Chapter 11
Incident Management

National Interagency Incident Management System (NIIMS)
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 L
& M). Units may develop their own Complexity Analysis format to replace
Appendix M. 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.

Fire Management Organization Assessment
The Fire Management Organization Assessment is a short checklist that Agency
Administrators may use to identify conditions associated with heavy fire activity
that may overload the local fire staff, reducing its effectiveness to manage the
situation. Identifying these conditions may help the Agency Administrator
determine whether increasing staffing levels might be an appropriate action to
take. See Appendix V.

Incident Management and Coordination Components of NIIMS

Effective incident management requires:

- Command Organizations to manage on-site incident operations.
- Coordination and Support Organizations to provide direction and supply 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	Local, Geographic, or National
Type 1 Incident Command	Geographic and National
Fire Use Management Teams	Coordination Centers
Unified Command	Multi-Agency Coordinating Groups
Area Command	

Command Organization

Incident Command

All fires, regardless of complexity, will have an Incident Commander (IC). The IC is a single individual responsible to the Agency Administrator(s) for all incident activities; including the development of strategies and tactics, and the ordering, deployment, and release of resources. The IC develops the organizational structure necessary to manage the incident. ICS Command Staff (Safety Officer and Information Officer) and General Staff (Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance Section Chief) are established as required to perform key functional responsibilities for the IC.

- *FS - Agency Administrator will meet annually with Type 3, 4, 5 ICs to communicate expectations for IC performance in critical phases in wildland fire suppression.*
- *FS - Ensure that ICs on Type 1, 2 and 3 wildland fires have no concurrent incident management positions as a collateral duty.*

Type 4 and 5 Incident Command

Type 4 and 5 Incident Commanders (ICs) are qualified according to the *NWCG Wildland and Prescribed Fire Qualifications System Guide (National Fire Equipment System publication 310-1).* The Type 4 or 5 IC may assign personnel to any combination of ICS functional area duties in order to operate safely and effectively. ICS functional area duties should be assigned to the most qualified or competent individuals available.

Type 5 Incident Characteristics
- Ad hoc organization managed by a Type 5 Incident Commander.
- Primarily local resources used.
- ICS command and general staff positions are not activated.
- Resources vary from two to six firefighters.
- 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 not usually required.

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

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

As an incident escalates, a continuing assessment of the complexity level should be completed to validate the continued ICT3 effort or the need for a higher level of incident management.

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

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 3
Safety	Safety Officer
Information	Information Officer
Operations	Strike Team Leader or Task Force Leader
Division	Single Resource Boss
Logistics	Local entities can establish level of skill to perform function.
Plans	Local entities can establish level of skill to perform function.
Finance	Local entities can establish level of skill to perform function.

- *FS - Refer to FSM 5109.17 for Additional standards for Incident Commander, Safety Officer, and Information Officer. All other Type 3 position qualifications are identical to 310-1 qualifications listed above.*

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

Type 3 Incident Characteristics
- Ad hoc or pre-established Type 3 organization managed by a Type 3 Incident Commander.
- The IC develops the organizational structure necessary to manage the incident. Some or all of ICS functional areas are activated, usually at the division/group supervisor and/or unit leader level.
- The Incident Complexity Analysis process is formalized and certified daily with the jurisdictional agency. 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.
- Local and non-local resources used.
- Resources vary from several resources to several task forces/strike teams.
- May be divided into divisions.
- May require staging areas and incident base.
- May involve low complexity aviation operations.
- May involve multiple operational periods prior to control, which may require a written Incident Action Plan (IAP).
- Documented operational briefings will occur for all incoming resources and before each operational period. Refer to the *Incident Response Pocket Guide* or Appendix F for Briefing Checklist.

- Type 3 IC will not serve concurrently as a single resource boss or have any non incident related responsibilities.

Type 1 and 2 Incident Command

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

Type 2 Incident Characteristics

Type 2 teams are managed by Geographic Area Multi-Agency Coordinating Groups, and are coordinated by the Geographic Area Coordination Centers.

- Pre-established incident management team managed by Type 2 Incident Commander.
- ICS command and general staff positions activated.
- Many ICS functional units required and staffed.
- Geographic and functional area divisions established.
- Complex aviation operations involving multiple aircraft.
- Incident command post, base, camps, staging areas established.
- Incident extends into multiple operational periods.
- Written incident action plan required for each operational period.
- Operations personnel often exceed 200 per operational period and total personnel may exceed 500.
- Requires a Wildand Fire Situation Analysis (WFSA).
- Requires a written Delegation of Authority to the Incident Commander.

