Incident Management Team

GUIDEBOOK

Mission Statement

To unify, manage and ensure safety for public safety resources mobilized in time of emergency to protect the people, property, and the environment of the State of Oregon and adjoining states.
Incident Management Intentions

The SFM incident management team (IMT) will develop a plan of action to aggressively and safely mitigate the incident to which it has been assigned, either through a unified command or a single incident command structure. The IMT intends to build and operate a command and control structure consistent with its ability to meet the expectations outlined.

Resources assigned to the incident will operate under an incident action plan (IAP), within an organized chain of command and formal safety plan. The IAP will address the strategy and tactics dictated by the risks and resources associated with the incident.

Within the first operational period of the incident, the IMT intends to commit resources to the incident only after resources have been briefed on the developing strategy and tactics of the incident, resource specific objectives, weather, fuel types, and safety considerations. Within the second operational period, the IMT intends to develop a formal IAP for delivery to the Division / Group Supervisor level.

The IMT expects that all personnel shall receive a briefing by their immediate supervisor prior to being deployed within the hazard area. This briefing shall detail resource assignments, assigned objectives, chain of command, and safety considerations.

The IMT will place firefighters at a greater level of risk to save lives. It will place firefighters at risk to save property and reduce environmental impact. The I.M.T. will not place firefighters at risk if the incident does not have life safety, protection of property, or environmental impact implications.

To meet the IMT intentions, a formal series of planning meetings and briefings will occur. The IMT expects all members critical to the development of the IAP to promptly attend those meetings to provide mission critical information.
# TABLE OF CONTENTS

## Section 1 TEAM GUIDELINES
- Team Mission & Creed ................................................................. 2
- Team Configuration ................................................................. 2
- Selection .................................................................................. 2
- Tenure ..................................................................................... 3
- Training Expectations .............................................................. 3
- Availability .............................................................................. 3
- Equipment ................................................................................ 3
- Identification ........................................................................... 3
- Pool Selection, Mobilization and Expectations ......................... 4
- Pool Configuration ................................................................. 4
- Selection .................................................................................. 4
- Expectations ........................................................................... 4
- Call-Up .................................................................................... 5
- Team Positions ........................................................................ 5
- Quality Improvement ............................................................... 5
- Purpose, Process ..................................................................... 5
- Division Group Sup’s Evaluation Form for TF/ST Leader .......... 6
- Overhead Personnel Performance Rating ................................. 7

## Section 2 TEAM MOBILIZATIONS
- Notification Process ................................................................. 2
- Response Guidelines ............................................................... 2
- Travel to Incident ..................................................................... 2
- Dress Code ............................................................................. 2
- IMT Dispatch Information Form ............................................... 3
- First to Arrive .......................................................................... 4
- Planning Meetings and Briefings ............................................. 4
- Performance Evaluations ......................................................... 4
- Overhead Personnel Performance Rating ................................. 5

## Section 3 TRANSITION
- Transition From Local Jurisdiction .......................................... 2
- Basic ‘Hot’ Briefing from Agency having Jurisdiction ............... 2
- Initial Team Briefing ............................................................... 2
- Initial Team Actions and Decisions ......................................... 3
- First to Arrive Summary form .................................................. 4

## Section 4 INCIDENT COMMAND
- Incident Commander’s Checklist ........................................... 2
- Incident Command Responsibilities ........................................... 3
- Assumption of Command ....................................................... 3
- Multi-Jurisdictional Incidents ................................................. 3
- IC Responsibility in Preparing for Planning Meeting ............... 4
- Incident Commander ............................................................. 4
### Planning Meeting

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectives</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Attendance</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Incident Action Plan Communication Policy</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Section 5 INCIDENT INFORMATION OFFICER

| Incident Information Officer | 2 |
| IIO's Responsibility in Preparing for Planning Meeting | 3 |
| IIO Information Handouts | 3 |
| Press Releases | 3 |

#### Section 6 IIO RESOURCES

| Fire Incident News | 2 |
| Checklist For Evacuation | 3 |
| Fire Safety Checklist | 4 |

#### Section 7 PLANNING

| Planning Chief | 2 |
| Deputy Planning Chief (Situation Unit Leader) | 3 |
| Resource Unit Leader /Demob Unit Leader | 4 |
| Planning Section, Shadow Personnel | 5 |
| Daily Activity Guide | 6 |
| Planning Meeting | 7 |
| Objectives | 7 |
| Attendance | 7 |
| Preparing For Planning Meeting | 7 |
| Planning Chief | 7 |
| Operations Chief | 7 |
| Logistics Chief | 7 |
| Finance Chief | 7 |
| Incident Information Officer | 8 |
| Safety Officer | 8 |
| Incident Commander | 8 |
| Planning Meeting/Briefing Agenda | 9 |
| Resource Unit Leader | 10 |
| Hot Check-In of On-Scene Resources | 10 |
| Check-In of Mobilized Resources | 11 |
| Verify Resource Order | 11 |
| Resource Tracking | 12 |
| Demobilization | 12 |
| Documentation | 13 |
| OSFM Conflagration Demobilization Plan | 14 |
| Final Report Contents | 15 |
Section 8  SAFETY

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Officer</td>
<td>2</td>
</tr>
<tr>
<td>General Responsibilities</td>
<td>3</td>
</tr>
<tr>
<td>Supervision of Firefighters’ Work Includes</td>
<td>3</td>
</tr>
<tr>
<td>Safety Officer’s Responsibilities in Preparing for Planning Meeting</td>
<td>3</td>
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<tr>
<td>Safety Officer</td>
<td>3</td>
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<td>4</td>
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<tr>
<td>Briefing Procedure</td>
<td>4</td>
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<td>Expanding Briefings</td>
<td>4</td>
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<tr>
<td>Briefing Items</td>
<td>4</td>
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<tr>
<td>Briefing Checklist</td>
<td>6</td>
</tr>
<tr>
<td>Clothing and Personal Protective Equipment (PPE)</td>
<td>7</td>
</tr>
<tr>
<td>Foot Travel</td>
<td>7</td>
</tr>
<tr>
<td>LCES Checklist</td>
<td>7</td>
</tr>
<tr>
<td>Firefighter Rehabilitation</td>
<td>8</td>
</tr>
<tr>
<td>Night Operational Periods</td>
<td>8</td>
</tr>
<tr>
<td>Fire Behavior</td>
<td>8</td>
</tr>
<tr>
<td>Extreme Fire Behavior</td>
<td>9</td>
</tr>
<tr>
<td>Fire Weather Forecast</td>
<td>9</td>
</tr>
<tr>
<td>Fire Danger Rating</td>
<td>9</td>
</tr>
<tr>
<td>Line Scouting</td>
<td>9</td>
</tr>
<tr>
<td>Safety Flagging Standards</td>
<td>10</td>
</tr>
<tr>
<td>Firing Equipment</td>
<td>10</td>
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<tr>
<td>Power Saws</td>
<td>10</td>
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<tr>
<td>Engine Operations</td>
<td>10</td>
</tr>
<tr>
<td>Personnel Transportation</td>
<td>11</td>
</tr>
<tr>
<td>Power Line Hazards</td>
<td>11</td>
</tr>
<tr>
<td>Thunderstorm Safety</td>
<td>12</td>
</tr>
<tr>
<td>Safety While Protecting Structures from Wildland Fires</td>
<td>12</td>
</tr>
<tr>
<td>Structural &quot;Watchout&quot; Situations</td>
<td>14</td>
</tr>
<tr>
<td>Managing Vehicle Traffic in Severe Smoke</td>
<td>14</td>
</tr>
<tr>
<td>Firefighter Entrapment</td>
<td>16</td>
</tr>
<tr>
<td>Fire Shelter Deployment</td>
<td>16</td>
</tr>
<tr>
<td>Choosing Deployment Area</td>
<td>16</td>
</tr>
<tr>
<td>Shelter Deployment</td>
<td>16</td>
</tr>
<tr>
<td>While Inside Shelter</td>
<td>17</td>
</tr>
<tr>
<td>How long to Stay Inside Shelter</td>
<td>17</td>
</tr>
<tr>
<td>Building Refuge</td>
<td>17</td>
</tr>
<tr>
<td>Vehicle Refuge</td>
<td>18</td>
</tr>
<tr>
<td>Vehicle Accident Checklist</td>
<td>19</td>
</tr>
<tr>
<td>Injury and Fatality Reporting</td>
<td>20</td>
</tr>
<tr>
<td>Injury/Fatality Procedures</td>
<td>21</td>
</tr>
<tr>
<td>First Aid</td>
<td>22</td>
</tr>
<tr>
<td>Heat Stress Recognition</td>
<td>22</td>
</tr>
</tbody>
</table>
### Section 9 OPERATIONS

- Operations Section Chief ................................................................. 2
- Incident Priorities .............................................................................. 2
- Operations ......................................................................................... 2
- Operations Section .......................................................................... 2
- Operations Briefing Checklist .......................................................... 3
- Incident Activities and Operations ...................................................... 4
- Ops Chief Responsibilities in Preparing for Planning Meeting .......... 8
- Operations and Plans ........................................................................ 8
- Operations and Finance ..................................................................... 8
- Work/Rest Guidelines ......................................................................... 8
- Additional Resources .......................................................................... 8
- Operations Branch Director ................................................................. 9
- Division/Group Supervisor ................................................................ 10
- Division/Group Supervisor Expectations ........................................... 10
- Task Force/Strike Team Leader ........................................................... 12
- Single Resource Boss ........................................................................ 13
- Staging Area Manager ....................................................................... 13
- Operations Responsibilities for Demobilization ............................... 14
- Task Force/Strike Team Leader Checklist : Assembling the Team .... 15
- Task Force/Strike Team Leader Checklist : Travel, Check-in, Operations 16
- Task Force/Strike Team Leader Checklist : Demobilizing the Task Force .... 17
- Task Force Performance Rating ......................................................... 18
- Engine Company or Crew Performance Rating ............................... 19

