4 ● Critical wildlife habitat
- 5 ● Noxious weeds/aquatic invasive species
- 6 ● Special status species (threatened, endangered, proposed, sensitive)
- 7 ● Fisheries
- 8 ● Poisonous plants, insects, and snakes
- 9 ● Mineral resources (oil, gas, mining activities)
- 10 ● Archeological site, historic trails, paleontological sites
- 11 ● Riparian areas
- 12 ● Military issues
- 13 ● Utility rights-of-way (power, communication sites)
- 14 ● Native allotments
- 15 ● Grazing allotments
- 16 ● Recreational areas
- 17 ● Special management areas (wilderness areas, wilderness study areas,
18 recommended wilderness, national monuments, national conservation areas,
19 national historic landmarks, areas of critical environmental concern,
20 research natural areas, wild and scenic rivers)

21
22 The Resource Advisor and agency administrator representative positions are
23 generally filled by local unit personnel. These positions may be combined and
24 performed by one individual. Duties are stated in the *Resource Advisor's Guide*
25 *for Wildland Fire (NWCG PMS 313, NFES 1831, Jan 2004)*.

26

27 **Incident Action Plan**

28 When a written Incident Action Plan is required, suggested components may
29 include objectives, organization, weather forecast, fire behavior forecast,
30 division assignments, air operations summary, safety message, medical plan,
31 communications plan, and incident map.

32

33 **Incident Status Reporting**

34 The Incident Status Summary (ICS-209), submitted to the GACC, is used to
35 report large wildland fires, and any other significant events on lands under
36 federal protection or federal ownership. Lands administered by states and other
37 federal cooperators may also report in this manner.

38

39 Large fires are classified as 100 acres or larger in timber fuel types, 300 acres or
40 larger in grass fuel types, or when a Type 1 or 2 Incident Management Team is
41 assigned. A report should be submitted daily until the incident is contained.

42 The agency administrator may require additional reporting times. Refer to local,
43 zone, and/or GACC guidance for additional reporting requirements.

44

45

1 Incident History and Financial Records

2 Wildland fire incidents on Federal lands managed by the FS and DOI (except
3 BIA) require creation of an Incident History File (IHF) to document significant
4 events, actions taken, lessons learned and other information with long-term
5 value for managing natural resources. IHF contents and instructions and tools
6 for creating the IHF are found at <http://www.nifc.gov/>.

7
8 For incidents involving use of wildland fire for resource benefit, include
9 Wildland Fire Implementation Plans (Stages I, II, and III) or equivalents with
10 the records shown above.

11
12 The ordering host unit will be responsible for retaining the incident
13 documentation package including the IHF and financial records.

14 Transfer of Command

15 The following guidelines will assist in the transfer of incident command
16 responsibilities from the local unit to incoming Type 1 or 2 Incident
17 Management Team, and back to the local unit.

- 18 ● The local team or organization already in place remains in charge until the
19 local representative briefs their counterparts on the incoming team, a
20 delegation of authority has been signed, and a mutually agreed time for
21 transfer of command has been established.
- 22 ● The ordering unit will specify times of arrival and transfer of command, and
23 discuss these timeframes with both the incoming and outgoing command
24 structures.
- 25 ● Clear lines of authority must be maintained in order to minimize confusion
26 and maintain operational control.
- 27 ● Transfers of command should occur at the beginning of an operational
28 period, whenever possible.
- 29 ● All operational personnel will be notified on incident command frequencies
30 when transfer of command occurs.

31 Release of Teams

32
33 The release of a Type 1 or 2 IMT should follow an approved transfer of
34 command process. The agency administrator must approve the date and time of
35 the transfer of command. The transition plan should include the following
36 elements:

- 37 ● Remaining organizational needs and structure.
- 38 ● Tasks or work to be accomplished.
- 39 ● Communication systems and radio frequencies.
- 40 ● Local safety hazards and considerations.
- 41 ● Incident Action Plan, including remaining resources and weather forecast
- 42 ● Facilities, equipment, and supply status.
- 43 ● Arrangement for feeding remaining personnel.
- 44 ● Financial and payment processes needing follow-up.

- 1 • Complexity Analysis.

2

3 **Team Evaluation**

4 At completion of assignment, incident commanders will receive a written
5 performance evaluation from the agency administrators prior to the teams
6 release from the incident. Certain elements of this evaluation may not be able to
7 be completed at the closeout review. These include; accountability and property
8 control; completeness of claims investigation/documentation; and completeness
9 of financial and payment documentation. The final evaluation incorporating all
10 of the above elements should be sent to the incident commander within 60 days.
11 See appendix J for the IMT evaluation form.

