11 - Incident Management

Policy

It is BLM policy to use the incident command system (ICS) to manage all incidents, and to have an operational briefing for all fire personnel on any type of incident. A delegation of authority outlining clear, obtainable objectives will be provided to the incoming incident commander.

Introduction

The ICS provides for a management/organizational structure on incidents that evolve in complexity or increase in size, whether within a few hours or over several days.

Many safety problems, organizational issues, and cost-efficiency concerns emerge as an incident transitions into a larger operation. These transitions historically have been the most dangerous phase of incident management. Careful planning of transitions during operational periods is essential to mitigating safety issues.

Managers should strive to transition incidents at the start of a new operational period, with transfer of command and incident action planning complete.

Incident management requires both on-site incident organizations **and** off-site coordination and support organizations. To effectively manage an incident, it is important to understand the roles and responsibilities of these organizations.

Agency Administrator

Off-Site (Coordination)	On-Site (Command)
–Initial Attack Dispatch	–Initial Attack (Type 4 & 5 Incidents)
–Expanded Dispatch	–Extended Attack (Type 3 Incidents)
–Buying Teams	–Type 2 Incidents
–Geographic Area Coordination	–Type 1 Incidents
–MAC Groups	–Area Command

On-Site Incident Organizations

All fires, regardless of size, have an incident commander–a single individual responsible to the agency administrator for all incident command level functions and incident activities.

Type 5 Incident

- Resources required typically vary from two to six firefighters.

- The incident is generally contained within the first burning period and often within a few hours after resources arrive on scene.

- Additional firefighting resources or logistical support are usually not required.

Type 4 Incident

- Command and general staff positions are not activated.

- Resources vary from a single firefighter to several resources or a task force or strike team.

- The incident is limited to one operational period in the control phase. Mopup may extend into multiple periods.

- No written incident action plan (IAP) is required. However, a documented operational briefing should be completed for all incoming resources (see Chapter 9, Initial Attack, and the Appendix).

- Role of the agency administrator:
  - ➤ Operational Plans which include Objectives and Priorities.

▪ 11   Type 3 Incident (Extended Attack)

- Some of the command and general staff positions may be activated, usually at the division/group supervisor and/or unit leader level.

- Resources vary from several resources to several task forces/strike teams.

- The incident may be divided into divisions, but usually does not meet the division/group supervisor complexity for span-of-control.

- The incident may involve multiple operational periods prior to control, **which requires a written action plan.**

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- Staging areas and a base may be used.

- Role of agency administrator:
  - Operational Plans, which include Objectives and Priorities.
  - Incident Complexity Analysis (ICA).
  - Wildland Fire Situation Analysis (WFSA).

Type 2 Incident

- Most or all of the command and general staff positions are filled.

- Incident base/camps are established.

- The incident extends into multiple operational periods.

- A written action plan is required for each operational period.

- Many of the functional units are needed and staffed.

- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (numbers are guidelines only).

- Divisions are usually established to geographically facilitate work assignments; a qualified division/group supervisor is not required on divisions established for reasons other than span-of-control or other complexity factors.

- Role of agency administrator:
  - Incident Complexity Analysis.
  - WFSA.
  - Agency administrator briefings.
  - Written delegation of authority.

Type 1 Incident

Characteristics include all of the criteria for a Type 2 incident, plus the following:

- All command and general staff positions are activated.

- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1000 (numbers are guideline only).

- Divisions are established requiring division supervisor qualified personnel.

- May require the establishment of branches.

- The agency administrator will have briefings, and ensure that WFSAs and delegation of authority are updated.

- At this stage, interface with the team often takes more of the agency administrator's time.

- Use of resource advisors at the incident base is required.

- High impact on the local office occurs, requiring additional staff for office administrative and support functions.

Unified Command

A representative from each of the involved jurisdictions shares command, and at times, other functions. Collectively they direct the management of the incident to accomplish common objectives. Unified command may be at the incident management team or area command level.

- The concept of unified command means that all agencies who have jurisdictional responsibility at the incident contribute to the process of:
  - Determining overall strategies.
  - Selecting alternatives.
  - Ensuring that joint planning for tactical activities is accomplished.
  - Maximizing use of all assigned resources.

- Unified command is used when:
  - Incidents involve more than one jurisdictional boundary.
  - Individual agency responsibilities and authority is normally legally confined to a single jurisdiction.

- The goals of the unified command are to:
  - Improve the information flow and interface between all agencies.
  - Develop a single collective approach to the incident, regardless of its functional complexities.
  - Optimize the efforts of all agencies to perform their respective missions.
  - Reduce or eliminate duplicate efforts or missions.
    - Improve each agency's awareness of the plans and actions of all others.
    - Ensure that all agencies with responsibility for the incident have an understanding of their organization's goals, objectives, and restrictions.
    - Ensure that no agency's authority will be compromised.
    - Develop objectives for the entire incident.