### Section 10 FINANCE

- Finance Briefing Guide ..................................................................... 2
- Finance Section Chief ....................................................................... 3
- Objectives .......................................................................................... 3
- Specific Duties and Work Assignments .............................................. 4
- Finance Chief's Responsibilities in Preparing for Planning Meeting ..... 6
- Resource and Supply Accountability ..................................................... 6
  - ODF/USFS Fires - Credit Card System ........................................... 6
  - Procedure ......................................................................................... 6
  - OSFM Fires ....................................................................................... 7

### Section 11 LOGISTICS

- Logistics Initial Arrival Briefing and Planning Meeting Guide ......... 2
- Logistics ............................................................................................. 3
- Objectives .......................................................................................... 3
- Logistics Chief's Responsibilities in Preparing for Planning Meeting .... 5
- Incident Base/Command Post Layout Principals ............................... 5
  - Specific Goals ................................................................................ 5
  - Security ............................................................................................ 6
  - Medical Unit .................................................................................... 6
  - Communications Unit Leader .......................................................... 7
**Section 12  EMERGENCY PLAN**

- Emergency Plan Operational Guideline (Incident w/in Incident) ........................................... 2
- Incident Commander .................................................................................................................. 2
- Deputy Incident Commander .................................................................................................. 2
- Operations Section Chief ......................................................................................................... 3
- Planning Section Chief ............................................................................................................ 3
- Logistics Section Chief ............................................................................................................. 4
- Incident Information Officer ..................................................................................................... 4
- Accident Scene Safety Officer ................................................................................................ 4
- Develop Checklist of Items To Be Completed ........................................................................ 5

**Section 13  IMT SHADOW PROGRAM**

- IMT Shadow Program .................................................................................................................. 2
- SFM Incident Management Team Shadow Program ............................................................... 3
  - Under This Agreement Local Agencies Agree To .................................................................. 3
  - In Return, OSFM Agrees To .................................................................................................. 3
- SFM Incident Management Team Shadow Program Requirements ........................................ 4
  - Program is voluntary and implies no obligation .................................................................... 4
- SFM Incident Management Team Shadow Program Application ........................................ 5

**Appendix A  SAFETY MESSAGES**

- 10 Standard Fire Orders ............................................................................................................ 2
- LCES Checklist ......................................................................................................................... 3
- 18 Watch Out Situations ........................................................................................................... 4
- ODF Minimum Communication Standard for Every Firefighter ............................................. 5
- Common Denominators on Tragedy Fires ............................................................................... 5
- 12 Standard Aviation Questions That Could Save Your Life ..................................................... 6
- Downhill/Indirect Line Construction Guidelines .................................................................... 7
- Indicators of Hazard Trees/Hazard Tree Zones ..................................................................... 8
- Snag Hazard Mitigation Measures .......................................................................................... 9
- Snag Hazard Alert Checklist .................................................................................................. 10
- Risks and Hazards to Monitor – Line ..................................................................................... 11
- Risks and Hazards to Monitor – Camp .................................................................................... 12
- Emergency Operations Sanitation Checklist ........................................................................... 13
- Risks and Hazards to Monitor – Transportation ................................................................... 14
SECTION 1

TEAM GUIDELINES
TEAM MISSION & CREED

MISSION: Unify, manage and ensure safety of public safety resources mobilized in time of emergency to protect the people, property, and the environment of the State of Oregon and adjoining states.

CREED
No job is so important, and
No service so urgent,
That we cannot take time to do the job safely
– and do it right the first time.

TEAM CONFIGURATION

Overhead teams will be configured with the following positions:

Incident Commander  Deputy Incident Commander
Information Officer  Safety Officer
Operations Section Chief  Deputy Operations Section Chief
Planning Section Chief  Deputy Planning Section Chief
Resource/Demob Unit Leader  Logistics Section Chief
Finance Section Chief  Communications Unit Leader

As needed: Division/Group Supervisor

SELECTION

Team member selections will be made using the following guidelines:

- Qualifications will be determined using the Oregon Interface Qualification System (OIQS) Guide.
- Distribute team members across region and agencies where possible.
- Where all candidates are fully qualified, those candidates needing experience will be considered equally with candidates who are fully experienced.

Incident commander and deputy incident commander vacancies will be filled from the team roster. When an incident commander vacancy occurs, the remaining incident commanders will recommend candidates to the chief deputy for appointment. Incident commanders will select their deputy incident commanders.

Safety, information officer, planning, and operations vacancies will be offered first to the team roster. The chief deputy will maintain pools of qualified candidates to fill vacancies turned down by team members. Operations vacancies will be filled from the division/group supervisor pool. Incident commanders will select to fill vacancies on their teams, in consultation with the deputy ICs and appropriate section chiefs.

The Fire & Life Safety Services manager will maintain a list to fill logistics, finance and resource/demob unit leader positions.
TENURE

Once selected for a team, the team member has a standing appointment. Selected team members are expected to commit to a minimum three-year standing appointment. The incident commander reserves the right to replace team members at any time for poor performance or unavailability.

TRAINING EXPECTATIONS

Team members are expected to attend the annual pre-fire season training and planning conference, team meetings and debriefings as scheduled by incident commanders, and training as offered to meet or maintain position qualifications. Original team members are expected to meet the OIQS qualifications (or equivalent) for their position within three years.

AVAILABILITY

Unless coordinated in advance with the incident commander, team members are expected to be available when the team is in "on-call" status.

Trading “on-call” status with counterparts from other teams is acceptable. Members are expected to trade position for position. Deputy ICs can fill in for their IC. Deputy section chiefs with IMT experience can fill in for their section chiefs. The team Incident Commander must first approve other trades outside of assigned positions. In all cases, team members will notify the incident commander that they are unavailable, and name the individual who has agreed to cover their position.

EQUIPMENT

Team members are expected to provide their equipment and PPE as defined in the Oregon Fire Service Mobilization Plan.

IDENTIFICATION

Team members will be identifiable in the field. OSFM will provide team members with nametags, OSFM patches, and OSFM IMT ball caps.

Team members may purchase SFM IMT custom vests from Cascade Fire Equipment. The contact is Jim Albright, 800 654-7049, jim@cascadefire.com. Cost is approx. $70.
POOL SELECTION, MOBILIZATION AND EXPECTATIONS

POOL CONFIGURATION

The chief deputy will recruit for and maintain a pool of qualified individuals for the following positions:

Incident Information Officer
Safety Officer
Deputy Planning Chief
Deputy Operations Chief
Division/Group Supervisor

SELECTION

The Chief Deputy will solicit applications for the resource pool. The incident commanders, deputy incident commanders and relevant team members will review applicants' qualifications and give their selection recommendations to the chief deputy.

Selections will be made using the following guidelines:

- Qualifications will be determined using the Oregon Interface Qualification System.
- Distribute pool members across region and agencies where possible.
- Where all candidates are fully qualified, those candidates needing experience will be considered equally with candidates who are fully experienced.

Those selected for the resource pool will be given priority consideration for IMT vacancies.

EXPECTATIONS

Pool members will be familiar with applicable procedures and requirements in the Oregon Fire Service Mobilization Plan and the SFM Incident Management Team Guideline.

Pool members are expected to attend the annual pre-fire season training and planning conference and training as offered to meet or maintain position qualifications.

Pool members who are available for mobilization are expected to be ready to mobilize immediately upon notification.
CALL-UP

Pool members will be mobilized from a rotation pool list to fill temporary vacancies on a mobilized team or to supplement a position on a mobilized team with exceptional workload demands. Pool resources will be called up when requested by an incident commander and approved by SFM administration.

Call-up of division/group supervisors is based upon the size of the mobilization or when operations expertise in specific fuel types or terrain is needed.

Call-up of safety officers, deputy planning chiefs and deputy operations chiefs is based upon the size of the mobilization or when temporary team vacancies need to be filled.

Call-up will be by rotation within a position. Pool members will be called beginning at the top of the rotation list. The initial call-up list will be by lot. When a pool member is mobilized, his name will drop to the bottom of the list. Pool members who are not available when called will retain their position on the rotation list. Rotation lists will carry over, in ending order, to the next fire season.

TEAM POSITIONS

Permanent vacancies on teams will be offered first to the team roster, and then filled from the pool. Operations vacancies will be filled from the division/group supervisor pool. Incident commanders will select to fill vacancies on their teams, in consultation with the deputy ICs and appropriate section chiefs.

QUALITY IMPROVEMENT  “It’s all about getting better”

PURPOSE

The purpose of performance reviews is to help emergency responders be successful and improve individual and team efficiency and effectiveness. All responders want to do a good job, have a good reputation, and be invited back.

- **Communicate** positives and, if needed, areas for improvement
- **Motivate** with specific positive reinforcement
- **Inform** to improve success
- **Document** both successes and training needs

Note: The #1 complaint of U.S. workers is that their bosses don’t notice or appreciate what they do.

PROCESS

**Incident commanders and section chiefs** will review the performance of their subordinates at each incident. Use the Incident Personnel Performance Rating form in this section.
Division/group supervisors are responsible for evaluating task force leader performance. Use the Task Force/Strike Team Leader Performance Rating form in the Operations section.