12

13 The Delegation of Authority, the WFSA, and agency administrator's direction
14 will serve as the primary standards against which the IMT is evaluated.

15

16 The agency administrator will provide a copy of the evaluation to the IC, the
17 state/regional FMO, and retain a copy for the final fire package.

18

19 The state/regional FMO will review all evaluations and will be responsible for
20 providing a copy of evaluations documenting performance to the geographic
21 area board or agency managing the IMT.

22

23 **Post Wildfire Activities**

24 Each wildland fire management agency is responsible for taking prompt action
25 to determine the need for and to prescribe and implement emergency treatments
26 to minimize threats to life or property or to stabilize and prevent unacceptable
27 degradation to natural and cultural resources resulting from the effects of a fire
28 on the lands they manage.

29

30 Post wildfire activities references can be found in *Interagency Burned Area*
31 *Emergency Response Guidebook, Interpretation of Department of the Interior*
32 *620 DM 3 and USDA Forest Service Manual 2523, For the Emergency*
33 *Stabilization of Federal and Tribal Trust Lands, Version 4.0 dated Feb. 2006*
34 *and "Interagency Burned Area Rehabilitation Guidebook, Interpretation of*
35 *Department of the Interior 620 DM 3, For the Burned Area Rehabilitation of*
36 *Federal and Tribal Trust Lands, Version 1.3 dated October 2006*
37 <http://www.fws.gov/fire/ifcc/Esr/home.htm>.

38

39 Damages resulting from wildland fires are addressed through four activities:

- 40 • **Wildfire Suppression Activity Damage Repair** - Planned actions taken to
41 repair the damages to resources, lands, and facilities resulting from wildfire
42 suppression actions and documented in the Incident Action Plan. These
43 actions are usually implemented immediately after containment of the
44 wildfire by the Incident Management Organization.
- 45 • **Emergency Stabilization** - Planned actions to stabilize and prevent
46 unacceptable degradation to natural and cultural resources, to minimize

- 1 threats to life or property resulting from the effects of a wildfire, or to
- 2 repair/replace/construct physical improvements necessary to prevent
- 3 degradation of land or resources. Emergency stabilization actions must be
- 4 taken within one year following containment of a wildland fire and
- 5 documented in a Burned Area Emergency Response Plan.
- 6 • **Rehabilitation** - Efforts taken within three years of containment of a
- 7 wildland fire to repair or improve wildfire-damaged lands unlikely to
- 8 recover naturally to management approved conditions, or to repair or
- 9 replace minor facilities damaged by wildfire. These efforts are documented
- 10 in a separate Burned Area Rehabilitation Plan.
- 11 • **Restoration** - Continuing the rehabilitation beyond the initial three years or
- 12 the repair or replacement of major facilities damaged by the wildfire.

13
14 **BAER Components Table**

	Suppression Repair	Emergency Stabilization	Rehabilitation	Restoration
Objective:	Repair suppression damages	Protect life and property	Repair damages	Long Term Ecosystem Restoration
Damage due to:	Suppression activities	Post-fire events	Fire	Fire
Urgency:	Immediately after containment	1-12 months	1-3 years	3 + years
Responsibility	Incident commander	Agency administrator	Agency administrator	Agency administrator
Funding type:	Suppression (fire)	Emergency Stabilization	Rehabilitation	Regular program

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2**Approval Authorities Table**

	BIA	BLM	FWS	NPS	FS
Local Approval Level	\$100,000 Agency Superintendent	\$0 Field/District Manager	\$0 Refuge Manager	\$0 Park Superintendent	\$0 District Ranger
					\$0 Forest Supervisor
Regional/State Approval Level	\$100,000/\$250,000 Regional Director	<\$100,000 State Director	<\$500,000 Regional Director with Regional Fire Management Coordinator concurrence	<\$500,000 Regional Director	\$500,000 Western Regional Foresters
					\$100,000 Eastern Regional Foresters
National Approval Level	>\$500,000 Director of Fire Management	>\$100,000 Director	>\$500,000 Chief, Branch of Fire Management	>\$500,000 National Fire Management Officer	>\$100,000 or \$500,000 Chief

3

4 Burned Area Emergency Response (BAER) Teams

5 BAER Teams are a standing or ad hoc group of technical specialists (e.g.,
6 hydrologists, biologists, soil scientists, etc.) that develop and may implement
7 portions of the Burned Area Emergency Response Plans. They will meet the
8 requirements for unescorted personnel found in Chapter 07 under “Visitors to
9 the Fireline” when working within the perimeter of an uncontrolled wildfire.
10 The team’s skills and size should be commensurate with the size and complexity
11 of the wildfire.