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Complex

A complex is two or more individual incidents located nearby which are assigned to a single incident commander or unified command to facilitate management.

Area Command (AC)

Area command is an organization established to oversee the management of multiple incidents that are each being handled by an incident management team. An AC can also oversee the management of a very large incident that has multiple IMTs assigned to it. However, an AC can be established at any time incidents are close enough that oversight direction is required among IMTs to ensure conflicts do not arise.

- The functions of an AC:
    - Coordinate the determination of incident objectives and strategies.
    - Set priorities for using critical resources allocated to the incidents assigned to the area command.
    - May be responsible for the coordination of demobilization.
    - The organization is normally small, with personnel assigned to command, planning, aviation, and logistics. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation safety or information may also be assigned to area command.

- The AC is responsible for supervising, managing, and evaluating the incident management teams.

As the numbers of wildland fires, complex incidents, and the involvement of or impact on other agencies increases, it is necessary to expand day-to-day coordination and management organizations to ensure efficient and effective use of critical personnel and equipment. This is not an expansion of the ICS, but rather an expansion of the coordination and management system that supports on-the-ground incident management organization(s).

Managing the Incident

Agency Administrator's Responsibilities to the IMT

- Ensure that Fire Cause Determination information is coordinated with the IMT.

- Complete and approve delegation of authority.

- Conduct initial briefing so that incident objectives and concerns are understood by the IMT, and you understand the IMT's expectations and concerns. **Define your role in the management of the incident.**

- Provide signed initial WFSA and establish daily re-certification procedure.

- Assign resource advisor(s) to the IMT.

- Define public information responsibilities and delegations so that all parties understand their roles. Establish standards for IMT liaison with local communities. Ensure that all appropriate public, media, and government contacts are made.

- Ensure that employee briefings occur.

- Remain involved with the IMT Information Officer.

- Ensure that you are briefed on the fire situation in enough detail to meet your needs.

- Make a comparison between "suppression costs" and "values at risk." "Values at risk" assesses the resource, and the political and economic considerations which may be affected by the incident now and in the foreseeable future.

- Consider assigning a local government liaison to the IMT.

- Consider ordering an Incident Business Advisor (IBA) to provide incident business management oversight.

- Set clear and measurable standards for safety. Highlight known hazards of the area. You may require a safety analysis on the tactical alternatives.

- Assign clear responsibilities for additional initial attack responses.

- Ensure fire management staff is briefed regularly on incident status.

- Ensure the IMT addresses fire training needs.

- Ensure that rehabilitation of all effects of fire suppression is addressed by the IMT.

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- Ensure that all business management matters are resolved to your satisfaction prior to release of the IMT. You may choose to establish follow-up contact procedures with team for fiscal matters.

- When applicable, ensure a written re-delegation of authority has been completed prior to release of the IMT.

- Provide a separate written evaluation to the IC on IMT performance.

Incident Complexity Analysis (ICA)

This document assists the agency administrator and staff to analyze the current or predicted complexity of a fire situation to determine the appropriate type of team to use. Because of the time required to assemble or move an IMT to a fire, this checklist should be completed when a fire escapes initial attack. Keep the analysis as part of the fire records. This document is prepared concurrently with, and attached to, a new or revised WFSA. It must be emphasized that this analysis should, where possible, be based on predictions to allow adequate time for assembling and transporting the ordered resources.

Guide to completing the Incident Complexity Analysis

1) Analyze each element and check the response, Yes or No.

2) If positive responses exceed, or are equal to, negative responses within any primary factor (A through G), the primary factor should be considered as a positive response.

3) If any three of the primary factors (A through G) are positive responses, this indicates the fire situation is or is predicted to be of Type 1 complexity.

4) Factor H should be considered after numbers 1–3 are completed. If more than two of the items in factor H are answered yes, and three or more of the other primary factors are positive responses, a Type 1 team should be considered. If the composites of H are negative, and there are fewer than three positive responses in the primary factors (A-G), a Type 2 team should be considered. If the answers to all questions in H are negative, it may be advisable to allow the existing overhead to continue action on the fire.

Factor F–External Influences

Controversial fire policy – Differing fire policies between suppression agencies when the fire involves multiple ownership is a good example.

Pre-existing controversies/relationships – These may or may not be fire management related. Any controversy drawing public attention to an area may present unusual issues to the IMT and local management.

Factor H–Existing Overhead

Have overhead personnel overextended themselves mentally or physically?–This is a critical item that requires judgment by the responsible agency. It is difficult to write guidelines for this judgment because of the wide differences among individuals. If the agency administrator feels the existing personnel cannot continue to function safely and efficiently due to mental or physical reasons, assistance is mandatory.

