

Chapter 11 Incident Management

A. Policy

1. Incident Command System (ICS)

It is agency policy to use the 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, measurable objectives will be provided to the incoming IC.

2. Incident Commanders

All fires, regardless of size, have an Incident Commander (IC)- a single individual responsible to the agency administrator for all incident command level functions and incident activities.

A complex of fires, defined as two or more individual incidents in close proximity, may be assigned a single IC or unified command to facilitate management.

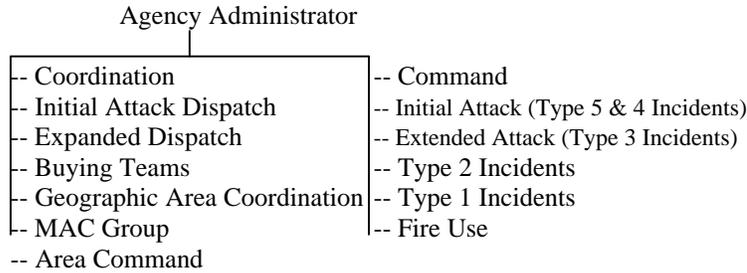
Agency administrators and or ICs have the authority to supercede cultural, natural resource considerations and constraints to provide for the safety of firefighters, other personnel, and the public.

3. USFS- Agency administrator will meet annually with Type 3, 4, 5 ICs to communicate expectations for IC performance in critical phases in wildland fire suppression.

4. USFS- Ensure that ICs on Type 1, 2 and 3 wildland fires have no concurrent incident management positions as a collateral duty.

B. Incident Management Organizations

To effectively manage an incident requires two types of organizations. It requires a command organization to manage the incident on site and a coordination and support organization to supply direction and resources.



C. Types of Command Organizations**1. Initial Attack****a. Type 5 Incident**

- 1) Resources required are local and typically vary from two to six firefighters.
- 2) The incident is generally contained within the first burning period and often within a few hours after resources arrive on scene.

b. Type 4 Incident

- 1) Command staff and general staff functions are not activated.
- 2) Resources are local and vary from a single module to several resources.
- 3) The incident is usually limited to one operational period in the control phase.
- 4) No written incident action plan (IAP) is required. However, a documented operational briefing will be completed for all incoming resources (See page 11-17).

2. Extended Attack**a. Type 3 Incident**

- 1) Resources are usually local and some or all of the command and general staff positions may be activated, usually at the division/group supervisor and/or unit leader level. Units may have a predetermined Type 3 organization designated.
- 2) Type 3 organizations manage initial attack fires with a significant number of resources, an extended attack fire until containment/control is achieved, or an escaped fire until a Type 1 or 2 team assumes command.
- 3) Initial briefing and closeout are more formal.
- 4) Resources vary from several resources to several task forces/strike teams.
- 5) The incident may be divided into divisions.
- 6) The incident may involve multiple operational periods prior to control, which may require a written Incident Action Plan (IAP).
- 7) A documented operational briefing will be completed for all incoming resources, and before each operational period. Refer to *Incident Response Pocket Guide* for outline.
- 8) Staging areas and a base may be used.
- 9) By completing an Incident Complexity Analysis, a fire manager can assess the hazards and complexities of an incident and determine the specific positions needed (e.g., if sensitive public/media relationships are evident, then an information officer should be ordered as part of the team).

- 10) When using a Type 3 organization or incident command organization, a manager must avoid using them beyond the Type 3 complexity level.
- 11) A Type 3 IC will not serve concurrently as a single resource boss.