The performance review should be a discussion and documentation of praise, training, and coaching.

- **Be specific.** Say, “The job you did . . . was thorough and operationally sharp.” NOT: “Good job.” Say, "The TF worked hard to install sprinklers and prep every structure in their division.” NOT: “Worked hard.”

- **Provide results oriented coaching.**
  - Give positive reinforcement to behaviors that lead to success.
  - Be honest and direct about how the individual or task force can be more successful.

- **No surprises.** Give praise and coaching during the incident. Don’t “gunny bag” problems and dump them out during the performance review.

All performance ratings will be turned in, through the chain of command, to Planning no later than the IMT incident debriefing. The IC will review all performance ratings and forward them to the Chief Deputy.

The Chief Deputy will route performance ratings to the respective fire department supervisors. A copy will be retained in the overhead team files.
OREGON STATE FIRE MARSHAL
OVERHEAD PERSONNEL
PERFORMANCE EVALUATION

INSTRUCTIONS: The immediate supervisor shall complete this form for each subordinate. This evaluation shall be reviewed with the subordinate, who will acknowledge such by signing at the bottom of the form. The supervisor shall deliver this form to the planning section before leaving the incident.

*THESE RATINGS ARE TO BE USED ONLY FOR DETERMINING THE PERFORMANCE OF AN OVERHEAD MEMBER*

1. Name (subordinate) 4. Fire Name
2. Home Unit (address) 5. Location of Fire (complete address or nearest town)
3. Overhead Team Position 6. Date of Assignment

From: To:

---

**SFM Overhead Performance Evaluation**

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7. Management Skills (Overall Rating)

- Professional approach to the job
- Decisions under stress
- Initiative
- Consideration for personnel welfare
- Attends all required meetings
- Physical ability for the job
- Safety considerations
- Other (specify)

8. Leadership Skills (Overall Rating)

- Ability to obtain performance
- Coaches and mentors subordinates
- Assumes and maintains leadership role
- Other (specify)

9. Communication (Overall Rating)

- Attitude
- Effective communication skills (oral & written)
- Other (specify)

10. Technical Ability (Overall Rating)

- Knowledge of the job
- Obtain necessary equipment and supplies
- Follows SFM procedures
- Other (specify)

---

* Deficiencies and areas for improvement (attach additional sheets as needed)

---

Positive performance / general comments (attach additional sheets as needed)

---

By signing below, the subordinate acknowledges reviewing the contents / comments on this form.

11. Subordinate Evaluated (signature) 12. Subordinate Evaluated (print name) 13. Date
14. Evaluated By (signature) 15. Evaluated By (print name) 16. ICS Position 17. Date
SECTION 2

TEAM MOBILIZATIONS
NOTIFICATION PROCESS

Team members will be notified through a phone tree system. The notification will include: fire name, IC, deputy IC and reporting location. The IC will initiate this system after receiving the team order from the chief deputy or OSFM ERC. The IC is responsible to contact the members of his own overhead team.

Individuals are responsible to contact their respective fire department/district prior to departure.

OSFM deputy staff assigned to support the incident as part of the overhead team will be contacted by the Fire & Life Safety Services (FLSS) manager or the chief deputy. The FLSS manager or chief deputy will contact the responding IC and advise which OSFM personnel will be assigned to the incident and what positions they will fill.

Pool resources requested by the IC and approved by the OSFM administrator (state fire marshal or chief deputy) are notified by the OSFM ERC.

RESPONSE GUIDELINES

Responding personnel will initiate an FSP-01 to use as a resource number and time card.

Prior to departure, each member will contact the OSFM ERC and provide the following information (follow the IMT Dispatch Information Form on page 3)

- team member name
- fire name
- position on team
- contact method while en route (cell, radio identification, etc.)

- time of departure
- estimated time of arrival
- planned route of travel

OSFM ERC PHONE 503-373-0001, 503-373-1999, 503-378-6416
OSFM ERC FAX 503-373-7702

TRAVEL TO INCIDENT

Avoid situations where a person is driving alone. If possible, caravan vehicles to the incident. Schedule stretch breaks. Accept your personal limits - when you are tired, stop and rest.

DRESS CODE

All IMT members are expected to arrive at the incident with proper personal protection equipment. PPE shall be worn anytime members are in the identified hazard zone. Team members should be readily identifiable as to what position they are filling. Nametag and ICS vest should be worn by all team members while on duty.
**IMT DISPATCH INFORMATION FORM**

**Team Member:** Contact the OSFM ERC before departing and provide the following information. If the ERC is not yet open, contact the ERC while en route, or at your earliest opportunity.

**ERC Phone** 503-373-0001, 503-373-1999, 503-378-6416

**ERC Fax** 503-373-7702

**STATE FIRE NET** 154.280 (KBF 817)

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FIRST TO ARRIVE

The FLSS manager will notify the DSFM assigned to the district where the incident is occurring and provide the deputy with the incident status and location of the fire defense district chief or his/her representative. The deputy will respond immediately to the scene to establish liaison with the local fire department(s) and the fire defense district(s) representative. When the team Incident Commander arrives, the district deputy will transition liaison to the Incident Commander.

The district deputy – or first to arrive team member – will complete the “first to arrive” summary sheet (see Transition - Section 3).

PLANNING MEETINGS AND BRIEFINGS

It is the Incident Commander’s expectation that all members of the IMT will participate in all meetings and briefings posted by the Planning Section Chief that require their participation. Absence must be pre-approved by the I.C. The meetings will start promptly at the posted times.

PERFORMANCE EVALUATIONS

All IMT members, including pool members, will be evaluated by their team supervisor. Be honest and direct. The purpose of the performance evaluation is to continually improve incident management and team competence.
OREGON STATE FIRE MARSHAL
OVERHEAD PERSONNEL
PERFORMANCE EVALUATION

INSTRUCTIONS: The immediate supervisor shall complete this form for each subordinate. This evaluation shall be reviewed with the subordinate, who will acknowledge such by signing at the bottom of the form. The supervisor shall deliver this form to the planning section before leaving the incident.

*THESE RATINGS ARE TO BE USED ONLY FOR DETERMINING THE PERFORMANCE OF AN OVERHEAD MEMBER*

<table>
<thead>
<tr>
<th>1. Name (subordinate)</th>
<th>4. Fire Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Home Unit (address)</td>
<td>5. Location of Fire (complete address or nearest town)</td>
</tr>
<tr>
<td>3. Overhead Team Position</td>
<td>6. Date of Assignment</td>
</tr>
</tbody>
</table>

### SFM Overhead Performance Evaluation

<table>
<thead>
<tr>
<th>Rating Factors</th>
<th>Excellent</th>
<th>Above Average</th>
<th>Satisfactory</th>
<th>Needs Improvement</th>
<th>Unacceptable</th>
<th>Not Observed</th>
</tr>
</thead>
</table>

#### 7. Management Skills (Overall Rating)

- Professional approach to the job
- Decisions under stress
- Initiative
- Consideration for personnel welfare
- Attends all required meetings
- Physical ability for the job
- Safety considerations
- Other (specify)

#### 8. Leadership Skills (Overall Rating)

- Ability to obtain performance
- Coaches and mentors subordinates
- Assumes and maintains leadership role
- Other (specify)

#### 9. Communication (Overall Rating)

- Attitude
- Effective communication skills (oral & written)
- Other (specify)

#### 10. Technical Ability (Overall Rating)

- Knowledge of the job
- Obtain necessary equipment and supplies
- Follows SFM procedures
- Other (specify)

* Deficiencies and areas for improvement (attach additional sheets as needed)

By signing below, the subordinate acknowledges reviewing the contents / comments on this form.

<table>
<thead>
<tr>
<th>11. Subordinate Evaluated (signature)</th>
<th>12. Subordinate Evaluated (print name)</th>
<th>13. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. Evaluated By (signature)</td>
<td>15. Evaluated By (print name)</td>
<td>16. ICS Position</td>
</tr>
</tbody>
</table>

July 1, 2004
SECTION 3

TRANSITION
TRANSITION FROM LOCAL JURISDICTION

The first team member to arrive (see Team Mobilization tab) completes the first to arrive summary and briefs the incident commander on arrival of the current incident status.

The incident commander obtains a briefing from the chief of the local jurisdiction and the fire defense district chief. If needed, the incident commander completes a delegation of authority with the chief of the local jurisdiction.

The incident commander meets with other incident management team commanders, as needed.

The resource unit leader obtains a list of structural firefighting resources at the scene, both from the local jurisdiction and mutual aid, from the fire defense district chief.

All command and general staff team members obtain relevant information for the initial team briefing.