Type 1 Incident Characteristics

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

- Pre-established incident management team managed by Type 1 Incident Commander.
- ICS command and general staff positions activated.
- Most ICS functional units required and staffed.
- Geographic and functional area divisions established.
- May require branching to maintain adequate span of control.
- Complex aviation operations involving multiple aircraft.
- Incident command post, incident camps, staging areas established.
- Incident extends into multiple operational periods.
- Written incident action plan required for each operational period.
- Operations personnel often exceed 500 per operational period and total personnel may exceed 1000.

- Requires a Wildland Fire Situation Analysis. (WFSA)
- Requires a written Delegation of Authority to the Incident Commander.

Fire Use Management Teams (FUMT)

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

- Incident Commander Type 2   (ICT2)
- Safety Officer 2   (SOF2)
- Information Officer 2   (IOF2)
- 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

Area Command

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

Area Command Functions

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

Area Command Teams

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

- Area Commander (ACDR)
- Assistant Area Commander, Planning (AAPC)
- Assistant Area Commander, Logistics (AALC)
- Area Command Aviation Coordinator (ACAC)

- Area Command Trainees (2, as identified by the Area Commander)

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

Unified Command

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

Advantages of Unified Command are:

- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All involved agencies have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.

Coordination and Support Organizations

Initial Attack Dispatch

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

Expanded Dispatch

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

Expanded Dispatch Organization

An Expanded Dispatch operations center may be established. The Expanded Dispatch coordinator facilitates accomplishment of goals and direction of the Agency Administrator and, when activated, the Multi Agency Coordinating

Group. The position 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 Expanded Dispatch center coordinator is responsible for:

- Filling and supervising necessary positions, if they are necessary, in accordance with coordination complexity.
- Implementing decisions made by the Multi-Agency Coordination (MAC) group.

Expanded Dispatch Facilities and Equipment

Expanded Dispatch facilities and equipment 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).
- A completed and authorized Continuation of Operations Plan (COOP).
- Qualified personnel on site to staff operations for the entire operational period.

Buying/Payment Teams

Buying/Payment Teams support incidents by procuring services and supplies and renting land and equipment. These teams may be ordered when incident support requirements exceed local unit capacity. These teams report to the agency administrator or the local unit administrative officer. See the *Interagency Incident Business Management Handbook* for more information.

Multi-Agency Coordination (MAC) Group

Multi-Agency Coordination Groups are part of the National Interagency Incident Management System (NIIMS) and are an expansion of the off-site coordination and support system. MAC Groups are activated by the Agency Administrator(s) when the character and intensity of the emergency situation significantly impacts or involves other agencies. A MAC Group may be activated to provide support when only one agency has incident(s). The MAC group is made up of agency representatives who are delegated authority by their respective Agency Administrators to make agency decisions and to commit agency resources and funds. The MAC Group relieves the incident support organization (dispatch, expanded dispatch) of the responsibility for making key decisions regarding prioritization of objectives and allocation of critical resources. The MAC Group makes coordinated Agency Administrator level decisions on issues that affect multiple agencies. The MAC Group is supported

by situation, resource status, and intelligence units who collect and assemble
data through normal coordination channels.

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

MAC Group Activation Levels
MAC groups may be activated at the local, state, regional, or national level.
National level and Geographic Area level MAC Groups should be activated in
accordance with the preparedness levels criteria established in the National and
Geographic Area Mobilization Guides.

MAC Group Coordinator
The MAC Group coordinator facilitates organizing and accomplishing the
mission, goals, and direction of the MAC group. The MAC Group coordinator:
- Provides expertise on the functions of the MAC Group and on the proper
  relationships with dispatch centers and incident managers.
- Fills and supervises necessary unit and support positions as needed, in
  accordance with coordination complexity.
- Arranges for and manages facilities and equipment necessary to carry out
  the MAC group functions.
- Facilitates the MAC group decision process. Implements decisions made
  by MAC group.