Incident Complexity Analysis   Yes   No

A. Fire Behavior *Observed or Predicted*

   1. Burning index (from on-site measurement of weather
      conditions) predicted to be above the 90% level using the
      major fuel model in which the fire is burning.   ___   ___

   2. Potential exists for extreme fire behavior (fuel moisture, winds,
      etc.)   ___   ___

   3. Crowning, profuse or long-range spotting.   ___   ___

   4. Weather forecast indicating no significant relief or worsening
      conditions.   ___   ___

                            Total ___   ___

B. Resources Committed

   1. 200 or more personnel assigned.   ___   ___

   2. Three or more divisions.   ___   ___

   3. Wide variety of special support personnel.   ___   ___

   4. Substantial air operation which is not properly staffed.   ___   ___

   5. Majority of initial attack resources committed.   ___   ___

                            Total ___   ___

C. Resources Threatened

   1. Urban interface.   ___   ___

   2. Developments and facilities.   ___   ___

   3. Restricted, threatened, or endangered species habitat.   ___   ___

   4. Cultural sites.   ___   ___

   5. Unique natural resources, special-designation areas,
      wilderness.   ___   ___

   6. Other special resources.   ___   ___

■   Total

                                  ___   ___

D Safety

   1. Unusually hazardous fireline construction.   ___   ___

   2. Serious accidents or fatalities.   ___   ___

   3. Threat to safety of visitors from fire and related operations. ___   ___

   4. Restrictions and/or closures in effect or being considered. ═══   ═══

5. No night operations in place for safety reasons. ___ ___

Total ___ ___

E. Ownership

1. Fire burning or threatening more than one jurisdiction. ___ ___
2. Potential for claims (damages). ___ ___
3. Different or conflicting management objectives. ___ ___
4. Disputes over suppression responsibility. ___ ___
5. Potential for unified command. ___ ___

Total ___ ___

F. External Influences

1. Controversial fire policy. ___ ___
2. Pre-existing controversies/relationships. ___ ___
3. Sensitive media relationships. ___ ___
4. Smoke management problems. ___ ___
5. Sensitive political interests. ___ ___
6. Other external influences. ___ ___

Total ___ ___

G. Change in Strategy

1. Change in strategy to control from confine or contain ___ ___
2. Large amounts of unburned fuel within planned perimeter. ___ ___
3. WFSA invalid or requires updating. ___ ___

Total ___ ___

H. Existing Overhead

1. Worked two operational periods without achieving initial objectives. ___ ___
2. Existing management organization ineffective. ___ ___
3. Overhead overextended mentally and/or physically. ___ ___
4. Incident action plans, briefings, etc. missing or poorly prepared. ___ ___

Total ___ ___

Incident Management Teams (IMTs)

All teams are ordered through the established ordering channels from local dispatch offices, geographic area coordination centers (GACCs), and the National Interagency Coordination Center (NICC).

Type 2 Incident Management Teams

These teams are ordered through the GACC. The team can be ordered in one of two configurations – short (nine members) or long (approximately 27-33 members). The national standard configuration of Type 1 and 2 teams is the same; however, GACCs may adjust the makeup of teams for use in their area.

Short Team:

Incident Commander (ICT2)

Planning Section Chief (PSC2)

Safety Officer (SOF2)

Logistics Section Chief (LSC2)

Finance Section Chief (FSC2)

Operations Section Chief (OSC2) (2)

Air Support Group Supervisor (ASGS)

Additional Long Team Members:

Situation Unit Leader (SITL)

Communication Unit Leader (COML)

Supply Unit Leader (SPUL)

Facilities Unit Leader (FACL)

Ground Support Unit Leader (GSUL)

Time Unit Leader (TIME)

Procurement Unit Leader (PROC)

Division Supervisor (DIVS) (4 each)

Resource Unit Leader (RESL) (2 each)

Fire Behavior Analyst (FBAN)

Information Officer (IOF2)

Compensation / Claims Unit Leader (COMP)

Air Tactical Group Supervisor (ATGS)

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Type 1 Incident Management Teams

There are 16 Type 1 national interagency teams. These teams are mobilized according to national call-out procedures and rotation. Teams ordered through NICC will be in either long- or short-team configuration. Any variation from the standard configuration is only allowed at the discretion of the requesting unit.

Area	No. of Teams
Northern Rockies	2
Rocky Mountains	1
Southwest	2
Great Basin	2
California	5
Northwest	2
Alaska	1
Southern	1

Area Command Teams

There are four national area command teams. Teams are comprised of the following six personnel–four specific and two trainees identified by the area commander:

    Area Commander (ACDR)
    Area Command Planning Chief (ACPC)
    Area Command Logistics Chief (ACLC)
    Area Command Aviation Coordinator (ACAC)
    Area Command Trainee (2)

Team Transitions/Transfer of Command

Once the decision has been made to mobilize an incident management team, the following guidelines assist transition of fire management responsibilities to incoming IMTs. This includes briefings that must be given by the agency administrator, FMO, and IC. Some information will be in writing and some may be oral. A delegation of authority and a WFSA are provided by the agency administrator to the incoming team at the briefing.