3. Incident Management Teams

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).

a. Type 2 Incident

- 1) A Type 2 team can be ordered in a short or long configuration. The national standard configuration is the same for all teams. GACCs may adjust the makeup of teams for use in their areas.
- 2) The incident extends into multiple operational periods.
- 3) Operations personnel often exceed 200 per operational period and total personnel will usually exceed 500 (numbers are guidelines only).
- 4) A written action plan is required for each operational period.
- 5) Many of the functional units are needed and staffed.
- 6) The agency administrator will have regular briefings, and ensure that WFSAs and delegation of authority are updated.
- 7) Divisions established for span of control are usually established to geographically facilitate work assignments.

b. Type 1 Incident

Characteristics of a Type 1 incident include all of the criteria for a Type 2 incident, plus the following:

- 1) All command and general staff positions are activated.
- 2) Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000 (numbers are guidelines only).
- 3) Divisions are established requiring division supervisor qualified personnel.
- 4) May require the establishment of branches.
- 5) Aviation operations often involve several types and numbers of aircraft.

c. Interagency Fire Use Management Teams (FUMT)

The primary mission and priority of these teams is to provide managers with skilled and mobile personnel to assist with the management of Wildland Fire Use (WFU) and prescribed fires. Four teams are available as an interagency resource for assignment to all agencies and units. FUMTs consist of the following positions:

- 1) Incident Commander Type 2 (ICT2)

- 2) Operations Sections Chief Type 2 (OSC2)
 - 3) Planning Section Chief Type 2 (PSC2)
 - 4) Long Term Fire Behavior Analyst (LTAN)
 - 5) Logistics Section Chief Type 2 (LSC2)
 - 6) (Three trainees)
- d. **Area Command**
Area command (AC) 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. This is not an expansion of the ICS, but rather an expansion of the coordination and management systems that support the on-the-ground incident management organization(s).

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:

- 1) Area Commander (ACDR)
 - 2) Assistant Area Commander, Planning (ACPC)
 - 3) Assistant Area Commander, Logistics (ACLCL)
 - 4) Area Command Aviation Coordinator (ACAC)
 - 5) Area Command Trainee (2)
- e. **The functions of an AC:**
- 1) Coordinate the determination of incident objectives and strategies.
 - 2) Set priorities for using critical resources allocated to the incidents assigned to the AC.
 - 3) May be responsible for the coordination of demobilization.
 - 4) 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 AC.
 - 5) The AC is responsible for supervising, managing, and evaluating the IMTs.
- f. **Unified Command Structure**
A representative from each of the involved jurisdictions shares command. Collectively, they direct the management of the incident to accomplish common objectives. Unified command may be at any level of incident management or area command. The concept of unified command means that all agencies having jurisdictional responsibility at the incident contribute to the process of:

- 1) Determining overall strategies.
- 2) Selecting alternatives.
- 3) Ensuring that joint planning for tactical activities is accomplished.
- 4) Maximizing use of all assigned resources.
 - a) Unified command is used when:
 - (1) Incidents involve more than one jurisdictional boundary.
 - (2) Individual agency responsibilities and authority are normally legally confined to a single jurisdiction.
 - b) The goals of the unified command are to:
 - (1) Improve the information flow and interface among all agencies.
 - (2) Develop a single collective approach to the incident, regardless of its functional complexities.
 - (3) Optimize the efforts of all agencies to perform their respective missions.
 - (4) Reduce or eliminate duplicate efforts or mission.
 - (5) Improve each agency's awareness of the plans and actions of all others.
 - (6) Ensure that all agencies with responsibility for the incident have an understanding of their organization's goals, objectives, and restrictions.
 - (7) Ensure that no agency's authority will be compromised.
 - (8) Develop objectives for the entire incident.

4. Agency Administrator Responsibilities

- a. Agency Administrator's Responsibilities to incident management:
 - 1) Ensure that fire cause determination information is coordinated with the IMT.
 - 2) Complete an Incident Complexity Analysis.
 - 3) Ensures that FMPs include operational plans, which include objectives and priorities.
 - 4) Complete and approve a Delegation of Authority (See page 11-18).
 - 5) Conducts initial briefings so that incident objectives and concerns are understood by the IMT, and the Agency Administrator understands the IMT's expectations and concerns. Define agency administrator's role in the management of the incident.

