

## NORTHERN ROCKIES NATIONAL INCIDENT MANAGEMENT TEAMS

The two Northern Rockies National Incident Management Teams referred to hereafter as “the team” are dedicated to the goal of managing our most serious, complex, and costly incidents with our best-qualified personnel. These teams are national resources and are expected to manage the most complex fire situations in any fuel type in the U.S.

Team configuration for out of area assignments will conform to the direction issued in the National Interagency Mobilization Guide, Chapter 68.2 (see appendix F, G and H). For assignments within the Northern Rockies Geographic Area, the teams may also identify up to 17 Additional Support Positions (name identified) for a total of 50 roster positions. These additional positions **must be approved by the ordering unit’s Agency Administrator prior to dispatch**. Any additional positions approved beyond 50 will be ordered without names attached with preference given to people in the Pool List.

Team replacement members will be selected annually from the best-qualified individuals from all agencies. The Type 1 and 2 Incident Commanders, Northern Rockies Coordinating Group (NRCG) Operations Committee members, Type 2 Team Zone Coordinators and Team Coordinator will meet to review past management practices, select replacement team members, and update the operating plan. The Type 1 and Type 2 Team Coordinators and the NRCG Operations Committee Chairperson will coordinate dates, meeting place, agenda, etc.

During the 2-hour call-up periods, the Team Coordinator, Incident Commander and supervisory Unit Administrators shall ensure that team members are available for assignments. “Free lancing” on other fire assignments will be at the discretion of the IC.

Vacancies occurring within the teams during the fire season will be filled by qualified individuals from the alternate list (Appendix D) or other qualified sources, as agreed to by the Incident Commander and Team Coordinator. The Coordinator will notify the NRCG Operations Committee of the change.

Incident Management Teams are responsible for developing incident management strategy in accordance with agency policies and resource management objectives. The Incident Commander is directly responsible to the Unit Administrator except when an Area Command Team is in place.

The NRCG Operations Committee is responsible for team management and is chartered to:

Provide recommendations to the Northern Rockies Coordinating Group (NRCG) on interagency Type 1 Incident Management Team management in the Northern Rockies Area.

Type 1 Team Management:

Selection of new Type 1 Incident Commanders will be completed by the NRCG Board of Directors, with the Chairperson of the Operations Committee in attendance.

The Operations Committee and Incident Commanders will complete selection of the remainder of Type 1 Overhead Team members.

### Responsibilities – Unit Administrator

1. The agency official having line responsibility for management of the area in which the emergency exists is the Unit Administrator.
2. During multi-agency assignments, Unit Administrators will maintain close contact with the team in charge. Responsibilities of the Unit Administrator include but are not limited to the following:
  - A. Prepares and schedules a team briefing soon after the team arrives; discusses such things as resource values, cost, and establishes and coordinates resource management objectives for the area.
  - B. Retains responsibility for management of the incident, including mobilization and demobilization of incident resources.

- C. Restores and maintains initial attack capability.
- D. Delegates authority, in writing, to the Incident Commander to manage the incident and establish the chain-of-command for team operations. Appoints local liaison personnel (i.e., Resource Advisor/Liaison) to work with the team during their assignment.
- E. Completes Wildland Fire Situation Analysis prior to arrival of the team.
- F. Provides the resources and procedures for release of information to the news media and concerned public.
- G. Identifies agency personnel for training assignments to be supervised by the Incident Commander.
- H. Reports on the progress of the fire to his/her supervisor.
- I. Works with the Incident Commander to resolve any problems that may arise during the assignment. Reports to the Team Coordinator any problems that cannot be resolved locally.
- J. Is responsible for, and participates in, the assessment of team performance and effectiveness. The Unit Administrator may request the assistance of an evaluation team as needed. The Incident Commander will forward team assessments to the Team Coordinator who will distribute copies to the Operations Committee.
- K. Coordinates the release of the team with the Incident Commander.
- L. Conducts a critique of incident operations and management with the team prior to the team being released.
- M. Ensures that proper rehabilitation is started or completed in accordance with management directives.

The Team Coordinator will be the Center Manager, Northern Rockies Coordination Center, 406-329-4880.

Responsibilities include:

1. Administrative management of the teams.
2. The Team Coordinator will keep the NRCG Operations Committee Chairperson informed of any required replacements of team members occurring during the fire season. The Coordinator is responsible, with the IC, for selecting, and clearing with the supervisor, replacement team members during the fire season should any vacancies occur. Normally these replacements will be selected from the alternate and training cadre members, and will serve for the remainder of the fire season. The Coordinator will annually recommend replacements in the teams and submit recommendations to the Operations Committee.

**Long Term** – When illness or other unforeseen circumstances force a team member to vacate his/her position, it may be filled by (1) a qualified member of a team, (2) a qualified member of the alternate list, or (3) other qualified personnel. When that person is again available, providing it is before the next season, the person will automatically be reinstated to the team. Layoffs beyond one fire season will cause the person to be placed on a list of applicants for consideration by the Operations Committee.

**Short Term** – When unforeseen circumstances prevent a member from responding to an assignment, the person will be replaced on a temporary substitute basis by (1) a person from the alternate list, (2) member of the team lowest on the call-up schedule, or (3) any other qualified source.

## Trainee Positions

Type 1 teams may carry up to six trainees. These individuals will be pre-identified and assigned to a team until the individual has completed task book requirements. Replacements will be negotiated at that time if necessary. These trainees will be eligible for local or Type 2 incident assignments in order to maximize their opportunities for gaining experience. Geographic Area needs assessment will determine which positions are available for trainee assignments.

Currently, priority will be placed for these trainees (in priority order):

1. 2005 S-520 Graduates

Trainees will have training plans developed and be evaluated on each assignment. Documentation of performance will be forwarded to the individual's home unit. Recommendations for certification will be included on the performance rating and task book.

Local units may negotiate with the teams on placing their trainees on the incident.

Unless notified otherwise by the receiving unit, Type 1 teams will be allowed to take up to 6 trainees to incidents outside their Geographic Area.

**Trainees:** The NRCG Operations committee and the ICs will review trainee candidates annually. With the goal of providing "quality" trainee experiences, individuals may perform as a trainee for more than 1 year. Trainees achieving satisfactory performance will be rotated out of the trainee pool.

Trainee requirements include completion of all required training courses and prerequisite experience prior to obtaining an initiated Position Task Book (PTB). The only exceptions are those Command and General Staff positions that include S-420, S-520, and S-620 as required training. PTBs and the qualification process can be initiated for those positions prior to attendance and completion of these three training courses. This will allow trainees to gain experience that will prepare them for passing these advanced courses. (Reference PMS 310-1, pg.3)

## Team Readiness and Call-Up

The previous year's teams will remain in Geographic Area/National rotation until new teams are selected and established. The Incident Commanders will notify the Team Coordinator when the "new" teams are ready to be mobilized.

Teams will serve 2 consecutive weeks on a 2-hour call-up, and 2 weeks on a 24-hour on-call status. The tours will begin at 0800 on Monday and end at 0800 on the second Monday. At that time, the 24-hour team will move to the 2-hour team. This procedure will continue throughout the year. After the 2-hour team has been dispatched, the 24-hour team will move the 2-hour on-call status. If this team is dispatched, the Team Coordinator will request a team from the national rotation be placed on a 2-hour call. When both teams are available for dispatch, they return to the original rotation schedule. This schedule does not apply to the National Type 1 Team rotation. The Team Coordinator will notify the appropriate team of their rotation on and off the national call-up schedule.

Incident Commanders and Command Staff are responsible for tracking day-to-day status of long team support position availability, replacements, etc. Notify the Team Coordinator of any team changes when a dispatch is imminent.

When the first team is called up, the Incident Commander of the next team on the call-up schedule will be advised of the first team's dispatch. The Incident Commander will contact members of the team and advise them that they are next out. Team members who become unavailable during their assigned 2-hour "call-up period" must notify their respective Incident Commander of their unavailability. The Incident Commander and Team Coordinator will arrange replacements. Only substantial emergencies will be acceptable for team members not being available during their 2-hour call-up period.

1. The team on 2-hour call will be dispatched. Refer to call-up schedule in Appendix E.
2. When the dispatched team returns to its home unit, it will be put on an “off-call” basis for a minimum of 24 hours, as a rest period. When this time is up, all the teams will go back to the regular schedule.
3. Team Coordinator will notify the Incident Commander that the team has received an assignment and place orders to the team members’ dispatch centers. Transportation will be coordinated by NRCC and the dispatch centers.
4. Team members/trainees will notify their supervisors that they have been dispatched.
5. It is important that each team receive a yearly assignment. Incident Management Teams may be dispatched to emergency situations regardless of their complexity or out of rotation schedule in order to maintain a high level of proficiency.
6. See Appendix A for national rotation information.

### How to Request a Team

Team requests are made through the Northern Rockies Coordination Center via ROSS, with one request for the team. Team Planning Sections, in coordination with the Team Coordinator, will ensure that team rosters are current in ROSS. Teams will not be dispatched with more than the 33 positions identified in the National Interagency Mobilization Guide, Chapter 68.2, without advance approval of the ordering agency line officer.

### Length of Commitment

It is the intent of the Operations Committee to encourage Type 1 Team participation and create as many opportunities as possible for involving “new” people in the program.

One team will be selected every 2 years and serve for 4 years. Currently, Bennett’s Team will serve through February 2006. Sandman’s Team will serve through February 2008.