BASIC “HOT” BRIEFING FROM AGENCY HAVING JURISDICTION

If the incident status is such that a “hot” transition is required from the local agency having jurisdiction, the following is the minimum information that must be gathered:

- Name of the IC and present ICS structure.
- Phone contacts for all ICS positions filled.
- LCES and weather forecast
- Communication plan
- Maps of the area showing roads, threatened structures, and current fire lines
- List of current resources and task force leaders, location assigned to the fire and current assignments. Have the mutual aid resources had a complete briefing? How will they be informed of the command transition? What logistical support is being provided?
- List of ordered resources (initial attack) and ETA to the fire
- Fire Chief’s key objectives and oral or written delegation of authority
- Location of ICP, fuel and water supply, staging
- Name and contact for local department’s logistics
- Location of overhead, crew and night sleepers rehab areas

INITIAL TEAM BRIEFING

- incident information officer briefing
- safety officer briefing
- operations chief briefing
- logistics chief briefing
- planning chief briefing
- finance chief briefing
INITIAL TEAM ACTIONS AND DECISIONS

After the initial overhead team briefing and initial attack IC brief, the command and general staff meet and make the following decisions:

• Establish initial fire organization for the first shift
• List actions that can be taken to do effective work with available resources
• List critical resources to order immediately
• Set time and location of first planning meeting
• Decide on base location
• List functional priorities to be accomplished before first planning meeting: logistics, planning, operations, command
```
“FIRST TO ARRIVE” SUMMARY

LOCAL OSFM DEPUTY __________________________ PHONE __________________________

INCIDENT NAME __________________________ DATE __________________________

LOCAL IC __________________________ PHONE __________________________

RADIO FREQUENCY __________________________ TIME YOU ARRIVED __________________________

WEATHER __________________________

BURNING CONDITIONS __________________________

LOCATION __________________________

RESOURCES

<table>
<thead>
<tr>
<th>ENGINES</th>
<th>TENDERS</th>
<th>LOCAL TF/ST</th>
<th>CONFLAG TF/ST</th>
<th>OVERHEAD LOCAL/CONFL</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SINGLE RESOURCES

NUMBER OF PERSONNEL

RESOURCES ORDERED NOT YET ARRIVED

SPECIFIC CONTROL OBJECTIVES (BY DIVISION):

CONTROL PROBLEMS:

CURRENT THREAT:

SAFETY CONCERNS/INJURIES:

SIGNIFICANT EVENTS:

REHAB:
```
<table>
<thead>
<tr>
<th>STAGING AREA FOR MOBILIZED UNITS (food, refuel, water supply fill locations), REST AREA:</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASE CAMP LOCATION FOR MOBILIZATION UNITS (quiet/dark/showers. Can day shift sleep?):</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCIDENT COMMAND POST - (locate and evaluate a safe effective location for an ICP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCATION FOR ICP: Y = yes N = no</td>
</tr>
<tr>
<td>PHONE LINE Y / N</td>
</tr>
<tr>
<td>ELECTRICITY Y / N</td>
</tr>
<tr>
<td>FOOD Y / N</td>
</tr>
</tbody>
</table>

| LOCAL MAPS | ROAD _____ | TOPO _____ | COPIES _____ | SOURCE ________ |

CRITICAL PHONE NUMBERS


CRITICAL RADIO FREQUENCIES


OTHER NOTES


MEMBER COMPLETING FORM:
SECTION 4

INCIDENT COMMAND
INCIDENT COMMANDER’S CHECKLIST

The Incident Commander is responsible for the overall management of all incident activities including the development and implementation of strategy and for approving the ordering and release of resources. In multijurisdiction incidents, the duties of the Incident Commander may be carried out by a unified command established jointly by the agencies that have direct jurisdictional or functional responsibility for the incident. In those single-jurisdiction incidents where assisting agencies have significant resources committed, the jurisdictionally responsible agency may establish a unified command at the Incident Commander level, or place assisting agency personnel in key positions within the organization structure.

Incident Command Check List

- Obtain incident briefing and Incident Briefing Form (ICS Form 201) from prior Incident Commander.
- Assess incident situation.
- Obtain Delegation of Authority if requesting agency desires SFM IMT to assume operational control and/or under Unified Command to allow all affected jurisdictions shared responsibility.
- Conduct initial briefing.
- Brief Command Staff and Section Chiefs.
- Ensure planning meetings are conducted.
- Review information concerning significant changes in the status of the situation, predicted incident behavior, weather, or status of resources Approve and authorize implementation of Incident Action Plan.
- Coordinate staff activity.
- Manage incident operations.
- Maintain situational awareness of the incident.
- Implement specific strategy and tactics to meet the host agencies objectives for appropriate management response for incident(s) and other delegated responsibilities.
- Maintain contact with State Fire Marshal and ERC.
- Approve requests for additional resources and requests for release of resources.
- Approve the use of Shadow Trainees on the incident.
- Determine information needs and inform command personnel of needs.
- Authorize release of information to news media.
- Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate agency center(s).
- Ensure that an evaluation is completed on all IMT members (see Incident Personnel Performance Rating form, page 5 under Team Mobilizations).
- Approve plan for demobilization.
- Release resources and supplies.
INCIDENT COMMAND RESPONSIBILITIES

The Incident Commander is responsible for the overall management of all incident activities including the development and implementation of strategy and for approving the ordering and release of resources. In multi-jurisdiction incidents, the duties of the Incident Commander may be carried out by a unified command established jointly by the agencies that have direct jurisdictional or functional responsibility for the incident. In those single-jurisdiction incidents where assisting agencies have significant resources committed, the jurisdictionally responsible agency may establish a unified command at the Incident Commander level, or place assisting agency personnel in key positions within the organization structure.

ASSUMPTION OF COMMAND

Taking over the command of the Incident requires that the Incident Commander and IMT obtain a complete and up to date incident briefing. This can only be accomplished if the individual who is presently in command, can bring the new commander up to date on what the situation is at the time of the briefing. Therefore, it is important that the commander being relieved prepares the incident briefing as completely as possible for the new commander.

The Incident Commander will assume command of an incident after the overall situation is reviewed; sufficient information is available to make logical decisions; and takeover coordination can be accomplished. This can be best accomplished through the Delegation of Authority Document. The Incident Commander must make it known to the command and general staffs when the IMT will assume command of the incident. Prior to the initial briefing, the initial attack Incident Commander must ensure that sufficient resources have been ordered.

MULTI-JURISDICTIONAL INCIDENTS

The incident management team’s goal when involved in an incident with multiple jurisdictions will be to utilize the ICS system to form a single organization to effectively manage all facets of the incident. All agencies involved in an incident will be integrated into the incident action planning process and IAP (including structural, law enforcement, county emergency management) as appropriate.

The actual incident management organization will depend upon the situation and the jurisdiction involved. The Team will work closely with the host agency in determining the appropriate organizational structure. Unified command is the preferred organization. The following guidelines will be used to implement an effective unified command.

- Incident Command will be a single Incident Commander with deputy IC’s representing the other jurisdictions (structural, law enforcement, etc.).
• Each jurisdiction will provide deputy section chiefs as needed to assure efficient and effective operations.

• Operations will be assigned a deputy operations chief for each jurisdiction. As complexity increases, branches may be established for each functional area (wildland, structural, law) as needed for effective span of control.

• Designation of division breaks and creation of groups will be done in a manner that incorporates both wildland and structural tactical considerations (i.e. avoid division boundaries that split structural groups).

• The IAP will integrate incident objectives, organization chart, and division/group assignments for all jurisdictions on the incident.

IC RESPONSIBILITY IN PREPARING FOR PLANNING MEETING

Incident Commander
1. Discuss sideboards with staff, use of locals, work rest ratios, resources status, etc.
2. Coordinate with Ops Chief / Planning Chief to develop & change incident objectives.
3. Coordinate with any local agency officials and other key people.
4. Finalize team time line with Planning Chief.
5. Monitor interaction within command and general staff.

PLANNING MEETING

Objectives:
1. Develop strategic and tactical plan for next shift.
2. Assess resource needs/surplus.
3. Share information needed by others.
4. Identify and discuss critical action items.
5. Meeting length 30 minutes.

Attendance:
Incident Commander and/or Deputy Incident Commander
Operations Chief and/or Deputy Ops Chief
Planning Chief and Deputy Planning Chief
Safety Officer Logistics Chief
Information Officer Finance Chief
Resource Unit Leader
State Fire Marshal agency administrator or representative (if present)
Liaisons (structural Liaison, law enforcement, National Guard, etc.)
INCIDENT ACTION PLAN COMMUNICATION POLICY

It shall be the IMT policy that vital tactical and safety information be communicated to all personnel involved in the project fire effort. To this effect, IMT personnel will observe the following practices:

- All Operations Section supervisors down through Task Force/Strike Team leaders will attend the shift briefing for their assigned operational period.
- Division Supervisors will conduct briefings with their assigned personnel following the shift briefing.
- All Operations section supervisors will conduct a separate briefing for all single resource supervisors and all single resources under their jurisdiction. In turn, each of these single resource supervisors will communicate the information to the firefighters under their supervision for the shift. The critical information contained in N.A.I.L.S. will be the minimum information communicated down to the individual firefighter.

N.A.I.L.S.

- **N**ame and means to contact immediate supervisor.
- **A**nticipated weather and fire behavior.
- **I**ncident and division objectives and individual assignment.
- **L**ocation of escape routes and established safety zones.
- **S**afety considerations for the shift.

- A full copy of the current I.A.P. will be posted and maintained at the base camp by the Planning Section Chief.
SECTION 5

INCIDENT INFORMATION OFFICER
The Incident Information Officer, a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

- Prepare initial information summary as soon as possible after arrival.
- Obtain briefing from Incident Commander.
- Contact the jurisdictional agency to coordinate public information activities.
- Establish a single incident information center.
- Arrange for necessary workspace, materials, telephones, and staffing.
- Obtain copies of current ICS 209's.
- Observe constraints placed on the release of information imposed by the Incident Commander.
- Obtain approval for release from Incident Commander.
- Attend meetings to update information releases.
- Arrange for meetings between media and incident personnel.
- Provide escort service to the media and VIP’s.
- Provide fire resistant clothing to media and VIP’s as appropriate.
- Respond to special requests for information.
- Organize adequate staff, equipment, and facilities.
- Keep informed of fire developments and control progress through planning meetings.
- Keep the Incident Commander informed of any potential adverse reaction from the general public, news media, or other sources.
- Regularly update the OSFM Emergency Response Center (ERC).
- Maintain Unit Log (ICS Form - 214).
IIO'S RESPONSIBILITIES IN PREPARING FOR PLANNING MEETING

1. Identify local cooperators in control effort (sheriff, emergency management, etc.).
2. Determine media interest and needs.
3. Compile a list of key community contacts, concerns, and issues.
4. Highlight any fire camp information needs, issues, rumors, concerns.
5. Describe IO staff on hand and roles assigned.