- 6) Provide signed initial WFSA and establish daily re-certification procedure.
- 7) Assign resource advisor(s) to the IMT.
- 8) Establish expanded dispatch and/or a buying team.
- 9) 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 contracts are made.
- 10) Ensure that employee briefings occur.
- 11) Ensure close coordination between Unit Information Officer and Incident Information Officer.
- 12) Ensure briefings are detailed enough to meet needs.
- 13) Consider assigning a local government liaison to the IMT.
- 14) Order an Incident Business Advisor (IBA) to provide incident business management oversight commensurate with complexity.
- 15) Highlight known hazards of the area. Safety analysis may be required.
- 16) Assign clear responsibilities for initial attack.
- 17) Ensure fire management staff is briefed regularly on incident status.
- 18) Ensure that rehabilitation of fire suppression is addressed by the IMT.
- 19) Ensure that all business management matters are resolved prior to release of the IMT. Establish follow-up contact procedures with the team for fiscal matters.
- 20) Ensure a written release from authority and responsibility for the incident(s) is provided to the incident commander when released from the incident(s).
- 21) Provide a separate written evaluation of the IC's or IMT's performance (See page 11-33).

5. Resource Advisor Responsibilities/Works for Agency Administrator

- a. Keeps IMT informed of political, social, economic and resource issues of an incident.
- b. Provides input for daily validation of the WFSA.
- c. Provides information at operation period briefing on resources, priorities, and issues of concern.
- d. Monitors the implementation of fire suppression rehabilitation efforts and ensures all recommendations are followed.

D. Transfer of Command

Once the decision has been made to mobilize an IMT, the following guidelines assist the transition of fire management responsibilities from the local unit to incoming IMT. 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, but all information must be documented. A Delegation of Authority (See page 11-18) and a WFSA must be provided by the agency administrator to the incoming team at the briefing.

1. Transfer of Command Responsibilities

- a. 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.
- b. The ordering unit will specify times of arrival and transfer of command, and discuss these timeframes with the incoming IC. The incoming team should have ample time to phase in operations with the outgoing team, prior to the outgoing team being released.
- c. Clear lines of authority must be established quickly in order to minimize confusion and maintain operational control.
- d. Formal transfers of command should occur at the beginning or end of an operational period. They will not occur in the middle of an operational period.
- e. The ordering unit should accomplish the following actions prior to the arrival of the incoming team:
 - 1) Determine incident command post (ICP)/base location.
 - 2) Order basic support equipment and supplies for the incident.
 - 3) Coordinate with incoming IMT in placing necessary pre-orders.
 - 4) Secure an ample supply of appropriate maps and GIS support.
 - 5) Determine the team's transportation needs and obtain vehicles.
 - 6) Schedule agency administrator briefing time and location.
 - 7) Obtain necessary communications equipment.
 - 8) Obtain necessary information for the agency administrator briefing package. See IC checklist on page 11-19 and sample Agency Administrator briefing form on page 11-23.
 - 9) Complete or update WFSA.

f. **IMT and Local Contact**

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

- 1) Expected support staff
- 2) Making contact with agency administrator, determine briefing time and location
- 3) Transportation needs
- 4) Logistical needs

5. **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 briefing, see page 11-23.

6. **Local Agency Incident Commander Briefing**

This briefing should take place immediately after the agency administrator briefing. The local agency incident commander should be prepared to provide specific information on fire behavior, weather, logistics, and current operations. A briefing format is shown on page 11-19.

7. **Delegation of Authority**

A Delegation of Authority is used to transfer authority, and manage actions on an incident, from the agency administrator to the IC. This can be in either written or oral format but for those incidents of higher complexity (Type 1 and 2), a written delegation must be used. This procedure facilitates the transfer of command of the incident between management levels.

The delegation of authority will 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. See page 11-18 for a sample Delegation of Authority.

E. **Incident Management Considerations**

Fire managers will manage wildland fires in accordance with the standards identified by the appropriate agency administrator and land management plan.

1. Guidelines

The following guidelines are for agency administrators, IMTs, and firefighters to consider:

- a. Firefighter and public safety cannot be compromised.
- b. Evaluate suppression tactics during planning and strategy sessions to ensure they meet agency administrator objectives.
- c. Include agency resource advisor and/or local representative.
- d. Discuss Minimum Impact Suppression Tactics (MIST) where applicable during briefings, and implement during line construction, mop-up, and rehabilitation.
- e. Discuss the feasibility of Wildland Fire Use (WFU) strategies for achieving resource benefits.