1. **Incident Commanders:** 4 years – Following the 4-year period, ICs may REAPPLY for an additional 4-year assignment. Incumbent Incident Commanders will be considered along with other candidates. No individual will perform as an IC more than 8 consecutive years. NRCG may extend the 8-year tour if no other qualified ICs are available.
2. **Deputy Incident Commanders:** 4 years – Following the 4-year period, DPICs may REAPPLY for an additional 4-year assignment or apply for a vacant IC position. Incumbent DPICs will be considered along with other candidates for vacant IC positions.
3. **Command Staff and Other Short Team Positions:** 4 years – Following the 4-year period, team members must REAPPLY and can remain with the team for as long as the IC does. If the IC position changes during this period, team members must reapply for a team position, unless the IC becomes unavailable during the May through October fire season. In this case, the NRCG Operations Committee will direct actions and may decide simply to replace the IC.
4. **Persons Filling in for Uncompleted Team Tours:** Persons replacing team members lost to transfer, retirement, or work assignment changes, will be committed only to finish the tour of the incumbent. Should the individual wish to continue, they must reapply under the normal rotation.
5. **Long team members:** 1 year - If the long team member wishes to continue to remain on the team during the tour of the incumbent IC, they must REAPPLY and will be considered along with other candidates.
6. **AD’s/Retirees:** AD/retirees can be used, but only if there are not current employees available. When a retiree or AD is used, **a trainee must be assigned with them.** The following positions may not be filled with retirees or ADs: ICT1, FSC1, PROC and COMP.

## **Team Selection Process**

1. November 15 – Team vacancies and needs identified.
2. November 15 – Nomination forms distributed. All nominations will be submitted through the Type 2 Team Coordinators (North Idaho, Western Montana, and Eastern Montana). Type 2 Team Coordinators will validate nominees' qualifications and submit the nomination form to the Type 1 Team Coordinator.
3. December 15 – Nomination forms due back to Type 2 Team Coordinators.
4. Late January – Conference call with NRCG Board of Directors, Operations Committee Chairperson and Type 1 Team Coordinator to select ICs and DPICs when appropriate.
5. Team Coordinator prepares roster of all nominees to present to ICs and advises on how overall Northern Rockies Area goals are being met regarding present team positions and future staffing.
6. ICs prepare team roster proposals to present to NRCG Operations Committee considering Type 1 and Type 2 Team Coordinator's input and personal evaluations and contacts.
7. NRCG Operations Committee will coordinate with ICs, Type 1/Type 2 Team Coordinators on team selections as appropriate.
8. Mid-February – NRCG Operations Committee, Type 1/Type 2 Team Coordinators and ICs sanction team members and resolve any conflicts.

## **Performance Problems**

Should any performance problems with team personnel become apparent, the IC will deal with them immediately. If the problem cannot be resolved on the team level, the IC will notify the Team Coordinator who will notify the NRCG Operations Committee. Any recommendations for action, including replacement of team members, will be directed to the NRCG Operations Committee.

## **After Action Reports**

After each assignment, the Incident Commander will forward a copy of the Incident Team Evaluation, completed by the host agency, to the Team Coordinator. (Form attached in Appendices)

A copy of "Lessons Learned" will be provided to the Team Coordinator and host agency by the departing team. (Form attached in Appendices)

## **Miscellaneous**

The NRCG Operations Committee may recommend that NRCG recognize individuals with performance awards when they discontinue team participation and have served on the team for a minimum of 4 years.

**Appendix A****OPERATING PROCEDURES FOR THE NATIONAL INTERAGENCY OVERHEAD TEAMS**

Operating procedures for the National Incident Management Teams may be found in the National Interagency Mobilization Guide (chapter 22.9). The procedures are summarized as follows:

National Type 1 Teams will be mobilized according to the National call-out procedures and rotation. The primary mission of these teams is for wildland fire incident management. Non-wildland fire incident management assignments on federal wildland agency managed lands may occur under the following guidelines:

- A. Planned events should be managed internally by the respective agency.
- B. Base eight salary (except when supporting FEMA), overtime, travel and per diem will be paid by the receiving agency.
- C. The planned length of assignment should not exceed 14 days without negotiated approval.

Federal Emergency Management Agency (FEMA) mobilization under the Federal Response Plan (FRP) will be accomplished using the national call-out procedures.

**National Type 1 Team Rotation Procedures:**

- A. National Type 1 Teams remain on call for a maximum of 7 days.
- B. At the time (clock hour and day of week) a team from the National rotation is mobilized, the next Geographic Area in rotation will be notified and placed in 2-hour call status and will remain in call status for the next 7 days. The next two Geographic Areas in rotation will also be notified of the schedule change. Geographic Areas unable to provide a team for a national assignment will not be considered until the Area comes into the third position again.
- C. Geographic Areas with more than one team may decide which "eligible" team responds to a national call. Geographic Areas must pass if no "eligible" team can meet the 2-hour call.
- D. Teams will be considered "ineligible" for national assignment if the primary Incident Commander is unavailable or it is necessary to have more than two substitutes to fill Command/General Staff positions. The Deputy Incident Commander may be allowed to take the team with Geographic Area MAC Group approval.
- E. Once a team has actually been committed to an incident, either internally or nationally, it will remain ineligible for national assignment until all teams have had an assignment. Once all teams have had an assignment, the rotation will begin the second round following the same procedures applied in round one.
- F. Any mobilization, locally or nationally, will be considered as an assignment unless it is canceled prior to the team actually being mobilized. Those teams that are mobilized, but do not actually receive an incident assignment, will be considered eligible for assignment prior to beginning the next round of team eligibility for national assignment.
- G. All assignments, both within an Area and Nationally, count as experience.
- H. Areas having two or more teams may commit two teams internally at the same time prior to going to the National Rotation.
- I. Once a team (from the National Rotation) is staged, the Geographic Area can commit that team to any fire in the Geographic Area. If NICC receives another request, the first team from the National Rotation will be mobilized.

- J. The Geographic Area will coordinate with the NICC before reassigning an out-of-area team to another incident.
- K. The NMAC retains the authority to adjust the National Rotation when necessary to achieve team experience objectives or for other reasons. During National Preparedness Level 4 and 5, the NMAC will manage all team assignments.
- L. Geographic Areas with only one team may stand the team down for rest after coordination with the NICC.

## Appendix B

## Sandman Roster

<u>Applicant Name</u>	<u>Position</u>	<u>Dispatch Center</u>	<u>Unit</u>	<u>Office Phone</u>
<b>Command &amp; General Staff</b>				
Sandman, Bob	ICT1	DDC	MT-NWS	406-881-2371
Hoff, Chris	DPIC	OR-COC	OR-PRD	541-416-6744
Floch, Rick	OSC1	BRC	MT-BRF	406-363-7186
Fox, Bruce L.	IOF1	MDC	MT-R01	406-329-3564
Gauger, Steve	PSC1	KDC	MT-KNF	406-889-3322
Lewis, Ruth	LSC1	BRC	MT-BRF	406-363-7168
Perkins, Phil	OSC1	BZC	WY-YNP	307-344-2180
Storfa, Gail	FSC1	LEC	MT-LED	406-538-1958
Talbert, Dennis	SOF1	CNC	ID-CWF	208-935-4257
Wing, Bob	AOBD	MDC	MT-R01	406-329-4987
<b>Long Team</b>				
Crump, Van	RESL	MS-MIC	MS-MSS	601-928-5261
Danzl, Dennis	ATGS	MN-MFC	MN-MNS	218-482-3219
Despain, Don	GSUL	DDC	MT-BDF	406-846-1770
Drake, Michael	DIVS	NJ-NJSC	NJ-NJS	609-292-2977
Garrison, Trini	RESL	KDC	MT-KNF	406-882-8340
Keator, Michael	ASGS	BZC	WY-YNP	307-242-2401
Maupin, LeAnn	TIME	CDC	ID-IPF	208-765-7275
Meyer, Michael	DIVS	MDC	MT-SWS	406-563-6078
Newell, Dale	COML	CDC	ID-IPF	208-762-0307
Parkinson, Tami	FBAN	CNC	ID-CWF	208-875-1708
Polichio, Peggy	LSC1	CDC	ID-IPF	208-666-8646
Robertson, Jeanne	PROC	KDC	MT-KNF	406-283-7618
Russell, Larry	OPBD	BRC	MT-BRF	406-821-4258
Shotzberger, Deena	SITL	KDC	MT-KNF	406-283-7596
Sorensen, Don	DIVS	CNC	ID-NPF	208-839-2121
Sullivan, Kevin	SPUL	NDC	ND-DPF	701-842-2393
<b>Rostered Support</b>				
Crawford, Deanna <sup>1</sup>	SCKN	BRC	MT-BRF	406-363-7123
DeMatteis, Jeff	DMOB	MS-MIC	MS-MSS	601-359-2835
Dombrowske, Jerry	SOF1	GDC	MT-AD	
Hvizdak, Ron	FBAN	KDC	MT-KNF	406-296-7173
Kirkpatrick, Dennis	COMT	PA-PASC	PA-DCNR	814-723-0262
Kutt, Allen	OSC1	MCC	MT-AD	1-406-232-6126
Lang, Rick	DIVS	MCC	MT-MCD	406-233-2882