MAC Group Functions
Activation of a MAC Group improves interagency coordination and provides for
allocation and timely commitment of multi-agency emergency resources.
Participation by multiple agencies in the MAC effort will improve:
- Overall situation status information.
- Incident priority determination.
- Resource acquisition and allocation.
- State and Federal disaster coordination.
- Political interfaces.
- Consistency and quality of information provided to the media and involved
  agencies.
- Anticipation of future conditions and resource needs.

Managing the Incident

Agency Administrator Responsibilities

The Agency Administrator (AA) manages the land and resources on their organizational unit according to the established land management plan. Fire management is part of that responsibility. The AA establishes specific performance objectives for the Incident Commander (IC), and delegates the authority to the IC to take specific actions to meet those objectives. AA responsibilities to a Type 1 or 2 Incident Management Team (IMT) or Fire Use Management Team (FUMT) include:

- Conduct an initial briefing to the Incident Management (Appendix D).
- Provide an approved and certified Wildland Fire Situation Analysis (WFSA) or Wildland Fire Implementation Plan (WFIP). The WFSA is validated daily and the WFIP is validated as required.
- Complete an Incident Complexity Analysis (Appendix L or M) to accompany the WFSA.
- Issue a written Delegation of Authority (Appendix R) to the Incident Commander and to other appropriate officials (Agency Administrator Representative, Resource Advisor, and Incident Business Advisor). For Type 3, 4, or 5 Incidents, delegations may be written or oral. The delegation should:
  - ➤ State specific and measurable objectives, priorities, expectations, constraints, and other required direction.
  - ➤ Establish the specific time for transfer of command.
  - ➤ Assign clear responsibilities for initial attack.
  - ➤ Define your role in the management of the incident.
  - ➤ Assign a resource advisor(s) to the IMT.
  - ➤ Define public information responsibilities.
  - ➤ If necessary, assign a local government liaison to the IMT.
  - ➤ Assign an Incident Business Advisor (IBA) to provide incident business management oversight commensurate with complexity.
  - ➤ Direct IMT to address rehabilitation of areas affected by suppression activities.
- Coordinate Mobilization with the Incident Commander:
  - ➤ Negotiate filling of mobilization order with the IC.
  - ➤ Establish time and location of Agency Administrator briefing.
  - ➤ Consider approving support staff additional to the IMT as requested by the IC.
  - ➤ Consider authorizing transportation needs as requested by the IC.

A website for agency administrators managing a large fire incident in which a team will be assigned is located at:
http://www.fs.fed.us/r3/fire/swamgmt/admin/aa_guidelines/swa_aa_guidelines.htm.

Agency Administrator Representative Responsibilities

The Agency Administrator Representative (the on-scene Agency Administrator) is responsible for representing the political, social, and economic issues of the Agency Administrator to the Incident Commander. This is accomplished by participating in the Agency Administrator briefing, in the IMT planning and strategy meetings, and in the operational briefings. Responsibilities include representing the Agency Administrator to the IMT regarding:

- Compliance with the Delegation of Authority and the WFSA.
- Public Concerns (air quality, road or trail closures, smoke management, threats)
- Public Safety (evacuations, access/use restrictions, temporary closures)
- Public Information (fire size, resources assigned, threats, concerns, appeals for assistance)
- Socioeconomic, Political, or Tribal Concerns
- Land and Property Ownership Concerns
- Interagency and Inter-governmental Issues
- Wildland Urban Interface Impacts
- Media Contacts

Resource Advisor Responsibilities

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

- Rehabilitation requirements and standards
- Land Ownership
- Hazardous Materials
- Fuel Breaks (locations and specifications)
- Water Sources and Ownership
- Critical Watersheds
- Critical Wildlife Habitat
- Noxious Weeds
- Special Status Species (threatened, endangered, proposed, sensitive)
- Fisheries
- Poisonous Plants, Insects, and Snakes
- Mineral Resources (oil, gas, mining activities)
- Archeological Site, Historic Trails, Paleontological Sites
- Riparian Areas
- Military Issues
- Utility Rights-of-way (power, communication sites)
- Native Allotments
- Grazing Allotments

- Recreational Areas
- Special Management Areas (Wilderness Areas, Wilderness Study Areas, Recommended Wilderness, National Monuments, National Conservation Areas, National Historic Landmarks, Areas Of Critical Environmental Concern, Research Natural Areas, Wild And Scenic Rivers)

The Resource Advisor and Agency Administrator Representative positions are generally filled by local unit personnel. These positions may be combined and performed by one individual. Duties are stated in the *Resource Advisor's Guide for Wildland Fire* (NWCG PMS 313, NFES 1831, Jan 2004).