Transfer of Command Responsibilities

▪ The transfer of command responsibilities for an incident to a team must be as efficient and orderly as possible. The local team or organization already in place remains in charge until incoming team members are briefed by their counterparts and a delegation of authority has been signed.

- The ordering unit should specify times of arrival and transition by the incoming team, and discuss these timeframes with the incoming IC.

- The ordering unit should accomplish the following actions prior to the arrival of the incoming team:
  - Determine incident command post (ICP)/base location.
  - Order basic support equipment and supplies for the incident.
  - Secure an ample supply of appropriate maps. This is critical.
  - Determine the team's transportation needs and obtain vehicles.
  - Schedule agency administrator briefing time and location.
  - Obtain necessary information for the administrator briefing.
  - Obtain necessary communications equipment.

Transition time will depend on the complexity of the incident, the expertise of the existing team, local factors, and other issues.

Agency Administrator Briefing

This briefing should take place as soon as the incoming team is completely assembled, preferably at a location away from the incident. The WFSA and delegation of authority should be completed prior to the briefing.

The agency administrator (or designated representative) should provide, at a minimum, a written overview that covers:

- Fire Status/Information
  - Name and number(s) of incident.
  - Approximate size, location, jurisdictions, and land status.
  - Name of the current incident commander.
  - General weather conditions at the incident site.
  - Fire Behavior.
  - Fuel types.
  - Current objectives, strategies, tactics.
  - ICP and/or base locations.
  - Other use of resources which might have an impact on the incident.

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- Local participation in the team organization by resource and agency representatives.

- Any information about existing or anticipated unified command organization.

- Names and skills of technical specialists assigned to the incident.

- Unit fire policy.

- Concerns about resource values, improvements, wilderness and roadless areas, cultural resources, rare or threatened and endangered species, rehabilitation requirements, etc.

- Priorities for control.

- News media procedures.

- Political considerations.

- Agreements or memorandums of understanding (MOU) in effect.

- Other agency resources or representatives already on the incident.

- Desired date and time when team transition will occur.

- Safety issues:
  - Accidents to date.
  - Status of accident reports.
  - Areas with existing or potential hazardous materials.
  - Status of Fire Cause Determination or Investigation.
  - Hazards (Hazmat, power lines, underground gas lines, etc.).
  - Name of local and state safety manager.

- Operations and Planning:
  - Strategies.
  - Tactics.
  - Unusual local fire behavior and fire history in the vicinity of the incident.
  - Pre-attack plans available to the team.
  - Incident Status Summary (ICS-209) or Intelligence Summary reporting requirements.
  - Copy of the current ICS-209.
  - Status of current team.
  - Status of local agency personnel.
  - Agency capabilities for team operation support.
  - Agency rest and rotation policies.
  - Agency rehabilitation policies.
  - Agency demobilization concerns.
  - Other large incidents.

- Logistics:
  - Transportation routes.
  - Ordering system to be used.
  - Procurement unit in place or ordered.
  - Incident feeding procedures.
  - Available sleeping facilities.

  ➢ Local medical facilities.
  ➢ Nearest burn treatment center/med-evac/lifeflight.
  ➢ Contacts with local law enforcement agencies.

▪ Finance/Administration:
  ➢ Fiscal limitations and constraints.
  ➢ Any cost-sharing arrangements affecting the incident.
  ➢ Contracting officer available.
  ➢ Potential for claims/injuries.
  ➢ Incident Business Advisor (IBA) assigned?
  ➢ Service and Supply Plan.
  ➢ Unit/Agency business management requirements.
  ➢ Buying Team ordered?
  ➢ Payment Team ordered?
  ➢ Local Unit business contacts.
  ➢ Incident Finance Package requirements.

Delegation of Authority

The transfer of authority for suppression actions on a fire is done through a written delegation of authority from the agency administrator to the incident commander. An IMT may manage suppression actions on a fire only after receiving a signed delegation of authority from the agency administrator. This procedure facilitates the transition between incident management levels.

The delegation of authority should contain specific, measurable objectives to be accomplished by the IMT, as well as any limitations to that authority. Measurable objectives will provide both the IMT and agency administrator a means for continual evaluation and necessary adjustments as the incident progresses.

Sample Delegation of Authority:

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Delegation of Authority
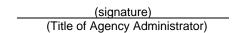Colorado State Office
Montrose Field Office

</div>

As of 1800, May 20, 1995, I have delegated authority to manage the Crystal River Fire, number E353, San Juan Resource Area, to Incident Commander Bill Jones and his Incident Management Team.

The fire which originated as four separate lightning strikes occurring on May 17, 1995, is burning in the Crystal River Drainage. My considerations for management of this fire are:
1. Provide for fire fighter and public safety.