Moser, Gary	MEDL	ID-CIC	ID-SCF	208-756-4434
Petterson, Ernest	DIVS	MCC	MT-EAS	406-232-2043
Scussel, Jeff	PSC1	MDC	MT-R01	406-329-3404
Snell, Steve	GIST	KDC	MT-KNF	406-827-0729
Staley, Mary Jo	FDUL	BRC	MT-BRF	406-363-7128
Summerfield, Bob	IOF1	MDC	MT-R01	406-329-3561
Tribby, Dale	HRSP	MCC	MT-MCD	406-233-2812
Waters, Brett	SFPS	BZC	MT-LG	406-388-4480

**Trainee**

Bond, Timothy	SPUL	LA-LIC	LI-KNF	318-352-2568
Clark, Tammy J.	OSC1	DDC	MT-BDF	406-683-3990
Cole, Mike	IOF1	HDC	MT-HNF	406-266-3425
Heyn, Eric	LSC1	KDC	MT-KNF	406-296-7126
Mahan, JoLynn	GIST	BZC	MT-GNF	406-587-6719
McKelvey, Pat	IOF1	HDC	MT-LG	406-447-8225
Richardson, Jean A.	FSC1	CNC	ID-CWF	208-476-8376
Riffle, George	FACL	CDC	ID-CDS	208-769-1525
Turk, Janette	TIME	KDC	MT-KNF	406-293-8768
Williams, Ross W.	OSC1	HDC	MT-HNF	406-362-4265

## Appendix C

## Bennett Roster

<u>Applicant Name</u>	<u>Position</u>	<u>Dispatch Center</u>	<u>Unit</u>	<u>Office Phone</u>
<b>Command &amp; General Staff</b>				
Bennett, Wally	ICT1	FDC	MT-NWS	406-751-2248
Stanich, Chuck	DPIC	MDC	MT-LNF	406-329-1089
Brown, James	OSC1	AZ-TNFC	AZ-AD	
Doherty, Maggie	AOBD	HDC	MT-HNF	406-449-5005
Giesey, Ted	LSC1	FDC	MT-NWS	406-751-2244
Gowan, Roger	FSC1	BZC	MT-GNF	406-522-2552
Knupp, Terry	IOF1	MDC	MT-R01	406-329-3603
Kopitzke, Mike	PSC1	MDC	MT-MTS	406-542-4223
Tesar, Chris	SOF1	FDC	MT-GNP	406-888-7832
Tomascak, Walt	OSC1	MDC	MT-AD	
<b>Long Team</b>				
Ballantyne, Larry	ATGS	MDC	MT-NWS	406-826-3851
Braley, Lori	TIME	CDC	ID-IPF	208-769-3031
Derleth, Bob	DIVS	MDC	MT-LNF	406-822-3952
Granger, Mike	DIVS	LEC	MT-CMR	406-538-8706 X224
Harrington, James	DIVS	DDC	MT-BDF	406-846-1770
Hatcher, Kenneth	COML	CNC	ID-AD	208-746-1720
Higgins, Jeanne	RESL	BRC	MT-BRF	406-777-7410
Jones, David K.	FACL	MDC	MT-NWS	406-751-2267
Lieser, Ed	FBAN	FDC	MT-FHF	406-758-5333
Ondov, David	RESL	FDC	MT-FNF	406-758-5364
Price, James	SPUL	FDC	MT-NWS	406-751-2276
Reid, Bruce A.	DIVS	LEC	MT-LED	406-538-1960
Spitzler, Linda	PROC	BDC	MT-CNF	406-657-6205
Steinberg, Darrel	GSUL	MDC	MT-LNF	406-329-3750
Taber, Mary	SITL	BZC	WY-YNP	307-242-2501
Wandler, Karen	COMP	BRC	MT-BRF	406-777-5650
<b>Rostered Support</b>				
Creech, Stephen	OPBD	IN-IIC	IN-INS	812-334-3295
Dannenberg, Mike	SFPS	BDC	MT-MSO	406-896-2913
Dies, Dixie L.	IOF1	BRC	MT-BRF	406-363-7154
Engel, Kathryn	DMOB	BRC	MT-SWS	406-375-0412
Grant, Roy	MEDL	BRC	MT-BRF	406-363-6263
Hargis, Robert	GSUL (T)	CNC	ID-CWF	208-476-8244
McCrea, Robert L.	OPBD	MDC	MT-FHA	406-676-2550

## Northern Rockies National Incident Management Teams

Miller, Robert	FDUL	MDC	MT-FHA	406-883-3538
Olson, Pamela	ORDM	OR-CBC	OR-BLM	541-751-4276
Rahm, Gary N.	DPSC	CDC	ID-IPF	208-664-1174
RysSikora, Anne	GIST	MDC	MT-R01	406-329-3538
Simonis, Mary	CTSP	WI-WIC	WI-CNF	715-276-5333
Smith, Martha Jo	LOFR	HDC	MT-DES	406-827-8200
Sweeney, Kevin	COST	MDC	MT-R01	406-329-3001
Szyszkka, Lorri	TIME	TN-TNC	TN-CNF	423-476-9787
Trembath, Richard	SOF1	FDC	MT-LG	406-837-4590
Whiteman, Bob	SECM	VA-EICS	VA-COP	757-898-2428

**Trainee**

Bradley, Evie	COMP	FDC	MT-FWS	406-758-6869
Bushnell, Wayne	SOF1	WI-WIC	R9-RO	414-297-3682
Butler, Matt	FBAN	CDC	ID-IPF	208-443-6849
Cornett, Susan	LSC1	TX-LASC	TX-TXS	903-756-5571
Goeller, Mark	OSC1	OK-OKS	OK-OKS	918-456-6139
Poncin, Greg	OSC1	FDC	MT-NWS	406-751-2263

## Appendix D

**Alternate List**

(Note: Same list will be used for Type 2 Teams)

<b>Position</b>	<b>Applicant Name</b>	<b>Unit</b>	<b>Dispatch Center</b>	<b>Office Phone</b>
<b>AOBD</b>				
	Holstein, Collin	MT-AD	KDC	406-283-7740
Trainee				
	Bitterman, Dean	MT-BRF	BRC	406-363-7162
<b>ASGS</b>				
	Bitterman, Dean	MT-BRF	BRC	406-363-7162
	Holstein, Collin	MT-AD	KDC	406-283-7740
	Wallace, Jim	MT-KNF	KDC	406-283-2229
	Wilson, Michael	MT-BRF	BRC	406-777-5461
Trainee				
	Bernardy, Brad	VT-GMF	VT-GMAC	802-767-4261 x 518
	Brown, Kevin	MT-GNF	BZC	406-587-6803
	Martin, Dale	ID-PLS	CDC	208-443-2516
<b>ATGS</b>				
	Bahr, Robert (Bob)	MT-LED	LEC	406-538-1975
	Holden, Steve	MT-SWS	MDC	406-542-4263
Trainee				
	Lenmark, Paul	MT-DFD	DDC	406-6638-8056
	Scheel, Destry	ID-IPF	CDC	208-245-6063
<b>COML</b>				
	Irvine, Arnold	PA-ALF	PA-ALFC	814-723-5180 x 215
Trainee				
	Robinson, Roy L.	MT-MTS	MDC	406-829-7055
<b>COMT</b>				
Trainee				
	Stevens, Larry L.	ID-IPF	CDC	208-245-6040
<b>COST</b>				
	Maceo, Harris	MT-RO1	MDC	406-329-3023
Trainee				
	Simet, Elizabeth (Biddy)	MT-GNP	BZC	406-888-5802
<b>COTR</b>				
	Maxwell, Tom	MT-LED	LEC	406-538-1974
	Fields, Mary	MT-RO1	MDC	406-329-3636
<b>CTSP</b>				
	Johnson, Amy	WI-CNF	WI-WIC	715-674-4481
	Lindberg, Tammy	WI-CNF	WI-WIC	715-362-1364
Trainee				
	LaPlant, Robert	MT-MCD	MCC	406-233-2912

**DIVS**

Perkins, Phil	WY-YNP	BZC	307-344-2180
Sternberg, Tim	ID-IPF	CDC	208-267-6708
Arnold, Dewey	MT-HNF	HDC	406-495-3852
Crawford, Carl	WI-CNF	WI-WIC	715-762-5172
Embry, Robin	ID-NPF	CNC	208-983-1964
Fitzpatrick, Butch	WI-AD	WI-WIC	715-358-6863
Grasham, James	MT-LNF	MDC	406-329-3942
Hanley, Justin	MT-MCD	MCC	406-233-2874
Koschak, Daniel	MN-GRC	MN-GRC	218-229-8818
Lenmark, Paul	MT-DFD	DDC	406-6638-8056
Maillet, Lynnee	MT-LNF	MDC	406-822-3952
Miller, Ray	PA-PAS	PA-PASC	717-485-3148
Nelson, Randy	ID-NPF	CNC	208-983-9586
Nikoleyczik, Karl	MT-LNF	MDC	406-626-5421
Orton, John M.	ID-IPF	CDC	208-765-2541
Parks, Jacquie M.	MT-BRF	BRC	406-821-1214
Trimble, Eric	WA-COF	WA-CFC	509-447-7352
VanBroeke, Keith	MT-FNF	FDC	406-387-3833
Ward, Jim	MT-LNF	MDC	406-822-3952
Young, Chris	ID-NPF	CNC	208-983-1964
Zavalla, J.P.	ID-NPF	CNC	208-983-1964
Brickell, Timothy J.	MT-GNF	BZC	406-522-2546
Bush, Larry E.	MT-MTS	MDC	406-542-4227
Carbonari, Seth	MT-FNF	FDC	406-863-5421
Donnelly, Conan	MT-MCD	MCC	406-233-2900
Fansler, Bill	MT-KNF	KDC	406-293-6211
Frislie, Mike	MT-GNP	FDC	406-888-7812
Harris, Charles E.	MT-AD	FDC	406-837-4590