Transfer of Command

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

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

Release of Teams

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

- Remaining organizational needs and structure
- Tasks or work to be accomplished
- Communication systems and radio frequencies
- Local safety hazards and considerations
- Incident Action Plan, including remaining resources and weather forecast
- Facilities, equipment, and supply status
- Arrangement for feeding remaining personnel
- Financial and payment processes needing follow-up
- Complexity Analysis

Team Evaluation

At completion of assignment, Incident Commanders will receive a written performance evaluation from the Agency Administrators prior to the teams release from the incident. Certain elements of this evaluation may not be able to be completed at the closeout review. These include; accountability and property control; completeness of claims investigation/documentation; and completeness of financial and payment documentation. The final evaluation incorporating all of the above elements should be sent to the Incident Commander within 60 days. See Appendix U for the IMT evaluation form.

The Delegation of Authority, the WFSA, and Agency Administrator's direction will serve as the primary standards against which the IMT is evaluated.

The Agency Administrator will provide a copy of the evaluation to the IC, the state/regional FMO, and retain a copy for the final fire package.

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

Financial Records

The ordering host unit will be responsible for retaining the incident documentation package and financial records.

Post Fire Activities

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

Damages resulting from wildland fires are addressed through four activities:

- **Fire Suppression Activity Damage Repair -** Planned actions taken to repair the damages to resources, lands, and facilities resulting from wildfire suppression actions and documented in the Incident Action Plan. These actions are usually implemented immediately after containment of the fire by the Incident Management Team before demobilization.
- **Emergency Stabilization -** Planned actions to stabilize and prevent unacceptable degradation to natural and cultural resources, to minimize threats to life or property resulting from the effects of a fire, or to repair/replace/construct physical improvement necessary to prevent degradation of land or resources. Emergency stabilization actions must be taken within one year following containment of a wildland fire and documented in a Burned Area Emergency Stabilization Plan.
- **Rehabilitation -** Efforts taken within three years of containment of a wildland fire to repair or improve fire-damaged lands unlikely to recover

naturally to management approved conditions, or to repair or replace minor facilities damaged by fire. These efforts are documented in a separate Rehabilitation Plan.

- **Restoration -** The continuation of rehabilitation beyond the initial three years or the repair or replacement of major facilities damaged by the fire.

Burned Area Emergency Response (BAER) Teams

BAER Teams are a standing or ad hoc group of technical specialists (e.g., hydrologists, biologists, soil scientists, etc.) that develop and may implement portions of the Burned Area Emergency Stabilization Plans. They will meet the requirements for unescorted personnel found in Chapter 06 under "Visitors to the Fireline" when working within the perimeter of an uncontrolled fire. The team's skills and size should be commensurate with the size and complexity of the fire.

- It is the Agency Administrator's (not the Incident Commander's) responsibility to designate an interdisciplinary BAER team. However, BAER teams must coordinate closely with IC and Incident Management teams to work safely and efficiently. Initial requests for funding for BAER should be submitted to the appropriate Agency Administrator for approval within 7 calendar days after the total containment of the fire. If additional time is needed, extensions may be negotiated with those having approval authority.

- *DOI - The Department of the Interior maintains one standing National BAER Team with pre-identified positions listed in the National Interagency Mobilization Guide and are comprised of personnel from the Bureau of Indian Affairs, Bureau of Land Management, National Park Service, Fish and Wildlife Service, and Forest Service. The DOI-BAER Team is dispatched by the National Interagency BAER Team Dispatch Prioritization Criteria Evaluation. The DOI-BAER Teams should be requested at least 10 days prior to expected date of fire containment.*

- *FS - The Forest Service utilizes BAER Teams through a pool of resources with the skills identified by the receiving unit. When needed, BAER personnel from other units can either be contacted directly or through dispatch. Placing a general fire resource order for BAER team members via dispatch is not appropriate for ad hoc Forest Service teams. See FSM 2523 and FSH 2509.13 for agency specific policy and direction for BAER team.*

Cost Containment

The primary criteria for choosing suppression strategies are to minimize costs without compromising safety. Planned and actual suppression costs must be commensurate with the values to be protected. They must be included and displayed in the Wildland Fire Situation Analysis. Even though resource benefits may result in some areas of a fire, it is inappropriate to expend suppression dollars with the explicit objective of achieving resource benefit. Indirect containment strategies are appropriate only if they are the safest or least

cost option. Selection of these strategies must be carefully scrutinized when fire
danger trends are rising. Long duration wildfires need to be closely evaluated
by cost containment teams to ensure that operations are not occurring beyond
the point of diminishing returns.