2. Manage the fire with as little environmental damage as possible. The guide to minimum impact suppression tactics (MIST) is attached.
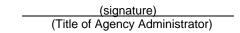
3. Key cultural features requiring priority protection are: Escalante Cabin, and overlook board walks along the south rim.

4. Key resource considerations are: protecting endangered species by avoiding retardant and foams from entering the stream; if the ponderosa pine timber sale is threatened, conduct a low intensity under burn and clear fuels along road 312.

5. Restrictions for suppression actions include: no tracked vehicles on slopes greater than 20 percent or meadow soils, except where roads exist and are identified for use. No retardant will be used within 100 feet of water.

6. Minimum tools for use are Type 2/3 helicopters, chainsaws, hand tools, and portable pumps.

7. My agency advisor will be Eric Johnson (wildlife biologist).

8. The NE flank of the fire borders private property and must be protected if threatened. John Dennison of the Big Pine Fire Department will be the local representative.

9. Manage the fire cost-effectively for the values at risk.

10. Provide training opportunities for the resource area personnel to strengthen our organizational capabilities.

11. Minimum disruption of residential access to private property, and visitor use consistent with public safety.

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(signature)
(Title of Agency Administrator)

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Amendment to Delegation of Authority

The Delegation of Authority dated May 20, 1995, issued to Incident Commander Bill Jones for the management of the Crystal River Fire, number E353, is hereby amended as follows. This will be effective 1800, May 22, 1995.

3. Key cultural features requiring priority protection are: Escalante Cabin, overlook board walks along the south rim, and the Ute Mountain study site.

12. Use of tracked vehicles authorized to protect Escalante Cabin.

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(signature)
(Title of Agency Administrator)

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Taking Over of an Incident by an IMT

The following are guidelines for incoming local and off-unit IMTs for transfer of fire suppression responsibilities, and for the release of IMTs. Information will be written and oral.

Incoming IC should contact the fire's unit dispatch in advance and arrange for:

- Expected support staff.

- Making contacting with agency administrator, determine briefing time and location.

- Transportation needs.

The ordering unit should do the following prior to the arrival of the incoming team:

- Obtain necessary information for the agency administrator briefing package. See checklist and sample briefing form in Appendix.

Incident Management Considerations

Fire management requires the fire manager and firefighter to select suppression and mopup tactics commensurate with the fire's potential or existing behavior, yet leave minimal environmental impact.

The rapidly increasing cost of wildland fire suppression is of major concern to agency administrators. Development of strategy and tactical implementation should evaluate costs commensurate with the values at risk for improvements and private property, as well as for natural resources being protected.

11 The following guidelines are for agency administrators, IMTs, and firefighters to consider. Some or all of the items may apply, depending on the situation:

- Firefighter and public safety cannot be compromised.

- Evaluate suppression tactics during planning and strategy sessions to ensure they meet agency administrator objectives and minimum impact suppression guidelines (MIST). Include agency resource advisor and/or local representative.

- Discuss MIST during briefings and implement during line construction, mopup, and rehabilitation.

Minimum Impact Suppression Tactics (MIST) Implementation Guidelines

MIST emphasize suppressing a wildland fire with the least impact to the land. Actual fire conditions and good judgement will dictate the actions taken. Consider what is necessary to halt fire spread and contain it within the fireline or designated perimeter boundary, while safely manage the incident, .

Safety

- Apply principles of LCES to all planned actions.

- Constantly review and apply the 18 Watch Out Situations and 10 Standard Fire Orders.

- Be particularly cautious with:
  - Burning snags allowed to burn.
  - Burning or partially burned live and dead trees.
  - Unburned fuel between you and the fire.
  - Identify hazard trees with either an observer, flagging, and/or glow-sticks.

- Be constantly aware of the surroundings, of expected fire behavior, and possible fire perimeter one or two days hence.

Fire Lining Phase

- Select tactics, tools, and equipment that least impact the environment.

- Give serious consideration to use of water or foam as a firelining tactic (fireline constructed with nozzle pressure, wetlining).

- In light fuels, consider:
  - Cold trail line.
  - Allowing fire to burn to natural barrier.
  - Consider burn out and use of "gunny" sack or swatter.
  - Constantly re-checking cold-trailed fireline.
  - If constructed fireline is necessary, use minimum width and depth to check fire spread.

- In medium/heavy fuels, consider:
  - Use of natural barriers and cold-trailing.
  - Cooling with dirt and water, and cold trailing.
  - If constructed fireline is necessary, use minimum width and depth to check fire spread.
  - Minimize bucking to establish fireline; preferably move or roll downed material out of the intended constructed fireline area. If moving or rolling

out is not possible, or the downed log/bole is already on fire, build line around and let material be consumed.

- Aerial fuels–brush, trees, and snags:
  - ➢ Adjacent to fireline: limb only enough to prevent additional fire spread.
  - ➢ Inside fireline: remove or limb only those fuels which if ignited would have potential to spread fire outside the fireline.
  - ➢ Cut brush or small trees necessary for fireline construction flush to the ground.