## Trainee

Altman, William D.	MO-MOS	GA-GIC(?)	573-468-3335 x225
Beaver, Kinberli A.	MT-HNF	HDC	406-449-5490
Edgren, Jim	MT-KNF	KDC	406-296-7165
Hertel, Chris	ID-NPF	CNC	208-983-1964
Houston, Paige	MT-BRF	BRC	406-821-2314
Hoyt, Stewart	MT-BRF	BRC	406-821-1247
Juvan, Greg	MT-HNF	HDC	406-449-5490
Kockler, Craig A.	MT-HNF	HDC	406-495-3929
LeCrone, Dan	PA-PAS	PA-PASC	814-643-5132
Lemer, Danny	MT-KNF	KDC	406-296-7187
Moore, Paul A.	MT-SWS	MDC	406-383-1585
Ruklic, Barry	ID-CWF	CNC	208-926-6422
Sampson, Tim	ID-IPF	CDC	208-245-6210

	Schrenk, Scott	ID-CWF	CNC	208-476-8206
	Sites, Ashley	ID-NPF	CNC	208-926-4258
	Theisen, Tim	ID-NPF	CNC	208-926-4258
	Wanderaas, David	MT-LCF	GDC	406-632-4391
<b>DMOB</b>				
	Shea, Julie	MT-GNF	BZC	406-587-6706
	Brown, David	ID-IPF	CDC	208-769-3042
	Ingebretson, Jane	MT-FHF	FDC	406-837-7539
<b>EQPM</b>				
	Bras, John	MT-LNF	MDC	406-826-4331
Trainee				
	Bumgarner, Diana	MT-KNF	KDC	406-882-4451
<b>FACL</b>				
	Burkhardt, William J.	WY-YNP	BZC	307-344-2332
	Wilson, Stewart	ID-CWF	CNC	208-476-4541
	Cates, John	MT-AD	BZC	406-848-7194
Trainee				
	Fields, Mary	MT-RO1	MDC	406-329-3636
	Gusted, Jeffrey K.	MT-MCD	MCC	406-233-2832
	Kedish, Wayne	MT-CES	DDC	406-442-0739
<b>FBAN</b>				
	Hutton, Diane	MT-BDF	DDC	406-689-3243
	Perkins, Phil	WY-YNP	BZC	307-344-2180
	Lange-Navarro, Risa	MT-RO1	MDC	406-329-4924
	Mark, Chuck	ID-IPF	CDC	208-245-6001
	Walker, Robert (Bob)	ID-IPF	CDC	208-772-0932
Trainee				
	Dardis, Michael	MT-FNF	FDC	406-387-3834
	Durfee, Michael	NJ-WKR	ME-NECC	973-702-7266
	Gibson, Glen	MT-KNF	KDC	406-283-7550
	Kelley, Tobin M.	MT-BRF	BRC	406-777-7431
<b>FDUL</b>				
	Gusted, Jeffrey K.	MT-MCD	MCC	406-233-2832
	Malingo, Brett A.	MT-BRF	BRC	406-821-1230
	Maxwell, Tom	MT-LED	LEC	406-538-1974
	Peek, Paul	MT-AD	DDC	406-494-2666
	Fields, Mary	MT-RO1	MDC	406-329-3636
Trainee				
	Kookan, Bob	MT-KNF	KDC	406-295-7489
<b>FUMA</b>				
	Hutton, Diane	MT-BDF	DDC	406-689-3243

**GIST**

Griggs, William C.	MT-CRA	BDC	406-638-2391
DelSordo, David	ID-IPF	CDC	208-265-6629
VanBroeke, Summer	MT-FNF	FDC	406-837-7547

**GSUL**

Cates, John	MT-AD	BZC	406-848-7194
Kedish, Wayne	MT-CES	DDC	406-442-0739
Kooken, Bob	MT-KNF	KDC	406-295-7489
Otto, Fred	ID-IPF	CDC	208-762-6883
Burkhardt, William J.	WY-YNP	BZC	307-344-2332

## Trainee

Barton, Terri	NV-WID	NV-CNC	775-623-1543
Bras, John	MT-LNF	MDC	406-826-4331

**HEB1**

Donnelly, Conan	MT-MCD	MCC	406-233-2900
Wallace, Jim	MT-KNF	KDC	406-283-2229

**HRST**

Taliaferro, Diane	MT-GNF	BZC	406-222-1892
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**ICT2**

Gray, Jim	ID-NPF	CNC	406-896-2911
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**IOF1**

Sweeney, Sharon	MT-LNF	MDC	406-329-1024
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**IOF2**

Gauger, Dellora	MT-KNF	KDC	406-889-3322
Iverson, Shannon	MT-LED	LEC	406-538-1986
Brady, Jennifer	MT-KNF	KDC	406-296-7175
Johnson, Wayne J.	MT-KNF	KDC	406-293-6211

## Trainee

Fritz, Mary	ID-CWS	CNC	208-476-4587
Jackson, Allison	AK-TNF	AK-TNFC	907-772-5887
Reeinke, Colleen	ND-DPF	NDC	701-306-9992
Rosdahl, Jamie	MT-SWS	MDC	406-542-4321
Rosenthal, Paula	MT-MTS	MDC	406-542-4235
Taliaferro, Diane	MT-GNF	BZC	406-222-1892
Worth, Chris	WI-CNF	WI-WIC	715-373-2667 x 224

**IOF3**

Mullen, Terina	MT-BUD	DDC	406-533-7665
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## Trainee

Fox, Chris	MT-KNF	KDC	406-296-7155
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**LOFR**

Kurtz, Eric J.	MT-AD	MDC	406-777-6902
McFerrin, Michael H.	MT-HNF	HDC	406-475-3214

**LSC2**

Cates, John	MT-AD	BZC	406-848-7194
Danielson, Russell L.	ID-CWF	CNC	208-486-6361
Warner, Ed	ID-CAS	CDC	208-682-4611
Barce, George	MT-FHA	MDC	406-883-2888 x 7283

Trainee

Burkhardt, William J.	WY-YNP	BZC	307-344-2332
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**LTAN**

Lange-Navarro, Risa	MT-R01	MDC	406-329-4924
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Trainee

Gibson, Glen	MT-KNF	KDC	406-283-7550
Hoyt, Stewart	MT-BRF	BRC	406-821-1247
Kelley, Tobin M.	MT-BRF	BRC	406-777-7431

**ORDM**

Burkhardt, William J.	WY-YNP	BZC	307-344-2332
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**OSC1**

Gray, Jim	ID-NPF	CNC	406-896-2911
Perkins, Phil	WY-YNP	BZC	307-344-2180
Holden, Steve	MT-SWS	MDC	406-542-4263

**OSC2**

Hutton, Diane	MT-BDF	DDC	406-689-3243
Leavell, Dan	MT-KNF	KDC	406-283-7630
Norman, Tim	MN-SNF	MN-GRC	218-387-3226
Orton, John M.	ID-IPF	CDC	208-765-2541
Ourada, Chris	ID-CTF	ID-EIC	208-524-7625
Holden, Steve	MT-SWS	MDC	406-542-4263
Kurtz, Eric J.	MT-AD	MDC	406-777-6902

Trainee

Arnold, Dewey	MT-HNF	HDC	406-495-3852
Bush, Larry E.	MT-MTS	MDC	406-542-4227
Cavill, Rick	MT-LNF	MDC	406-826-4340
Fieldhouse, Paul	MT-R01	MDC	406-777-5461
Gibson, Glen	MT-KNF	KDC	406-283-7550
Hawkins, John	MT-BRF	BRC	406-281-2322
Kempf, Leonard	WI-CNF	WI-WIC	715-762-5125
Mark, Chuck	ID-IPF	CDC	208-245-6001
Nelson, Randy	ID-NPF	CNC	208-983-9586
Ruby, Bret L	MT-HNF	HDC	406-495-3739

**PSC1**

Ingebretson, Jane	MT-FHF	FDC	406-837-7539
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**PSC2**

Brown, David	ID-IPF	CDC	208-769-3042
Gauger, Dellora	MT-KNF	KDC	406-889-3322
Ingebretson, Jane	MT-FHF	FDC	406-837-7539

**PTRC**

Yellow, Violet	MT-FBA	GDC	406-353-4874
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**RCDM**

Crelly, Patricia	MT-KNF	KDC	406-882-8346
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**READ**

Edwards, Kearstin	ID-CWF	CNC	208-942-3113
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Trainee

Schwaller, Ann	ID-CWF	CNC	208-942-0308
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**RESL**

Morgan, Ed	MT-CRA	BDC	406-638-2391
Brown, David	ID-IPF	CDC	208-769-3042
Emery, Philip	MT-KNF	KDC	406-296-2536
Ingebretson, Jane	MT-FHF	FDC	406-837-7539
Shea, Julie	MT-GNF	BZC	406-587-6706
Westby, Tom	MN-GRC	MN-GRC	218-387-1750

Trainee

Durfee, Michael	NJ-WKR	ME-NECC	973-702-7266
Fitzpatrick, Butch	WI-AD	WI-WIC	715-358-6863