8. 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 (IBA) must be assigned to any fire with suppression costs of more than \$5 million. An IBA 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.

9. Wildland Fire Use

- a. Agencies may apply this strategy in managing wildland fires for resource benefit.
- b. 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.
- c. 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 and Prescribed Fire Management Policy Implementation Procedures Reference Guide, August 1998*. A WFIP consists of three distinct stages:
 - 1) **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.
 - 2) **Stage II** – “The Short-Term Implementation Action” stage provides managers and staff with needed information to initiate and continue management of the wildland fire for resource benefit. It provides predictions of potential fire spread, any necessary short-term management actions needed, fire complexity, and any long-range management actions anticipated.
 - 3) **Stage III** – “The Long-Term Assessment and Implementation Actions.” This stage supplements the FMP by providing the site-specific long-term implementation actions necessary to manage the wildland fire to accomplish identified objectives.
- b. *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.*

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.

10. Minimum Impact Suppression Tactics (MIST)

- a. The intent of MIST is to suppress a wildfire with the least impact to the land. Fire conditions and good judgment dictate the actions taken. Consider what is necessary to halt fire spread and contain it within the fireline or designated perimeter boundary. See page 11-31 for MIST guidelines.

11. Work/Rest Guidelines

Refer to the current NWCG Work/Rest and Length of Assignment Guidelines.

12. Fire Rehabilitation

- a. Damages resulting from wildland fires take two forms: suppression damages and resource damages. Suppression action damage is the result of suppression operations; resource damage is damage to the natural resources by fire.
- b. Rehabilitation involves short-term (usually 1-6 months) actions 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.
- c. 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.
- d. Emergency rehabilitation teams are agency specific. The Department of the Interior (DOI) maintains two standing Emergency Stabilization & Rehabilitation (ESR) Teams with pre-identified positions listed in the National Interagency Mobilization Guide; the Forest Service utilizes Burned Area Rehabilitation (BAER) Teams through a pool of resources with the skills identified through the receiving unit.
- e. The ESR/BAER team personnel will meet the requirements found in Chapter 06 under "Visitors to the Fireline" when on assignment.
- f. *DOI – ESR Teams are comprised of personnel from the Bureau of Indian Affairs, Bureau of Land Management, National Park*

Service, Fish and Wildlife Service, and Forest Service. DOI-ESR Teams may be dispatched to any DOI wildland fire incident or where DOI lands are involved. DOI-ESR Teams should be requested at least 10 days prior to anticipated control of the fire. ESR teams perform both “emergency stabilization” and long-term rehabilitation assignments.

- g. *USFS – BAER teams dedicate all emphasis to “emergency rehabilitation.*
- h. *USFS-- Both teams are responsible for analyzing the problem and developing treatments for mitigation. Neither team is responsible for implementation. See FSM 2530 and FSH 2509.13 for agency specific policy and direction for BAER teams.*

13. Incident Status Reporting

- a. 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.
- b. 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.

14. Release of Teams

The release of an IMT is basically the reverse of the transfer of command:

- a. The agency administrator must approve the date and time.
- b. The outgoing team should not be released from the incident until agreed upon objectives are met and fire management activity and workload is at a level that the incoming team can reasonably assume.
- c. Objectives required for release:
 - 1) Agency administrator’s objectives must be met.
 - 2) Most line personnel and resources not needed for patrol and mop-up are released.
 - 3) Incident base shut down, reduced, or in the process of shutting down.
 - 4) Planning Section Chief has prepared a draft of the fire narrative for the close-out debriefing.
 - 5) Finance/Administration Section Chief has finance problems resolved. Contact made with local unit

administrative personnel to hand over incident finance package.

- 6) Resource rehabilitation work completed or done to local unit's satisfaction.
- 7) Overhead performance ratings are completed.
- 8) Incident close-out debriefing with agency administrator. (The IMT should have an internal closed debriefing session prior to meeting with agency administrator.)

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.