- Trees, burned trees, and snags:
  - ➢ Minimize cutting of trees, burned trees, and snags.
  - ➢ Do not cut live trees, unless determined they will cause fire spread across the fireline or seriously endanger workers. Cut stumps flush with the ground.
  - ➢ Scrape around tree bases near fireline if hot and likely to cause fire spread.
  - ➢ Identify hazard trees with either an observer, flagging and/or glow-sticks.

- When using indirect attack:
  - ➢ Do not fall snags on the intended unburned side of the constructed fireline, unless they are an obvious safety hazard to crews.
  - ➢ On the intended burn-out side of the line, fall only those snags that would reach the fireline should they burn and fall over. Consider alternative means to falling (i.e. fireline explosives, bucket drops).

Mopup Phase
- Consider using "hot-spot" detection devices along perimeter (aerial or hand-held).

- Light fuels:
  - ➢ Cold-trail areas adjacent to unburned fuels.
  - ➢ Do minimal spading; restrict spading to hot areas near fireline.
  - ➢ Use extensive cold-trailing to detect hot areas.

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- Medium and heavy fuels:
  - ➢ Cold-trail charred logs near fireline; do minimal scraping or tool scarring.
  - ➢ Minimize bucking of logs to check for hot spots or extinguish fire: preferably roll the logs and extinguish the fire.
  - ➢ Return logs to original position after checking or ground is cool.
  - ➢ Refrain from making boneyards: burned/partially burned fuels that were moved would be arranged in natural position as much as possible.
  - ➢ Consider allowing larger logs near the fireline to burn out instead of bucking into manageable lengths. Use a lever, etc. to move large logs.

- Aerial fuels–brush, small trees and limbs:

➢ Remove or limb only those fuels which if ignited have potential to spread fire outside the fireline.

▪ Burning trees and snags:
  ➢ First consideration is to allow a burning tree/snag to burn itself out or down (ensure adequate safety measures are communicated).
  ➢ Identify hazard trees with either an observer, flagging, and/or glow-sticks.
  ➢ If burning tree/snag poses serious threat of spreading firebrands, extinguish fire with water or dirt. Felling by chainsaw will be last means.
  ➢ Consider falling by blasting, if available.
  ➢ Be particularly cautious when working under snags that may pose a hazard.

Camp Sites and Personal Conduct
▪ Use existing campsites if available.

▪ If existing campsites are not available, select campsites that are unlikely to be observed by visitors/users.

▪ Select impact-resistant sites such as rocky or sandy soil, or openings within heavy timber. **Avoid** camping in meadows, along streams or shores.

▪ Change camp location, if ground vegetation in and around the camp shows signs of excessive use.

▪ Do minimal disturbance to land in preparing bedding and campfire sites. Do not clear vegetation or do trenching to create bedding sites.

▪ Toilet sites should be located a minimum of 200 feet from water sources. Holes should be dug 6-8 inches deep. (Use portable toilets whenever possible.)

▪ Select alternate travel routes between camp and fire if trail becomes excessive.

▪ Evaluate coyote camps versus fixed camp site in sensitive areas.

Restoration of Fire Suppression Activities
▪ Firelines:
  ➢ After fire spread has stopped and lines are secured, fill in deep and wide firelines and cut trenches.
  ➢ Waterbar, as necessary, to prevent erosion, or use wood material to act as sediment dams.
  ➢ Ensure stumps from cut trees/large size brush are cut flush with ground.
  ➢ Camouflage cut stumps, if possible.

> Any trees or large size brush cut during fireline construction should be scattered to appear natural.

- Camps:
  > Restore campsite to natural conditions as much as possible.
  > Scatter fireplace rocks, charcoal from fire; cover fire ring with soil; blend area with natural cover.
  > Pack out all garbage and unburnables.

- General:
  > Remove all signs of human activity (flagging, litter, etc.).
  > Restore helicopter landing sites.
  > Fill in and cover latrine sites.

Work/Rest Guidelines

Management of crew, overhead, and support personnel rest to assure safe, productive fire suppression is the responsibility of all supervisory fire management personnel. (Refer to Chapter 4, Safety, and the *NWCG Interagency Incident Business Management Handbook*, PMS 902, NFES 2160).

Rehabilitation

Fire damages resulting from wildland fires take two forms: suppression damages and resource damages. Suppression action damages may be the result of suppression operations; resource damages are a result of the fire itself as related to the damage to the natural resource.

Rehabilitation involves short-term actions (usually 0-6 months) to stabilize a burned area and mitigate suppression damages. This includes replacing equipment, infrastructure, buildings, or facilities damaged or destroyed by a **suppression action**. Immediate rehabilitation to prevent further land degradation or resource loss, or to ensure safety, may be carried out as part of the incident.