**RXB2**

Trainee

Houston, Paige	MT-BRF	BRC	406-821-2314
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**SCKN**

Slinger, Cathy	ID-IPF	CDC	208-769-3069
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**SECM**

Morinis, Jimmy C.	MT-KNF	KDC	406-889-5749
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**SFPS**

Fitzpatrick, Butch	WI-AD	WI-WIC	715-358-6863
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**SITL**

Palmer, Brian	ID-CWF	CNC	208-476-8280
Durfee, Michael	NJ-WKR	ME-NECC	973-702-7266
Moore, Paul A.	MT-SWS	MDC	406-383-1585

Trainee

Beaver, Kinberli A.	MT-HNF	HDC	406-449-5490
Durfee, Michael	NJ-WKR	ME-NECC	973-702-7266

**SOF1**

Kempf, Leonard	WI-CNF	WI-WIC	715-762-5125
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**SOF2**

Ely, Craig	ID-IPF	CDC	208-769-3025
Perkins, Phil	WY-YNP	BZC	307-344-2180

	Kempf, Leonard	WI-CNF	WI-WIC	715-762-5125
	Orton, John M.	ID-IPF	CDC	208-765-2541
	Bobzien, Craig	ID-IPF	CDC	208-765-7220
	Bras, John	MT-LNF	MDC	406-826-4331
	Kurtz, Eric J.	MT-AD	MDC	406-777-6902
Trainee				
	Fitzpatrick, Butch	WI-AD	WI-WIC	715-358-6863
	Harris, Charles E.	MT-AD	FDC	406-837-4590
	Hawkins, John	MT-BRF	BRC	406-281-2322
	Hirschenberger, George	MT-MSO	BDC	406-329-3908
	Trimble, Eric	WA-COF	WA-CFC	509-447-7352
<b>SPUL</b>				
	Cates, John	MT-AD	BZC	406-848-7194
	Ague, Susan	MT-KNF	KDC	406-283-7692
	Kastner, John R.	MT-BRF	BRC	406-821-2107
<b>STCR</b>				
	Spint, Kenny	MT-HNF	HDC	406-449-5490
Trainee				
	Newton, Lonnie	ID-IPF	CDC	208-265-6647
<b>STEN</b>				
	Beaver, Kinberli A.	MT-HNF	HDC	406-449-5490
Trainee				
	Stanaway, Mike	MT-HNF	HDC	406-449-5490
<b>STLM</b>				
	Fitzpatrick, Butch	WI-AD	WI-WIC	715-358-6863
<b>TFLD</b>				
	Beaver, Kinberli A.	MT-HNF	HDC	406-449-5490
	Juvan, Greg	MT-HNF	HDC	406-449-5490
Trainee				
	Newton, Lonnie	ID-IPF	CDC	208-265-6647
	Spint, Kenny	MT-HNF	HDC	406-449-5490
<b>THSP-FARSITE</b>				
Trainee				
	Parks, Jacquie M.	MT-BRF	BRC	406-821-1214
<b>TIME</b>				
	Pedrotti, Jane	MT-CNF	BDC	605-797-4432
	Simet, Elizabeth (Bidy)	MT-GNP	BZC	406-888-5802

## Appendix E

**2005/2006 TEAM SCHEDULE**

MAR 21 – APR 3	BENNETT
APR 4 – APR 17	SANDMAN
APR 18 – MAY 1	BENNETT
MAY 2 – MAY 15	SANDMAN
MAY 16 – MAY 29	BENNETT
MAY 30 – JUN 12	SANDMAN
JUN 13 – JUN 26	BENNETT
JUN 27 – JUL 10	SANDMAN
JUL 11 – JUL 24	BENNETT
JUL 25 – AUG 7	SANDMAN
AUG 8 – AUG 21	BENNETT
AUG 22 – SEP 4	SANDMAN
SEP 5 – SEP 18	BENNETT
SEP 19 – OCT 2	SANDMAN
OCT 3 – OCT 16	BENNETT
OCT 17 – OCT 30	SANDMAN
OCT 31 – NOV 13	BENNETT
NOV 14 – NOV 27	SANDMAN
NOV 28 – DEC 11	BENNETT
DEC 12 – DEC 25	SANDMAN
DEC 26 – JAN 8	BENNETT
JAN 9 – JAN 22	SANDMAN
JAN 23 – FEB 5	BENNETT
FEB 6 – FEB 19	SANDMAN
FEB 20 – MAR 5	BENNETT
MAR 6 – MAR 19	SANDMAN
MAR 20 – APR 2	BENNETT
APR 3 – APR 16	SANDMAN
APR 17 – APR 30	BENNETT
MAY 1 – MAY 14	SANDMAN
MAY 15 – MAY 28	BENNETT
MAY 29 – JUN 11	SANDMAN

**Appendix F****STANDARD LONG TEAM  
FOR NATIONAL MOBILIZATION****Command**

ICT1	Incident Commander
DPIC	Deputy Incident Commander (optional)
SOF1	Safety Officer
IOF1	Information Officer

**Planning**

PSC1	Planning Section Chief
RESL (2)	Resource Unit Leader (2 each)
SITL	Situation Unit Leader
FBAN	Fire Behavior Analyst

**Logistics**

LSC1	Logistics Section Chief
COML	Communications Unit Leader
SUPL	Supply Unit Leader
FACL	Facilities Unit Leader
GSUL	Ground Support Unit Leader

**Finance**

FSC1	Finance Section Chief
TIME	Time Unit Leader
PROC	Procurement Unit Leader
COMP	Compensation/Claims Unit Leader

**Operations**

OSC1 (2)	Operations Section Chief (2 each)
DIVS (4)	Division/Group Supervisor (4 each)
AOBD	Air Operations Branch Director
ASGS	Air Support Group Supervisor
ATGS	Air Tactical Group Supervisor

In addition to the 27 positions identified, national Type1 Teams may have a maximum of six trainees. These positions are identified by the Type 1 Teams, not by the receiving units. Unless notified otherwise, these trainees will be mobilized for incidents on Federal lands.

**Appendix G**

**STANDARD SHORT TEAM  
FOR NATIONAL MOBILIZATION**

ICT1	Incident Commander
DPIC	Deputy Incident Commander (optional)
SOF1	Safety Officer
PSC1	Planning Section Chief
LSC1	Logistics Section Chief
FSC1	Finance Section Chief
OSC1 (2)	Operations Section Chief (2 each)
AOBD	Air Operations Branch Director
IOF1	Information Officer

## Appendix H



### National Interagency Fire Center

3838 S. Development Avenue  
Boise, Idaho 83705

February 14, 2005

To: Geographic Area Coordinating Group Chairs  
From: National Multi Agency Coordinating Group  
Subject: Incident Management Team Size

**This memo supersedes and replaces the December 17, 2004 memo from the National Multi Agency Coordinating Group (NMAC) to the Geographic Area Coordinating Group (GACG) Chairs regarding Incident Management Team size.**

The NMAC recently discussed concerns regarding the December 17, 2004 memo with the National Wildfire Coordinating Group (NWCG). The NWCG concurred that the team size/configuration standard in the National Interagency Mobilization Guide (NIMG) is the current NWCG standard. Furthermore, they agreed to task the Incident Operations Standards Working Team (IOSWT) to review the standard with consideration to Agency Administrator expectations and recommend any necessary changes. Any identified changes would be effective in calendar year 2006.

Background – Over the past several years the number of team members on Type 1 and 2 Incident Management Teams (IMTs) has increased significantly. In some cases, Type 1 and 2 IMTs have mobilized with 80 to 110 people. This far exceeds the team size and configuration approved by the NWCG and published in the NIMG. Per the NIMG, standard team configurations are:

Short Team (Command/General Staff) – total of 10 positions  
Long Team – additional 17 positions  
Trainees – maximum of 6 positions  
Total number of positions – maximum of 33

In 2000 the National Wildfire Coordinating Group (NWCG) tasked the IOSWT to evaluate the configuration of IMTs. Based on the recommendations in the IOSWT's final report, the NWCG decision was not to change the team size standard.

Decision – This issue was discussed with the Geographic Area Coordinating Group Representatives at the 2004 NMAC – GMAC meeting in Boise. The decision from both groups is to strictly adhere to direction in the NIMG with the following key points:

- This decision applies to national mobilization. Geographic Areas may allow additional team members at their discretion for internal assignments, with respect to meeting Interagency Fire Program Management Standards (IFPM), Consent Decree, or other management objectives.
- Agency Administrators after consultation with the Incident Commander may authorize additional positions to be immediately ordered by the requesting unit to meet up with the IMT upon arrival at the incident.
- Additional positions will be ordered as individual overhead requests in order to mobilize the closest available resource. Name requests should be rare and will only be accepted for highly specialized positions, to meet specific agency objectives, or when overhead positions become difficult to fill.

This decision will promote cost containment and at the same time, more of our personnel will be available for assignment opportunities. Your support and cooperation is appreciated.

/s/ Don Artley  
Chair, NMAC

## **Appendix I**

### **Sample Forms**

- A Guide for Assessing Fire Complexity
- Fire Complexity Analysis
- Guidelines for Take-Over and Release
- Incident Management Team Evaluation
- Delegation of Authority
- Return of Delegated Authority
- Team Nomination Form
- Check List – Resource Orders
- Lessons Learned



## GUIDE FOR ASSESSING FIRE COMPLEXITY

The following questions are presented as a guideline to assist the responsible line officer in analyzing the complexity or predicted complexity of a fire situation. Because of the time required to assemble and move an overhead team to a fire, this checklist should be completed when a fire escapes initial attack and be kept as a part of the fire records. As the situation becomes more complex, this checklist should be completed to assure adequate lead-time in requesting any necessary assistance.