IIO INFORMATION HANDOUTS

The following information handouts are in Section 6 (IIO Resources):

1. Evacuation Checklist
2. Fire Safety Checklist

PRESS RELEASES

A template for press releases is provided in Section 6 (IIO Resources). Coordinate press releases with the OSFM public information officer or designee. OSFM public information will handle regional or statewide media distribution for you at your request.

Remember to get your incident commander's approval before releasing information.
SECTION 6

IIO RESOURCES
Oregon Office of State Fire Marshal
Incident Overhead Team

Checklist for Evacuation

In preparation for emergency evacuation:

1. List all emergency phone numbers
2. Establish a “meeting place” as part of your plan prior to an emergency
3. Establish an out-of-area phone contact for family members
4. Store emergency supplies (flashlight, battery-powered radio, first aid supplies, food and water) in one pre-arranged central location

If time allows, gather irreplaceable belongings:

1. Address book, birth certificates, stocks and bonds
2. Change of clothes, extra clothes, toiletries
3. Reassuring items for children
4. Photo albums and original art

If time allows, perform the following:

1. Unplug appliances, shut off gas at main valve, shut off electricity
2. Close all doors, windows, blinds, and fire-resistant curtains. Remove flimsy, light, window coverings. Block outside openings under house and deck.
3. Leave a note letting firefighters know the home has been evacuated and how you may be contacted (i.e. friend or relative’s phone number).
4. Gather a first aid kit, radio, food, water, and blankets or sleeping bags
5. Leave items such as hoses, ladders, and household tools in plain view where firefighters can locate and use them
6. Listen to radio or watch TV for additional emergency instruction

If there is little or no time, gather the following:

1. Prescription eyeglasses or contacts, dentures, and hearing aids
2. Important medications
3. Identification
4. Cash, checkbook, credit cards
5. Pets
Fire Safety Checklist

- Trees and brush should be properly thinned and pruned within a 30-foot fire safety zone around your house.
- Make sure that your roof and gutters are swept clear of debris.
- Have chimney cleaned regularly. Remove any overhanging branches.
- Grass and weeds should be cut within 30 feet of all buildings.
- Ensure that firewood is stacked uphill or on a contour away from buildings.
- Have an outdoor water supply, including hoses and nozzles.
- See that home fire extinguishers are inspected and fully charged.
- Make sure the driveway has 10-foot wide and 15-foot high clearance for fire vehicle access, and that your address is clearly marked.
- If access to your home involves bridges or culvert crossings, ensure they are strong enough to withstand the weight of fire vehicles.
- Have tools like shovels, rakes, buckets, ladders, and axes readily available.
- Prepare a family fire drill and evacuation plan and practice regularly.
- Enclose or wall up the sides of stilt foundations; screen openings in crawl and attic spaces where appropriate.
- Remove trash and debris accumulations in the fire safety zone.
PLANNING CHIEF

The Planning Chief is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident, status of resources, and demobilization of the incident. Information is needed to understand the current situation, predict probable course of incident events, and provide for the orderly and economic demobilization of the incident.

- Obtain briefing from the Incident Commander; assess current situation.
- Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the Incident Action Plan.
- Set Time for Initial Overhead Team Briefing.
- Coordinate with ODF / Federal Planning Sections.
- Establish Planning work area.
- Locate / Coordinate with Structural Liaison(s), ODF / FED.
- Conduct Planning Meetings & Operational Period Briefings.
- Supervise preparation of Incident Action Plan and ensure sufficient copies are available for distribution through unit leader level.
- Assemble information on alternative strategies.
- Perform Operational planning for Planning Section.
- Advise General Staff of any significant changes in Incident Status.
- Prepare and distribute Incident Commanders orders.
- Ensure that OSFM agency information collection and reporting requirements are met.
- Prepare recommendations for release of resources (for approval of the Incident Commander).
- Ensure that information concerning special environmental protection needs is included in the Incident Action Plan.
- Ensure Demobilization Plan and schedule are developed and coordinated with Command, General Staff, and OSFM ERC in Salem.
- Establish a communication link between the agency demobilization organization and the incident demobilization unit.
- Instruct Planning Section Units in the distribution of Information.
- Maintain Unit Log (FSP-01 / ICS 214)
- Work with Ops Chief to ensure completion of ICS 215.
- Prepare Delegation of Authority letter and forward to IC.
- Schedule and conduct operational closeout debrief with IMT/ODF command and general staff.
- Complete Performance Evaluations (ICS 226 OH) for Planning Section Staff.
DEPUTY PLANNING CHIEF (SITUATION UNIT LEADER)

The Deputy Planning Chief (Situation Unit Leader) is responsible for the collection and organization of incident status and situation information and the evaluation, analysis, and display of that information for use by ICS personnel and OSFM.

- Obtain briefing from the Planning Chief.
- Collect and analyze situation data.
- Establish planning work area.
- Establish computerized planning systems, forms & maps.
- Obtain available pre-attack plans, mobilization plans, maps, and photographs.
- Start & maintain running log of major events, (Documentation Process)
- Locate & coordinate with structural liaison(s), ODF & federal.
- Prepare predictions at periodic intervals or upon request of the Planning Chief.
- Post data on unit work displays and command post displays at scheduled intervals.
- Participate in planning meetings as required by the Planning Chief.
- Prepare the Incident Status Summary (ICS 209).
- Provide information on the transportation system to Ground Support Unit Leader for the Transportation Plan.
- Provide & maintain maps.
- Write narrative report on situation from initial attack to final demobilization.
- Collect and compile all appropriate components of the Final Report for submission to the IC.
- Interface with Logistics and Communications Unit Leader
- Ensure evaluation forms are available
RESOURCE UNIT LEADER

The Resource Unit Leader is responsible for establishing all incident check in activities; the preparation and processing of resource status change information; the preparation and maintenance of displays, charts, and lists which reflect the current status and location of suppression resources, transportation, and support vehicles; and maintaining a master check list of resources assigned to the incident.

- Obtain Briefing from the Planning Chief.
- Establish check-in function.
- Verify proper PPE with strike team / task force leader at check in.
- Ensure that all resources are checked in, (local, mutual aid, & conflagration).
- Establish & maintain T card system.
- Using the Incident Briefing (ICS 201) prepare and maintain the command post display (organization chart and resource allocation and deployment sections of display).
- Participate in planning meetings as required by the Planning Chief.
- Gather, post and maintain current incident resource status, including transportation, support vehicles, and personnel.
- Assist with incident documentation through Deputy Planning Chief.
- Maintain master list of all resources checked in at the incident.
- Prepare Organizational Assignment List. ICS 203, (if needed) and Incident Organizational Chart, ICS 207.
- Provide resource summary information to Planning Chiefs as requested.
- Continually identify resources surplus to the suppression needs.
- Assist in preparation of demobilization plan.
- Conduct demobilization check out, FSP-01 & T Cards.
- Insure demobilization safety check is completed (ICS 212).
- Maintain Unit Log, FSP-01.
PLANNING SECTION, SHADOW PERSONNEL

The OSFM ERC will mobilize a planning section shadow person with each team activation, on a rotational basis to observe and assist with all responsibilities of the Planning Section. Planning shadow personnel are responsible to the Planning Chief or Deputy Planning Chief depending on the operational period assignment.

Expectations General:

- Obtain briefing from the Planning Chief.
- Establish planning work area.
- Establish computerized planning systems, forms & maps.
- Participate in planning meetings & briefings as required by Planning Chief.
- Maintain unit log (FSP-01).
- Maintain planning section task book until completed.