- 12 • It is the agency administrator’s responsibility to designate an
13 interdisciplinary BAER team. However, BAER teams must coordinate
14 closely with IC and Incident Management teams to work safely and
15 efficiently. Initial requests for funding for BAER should be submitted to
16 the appropriate agency administrator for approval within 7 calendar days
17 after the total containment of the fire. If additional time is needed,
18 extensions may be negotiated with those having approval authority.
- 19 • *DOI - The Department of the Interior maintains one standing National
20 BAER Team with pre-identified positions listed in the National Interagency
21 Mobilization Guide and are comprised of personnel from the Bureau of
22 Indian Affairs, Bureau of Land Management, National Park Service, Fish
23 and Wildlife Service, and Forest Service. The DOI-BAER Team is
24 dispatched by the National Interagency BAER Team Dispatch Prioritization
25 Criteria Evaluation. <http://www.fws.gov/fire/ifcc/esr/Baer/BAER.htm>. The
26 DOI-BAER Teams should be requested at least 10 days prior to expected*

- 1 *date of wildfire containment and ordered through the National Mobilization*
2 *Guide.*
- 3 • *FS - The Forest Service utilizes BAER Teams through a pool of resources*
4 *with the skills identified by the receiving unit. When needed, BAER*
5 *personnel from other units can either be contacted directly or through*
6 *dispatch. Placing a general fire resource order for BAER team members*
7 *via dispatch is not appropriate for ad hoc Forest Service teams. See FSM*
8 *2523 and FSH 2509.13 for agency specific policy and direction for BAER*
9 *team.*

10

11 **Incident Business Management**

12

13 **Cost Containment**

14 The primary criteria for choosing suppression strategies are to minimize costs
15 without compromising safety. Planned and actual suppression costs must be
16 commensurate with the values to be protected. They must be included and
17 displayed in the Wildland Fire Situation Analysis. Even though resource
18 benefits may result in some areas of a fire, it is inappropriate to expend
19 suppression dollars with the explicit objective of achieving resource benefit.
20 Indirect containment strategies are appropriate only if they are the safest or least
21 cost option. Selection of these strategies must be carefully scrutinized when fire
22 danger trends are rising. Long duration wildfires need to be closely evaluated
23 by cost containment teams to ensure that operations are not occurring beyond
24 the point of diminishing returns.

25

26 An Incident Business Advisor (IBA1) must be assigned to any fire with
27 suppression costs of more than \$5 million. An IBA2 is advised for fires with
28 suppression costs of \$1-5 million. If a certified IBA is not available, the
29 approving official will appoint a financial advisor to monitor expenditures.

30

31 Incident suppression cost objectives will be included as a performance measure
32 in Incident Management Team evaluations.

33

34 **Cache Management**

35 The DOI-BLM manages two National Interagency Support Caches (NISC), and
36 USDA-Forest Service manages nine national caches. Agencies often serve as
37 interagency partners in local area support caches, and operate single agency
38 initial attack caches. All caches will maintain established stocking levels,
39 receive and process orders from participating agencies, and follow ordering and
40 fire replenishment procedures as outlined by the national and geographic area
41 cache management plans and mobilization guides.

- 42 • *FS - Refer to FSM 5160 for specific requirements.*

43

44 **National Interagency Support Caches**

45 The eleven national caches are part of the National Fire Equipment System
46 (NFES). Each of these caches provides incident support in the form of

1 equipment and supplies to units within their respective geographic areas. The
2 NFES cache system may support other emergency, disaster, fire-related or land
3 management activities, provided that such support is permitted by agency
4 policies and does not adversely affect the primary mission. These national
5 caches do not provide supplies and equipment to restock local caches for non-
6 incident requests. Non-emergency (routine) orders should be directed to the
7 source of supply, e.g., GSA or private vendors. The Great Basin Cache at NIFC
8 provides publications management support to the National Wildfire
9 Coordinating Group (NWCG). Reference the *NWCG, National Fire Equipment*
10 *System Catalog (NFES 0362)* for more detailed information.