### Use of the Guide:

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 F), the primary factor should be considered as a positive response.
3. If any three of the primary factors (A through F) are positive responses, this indicates the fire situation is or is predicted to be Class 1.
4. Factor G should be considered after all above steps. If either of these two items is answered YES and three or more of the other primary factors are positive responses, a Class 1 Team should be considered. If either question in G is answered YES and there are less than three positive responses in the primary factors (A through F), a Class 2 Team should be considered. If the answers to both questions in G are negative, it may be advisable to allow the existing overhead to continue action of the fire.

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.

### Glossary of Terms

**MIST** – the concept of Minimum Impact Suppression Tactics is to use the minimum amount of forces necessary to effectively achieve the fire management protection objectives consistent with land and resource management objectives.

**Potential for blowup conditions** – any combinations of fuels, weather, and topography excessively endangering personnel.

**Rare or endangered species** – threat to habitat of such species, or in the case of flora, threat to the species itself.

**Smoke management** – any situation, which creates a significant public response, such as smoke in a metropolitan area of visual pollution in high use scenic areas.

**Extended exposure to unusually hazardous line conditions** – extended burnout of backfire situations, rockslides, cliffs, extremely steep terrain, abnormal fuel situations such as frost kill foliage, etc.

**Disputed suppression responsibility** – any fire where responsibility for suppression is not agreed upon due to lack of agreements or difference interpretations, etc.

**Controversial fire policy** – escaped management fires is one example of this. Another is differing fire policies between suppression agencies when the fire involves multiple ownership.

**Pre-existing controversies** – these may or may not be fire management related. Any controversy drawing public attention to an area may present unusual problems to the fire overhead and local management.

**Has overhead overextended themselves mentally or physically** – this is a critical item that requires judgment by the responsible Unit Administrator. It is difficult to write guidelines for this judgment because of the wide differences

between individuals. If, however, the Unit Administrator feels the existing overhead cannot continue to function efficiently and take safe and aggressive action, due to either mental or physical reasons, assistance is mandatory.

**REMARKS:**

## FIRE COMPLEXITY ANALYSIS

- A. FIRE BEHAVIOR – observed or predicted:
1. Burning Index (from onsite weather measurements) predicted to be 90 or higher, using the major fuel model in which the fire is burning.
  2. Potential for “blowup” conditions (terrain, fuel moistures, winds, unusual fuel conditions, etc.).
  3. Crowning, long range spotting, or fire whirls observed, even during “cool periods” (night).
  4. No relief forecast.

**TOTALS**

- B. PERSONNEL COMMITTED:
1. 300 or more people per shift.
  2. Two or more divisions.
  3. Wide variety of special support personnel or equipment (military, MAFFS, etc.).
  4. Are the majority of the local initial attack resources committed to this fire?
  5. Type of crews; IFF, IHC, etc. Could there be cultural problems?

**TOTALS**

C. CULTURAL RESOURCES THREATENED:

1. Urban interface.
2. Summer homes.
3. Other developed areas (industrial, etc.).
4. Archeological sites.
5. Rare endangered species (habitat).
6. Other special resources.

**TOTALS**

D. SAFETY:

1. Extended exposure to unusually hazardous line conditions.
2. Serious accident or fatality.
3. Is there a substantial air operation that is not properly staffed?
4. Are there other safety problems?

**TOTALS**

E. OWNERSHIP:

1. Fire burning on more than one land ownership.
2. Potential for claims (damages).
3. Different or conflicting management objectives.
4. Disputes about suppression responsibility.
5. Other.

**TOTALS**

F. EXTERNAL INFLUENCES:

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

**TOTALS**

G. EXISTING OVERHEAD:

1. Existing overhead worked two shifts without success.
2. Have overhead overextended themselves (mentally or physically)?

**TOTALS**

YES	NO

## LARGE FIRE MANAGEMENT GUIDELINES FOR THE TAKE-OVER AND RELEASE OF NORTHERN ROCKIES NATIONAL INCIDENT MANAGEMENT TEAMS

Fire Name \_\_\_\_\_ Agency \_\_\_\_\_  
Date \_\_\_\_\_ Northern Rockies Team Assigned \_\_\_\_\_

The following are guidelines for agency and teams for the orderly transfer of fire suppression authorities. The guide is for the assumption and release of incoming Overhead Teams plus a checklist of information and data the receiving agency needs to provide. Some information will be in writing and some will be verbal.

- I. The taking-over of a Major Fire by Northern Rockies Team:
  - A. The assumption of a fire by a Team must be as smooth and orderly as possible. It must be remembered that the local agency team is in charge until officially released.
  - B. Ordering agency should specify expected time of arrival, and expected time of take-over by the team.
  - C. The team should contact the local agency dispatchers in advance and arrange for: (1) expected support staff, (2) location of Unit Administrator briefing, and (3) transportation needs.
  - D. The ordering agency should do the following prior to the arrival of the Northern Rockies Team:
    1. Determine fire camp location.
    2. Order fire camp, supplies, and initial basic support organization for the fire.
    3. Order or make ample supply of topography maps, base maps, etc.
    4. Determine transportation needs of Team. (From ordering agency to fire and on fire.)
    5. Determine Unit Administrator briefing time and location.
    6. Obtain necessary information for Unit Administrator briefing (see below).
    7. Order communication cache.
  - E. The team should be briefed twice. The first briefing should be by Unit Administrator at a site away from the fire. The second briefing should be by the agency Incident Commander at the fire site. Transition period of take-over will depend upon complexity, expertise of local fire team, and/or other problems.
  - F. **Unit Administrator Briefing.** This should be as soon as possible after arrival of all members on the team. It is impossible to list everything a Team needs to know. The following are the more important items that should be discussed:
    1. General
      - a. Name of Fire \_\_\_\_\_
      - b. Initial Action Taken \_\_\_\_\_
      - c. Approximate size of fire \_\_\_\_\_ acres. Location of fire (on agency recreation map).
      - d. Name of local agency Incident Commander \_\_\_\_\_

- e. General weather condition (start to present) (predicted)  
\_\_\_\_\_  
\_\_\_\_\_
- f. Fire behavior \_\_\_\_\_
- g. Fuel types (know ahead) \_\_\_\_\_
- h. Is it a tanker show? \_\_\_\_\_
- i. Is it a helicopter show? \_\_\_\_\_
- j. Fire camp location \_\_\_\_\_
- k. Other fires on agency \_\_\_\_\_
- 2. Delegation of authority and assignment responsibility.  
Agency representative \_\_\_\_\_
- 3. Area Command organization (if needed or contemplated) \_\_\_\_\_  
\_\_\_\_\_
- 4. Cause of fire \_\_\_\_\_
  - a. Investigation required \_\_\_\_\_
  - b. Name of investigator \_\_\_\_\_
- 5. Evaluation team assigned: Name: \_\_\_\_\_
- 6. Ownership involved and coordination \_\_\_\_\_
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
- 7. Names of resource advisors assigned to fire \_\_\_\_\_  
\_\_\_\_\_
- 8. Local fire policy \_\_\_\_\_
- 9. Resource values, land values, wilderness, roadless areas, rare and endangered species?  
\_\_\_\_\_
- 10. Priorities for control \_\_\_\_\_
- 11. Local unusual fire behavior and fire history in area of fire \_\_\_\_\_  
\_\_\_\_\_
- 12. Money limitations and constraints \_\_\_\_\_  
\_\_\_\_\_

13. Legal consideration (current investigations in action) \_\_\_\_\_  
\_\_\_\_\_
14. Pre-attack plans \_\_\_\_\_ YES \_\_\_\_\_ NO
15. News media relations \_\_\_\_\_  
\_\_\_\_\_
- PIO organization – Report to Incident Commander \_\_\_\_\_  
- Report to agency supervisor \_\_\_\_\_
16. Known local safety hazards \_\_\_\_\_  
\_\_\_\_\_
- Unit Safety Officer name \_\_\_\_\_
- Local safety plan \_\_\_\_\_
- Agency Health and Safety Codes \_\_\_\_\_
17. Local political considerations, attitudes of local residents (extremist groups)  
\_\_\_\_\_  
\_\_\_\_\_
18. Procurement Unit Leader assigned \_\_\_\_\_
- Pay rules unique to agency \_\_\_\_\_
19. Other agencies on fire \_\_\_\_\_
- Agency Liaison \_\_\_\_\_
20. Transportation Routes \_\_\_\_\_  
\_\_\_\_\_
21. Air Operations \_\_\_\_\_
- a. Airtankers \_\_\_\_\_
- b. Effectiveness of airtankers to date \_\_\_\_\_
- c. Air Operations Director – Name \_\_\_\_\_  
- Airport \_\_\_\_\_  
- Telephone \_\_\_\_\_
- d. Helicopters assigned \_\_\_\_\_

- 22. Personnel on fire (general) \_\_\_\_\_  
\_\_\_\_\_
- 23. Equipment on fire (general) \_\_\_\_\_  
\_\_\_\_\_  
(Exact numbers, names, and ETAs provided if available)
- 24. Supply system to be used (local supply, cache, procedures) \_\_\_\_\_  
\_\_\_\_\_
- 25. Land Status \_\_\_\_\_  
\_\_\_\_\_
- 26. Physical condition of agency overhead team \_\_\_\_\_  
\_\_\_\_\_
- 27. Agency personnel available (condition) \_\_\_\_\_  
\_\_\_\_\_
- 28. Rehabilitation policies (anything the team may need to know about) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 29. Estimated time when the team will assume command \_\_\_\_\_
- 30. Equal Opportunity/Cultural Awareness \_\_\_\_\_  
\_\_\_\_\_

**G. Local Incident Commander Briefing.**

Upon arrival at the fire, the local Incident Commander will brief the Northern Rockies Team. The team should not assume fire until they are thoroughly briefed and comfortable with the situation. Both Incident Commanders will determine exact hour of command change. After briefing, functions will start phasing into their areas of responsibility, but will not assume control until the predetermined time. Agency team may continue to work on fire in various functions depending upon physical condition and Unit Administrator's direction.