15. Team Evaluation

a. Process

The agency administrator must complete a written evaluation of the IMT (See page 11-33). 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.

b. Evaluation Standard

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

c. Written Evaluations

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

d. Evaluation Review

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.

e. Other Factors

Other factors to consider in a written evaluation of an IMT:

- 1) Orderly transition; local unit to team/team to local unit.
- 2) Human resource management.
- 3) Personnel safety records.
- 4) Fiscal performance compared to WFSA predictions.

- 5) Accountability and control of property.
- 6) Documentation of fire costs.
- 7) Completeness of claims investigation/documentation.
- 8) Media relations.
- 9) Interaction with cooperative agencies/local unit staff/neighbors/support units.
- 10) Completeness of financial and payment documentation.
- 11) Effectiveness of suppression damage rehabilitation.
- 12) Orderly demobilization.
- 13) Completeness of final fire package.

F. Coordination and Support Organizations

1. Initial Dispatch

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

16. Expanded Dispatch

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

a. Expanded Dispatch organization

An operations center may be set up for expanded dispatch. The center coordinator facilitates accomplishment of goals and direction of the agency administrator and, when in place, the MAC 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 center coordinator is responsible for:

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

b. Facilities and equipment

Facilities and equipment for an expanded dispatch organization should be preidentified, procured, and available for immediate setup. The following key items should be provided for:

- 1) Work space separate from, but accessible to, the initial attack organization.
- 2) Adequate office space (lighting, heating, cooling, security).
- 3) Communications equipment (telephone, fax, computer hardware with adequate data storage space, priority use, and support personnel).
- 4) Area suitable for briefings (agency administrators, media).

- 5) Timetable/schedule should be implemented and adhered to (operational period changes, briefings, strategy meetings).
 - 6) A completed and authorized Continuation of Operations Plan (COOP).
 - 7) Qualified personnel on site to staff operations for the entire operational period.
- c. **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).
- d. **Multi-agency Coordination Group (MAC)**
- 1) **Definition**
The MAC group is made up of agency representatives who are fully authorized to commit agency resources and funds. They prioritize incidents and allocate scarce resources based on resource requests and availability, policies, agreements, and situation status.
 - 2) **MAC Activation Levels**
MAC groups may be activated at one or several levels (local, state/region, and national). MAC Groups at the National and Geographic Area level should be activated in accordance with Preparedness Levels found in the National or Geographic Area Mobilization Guides.
 - 3) **Criteria**
A MAC group is may be activated by the agency administrator when:
 - (a) Requests exceed or may exceed the number of available resources and multiple jurisdictions are involved.
 - (b) To provide staff support to the land manager when only one agency has incident(s).
 - (c) Local resources are heavily commitment to suppression or support activities.
 - 4) **MAC Organization**
 - (a) **MAC Group**
Includes representatives of involved agencies. The organization does not operate directly with the incident command or area command having responsibility for the management of the on-the-ground incident organizations.
 - 5) **MAC Group Coordinator**
 - (a) The MAC group coordinator facilitates organizing and accomplishing the mission, goals, and direction of the MAC group. The position provides:

- (1) Expertise on the functions of a MAC organization and the proper relationships with dispatch centers and incidents.
 - (2) Fills and supervises necessary unit and support positions as needed, in accordance with coordination complexity.
 - (3) Arranges for and manages facilities and equipment necessary to carry out the MAC group functions.
 - (4) Facilitates the MAC group decision process. Implements decisions made by MAC group.
- e. **Expanded Dispatch**
MAC group direction is carried out through expanded dispatch organizations.
- f. **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:
- 1) Overall situation status information.
 - 2) Incident priority determination.
 - 3) Resource acquisition and/or allocation.
 - 4) State, federal disaster coordination.
 - 5) Political interfaces.
 - 6) Overall coordinated information provided to the media and agencies involved.

G. Fire Management Organization Assessment

The Fire Management Organization Assessment process should be used as a guide for agency administrators to identify and mitigate management issues. It is meant to identify critical areas for managers to review during ongoing fire operations and evaluate the status of their organization.

Managers should use this checklist to evaluate the current management structure and staffing levels to determine whether or not additional staff assistance is necessary to ensure safe and efficient fire program supervision. It is recommended that the checklist be utilized early during complex situations and reviewed periodically. See page 11-34 for supporting checklist.