11
12 Forest Service National Symbols Program distribution is through the Northeast
13 Area National Interagency Support Cache. This material is coordinated by the
14 USDA Forest Service, under advisement of the National Association of State
15 Foresters' (NASF) Cooperative Forest Fire Prevention Committee (CFFP), and
16 the DOI Bureau of Land Management. Materials include Smokey Bear
17 prevention items, and Junior Forest Ranger environmental educational materials.
18 Northeast Area National Interagency Support Cache also distributes DOI Fire
19 Education materials and provides resource kits for National Fire Prevention
20 Teams. The website at <http://www.symbols.gov/> contains the catalog of these
21 materials and offers information having to do with these programs.

22

23 **Local Area Interagency Support Caches**

24 These caches directly support more than one agency, and generally cover more
25 than one administrative unit. They will maintain stocking levels to meet the
26 identified needs of the multiple agencies for whom service is provided.

27

28 **Initial Response Caches**

29 Numerous caches of this level are maintained by each agency. These caches
30 will establish and maintain stocking levels to meet the initial response needs of
31 the local unit(s).

32

33 **Inventory Management**

34

35 **System Implementation**

36 Each fire cache, regardless of size, should initiate and maintain a cache
37 inventory management system. Agency management systems provide a check
38 out/return concept that incorporates a debit/crediting for all items leaving the
39 cache. This system is strictly followed in the NISC's. Inventory management
40 processes should be implemented for all local interagency support and initial
41 action caches.

42

43 **Reporting Requirements**

44 By April 1st of each year, all local interagency support and initial action caches
45 will submit inventories to their servicing NISC.

46

1 All items reported will conform to refurbishment standards set forth in the *Fire*
2 *Equipment Storage and Refurbishment Standards* (www.nwcg.gov). Those items
3 not identified in this document will not be refurbished.

4

5 **Accountability**

6 Fire loss/use rate is defined as all property and supplies lost, damaged or
7 consumed on an incident. It is reported as a percentage that is calculated in
8 dollars of items issued compared to items returned. The reasonable anticipated
9 fire loss/use rate for all items issued to an incident is 15 percent of trackable and
10 durable items. Consumable items are not included in this total. All items
11 stocked in agency fire caches will be categorized for return (loss tolerance/use
12 rate) and accountability purposes.

13

14 **Trackable Items**

15 Include items that a cache may track due to dollar value, sensitive property
16 classification, limited quantities available, or other criteria set by each NISC.
17 Items that are considered trackable are usually engraved or tagged with a cache
18 identification number. These items must be returned to the issuing cache at the
19 end of the incident use, or documentation must be provided to the issuing cache
20 as to why it was not returned. All trackable items are also considered durable.
21 100 percent accountability is expected on trackable items.

22

23 **Durable Items**

24 Include cache items considered to have a useful life expectancy greater than one
25 incident. High percentages of return for these items are expected. These items
26 are not specifically cache identified/tagged/engraved. Acceptable loss tolerance/
27 use rates for the following durable goods have been established:

- 28 • 10% for water handling accessories, helicopter accessories, tents, and camp
29 items such as heaters, lights, lanterns, tables, and chairs.
- 30 • 20% for hose, tools, backpack pumps, sleeping bags, pads, and cots.
- 31 • 30% for personal protective equipment.

32

33 **Consumable Items**

34 Include items normally expected to be consumed during incident use.
35 Consumable items returned in unused condition are credited to the incident.
36 Examples of consumable items are: batteries, plastic canteens, cubitainers,
37 forms, MREs, fusees, hot food containers, petroleum products, and medical
38 supplies.

39

40 **Incident to Incident Transfer of Supplies and Equipment**

41 Transfer of supplies and equipment between incidents is not encouraged, due to
42 the increased possibility of accountability errors. In instances when it is
43 determined to be economically feasible and operationally advantageous, the
44 following must be accomplished by the Supply Unit Leader from the incident
45 that is releasing the items.

46

1 Documentation will be completed on the *Interagency Incident Waybill (NFES*
2 *#1472)*, and must include the following:

- 3 • NFES Number.
- 4 • Quantity.
- 5 • Unit of Issue.
- 6 • Description.
- 7 • Property number, if item is trackable.
- 8 • Receiving incident name, incident number and resource request number.
- 9 • The Supply Unit Leader will send the waybill transfer information to the
10 servicing NISC to maintain proper accountability recording.

11

12 Upon request, the servicing NISC can provide the Supply Unit Leader with and
13 Outstanding Items Report to facilitate accurate waybill documentation.