11 Post-incident rehabilitation actions must be specified in a rehabilitation plan approved by the director. Rehabilitation needs should be considered for each fire, and plans prepared for fires requiring complex rehabilitation efforts.

Incident Status Reporting

The status of the incident must be reported at least once every 24 hours. The agency administrator may require additional reporting times. Incident status is reported on the Incident Status Summary (ICS-209) or an Intelligence Summary, depending on local dispatch or geographical coordination center requirements. Time frames should meet local, GACC, and NIFC requirements.

Release of Teams

The release of an IMT is basically the reverse of the transition to the IMT from extended attack. The agency administrator must approve the date and time. The incoming IMT should have adequate rest prior to assuming control of the incident.

The outgoing team should start phasing in the local team as soon as demobilization begins. The outgoing team should not be released from the incident until agreed upon objectives are met and fire management activity is at the level and workload a local team can reasonably assume:

- Fire must be controlled or contained.

- Most line personnel and resources not needed for patrol and mopup are released.

- Incident base shut down, reduced, or in the process.

- Planning Section Chief has prepared a draft of the fire narrative for the close-out debriefing.

- Finance/Administration Section Chief should have most known finance problems resolved. Contact made with local unit administrative personnel to hand over incident finance package.

- Resource rehabilitation work completed or done to local unit's satisfaction.

- Overhead performance ratings are completed.

- Incident close-out debriefing with agency administrator. (The IMT should have a closed debriefing session prior to meeting with agency administrator.)

- Agency administrator(s) or representatives should debrief team and prepare evaluation as soon as possible after release.

Should an IMT be assigned to a fire and portions of the above procedures cannot be followed due to emergency conditions or other problems, the assigned IC and staff will work with members of the local unit to obtain information to make the transition period effective and organized.

Team Evaluation

The agency administrator must complete a written evaluation of the IMT. This evaluation should **not** be completed at the closeout review; instead, it should be completed after sufficient time has elapsed so that incident costs, claims,

demobilization, and rehabilitation are essentially complete and can be thoroughly evaluated.

This delay in preparing the written evaluation will also provide the agency administrator with the opportunity to evaluate the IMT's effectiveness with cooperating agencies, the media, and neighbors. However, the written evaluation must be completed within six months after demobilization of the IMT.

The delegation of authority, the WFSA, and agency administrator's direction shall serve as the primary standards against which the IMT is evaluated.

The agency administrator will provide a copy of the evaluation to the incident commander, SFMO, and retain a copy for the final fire package.

The SFMO will review all evaluations and will be responsible for providing a copy of evaluations documenting superior or deficient performance to the geographic area board managing the IMT. The SFMO will confer with the Office of Fire and Aviation regarding performance evaluation prior to submission to the geographic area coordination center.

Other factors to consider in a written evaluation of an IMT are:
- Orderly transition; local unit to team/team to local unit.

- Human resource management.

- Personnel safety records.

- Fiscal performance compared to WFSA predictions.

- Accountability and control of property.

- Documentation of fire costs.

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- Completeness of claims investigations/documentation.

- Media relations.

- Interaction with cooperative agencies/local unit staff/neighbors/support units.

- Completeness of financial and payment documentation.

- Effectiveness of suppression damage rehabilitation.

- Orderly demobilization.

- Completeness of final fire package.

Interagency Incident Team Evaluation

Team IC:		Type:	
Incident:		Fire Number:	

1	Did the Team accomplish the objectives described in the Wildland Fire Situation Analysis (WFSA), the Delegation of Authority, and the Agency Administrator Briefing (if available)?
	Yes ☐ No ☐

2	Was the Team cost effective in their management of the Incident?
	Yes ☐ No ☐

3	Was the Team sensitive to resource limits and environmental concerns?
	Yes ☐ No ☐

4	Was the Team sensitive to political and social concerns?
	Yes ☐ No ☐

5	Was the Team professional in the manner which they assumed management of the incident, managed the total incident, and returned it to the hosting agency?				
		Yes		No	

6	Did the Team anticipate and respond to changing conditions in a timely and effective manner?				
		Yes		No	

7	Did the Team place the proper emphasis on safety?				
		Yes		No	

8	Did the Team activate and manage the demobilization in a timely, cost-effective manner?				
		Yes		No	

9	Did the Team attempt to use local resources and trainees, and closest available forces to the extent practical?				
		Yes		No	

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10	Was the IC an effective manager of the Team and its activities?

	Yes		No	

11	Was the IC obviously in charge of the Team and incident? Was the IC performing a leadership role?

	Yes		No	

12	Was the IC aggressive in assuming responsibility for the incident and initiating action?

	Yes		No	

13	Did the IC express a sincere concern and empathy for the hosting unit and local conditions?

	Yes		No	

14	Other comments:

Agency Administrator or Agency Representative:		Date:
Incident Commander:		Date:

Off-site Coordination & Support

Initial Action Dispatch

This includes normal dispatching operations on initial actions using existing available resources.