Additional duties may be assigned to assist other planning personnel, which may be in any of the planning areas of responsibility: Situations Unit, Resource Unit, Documentation Unit, or Demobilization Unit.
May assist Planning Chief (see PSC Duties).
May assist Deputy Planning Chief / Situation Unit Leader (see Deputy Planning Chief duties).
May assist Resource Unit Leader (see Resource Unit Leader duties).
## DAILY ACTIVITY GUIDE

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Responsibility</th>
</tr>
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<tbody>
<tr>
<td>0500</td>
<td>Debrief Night Shifts</td>
<td>IC, Night Ops Chief, Day Ops Chief</td>
</tr>
<tr>
<td>0530</td>
<td>Day Shift Briefing</td>
<td>IC, Night Ops Chief, Day Ops Chief</td>
</tr>
<tr>
<td>0700</td>
<td>Day Shift On-line</td>
<td>Day Ops Chief Logistics</td>
</tr>
<tr>
<td>0700</td>
<td>Agency Representatives Briefing for night Operational Period</td>
<td>IC, Plans SC, Day Ops Chief</td>
</tr>
<tr>
<td>0730</td>
<td>Information Update to OSFM PIO (ICS-209 and other)</td>
<td>IIO</td>
</tr>
<tr>
<td>0730</td>
<td>Complete night ICS 215 &amp; 215 A</td>
<td>Plans RUL, Night Ops Officer</td>
</tr>
<tr>
<td>0800</td>
<td>Night Shift Planning Meeting</td>
<td>IC, Plans SC, Day Ops Chief, Plans</td>
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<tr>
<td>0830</td>
<td>Develop Night Shift IAP,</td>
<td>Plans SC, Day Ops Chief, Plans Ops</td>
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<td>1030</td>
<td>Night Order to OSC</td>
<td>Div Sups</td>
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<tr>
<td>1030</td>
<td>Process Night Order</td>
<td>Plans, Logistics</td>
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<td>1100</td>
<td>Overhead Team Briefing – as scheduled by IC</td>
<td>IC, Night Ops Chief, Plans SC, Ops</td>
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<td>1500</td>
<td>Day Order to OSC</td>
<td>Div Sups</td>
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<td>Agency Representatives Briefing for Day Operational Period</td>
<td>IC, Plans SC, Day Ops Chief, Plans</td>
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<td>1500</td>
<td>Process Day Order</td>
<td>Plans, Logistics</td>
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<tr>
<td>1530</td>
<td>Complete Day ICS 215 &amp; 215A</td>
<td>Plans RUL, Day Ops Officer</td>
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<td>1600</td>
<td>Day Shift Planning Meeting</td>
<td>IC, Plans SC, Day Ops Chief, Finance</td>
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<tr>
<td>1600</td>
<td>Develop Day Shift IAP, ICS 215 Complete</td>
<td>Plans SC, Finance</td>
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<tr>
<td>1630</td>
<td>Report to OSFM ERC or District Office and Salem</td>
<td>IC</td>
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<tr>
<td>1630</td>
<td>Review Night Shift IAP</td>
<td>Night Ops Chief, Plans</td>
</tr>
<tr>
<td>1730</td>
<td>Night Shift Briefing</td>
<td>IC, Night Ops Chief, Day Ops Chief</td>
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<tr>
<td>1900</td>
<td>Night Shift On Line</td>
<td>IC, Night Ops Chief, Day Ops Chief</td>
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<td>2000</td>
<td>Debrief Day Shift</td>
<td>IC, Night Ops Chief, Day Ops Chief</td>
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<td>2030</td>
<td>Crew Boss Meeting</td>
<td>IC (Opt), Plans (Opt), Finance</td>
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<tr>
<td>2100</td>
<td>Revise Day IAP if Needed</td>
<td>IC, Plans, Day Ops Chief Logistics</td>
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</tbody>
</table>
PLANNING MEETING

Objectives:
1. Develop strategic and tactical plan for next shift.
2. Assess resource needs/surplus.
3. Share information needed by others.
4. Identify and discuss critical action items.
5. Meeting length 30 minutes.

Attendance:
Incident Commander and/or Deputy Incident Commander
Operations Chief and/or Deputy Ops Chief
Planning Chief and Deputy Planning Chief
Safety Officer Logistics Chief
Information Officer Finance Chief
Resource Unit Leader
State Fire Marshal Agency representative (if present)
Liaisons (structural Liaison, law enforcement, National Guard, etc.)

PREPARING FOR PLANNING MEETING

Planning Chief
1. Coordinate with Logistics Chief on meeting facility, camp layout, communication etc.
2. Coordinate with IC for control objectives.
3. Notify people who are to attend meeting.
4. Prepare meeting agenda.
5. Coordinate with Logistics Chief on status of resource orders, ETA’s, etc.
7. Obtain basic intelligence from Ops, local initial attack folks, and weather forecaster.
8. Recon fire.
9. Prepare wall map for meeting.

Operations Chief
1. Assess strategy and tactics and consider alternatives.
2. Meet with PSC on resource needs.

Logistics Chief
1. Status of key orders: crews, engines, food, and communications packages.
2. Status of facilities, communications and transportation systems.
3. Coordinate with PSC for meeting facility, supplies, etc.
4. Coordinate with OSC on suppression equipment needs.

Finance Chief
1. Note any big-ticket items for group.
2. Determine any specific procurement requirements.
3. Brief daily cost estimates.
**Incident Information Officer**
1. Identify local cooperators in control effort (sheriff, rural fire departments, etc.).
2. Determine media interest and needs.
3. Compile a list of key community contacts, concerns, and issues.
4. Highlight any fire camp needs, issues, rumors, concerns.
5. Describe IO staff on hand and roles assigned.

**Safety Officer**
1. Coordinate with Fire Behavior Analyst (FBA) on fire potential and identify any areas that pose an unusual threat to people.
2. Coordinate with OSC on current suppression actions and potential safety problems.
3. Monitor coordination/communication within the command and general staff. Listen for "red flags", fatigue, radios.
4. Prepare form 215a

**Incident Commander**
1. Discuss sideboards with staff, use of locals, military, work:rest ratios, resource status, etc.
2. Coordinate with Ops Chief / Planning Chief to develop & change incident objectives.
3. Coordinate with any local agency officials and other key people.
4. Finalize team time line with Planning Chief.
5. Monitor interaction within command and general staff.
## PLANNING MEETING / BRIEFING AGENDA

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>DISCUSSION LEADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION / GROUND RULES</td>
<td>Planning Chief</td>
</tr>
<tr>
<td>INCIDENT STATUS</td>
<td>Deputy Planning Chief / Operations Chief</td>
</tr>
<tr>
<td>INCIDENT OBJECTIVES / STRATEGIC GOALS</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>WEATHER / INCIDENT BEHAVIOR</td>
<td>Deputy Planning Chief / Technical Specialists</td>
</tr>
<tr>
<td>SAFETY CONSIDERATIONS</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>STRATEGY STILL VALID</td>
<td>Planning Chief / Operations Chief</td>
</tr>
<tr>
<td>WORK ASSIGNMENTS / PRIORITIES</td>
<td>Operations Chief / Resource Unit Leader</td>
</tr>
<tr>
<td>RESOURCE NEEDS / ALLOCATIONS</td>
<td>Planning Chief / Operations Chief</td>
</tr>
<tr>
<td>LOGISTICAL CONCERNS</td>
<td>Logistics Chief</td>
</tr>
<tr>
<td>FINANCIAL ISSUES</td>
<td>Finance Chief</td>
</tr>
<tr>
<td>PUBLIC INFORMATION ISSUES</td>
<td>Incident Information Officer</td>
</tr>
<tr>
<td>STRUCTURAL LIAISON ISSUES</td>
<td>Structural Liaison</td>
</tr>
<tr>
<td>LOCAL RESOURCES / AGENCY REPS</td>
<td>Incident Commander / Planning Chief</td>
</tr>
<tr>
<td>** POTENTIAL PROBLEMS</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>** MODIFICATION of PLAN</td>
<td></td>
</tr>
<tr>
<td>** SPECIAL INSTRUCTIONS</td>
<td></td>
</tr>
</tbody>
</table>

Planning meetings and shift briefings are facilitated by Planning Chief and should be limited to 30 minutes.

It is the intent, that through these briefings, **every person** on the fire knows and understands LCES.
RESOURCE UNIT LEADER

HOT CHECK-IN OF ON-SCENE RESOURCES

Ensure that apparatus meets the response standards specified under the Fire Service Mobilization Plan. Note any pre-existing conditions, such as vehicle damage, etc., on the FSP-08 form.

Verify that mobilized resources have approved safety equipment and clothing as specified under the Fire Service Mobilization Plan.

**SAFETY NOTE:** If unsafe conditions are discovered which could place personnel and/or vehicles in jeopardy of completing their assigned missions, notify the strike team/task force leader and immediately contact the Safety Officer and Incident Commander. **Do not** release the strike team/task force from check-in unless authorized by the Incident Commander.

Ensure that strike team/task force leaders are familiar with the methods for logistical accountability and any special OSFM incident requirements, including access to the fire cache through the Logistics Chief.

Locate any mobilized resources and mutual aid resources from within the local fire defense district(s). Acquire FSP-01 forms for these resources and include them on the master roster. Ensure that safety checks are completed for these resources within the first operational period of the incident.

Ensure that the incident Safety Officer conducts investigations of accidents involving mobilized resources. Assist as needed with investigation documentation. Collect documents, including the OSFM “Civilian Casualty Report” and “Fire Service Casualty Report” forms if appropriate.

Ensure check-in and checkout of local and mutual aid resources at each shift change to maintain accurate FSP-01 documentation of time worked.

**NOTE:** Local mutual aid resources are to be rested at home. The Resource Unit Leader will demobilize these resources at the end of each shift. If local mutual aid resources return the following shift, they must check back in at the ICP or other designated location and initiate a new FSP-01.

**EXCEPTION:** When requested by the Incident Commander, and approved by the OSFM Administrator, mutual aid task forced can remain on duty if the mutual aid resources in the task force are available for a minimum of 48 hours and the task force leader is available for the duration.
CHECK-IN OF MOBILIZED RESOURCES

All resources arriving for assignment to an incident will be properly checked-in. Incident check-in should be designed and implemented to meet the following objectives:

1. Assure that arriving resources have been ordered for the incident. Report all discrepancies to the Overhead Team IC.

2. Assure that arriving resources are properly equipped for their assignment, and meet other prerequisites. Report all discrepancies to the Overhead Team IC.

3. Assure that resources can be identified and tracked, provided necessary logistical support, proper financial records kept, and efficient demobilization conducted when their assignment is complete.

4. Complete check-in in a timely manner, with minimal delays in the availability of resources to be assigned to the line.