14

15 **Fire Loss Tolerance Reporting for Type 1 and 2 Incidents**

16 In order to help managers keep incident-related equipment and supply loss to a
17 minimum, incident management teams (IMT)'s are required to maintain
18 accountability and tracking of these items. Guidelines and procedures to assist
19 with this accountability are provided in Chapter 30 of the *Interagency Incident*
20 *Business Management Handbook*. To further facilitate these procedures and
21 provide oversight, a fire loss report has been developed that provides detailed
22 information regarding used and trackable item use. This report has been
23 accepted by NWCG for all wildland fire agencies and will be compiled for all
24 Type 1 and Type 2 incidents. Investigations may be conducted in those cases
25 where loss/use tolerances rates may have been exceeded.

26

27 These reports are compiled by the NISC servicing the particular incident.

28 Reports will then be forwarded to the responsible local office, with a copy to the
29 state/regional FMO, within 60 days of the close of the incident to meet these
30 time limits. The following steps must be followed to insure accurate reports:

- 31 • At the close of each incident, all property must be returned to the servicing
32 NFES cache.
- 33 • If accountable property has been destroyed or lost, appropriate
34 documentation must be provided to the cache for replacement and updating
35 property records.
- 36 • All property purchased with emergency fire funds for an incident must be
37 returned to the NFES cache system.
- 38 • All unused consumable and/or durable NFES items must be returned to the
39 servicing NFES cache within 30 days of control of the incident.
- 40 • Agency administrators/fire management officers must review the fire loss
41 report and recommend appropriate follow-up action if losses are excessive.
42 Those actions and recommendations should be documented and filed in the
43 final incident records.

44

45

1 Incident Supply and Equipment Return Procedures

2 Supplies and equipment ordered with suppression funds will be returned to the
3 ordering unit at the close of the incident and dispersed in one of three ways:

- 4 • Items meeting NFES standards will be returned to the local or geographic
5 area cache for reuse within the fire supply system.
- 6 • Items not meeting the prescribed NFES standards will either be purchased
7 with project funds by the local unit if the items are needed for program use.
- 8 • Items will be delivered to the unit's excess property program for disposal.

10 Cache Returns and Restock Procedures

11 All returns for credit and restock of caches to specific incident charges should be
12 made within 30 days after the close of the incident. If that timeframe cannot be
13 met, it is required that returns and restock be made during the same calendar
14 year as items were issued. All returns should be tagged with appropriate
15 incident number, accompanied by an interagency waybill identifying the
16 appropriate incident number, or accompanied by issue documents to ensure
17 proper account credit is given. Any items returned after the calendar year of
18 issue will be returned to multiple-fire charges, unless specific incident charge
19 documentation (issues) can be provided with the return.

21 Incident Replacement of Government Property

22 Refer to the *IIBMH*, Chapter 30 for procedures governing property management
23 relating to incident activities. The agency administrator is responsible for
24 providing agency property management guidelines and/or procedures to incident
25 personnel.

26
27 Damage or Loss for assigned property is addressed under *IIBMH* Chapter 30,
28 35.4. Specialty or non-cache items originally provided by the home unit through
29 the use of preparedness funds will be replaced by home unit funds if the loss is
30 due to normal wear and tear. If the government property is damaged on the
31 incident due to a specific event, eg., wind event damages tent, the incident may,
32 upon receipt of required documentation and proof of damage, authorize
33 replacement using the *Incident Replacement Requisition (OF315)*. Cache items
34 will be replaced at the incident if available. Cache items that are not available at
35 the incident may be authorized for restocking at the home unit via an authorized
36 *Incident Replacement Requisition*.

38 Unit/Area Closures

39 Threats to public safety may require temporary closure of a unit/area, or a
40 portion of it. When a fire threatens escape from the unit/area, adjacent
41 authorities must be given as much advance notice as possible in order to achieve
42 orderly evacuation.

44 Incident Emergency Medical Services

45 Agencies will follow interim NWCG minimum standards for incident
46 emergency medical services as defined in appendix L (NWCG#011-2208) to

- 1 assist wildland fire incident commanders with determining the level and number
- 2 of emergency medical resources and related supplies needed based upon the
- 3 number of incident personnel. This standard as well as other incident medical
- 4 information can be found on the Incident Emergency Medical Task Group
- 5 website at: <http://www.nwccg.gov/teams/shwt/iemtg/index.htm>