Expanded Dispatch

As incidents develop and/or numbers of wildland fires increase, it is necessary to expand day-to-day coordination organizations. Coordinators are added to handle requests for personnel, equipment and supplies, aircraft, etc. This allows initial action dispatchers to concentrate on new starts.

- An operations center may be set up for expanded dispatch.

- The center coordinator facilitates accomplishments of goals and direction of the agency administrator and, when in place, the MAC group. The individual filling of the position is key, and depending on the complexity of the situation, may be filled by the person normally managing the day-to-day operations of the center or an individual from a higher level of management. The center coordinator is responsible for:
  - ➤ Filling and supervising necessary positions, as needed, in accordance with coordination complexity.
  - ➤ Implementing decisions made by the MAC group.

- Facilities and equipment for an expanded dispatch organization should be pre-identified, procured, and available for immediate setup. The following key items should be provided for:
  - ➤ Work space separate from, but accessible to, the initial attack organization.
  - ➤ Adequate office space (lighting, heating, cooling, security).
  - ➤ Communications equipment (telephone, fax, computer hardware with adequate data storage space, priority use, and support personnel).
  - ➤ Area suitable for briefings (agency administrators, media).
  - ➤ Timetable/schedule should be implemented and adhered to (operational period changes, briefings, strategy meetings).

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Buying/Payment Teams

Buying Teams and Administrative Payment Teams may be resource ordered when incident support requirements exceed local unit capacity. These teams report to the agency administrator or other designated personnel (e.g. local unit administrative officer).

Multi-agency Coordination Group (MAC)

A MAC group is activated by the agency administrator when requests exceed or may exceed the number of available resources. Normally, this will occur when a number of jurisdictions are involved; local resources are heavily supporting an effort; there is a significant impact due to the commitment of local resources.

A MAC group can be activated to provide staff support to the land manager when only one agency has incident(s). The MAC group is made up of agency representatives who are fully authorized to commit agency resources and funds. They, as a group, prioritize incidents and allocate scarce resources based on resource requests and availability, policies and agreements, and situation status.

In order to make knowledgeable decisions, the group is supported by situation and resource status coordinators who collect and assemble data through normal coordination channels. MAC group direction is carried out through expanded dispatch organizations.

- MAC groups may be activated at one or several levels (local, state/region, and national).

- A MAC group and supporting organization would normally be activated when the character and intensity of the emergency situation significantly impacts or involves other agencies. At this point, agency representatives are brought together and briefed so they can relieve the expanded dispatch organization making key decisions regarding the sharing and use of critical resources.

- MAC group and support organization – Positions, units and support personnel are activated depending on the complexity of the involvement.

- MAC organization relationships – A MAC organization represents the agencies from which it is composed. The flow of information is from MAC through the expanded or normal dispatch channels. The organization does not operate directly with the incident command or area command who have responsibility for the management of the on-the-ground incident organizations.

- MAC functions – Activation of a MAC group improves interagency coordination at top management levels and provides for allocation and timely commitment of multi-agency emergency resources on any incident. Participation by multiple agencies in the MAC effort will improve:
  - Overall situation status information.
  - Incident priority determination.
  - Resource acquisition or allocation.
  - State, federal disaster coordination.
  - Political interfaces.
  - Overall coordinated information provided to the media and agencies involved.

The agency representatives should be fully authorized to represent their agency. Their functions are to:
- ➢ Ensure that the collective situation and resource status is provided and current, by agency.
- ➢ Prioritize incidents.
- ➢ Determine specific resource requirements, by agency.
- ➢ Determine resources availability by agency (available for out-of-jurisdiction assignment) and the need for providing resources in a mobilization center.
- ➢ Determine need and designate mobilization and demobilization centers.
- ➢ Allocate scarce/limited resources to incidents based on priorities.
- ➢ Anticipate future resource needs.
- ➢ Review policies/agreements for resources allocations.
- ➢ Review need for other agency involvement.
- ➢ Provide necessary liaison with out-of-area facilities and agencies, as appropriate.
- ➢ Critique and recommend improvements.

▪ MAC group coordinator – the MAC group coordinator facilitates organizing and accomplishing the mission, goals, and direction of the MAC group. The position provides expertise on the functions of a MAC organization and the proper relationships with dispatch centers and incidents.
- ➢ Fill and supervise necessary unit and support positions, as needed, in accordance with coordination complexity.
- ➢ Arrange for and manage facilities and equipment necessary to carry out the MAC group functions.
- ➢ Facilitate the MAC group decision process by ensuring the development and display of information that will assist agency representatives in keeping abreast of the total situation. Provide the data necessary for astute priority setting and allocation of resources.
- ➢ Implement decision made by MAC group.

▪ MAC group agency representatives – The MAC group is made up of top management level personnel from those agencies who have jurisdictional responsibility and those who are heavily supporting the effort or may be significantly impacted by the lack of local resources.

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