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

A National Cost Oversight Team will be assigned to a fire with suppression
costs of more than $5 million. This team will include a Line Officer (team
lead), Incident Business Specialist, Incident Management Team Specialist, and a
Financial Specialist. The team lead and the receiving Agency Administrator can
agree to add team members as needed to address issues specific to the incident,
i.e., aviation, personnel, or contracting specialists.

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

Wildland Fire Use
Agencies may apply this strategy in managing wildland fires for resource
benefit. An approved Fire Management Plan (FMP) is required. This plan
identifies specific resource and fire management objectives, a predefined
geographic area, and prescriptive criteria that must be met.

A Wildland Fire Implementation Plan (WFIP) will be completed for all wildland
fires that are managed for resource benefit. This is an operational plan for
assessing, analyzing, and selecting strategies for wildland fire use. It is
progressively developed and documents appropriate management responses for
any wildland fire managed for resource benefits. The plan will be completed in
compliance with the guidance found in the *Wildland Fire Use, Implementation
Procedures Reference Guide, May 2005*.
A WFIP consists of three distinct stages:
- **Stage I -** The initial fire assessment, or size-up, is the preliminary
  information gathering stage. It compares current information to
  established prescription criteria found in the FMP. This is an initial
  decision making tool which assists managers in classifying fires for
  resource benefit or suppression actions. Components include: Strategic
  Fire Size-Up, Decision Criteria Checklist, Management Actions, and
  Periodic Fire Assessment.
- **Stage II -** Defines management actions required in response to a changing
  fire situation as indicated by monitoring information and the periodic fire
  assessment from Stage I. This stage is used to manage larger, more active
  fires with greater potential for geographic extent than Stage I. Components

include: Objectives, Fire Situation, Management Actions, Estimated
Costs, and Periodic Fire Assessment.
- **Stage III -** Defines management actions required in response to an
  escalating fire situation, potential long duration, and increased need for
  management activity, as indicated by the periodic assessment completed in
  Stage II. Components include: Objectives and Risk Assessment
  Considerations, Maximum Manageable Area Definition and Maps,
  Weather Conditions and Drought Prognosis, Long-term Risk Assessment,
  Threats, Monitoring Actions, Mitigation Actions, Resources Needed to
  Manage the Fire, Contingency Actions, Information Plan, Estimated Costs,
  Post-burn Evaluation, Signatures and Date, and Periodic Fire Assessment.

WFIP Completion Timeframes	
WFIP Stage	Maximum Completion Timeframe
Stage I	8 hours after confirmed fire detection and Strategic Fire Size-Up.
Stage II	48 hours after need indicated by Planning Needs Assessment.
Stage III	7 days after need indicated by Planning Needs Assessment
Periodic Fire Assessment	As part of all stages and on assigned frequency thereafter.

- *NPS - Wildland Fire Use Program Oversight. Regional office fire
  management officers are responsible for appraising and surveying all
  wildland fire use activities within their region. The regional office fire
  staff will review implementation plans for fires with a Complex Rating.
  Direct contact with parks may be necessary in order to stay apprised of
  complex situations. On rare occasions, circumstances or situations may
  exist which require the regional director to intervene in the wildland fire
  use decision process.*
- *NPS - Review by the regional fire management officer or acting is
  mandatory for Wildland Fire Implementation Plans with a projected cost
  of greater than $500,000. Review by the NPS National Fire Management
  Officer at NIFC, or Acting, is mandatory for Wildland Fire Implementation
  Plans with a projected cost of greater than $1,000,000.*

Incident Status Reporting

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

Large fires are classified as 100 acres or larger in timber fuel types, 300 acres or
larger in grass fuel types, or when a Type 1 or 2 Incident Management Team is
assigned. A report should be submitted daily until the incident is contained.
The Agency Administrator may require additional reporting times. Refer to
local, zone, and/or GACC guidance for additional reporting requirements.