Briefing Checklist**Situation**

- Fire name, location, map orientation, other incidents in area
- Terrain influences
- Fuel type and condition
- Fire weather (previous, current, and expected)
Winds, RH, temperature, etc.
- Fire behavior (previous, current, and expected)
Time of day, alignment of slope and wind, etc.

Mission/Execution

- Command
Incident commander/immediate supervisor
- Commander's intent
Overall strategy/objectives
- Specific tactical assignments
- Contingency plans

Communications

- Communication plan
Tactical, command, air-to-ground frequencies
Cell phone numbers
- Medivac plan

Service/Support

- Other resources
Working adjacent and those available to order
Aviation operations
- Logistics
Transportation
Supplies and equipment

Risk Management

- Identify known hazards and risks
- Identify control measures to eliminate hazards/reduce risk
Anchor point and LCES
- Identify trigger points for disengagement/re-evaluation of operational plan

Questions or Concerns?

Sample Delegation of Authority:

Delegation of Authority
 Colorado State Office
 Montrose Field Office

As of 1800, May 20, 2000, 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, 2002, is burning in the Crystal River Drainage. My considerations for management of this fire are:

1. Provide for firefighter 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 boardwalks along the south rim.
4. Key resources 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 on 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 Resource 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 resources area personnel to strengthen our organizational capabilities.
11. Minimum disruption of residential access to private property, and visitor use consistent with public safety.

 (Signature and Title of Agency Administrator) (Date)

Amendment to Delegation of Authority

The Delegation of Authority dated May 20, 2000, 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 at 1800, May 22, 2000.

3. Key cultural features requiring priority protection are: Escalante Cabin, overlook boardwalks along the south rim, and the Ute Mountain study site.
12. Use of tracked vehicles authorized to protect Escalante Cabin.

 (Signature and Title of Agency Administrator) (Date)

Local Incident Commander Briefing

The Incident Briefing, ICS-201 form provides the basis for the local incident commander to brief the incoming team.

Briefing Information

Forms Available or Attached:	Other Attachments:
<input type="checkbox"/> ICS 201 <input type="checkbox"/> ICS 215	<input type="checkbox"/> Map of Fire <input type="checkbox"/>
<input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 220	<input type="checkbox"/> Aerial Photos
<input type="checkbox"/> ICS 209 <input type="checkbox"/>	<input type="checkbox"/> Weather Forecast
Fire Start Date:	
Time:	
Fire Cause:	
Fuels Ahead of Fire:	
Fuels at Fire:	
Fire Behavior:	
Fire Spread:	
Natural Barriers:	
Anchor Points:	

Perimeter Secured, Control/Mitigation Efforts Taken, and Containment Status:				
Life, Improvements, Resources and Environmental Issues:				
Weather Forecast:				
	Established	Possible	Copy Machine	
Available				
ICP:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Base:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Camp(s):	<input type="checkbox"/>	<input type="checkbox"/>		
Staging Area(s):	<input type="checkbox"/>	<input type="checkbox"/>		
Safety Issues:			EMS in Place: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Air Operations Effectiveness to Date:				
Air Related Issues and Restrictions:				
Hazards (Aircraft and People):				
Access from Base to Line:				

Personnel and Equipment on Incident (Status and Condition):
Personnel and Equipment Ordered:
Cooperating and Assisting Agencies on Scene:
Helibase/Helispot Location:
Crash Fire Protection at Helibase:
Medivac Arrangement:
Communication System in Use: <input type="checkbox"/> Radio <input type="checkbox"/> Telephone <input type="checkbox"/> Mobile Phone
Water Availability:
Review of Existing Plans for Control in Effect; Copy of Approved WFSAs:
Smoke Conditions:

Local Political Issues:

Damage Assessment Needs:

Security Problems:

Agency Administrator’s Briefing to Incident Management Team

General Information
Name of Incident:
Type of Incident:
Incident Start Date:
Approximate Size of Incident:
Location:
Time:
Cause:
General Weather Conditions:
Local Weather or Behavioral Conditions:
Land Status:
Local Incident Policy:
Resource Values Threatened:
Private Property or Structures Threatened:
Capability of Unit to Support Team (Suppression and Support Resources):
Command Information/Written Delegation of Authority
Agency:
Agency Administrator’s Representative:

Transition
Name of Current Incident Commander:
Timeframe for Team to Assume Command: Date: Time:
Recommended Local Participation in IMT Organization:
Current IC and Staff Roles Desired after Transition:
Other Incidents in Area:
Other Command Organizations (Unified/Area/MAC):
Local Emergency Operations Center (EOC) Established:
Trainees Authorized:
Legal Considerations (Investigations in Progress):
Known Political Considerations:
Sensitive Residential and Commercial Developments, Resource Values, Archeology Sites, Roadless, Wilderness, and Unique Suppression Requirements:
Local Social/Economic Considerations:
Private Representatives Such as timber, Utility, Railroads, and Environmental Groups:

Incident Review Team Assigned (FAST, Audit, Other):
Incident Commander:
Agency Administrator:
Local Public Affairs:
Other:
Unit FMO:
Expanded Dispatch:
Local Public Affairs:
Other:
Safety Information
Accidents and Injuries to Date:
Condition of Local Personnel:
Known Hazards:
Injury and Accident Reporting Procedures:
Planning Section/General Information
Access to Fax and Copy Machines:

Access to Computers and Printers:
Existing Pre-Attack Plans:
Other Nearby Incidents Influencing Strategy/Tactics/Resources:
Training Specialist Assigned or Ordered:
Training Considerations:
Situation Unit
General Weather Conditions/Forecasts:
Fire Behavior:
Local Unusual Fire Behavior and Fire History in Area of Fire:
Fuel Type(s) at Fire:
Fuel Type(s) Ahead of Fire:
Resources Unit /Refer to Attached Resource Orders
Personnel on Incident (General):
Equipment on Incident (General):
Resources on Order (General):
Incident Demobilization Procedures:

Operations Section		
Priorities for Control, Wildland Fire Situation Analysis Approved:		
Current Tactics:		
Incident Accessibility by Engines and Ground Support:		
Air Operations		
Air Tactical Group Supervisor:		
Airtankers Assigned:		
Effectiveness of Airtankers:		
Air Base(s):	Telephone:	
Logistics Section/ Facilities Unit		
ICP/Base Pre-Plans:	Yes	No
ICP/Base Location:		
Catering Service/Meals Provided:		
Shower Facilities:		
Security Considerations:		
Incident Recycling:		
Supply Unit		
Duty Officer or Coordinator Phone Number:		

Expanded Dispatch Organization:			
Supply System to be Used (Local Supply Cache):			
Single Point Ordering:			
Logistics Section /Communications			
NFRC System on Order:	Yes	No	Type:
Local Network Available:	Yes	No	
Temporary:			
Cell Phone Cache Available:	Yes	No	
Landline Access to ICP:	Yes	No	
Local Telecom Technical Support:			
Ground Support Unit			
Route to ICP/Base:			
Route From ICP/Base to Fire:			
Medical Unit:			
Nearest Hospital or Desired Hospital:			
Nearest Burn Center, Trauma Center:			

Nearest Air Ambulance:
Finance Section
Name of Incident Agency Administrative Representative:
Name of Incident Business Advisor (If Assigned):
Agreements and Annual Operating Plans in Place:
Jurisdictional Agencies Involved:
Need for Cost Share Agreement:
Cost Unit
Fiscal Considerations:
Cost Collection or Trespass:
Management Codes in Use:
Procurement Unit
Buying Team in Place or Ordered:
Contracting Officer Assigned:
Copy of Local Service and Supply Plan Provided:
Is All Equipment Inspected and Under Agreement:
Emergency Equipment Rental Agreements

Compensation/Claims Unit
Potential Claims:
Status of Claims/Accident Reports:
Time Unit
Payroll Procedure Established for T&A Transmittal:

M.I.S.T. GUIDELINES
MINIMUM IMPACT SUPPRESSION TACTICS

A. Safety

Safety is of utmost importance. Constantly review and apply the “Watch Out Situations” and “Fire Orders.” Be particularly cautious with:

- Unburned fuel between you and the fire.
- Burning snags allowed to burn.
- Burning or partially burned live and dead trees.