Specific incident check-in locations will vary depending on the location of the incident and the base camp, and according to the instructions given to ordered resources. The Planning Section is responsible to see that an adequate check-in system is in place immediately, and to coordinate the transition to base camp check-in. Check-in should be co-located with other agencies assigned to the incident.

Check-in at incident base camp will be located so as to be convenient to arriving resources. Check-in will be accomplished using a combination of the standard FSP-01 form. Check-in on an arriving resource should not be initiated until the Resource Unit Leader is reasonably certain that the resource was properly ordered and belongs on the incident.

At the initial briefing/team meeting the team will identify when the necessary functions can be staffed and where they will be located. Resource check-in will not be delayed because key positions are not yet in place. An alternate system will be identified and used until all key functions are in place.

VERIFY RESOURCE ORDER

Contact the OSFM ERC to confirm dispatch and estimated times of arrival for mobilized resources assigned to the incident. Verify resource information and resources that may require specialized logistical needs.

When mobilized resources arrive, coordinate with strike team/task force leaders to verify the completeness of OSFM “Resource Inventory/Personnel Roster” forms (FSP-01) for the resource group.
Verify the roster with information acquired from the OSFM ERC.

If FSP-01 forms have not been completed, assist the strike team/task force leaders with this task. Once completed, return the “white” original along with the “buff” unit log to the strike team/task force leaders. Retain the “pink” copy to use in completing the OSFM “Check-in Form” form (ICS 211) for the incident. Depending on which version of the FSP-01 is used, the yellow or green copy is given to the Finance Chief.

Develop and maintain a master roster of all mobilized resources for the incident. Forward a copy of this roster, along with the pink or yellow copies of the FSP-01, to the Planning Chief as needed.

RESOURCE TRACKING

Resources will be tracked using the T Card system (*Fireline Handbook*, A-54)
- White Personnel and Single Resources
- Rose Engines (tactical units)
- Yellow Dozers, Aircraft, Support Vehicles, Others
- Tan Miscellaneous, Tenders
- Gray Headers (Task Forces)

DEMOBILIZATION

It is the responsibility of the Safety Officer and Resource Unit Leader to conduct safety and demob inspections.

The objective for demobilization is to provide for the orderly, safe, and cost effective release of resources from an incident. No personnel or equipment will leave the incident until authorized to do so.

The Planning Chief will prepare a written demobilization plan for the incident. The completed plan will be reviewed and approved by the Logistics Chief and Incident Commander prior to being implemented. The plan will, at a minimum, address the following areas:

<table>
<thead>
<tr>
<th>General Information</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release Priorities</td>
<td>Checkout Procedures.</td>
</tr>
</tbody>
</table>

Resources being released will checkout at the indicated locations using the Vehicle Demob form ICS 212, and Demob/Checkout form, ICS 221. Individual overhead and engine/crew/etc. bosses are responsible for contacting their home districts prior to departing the incident to provide ETD and ETA information.
DOCUMENTATION

It is the responsibility of the Planning Section to assemble the final package. Each section is responsible for maintaining the required files and submitting material to the Planning Section for the final package.

Form FSP-01/ICS-214 (Unit Log) or copies of diary from planners should be used to document unit activities.

The Deputy Planning Chief is responsible for the assembly and compilation of the final report, reviewed and signed by IC as a true reflection of the activities and events that occurred.
OSFM CONFLAGRATION DEMOBILIZATION PLAN

THIS PROCEDURE **MUST** BE FOLLOWED FOR DEMOBILIZATION FROM THE FIRE:

✓

1. Adhere to the time schedule set by the Planning Section of the structural overhead team.
2. Check out and complete an FSP 01 with the Resource Unit Leader.
3. Complete a safety inspection to ensure equipment is roadworthy to return to home station. Include an evaluation of adequate rest for travel home.
4. Conduct mechanical and fuel check to insure adequate fuel for the trip home.
5. Make a final check with the Logistics Officer to return any checked-out equipment.
6. Get final approval to demobilize from the Incident Commander of the structural overhead team.

Once **all** of these steps are completed you will be assigned a documented time for demobilization.

The Task Force Leader **must** call the OSFM ERC when the task force arrives back at their home station. The Task Force Leader must report to the ERC the times each apparatus arrived at its home station.

**ERC Phone Numbers**  (503) 373-0001  (503) 373-1999  (503) 378-6416
## CONFLAGRATION FIRES - FINAL REPORT CONTENTS

<table>
<thead>
<tr>
<th>INFORMATION NEEDED</th>
<th>RESPONSIBLE PARTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflagration Declaration</td>
<td>OSFM Administration (issued by Governor)</td>
</tr>
<tr>
<td>ERC Situation Status Board Form</td>
<td>ERC Manager</td>
</tr>
<tr>
<td>Mobilized Overhead Resources</td>
<td>ERC Manager (from IMT Tracking Form)</td>
</tr>
<tr>
<td>Mobilized Structural Firefighting Resources</td>
<td>ERC Manager (from TF/ST Resources Form)</td>
</tr>
<tr>
<td>Check-In &amp; Demob Check Lists For Mobilized Resources</td>
<td>IMT Plans (from RUL who collects forms, FSP-01s)</td>
</tr>
<tr>
<td>Vehicle Safety Checklists</td>
<td>IMT Plans (from RUL who collects from TF/ST Ldrs)</td>
</tr>
<tr>
<td>Performance Evaluations</td>
<td>IMT Incident Commander</td>
</tr>
<tr>
<td>ERC Daily Staff Schedule</td>
<td>ERC Manager</td>
</tr>
<tr>
<td>Delegation Of Authority</td>
<td>IMT Plans</td>
</tr>
<tr>
<td>Daily Fire Activity Reports</td>
<td>OSFM PIO</td>
</tr>
<tr>
<td>News Releases, Clippings, Thank You's</td>
<td>OSFM PIO and IMT IIO</td>
</tr>
<tr>
<td>Situation Status Reports (ICS 209)</td>
<td>IMT Plans (from IMT Finance; IMT Finance also sends to OSFM PIO daily)</td>
</tr>
<tr>
<td>Incident Action Plans (IAP)</td>
<td>IMT Plans</td>
</tr>
<tr>
<td>Internal Incident Communications</td>
<td>IMT Plans</td>
</tr>
<tr>
<td>Maps</td>
<td>IMT Plans</td>
</tr>
<tr>
<td>Daily Costs Estimates</td>
<td>IMT Plans (from IMT Finance; IMT Finance also sends to OSFM PIO daily)</td>
</tr>
<tr>
<td>Vendor Agreements</td>
<td>IMT Plans (from IMT Finance)</td>
</tr>
<tr>
<td>Incident Debriefing Notes</td>
<td>IMT Plans</td>
</tr>
<tr>
<td>ERC Debriefing Notes</td>
<td>ERC Manager</td>
</tr>
<tr>
<td>ERC Communication Log</td>
<td>ERC Manager</td>
</tr>
</tbody>
</table>
SECTION 8

SAFETY
SAFETY OFFICER

The Safety officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, although they may exercise emergency authority, to stop or prevent unsafe acts when immediate action is required.

- Obtain briefing and operating procedures from the Incident Commander.
- Establish systems to monitor fire activities for hazards and risks. Take appropriate preventative action.
- Priority of recommendations will start with risks having the highest potential for death or serious injury and follow through to those of lesser degree.
- DIRECT INTERVENTION SHOULD BE USED TO IMMEDIATELY CORRECT A DANGEROUS SITUATION. DOCUMENT ALL INTERVENTIONS.
- Evaluate operating procedures. Update or modify procedures to meet the safety needs on the fire.
- Participate in planning meeting.
- Review Incident Action Plans.
- Review and approve Medical Plan (ICS Form 206).
- Prepare the safety message included in the Incident Action Plan.
- Analyze observations from staff and other personnel.
- Place hazards and risks in priority for action.
- Present safety briefing to overhead. Safety briefings should emphasize hazards and risks involved in action plan components.
- Conduct investigations of accidents involving mobilized resources. Assist as needed with investigation documentation. Collect documents, including the OSFM “Civilian Casualty Report” and “Fire Service Casualty Report” forms if appropriate.
- Prepare accident report upon request of the Incident Commander.
- Prepare final safety report upon request of the Incident Commander.
- Maintain Unit Log (ICS Form 214).
GENERAL RESPONSIBILITIES

Firefighter and public safety is the first priority of fire management.

Personal actions describe safety more effectively than written plans or rule books. Firefighters’ actions tell what they consider important. Supervisors shall maintain accountability of assigned personnel as to exact location, personal safety, and general welfare at all times, especially when working in and around incident operations.

SUPERVISION OF FIREFIGHTERS’ WORK INCLUDES:

- Setting a personal example of safe behavior and enforcing established safe practices and procedures.
- Evaluating firefighters’ physical and mental condition.
- Analyzing work situations to eliminate or avoid hazards. Discussing safety at the beginning of each new work assignment.
- Becoming immediately involved whenever injury occurs by ensuring that medical treatment is provided in a timely manner and investigating the accident with persons involved.
- Monitoring work to be sure it is done safely and efficiently.
- Providing leadership in taking corrective action aimed at eliminating causes of accidents and instilling a safe work attitude.
- Providing clear instructions and ensuring instructions are understood. Those instructions must be followed at all times, but if you feel unsafe or unsure, those instructions should be questioned for clarification.
- Protecting employees from reprisal for reporting unsafe conditions.