1. Map of fire (best available) \_\_\_\_\_
2. Time of start \_\_\_\_\_
3. Spread – fire behavior \_\_\_\_\_
4. Fuels – at fire \_\_\_\_\_
5. Anchor points \_\_\_\_\_
6. Line held (on map) \_\_\_\_\_
7. Natural barriers \_\_\_\_\_  
\_\_\_\_\_
8. Weather forecast \_\_\_\_\_  
\_\_\_\_\_
9. Camp Sites:  
Established \_\_\_\_\_  
Possible \_\_\_\_\_  
Spike Camps \_\_\_\_\_
10. Airtanker effectiveness to date \_\_\_\_\_  
\_\_\_\_\_
11. Hazards (aircraft & people) \_\_\_\_\_  
\_\_\_\_\_
12. Access from camp to the incident \_\_\_\_\_  
\_\_\_\_\_
13. Personnel and equipment on line \_\_\_\_\_  
\_\_\_\_\_
14. Personnel and equipment ordered (confirm information received at Unit Administrator briefing).  
\_\_\_\_\_
15. Photos \_\_\_\_\_ YES \_\_\_\_\_ NO



16. Helispot and heliport locations (use map) \_\_\_\_\_  
\_\_\_\_\_
17. Communications system in use: Radio \_\_\_\_\_  
Telephone \_\_\_\_\_  
Mobile Phone \_\_\_\_\_
18. Weather availability \_\_\_\_\_
19. Camp fire protection \_\_\_\_\_  
Crash fire protection at heliport \_\_\_\_\_  
Medivac arrangements \_\_\_\_\_
20. Review of existing plans for control in effect \_\_\_\_\_
21. Smoke conditions \_\_\_\_\_
22. Local political issues \_\_\_\_\_
23. Any security problems? \_\_\_\_\_
24. Overhead on line (names and location – put on map)
25. Copy machine in camp \_\_\_\_\_ YES \_\_\_\_\_ NO

- II. Release of a Northern Rockies Team
  - A. Release of the team has basically the reverse of the above. The Unit Administrator or their representative must approve date and time. It must be as soon as possible and local fire team members should be assigned and start working with the team members at the predetermined time. Local fire team should be off 24 hours prior to take-over.
  - B. The Northern Rockies Team should start phasing in Agency team as soon as demobilization begins.
  - C. The Northern Rockies Team should not be released from the fire until:
    - 1. Fire management activity is at the level and workload a Type 2 and Type 3 Team can reasonably assume.
      - a. Fire must be controlled.
      - b. Most all line crewmembers that are not needed for patrol and mopup have been released.
      - c. Base fire camps shut down, reduced, or in the process.
      - d. Plans Section Chief has prepared a rough copy of the fire report and narrative.
      - e. Finance Section Chief should have most all known finance problems resolved. Contact made with agency budget and financial personnel.
      - f. Resource rehab work completed or done to Agency satisfaction.
      - g. Overhead ratings.
    - 2. Finance and Logistics Section Chiefs may have to stay longer or return to local Agency to resolve problems.
    - 3. If there are problems not identified above, the assigned team Incident Commander and their staff will work with a member of the using agency in obtaining the necessary information to make the transition periods effective and organized.
  - D. Fire Team should have closed debriefing session prior to meeting with supervisor.
  - E. Unit Administrator and Interagency Evaluation Team should debrief the team and prepare evaluation with 10 days after release.

Items to cover:

    - 1. Using agency should give Team written performance evaluation.
    - 2. Were objectives met?
    - 3. Safety.
    - 4. Costs.
    - 5. Outstanding or poor performance of individuals and crews.
- III. Should a Northern Rockies Team be assigned to a fire and the above, or portions of the above, procedures cannot be followed due to emergency conditions or other problems, the assigned team Incident Commander and staff will work with members of the using agency in obtaining the necessary information to make the transition periods effective and organized.

#### IV. Post Season Incident Evaluations

The Agency Line Officer shall provide for a post-season incident evaluation of Incident Management Teams. The purpose of this evaluation is to review the performance elements that may not have been apparent at the time of release. As a minimum, the following elements and minimum levels of performance should be addressed.

##### A. Incident Commander

1. Costs: They were within the constraints set forth by the Line Officer.
2. Rehabilitation: Were the rehabilitation efforts and plan adequate and made with proper fiscal accountability?

##### B. Finance

1. Payment records: They were complete and accurate, requiring minimal follow-up for processing.
2. Claims: Documentation was complete.
3. Injuries: Documentation was complete and proper records distribution was made.

##### C. Logistics

1. Accountable property: Was returned or adequate records were provided to track the property from receipt through the time of Team release.
2. Durable goods: Loss/use rates were less than 20% of the replacement value of all durable goods ordered and purchased for the incident. (Durable goods have a life expectancy greater than one incident.)

##### D. Information

1. Public Information: This was managed in a manner whereby keeping misunderstanding and controversy to a minimum.
2. Political situations: Those assigned to the team were managed in a manner acceptable to the Line Officer.
3. For situations within the team's control: The information flow, as if effects political considerations, was managed in a manner that reduced the potential for adverse reactions carrying forth and impacting future management issues.

##### E. Other late, arising issues.

## Supplement to Northern Rockies Type 1 and Type 2 Team Operating Plans

- A. In the introduction or mission statement section include the statement that safety is the number one priority for all Team functions and that the following considerations and guidelines will be followed:
1. The Northern Rockies Coordinating Group and Agency Administrators are committed to zero tolerance of carelessness and unsafe actions.
  2. The commitment to, and accountability for, safety is a joint responsibility of all firefighters, IMT members, and agency administrators.
  3. The Delegation of Authority, all Incident Action Plans, the Wildland Fire Situation Analysis, Wildland Fire Implementation Plan and related activities must reflect this commitment to safety.
  4. Individuals must be personally committed and responsible for their own performance and accountability.
  5. The incident Commander shall ensure that safety factors are covered with incident personnel at all operational briefings; that safety briefings are occurring throughout the incident organization, that safe practices are implemented and unsafe acts are not tolerated.
  6. The identification and location of escape routes and safety zones must be stressed. The Incident Management Team will use Standard Fire Orders, Watch Out Situations, and ICS 215-A (LCES) for guidance at strategy meetings, during briefings and when developing the incident action plan, safety message, and medical plan.
- B. In the "Team Oversight" section for Type 1 and "Team Procedures" section for Type 2 add the statement: To assist in the evaluation of team performance, Incident Commanders, team coordinators and the NRCG Operations Committee will meet in February each year to discuss team performance evaluations, identify problems, select new team members and coordinate management processes between Type 1 and Type 2 teams.
- C. In the Agency Administrator/Line Officer Responsibilities section add:
1. Complete and approve a 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. This procedure facilitates the transition between incident management levels. An IMT may manage suppression actions on a fire only after receiving a signed delegation of authority. The delegation is part of the briefing package and must contain both the specific delegation and limitations to that authority. It is very important to include specific, measurable objectives to be accomplished by the IMT. Clear and concise objectives will provide both the IMT and the agency administrator a means for continual evaluation and adjustments as the incident progresses.
  2. Provide the resources and procedures for release of information to the news media and concerned public. Define public information responsibilities and delegations so that all parties understand their roles. Provide a local liaison, or establish standards for IMT liaison, with local communities. Assure that all appropriate public, media, and governmental contacts are made and lines of communication are established and maintained.
  3. Set clear and measurable standards for safety. Highlight known hazards of the area.
  4. Assign clear responsibility for initial attack responses expected of the team in the Delegation of Authority.
  5. Assure the IMT addresses the fire training needs of the host unit.
  6. Assure that rehabilitation of all effects of fire suppression activities are addressed prior to release of the IMT.

7. Assure that all fiscal matters are identified and resolved, as much as possible, prior to release of the IMT.
8. Receive a Return of the Delegation of Authority for management of the incident from the Incident commander prior to release of the IMT.
9. Is responsible for, and participates in, the assessment of the team performance and effectiveness. The Agency Administrator may request the assistance of an evaluation team if needed. The Incident Commander will forward team evaluations to the Team Coordinator, who will then distribute copies to the Zone Agency Representatives and the NRCG Operations Committee.
10. The Agency Administrator has the authority to replace an IMT anytime his/her expectations and conditions of the Delegation of Authority are not being met. Only the Zone Agency Representatives or the NRCG Board of Directors can make the decision to have a team "stand down".