Be constantly aware of surroundings; anticipate fire behavior and possible fire perimeter 1 or 2 days hence.

B. Fire Line Phase

Select procedures, tools, equipment that least impact the environment. Seriously consider use water as a fireline tactic. Fireline constructed with nozzle pressure, wetlining.

In light fuels, consider:

- Coldtrail line.
- Allowing fire to burn to natural barrier.
- Burning out and use of “gunny” sack or swatter.
- Constantly rechecking coldtrailed fireline.
- If constructed fireline is necessary, using minimum width and depth to check fire spread.

In medium/heavy fuels, consider:

- Using natural barriers and coldtrailing.
- Cooling with dirt and water, and coldtrailing.
- If constructed fireline is necessary, using minimum width and depth to check fire spread.
- Minimizing 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 bole is already on fire, build line around and let material be consumed.

In aerial fuels—brush, trees, snags:

- Adjacent to fireline: limb only enough to prevent additional fire spread.
- Inside fireline: remove or limb only those that if ignited would have potential to spread fire outside the fireline.
- Brush or small trees that are necessary to cut during fireline construction will be cut flush with the ground.

In trees, burned trees, and snags:

- Minimize cutting of trees, burned trees and snags.
- Live trees will not be cut, unless determined they will cause fire spread across the fireline or endanger workers. If tree cutting occurs, cut the stumps flush with the ground.
- Scrape around tree bases near fireline if hot and likely to cause fire spread.
- Identify hazardous trees with 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 safety hazard to crews.
- On the unintended 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.
- Review items listed above (aerial fuels, brush, trees, and snags).

C. Mop-up Phase

Consider using “hot-spot” detection devices along perimeter (aerial or hand-held).

Light fuels:

- Coldtrail areas adjacent to unburned fuels.
- Do minimal spading; restrict spading to hot areas near fireline.
- Use extensive coldtrailing to detect hot areas.

Medium and heavy fuels:

- Coldtrail charred logs near fireline; do minimal scraping or tool scarring.
- Minimize bucking of logs to check for hot spots or 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 should be arranged in natural position as much as possible.
- Consider allowing larger logs near the fireline to burnout instead of bucking into manageable lengths. Use lever, etc., to move large logs.

Aerial fuels- brush, small trees, and limbs.

- Remove or limb only those fuels that if ignited, have potential to spread outside the fireline.

Burning trees and snags.

- See Section B.

ÿ Initial Rating

ÿ Final Rating

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 in 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
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

Fire Management Organization Assessment

This Appendix is a checklist to assist line managers in evaluating operational fire program needs and complexities in fire situations. A number of factors can occur which increase the complexity and workload for the local fire staff, and depending upon staff size and availability, could overload the organization. Managers should use this checklist to evaluate the current management structure and staffing levels to determine whether or not additional staff assistance is necessary. It is recommended that the checklist be utilized early during complex situations and reviewed periodically.

Safety	Yes	No
Accidents/injuries have occurred.	_____	_____
Multiple fixed/rotor wing operations are involved or planned.	_____	_____
Fire Management Staff is in compliance with work rest guidelines.	_____	_____
The current situation is expected to continue.	_____	_____
 External Factors		
Multiple jurisdictions involved.	_____	_____
Larger than normal fires are occurring.	_____	_____
The unit has an approved severity request.	_____	_____
Severe weather conditions are occurring or forecasted.	_____	_____
 Management		
Current organization is operating at full capacity.	_____	_____
IMT ordered or in place.	_____	_____
Local MAC group has been activated.	_____	_____
A number of critical fire positions are vacant or filled with actings.	_____	_____
 Resource Issues		
Sensitive public/media relations are apparent.	_____	_____
Large loss of resources expected.	_____	_____
High value resources are threatened.	_____	_____
 Personnel		
Heavy commitment of local resources.	_____	_____
Multiple support operations activated to assist in fire suppression effort.	_____	_____
A large number of resources from outside the local area are staged or involved in suppression operations.	_____	_____