D. Add a new section on Incident Accident Reporting:

Incident Commanders and Agency Administrators will define the reporting process for any injury or accident on the incident during the Agency Administrator briefing. This will include timelines and personnel to be notified on the host unit.

The following requirements will be followed when an entrapment, deployment, serious injury or a fatality occurs on incidents within the Northern Rockies Geographic Area:

Incident Commander Responsibilities: (in addition to those identified in ICS 410-1, Fireline Handbook) in order to prepare for the subsequent investigation:

1. Remove involved personnel from the fireline, while ensuring appropriate medical attention is received. When hospitalization or fatalities occur, ensure that all involved personnel's protective clothing and equipment are preserved.
2. Ensure that the entrapment or deployment scene is secured and all pertinent evidence is secured (in place if possible), particularly fire shelters and personal protective equipment as required by the Occupational Safety and Health Administration.
3. Immediately notify the Agency Administrator and provide details on the incident status summary (ICS-209).
4. Initiate an initial site investigation to ensure emergency response is appropriate, secure the site, obtain names of witnesses and collect their initial statements, take photographs, etc. This initial investigation will conclude upon arrival of the official investigation team, which should occur within 24 hours or less. The initial site investigation group will meet with the official investigation team, provide a briefing and give them all information and documents collected to date.
5. Continue to manage the overall incident unless, and until, relieved.

Agency Administrator Responsibilities: (in addition to those found in the Agency Administrator's Guide to Critical Incident Management, NWCG, April 1996, NFES 1356)

1. Make an initial determination on whether to replace the IMT while the investigation proceeds. This determination needs to be made rather quickly because it will take some time to get a replacement team in place. Base this determination on seriousness of the accident and in consultation with the Incident Commander, agency fire staff, Zone Agency Representatives and the NRCG Board of Directors.
2. Convene an Entrapment Investigation Team, ordered through the Northern Rockies Coordination Center. The Investigation Team should be in place within 24 hours and composed of the following personnel:
  - Incident Commander or Operations Section Chief, Type 1
  - Fire Behavior Analyst\*

- Safety Manager (chief investigator or with investigative expertise)
- Wildland fire operation specialist with expertise at the peer level of the person(s) directly involved
- Agency representative of involved person(s)
- Employee representative (union, peer at operations level)
- Fire Weather Meteorologist\*
- Personal Protective Equipment specialist, from lab such as USDA Forest Service's Missoula Technology and Development Center\*

\*If the accident is not of the entrapment/deployment nature, such as a vehicle/equipment or tree falling accident, compose the investigative team of appropriate technical experts.

3. Instruct the Investigative Team to have their preliminary report completed within 24 hours after arrival at the incident.
  4. Based upon the investigative team's preliminary report, make a determination on whether to replace the IMT or not. IF the decision is to replace the team, also make a recommendation to the NRCG Board of Directors, through the zone Agency Representatives, on whether the team should "stand down" pending the final investigation report. The NRCG Board of Directors will make the decision to stand a team down or not based on the Agency Administrator and Zone Agency Representative recommendations and their review of the preliminary investigation team report.
  5. Request the Investigation Team have their final report done within 45 days.
- E. Replace the existing team evaluation guide for Agency administrator use with the attached evaluation guide format.

NRCG Chair

## Northern Rockies Incident Management Team Evaluation Guide

Team Incident Commander: \_\_\_\_\_

Type: \_\_\_\_\_

Incident Name: \_\_\_\_\_ Incident Number: \_\_\_\_\_

Dates: From \_\_\_\_\_ To: \_\_\_\_\_

1. Did the team place proper emphasis on safety, adhere to the 10 Standard Orders, evaluate the situation in relation to the 18 Situations and incorporate LCES?

Yes No

Comments:

2. Did the team accomplish the objectives described in the Wildland Fire Situation Analysis (WFSA), the Delegation of Authority, and the Agency Briefing?

Yes No

Comments:

3. Was the team sensitive to resource limits and environmental concerns?

Yes No

Comments:

4. Was the team sensitive and responsive to local and social concerns and issues?

Yes No

Comments:

5. Was the team professional in the manner in which they assumed management of the incident, managed the incident, and returned it to the hosting agency?

Yes No

Comments:

6. Did the team anticipate and respond to changing conditions in a timely and effective manner?

Yes No

Comments:

7. Did the team activate and manage the demobilization in a timely, cost-effective manner?

Yes No

Comments:

8. Did the team attempt to use local resources and trainees and closest available forces to the extent possible?

Yes No

Comments:

9. Was the IC an effective manager of the team and its activities?

Yes No

Comments:



10. Was the IC obviously in charge of the team and incident? Was the IC performing a leadership role?

Yes No

Comments:

11. Was the IC effective in assuming responsibility for the incident and initiating action?

Yes No

Comments:

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

Yes No

Comments:

13. Was the team cost effective in their management of the incident?

Yes No

Comments:

Other comments:

Agency Administrator Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Incident Commander Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**DELEGATION OF AUTHORITY**

\_\_\_\_\_ is assigned as Incident Commander on the \_\_\_\_\_  
\_\_\_\_\_ Fire. You have full authority and responsibility for managing the fire suppression activities within the framework of law, Agency policy, and direction provided in the Overhead Briefing and/or Escaped Fire Situation Analysis.

Your primary responsibility is to organize and direct your assigned and ordered resources for efficient and effective suppression of the fire. You are accountable to the \_\_\_\_\_ or their designated representative listed below. Financial limitations will be consistent with the best approach to the values at risk.

Specific direction for the \_\_\_\_\_ Fire covering management and environment concern is listed:

Resource limitations –

\_\_\_\_\_, will represent me on any occasion that I am not immediately available. This authority is effective \_\_\_\_\_.

\_\_\_\_\_  
Unit Administrator Date  
Time:

\_\_\_\_\_  
Unit Administrator Date  
Time:

**RETURN OF DELEGATED AUTHORITY**

The signing of this document returns the authority and responsibility for the management of the \_\_\_\_\_ Fire to the Unit Administrator having protection responsibility for the land on which the fire is located.

It is mutually agreed the objectives and management direction have been met and the \_\_\_\_\_ Northern Rockies Team is hereby released effective

\_\_\_\_\_ .  
Date                      Time

\_\_\_\_\_  
Incident Commander

\_\_\_\_\_  
Unit Administrator

**Interagency Incident Management Teams  
Interagency Fire Use Management Teams**

Name of Candidate:  
Home Unit:  
E-Mail Address:

Office Phone:  
Home Phone:

Please indicate your preference for Type 1 Team, Type 2 Team or Fire Use Team:

- First Preference                                    () Type 1 Team    () Type 2 Team    () Fire Use Team
- Second Preference:                            () Type 1 Team    () Type 2 Team    () Fire Use Team
- Only wish to be considered for:            () Type 1 Team    () Type 2 Team    () Fire Use Team

**Positions to Which Nominated -- Type 1 Team**

If applying for a Trainee or Alternate position, use (T) or (A), respectively. If more than one position, list in priority order.

- 1.
- 2.
- 3.

I have successfully completed S-520    yes\_\_\_\_ no\_\_\_\_            If yes, year completed

**Positions to Which Nominated -- Type 2 Team**

If applying for a Trainee or Alternate position, use (T) or (A), respectively. If more than one position, list in priority order.

- 1.
- 2.
- 3.

I have successfully completed S-420    yes\_\_\_\_ no\_\_\_\_            If yes, year completed

**Positions to Which Nominated -- Fire Use Team**

If applying for a Trainee or Alternate position, use (T) or (A), respectively. If more than one position, list in priority order.

- 1.
- 2.
- 3.

Long-term goal(s):

- 1.
- 2.

Brief resume of experience relating to the position(s) identified (attach additional sheet if needed):

SUPERVISORY Recommendation and Approval:

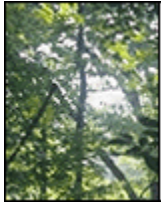
I certify that this nominee meets the minimum ICS qualifications for the position(s) nominated and will be made available for participation on Northern Rockies Incident Management Teams:

/s/

\_\_\_\_\_ Name

\_\_\_\_\_ Title

Incident Management and Fire Use Management Teams are utilized on complex incidents and face great challenges in directing interagency resources towards a common goal. When a team is on call, it is expected that the team member will be available. Granted, events can occur that make individuals unavailable for assignment, but these events should be few and on a short-term basis. Please give serious consideration to the availability requirements when nominating for an Incident Management Team position.



## What Works in Fire Management

# Lessons Learned

### After Incident Report

#### Lessons Learned, NARTC

The purpose of the After Incident Report is to identify issues that occurred on an incident and how they were resolved. The lessons learned in the report will also be used to refresh or update training curriculums. Issues and trends that are identified may have Fire Action Collection Teams assigned to them in the future for further analysis and resolution.

Incident Management Teams and Agency Administrators are asked to complete the following questionnaire for the incident(s) that they managed:

Incident Name:

Dates of  
Assignment:

Unit or  
Jurisdiction(s):

Geographic Area:

Report Submitted by:

1. What was the most notable success at the incident that others may learn from?

**2. What were some of the most difficult challenges faced and how were they overcome?**

**3. What changes, additions or deletions are recommended to various training curriculums?**

**4. What issues were not resolved to your satisfaction and need further review? Based on what was learned, what is your recommendation for resolution?**

Online version of this form is available at:

<http://www.wildfirelessons.net/Index.htm>