SO’S RESPONSIBILITIES IN PREPARING FOR PLANNING MEETING

SAFETY OFFICER

1. Coordinate with FBA on fire potential and identify any areas that pose unusual threat to people.
2. Coordinate with OSC on current suppression actions and potential safety problems.
3. Monitor coordination/communication within the command and general staff. Listen for “red flags”, fatigue, radios.
4. Prepare form 215a
SAFETY BRIEFING

Incident Commanders, supervisors and firefighters must ensure that safety factors are covered with incident personnel at all operational briefings and that safety briefings occur throughout the fire organization.

Safety factors should include the following:

- Define assignment
- Identify the hazards
- Apply Standard Fire Orders, Watchout Situations, LCES
- Identify avoidance and mitigation measure to reduce risk
- Continue to analyze situation and make needed adjustments
- Address basic firefighter safety and health issues
- Communicate

BRIEFING PROCEDURE

All task force resources shall be briefed prior to deployment. The following checklist will be used to brief all mobilized resources. Engine crews can be briefed by radio if driving to the camp for the briefing would cause needless delay in attacking the fire. Document all briefings.

EXPANDED BRIEFINGS

The attached briefing checklist contains the minimum required briefing items. Units are encouraged to expand the minimum briefing, as appropriate, to ensure that safety, effectiveness, and efficiency are adequately managed.

BRIEFING ITEMS

Some items on the briefing checklist may not be applicable. For example, a discussion of the conditions of 1,000-hour time lag fuels may not be necessary if such fuels do not exist in or adjacent to the incident site. A brief description of items on the briefing checklist follows:

1. Incident statistics: Provide the location (T, R, Section), estimated size, jurisdictional agency, and known hazards such as power lines, HazMat sites, loose rock, etc.

2. Incident Site: Provide basic information about the site, including biome (forest, woodland, shrub steppe, etc.). Include general state of health, such as over mature, 70 percent insect infested, large areas of blowdown, flashy fuels, etc. Also, provide general sense of terrain, such as large relief with 60 percent slopes.
3. Fuel Conditions: Provide best estimate of live, 1-, 10-, and 1,000-hour time lag fuel moisture contents, and important indices from NFDRS (National Fire Danger Rating System).

4. Weather Conditions: Provide current (or most recent) weather forecast, and spot weather information if available. Emphasize FIRE WEATHER WATCHES and RED FLAG WARNINGS. Local dispatch should also remind the Incident Commander to obtain and relay site weather conditions.

5. Command and Control: Provide the name and contact radio frequency of the Incident Commander (or appropriate general staff) for contact on arrival. Also describe the appropriate method of reporting (checking in), the general communications procedure, and key radio frequencies.

6. Fire Behavior: Provide best estimates of rate of forward speed, direction of spread, and approximate flame lengths. Include important facts on recent fire behavior.

7. Aviation: Provide important information such as number and types of aircraft operation in the area, MOAs, airspace closure, etc.

8. Add additional information that would improve effectiveness and safety.

9. The IC should provide a specific safety briefing to all crews arriving at the incident.
BRIEFING CHECKLIST

1. INCIDENT STATISTICS:
   Location ______________________________
   Size ________________________________
   Jurisdiction __________________________
   Hazards ______________________________

2. INCIDENT SITE:
   Forest, Grassland, etc. __________________
   General Health __________________________
   Terrain ________________________________

3. FUEL CONDITIONS:
   Live Fuels ______________________________
   1-hr Fuels ______________________________
   10-hr Fuels ______________________________
   1,000-hr Fuels ____________________________
   Important Indices _________________________

4. WEATHER CONDITIONS: (WS, direction, AT, RH)
   Current Weather _________________________
   Forecast Weather ________________________

5. COMMAND/CONTROL:
   Incident Commander ______________________
   Communications __________________________
   Reporting Procedure _______________________
   Key Radio Frequencies _____________________

6. FIRE BEHAVIOR
   Spread Rate ______________________________
   Spread Direction __________________________
   Flame Lengths ____________________________

7. AVIATION
   Aircraft _________________________________
   Hazards _________________________________
   Restrictions ______________________________

8. OTHER
   ______________________________________
   _______________________________________
   _______________________________________
   _______________________________________
CLOTHING AND PERSONAL PROTECTIVE EQUIPMENT (PPE)

- Wear hard hat while on the fireline.
- Wear 8" laced leather boots with slip-resistant soles.
- Wear flame-resistant clothing while on the fireline and when flying in helicopters. Do not wear clothing, even undergarments, made of synthetic materials which can burn and melt on your skin. Roll down sleeves to the wrist.
- Use leather gloves to protect hands.
- Use eye protection whenever there is a danger from material being thrown back in your face.
- Fire shelters will be carried when on the fireline.
- Use hearing protection when working with high noise-level firefighting equipment, such as helicopters, air tankers, chainsaws, pumps, etc.
- When operating chainsaws, operators shall wear chaps, gloves, hard hat, and eye and ear protection.

FOOT TRAVEL

- Carry firefighting tools safely -- down at your side and on the downhill side. Never on your shoulder except for properly guarded power saws.
- Going to and from the fireline keep at least 10 feet apart and walk single-file.
- Walk, do not run.

LCES CHECKLIST

In the wildland fire environment, Lookouts, Communications, Escape Routes, Safety Zones (LCES) is key to safe procedures for firefighters. The elements of LCES form a safety system used by firefighters to protect themselves. This system is put in place before fighting the fire: select a lookout or lookouts, set up a communication system, choose escape routes, and select a safety zone or zones.

LCES is a self-triggering mechanism. Lookouts assess, and reassess, the fire environment and communicate threats to safety to firefighters. Firefighters use escape routes to move to safety zones.

LCES is built on two basic guidelines: 1. Before safety is threatened, each firefighter must be informed how the LCES system will be used. 2. The LCES system must be continuously re-evaluated as conditions change.

Lookouts
- Experienced/Competent/Trusted
- Enough lookouts at good vantage points
- Knowledge of crew locations
- Knowledge of escape and safety locations
- Map/Weather kit/Watch/IAP
Communications
Radio frequencies confirmed
Backup and check-ins established
Update on any situation change
Sound alarm early, not late

Escape Routes
More than one escape route
Scouted: soils/rocks/slope/vegetation
Timed: slowest person/fatigue and temp factors
Marked: flagged for day or night

Safety Zones
Survivable without a fire shelter
Natural: clean burn/rock areas/water
Man-made: constructed sites/clear cuts/roads
Vehicles for escape
Scouted for size and hazards
Close enough considering escape time
Located to avoid hazardous terrain features
Upslope? = more heat impact = larger safety zone
Downwind? = more heat impact = larger safety zone
Heavy Fuels? = more heat impact = larger safety zone

FIREFIGHTER REHABILITATION

Areas designed for resting, feeding, and sleeping should be located in a safe, shady area away from the smoke, noise, running fire, falling trees and snags, rolling rocks, moving vehicles, aircraft, and pack stock. Provide reasonable rest periods, especially at high elevations and on hot days.

Some reserve strength should be kept for emergencies. A lookout should be posted when a crew is resting near fireline.

NIGHT OPERATIONAL PERIODS

Every effort should be made to orient work crews scheduled for night operations during daylight hours and provided adequate lights and communication. A knowledgeable day operations representative should remain on site to properly orient and brief night operations crews.

FIRE BEHAVIOR

Initiate all actions based on current and expected fire behavior.
EXTREME FIRE BEHAVIOR

- Be alert to indicators of extreme fire behavior:
- Trees crowning out inside fireline.
- Smoldering fires beginning to burn actively.
- Approaching thunderheads with dark clouds beneath.
- Presence of dust devils and whirlwinds.
- Increased spotting.
- Sudden calm.
- High clouds moving fast in direction different from surface wind.

FIRE WEATHER FORECAST

Forecasts reflecting general weather changes, as well as local weather affecting the immediate fire area, should be studied, understood, and used by overhead on the fire. NOAA Weather Radio forecasts should not be substituted for fire weather forecasts. NOAA Weather Radio does not broadcast fire weather forecasts, only forecasts directed to the general public.

Spot weather forecasts should be requested for fires that have potential for extreme fire behavior, exceed initial attack, or located in areas for which a Fire Weather Watch or Red Flag Warning has been issued.

**Fire Weather Watch**: a possible critical fire weather pattern, i.e., strong wind, dry lightening, dry cold front, low relative humidity.

**Red Flag Warning**: term used by fire weather forecasters to alert firefighters/managers to an ongoing or imminent critical fire weather patterns, i.e., strong wind, dry lightening, dry cold front, low relative humidity.

FIRE DANGER RATING

Request information on locally accepted National Fire Danger Rating Indices and components. Find out what this season’s trends are doing compared to the historic average and historic maximums. Find out what the value of the index/component means locally.

LINE SCOUTING

- When scouting or working ahead of a crew in brushy terrain, carry a cutting tool and clear any vegetation that might hamper escape.
- A lookout should be posted to warn of danger when personnel are scouting in unburned areas of dense vegetation.
SAFETY FLAGGING STANDARDS

- Yellow-black striped ribbon denotes hazards.
  - Remove the yellow-black striped ribbon when the hazard is abated. If feasible, write on the ribbon the nature of the hazard; i.e., "snags - 200 feet up slope."
- Lime green denotes safety zones and escape routes.

Note: Firefighters should check with state and agency policy to verify flagging standards.

FIRING EQUIPMENT

- Firing equipment shall be used only by trained personnel.
- Use only approved equipment and qualified personnel when firing from helicopters.
- Use no more than one part gasoline to three parts diesel (or heavier fuel) in flame thrower or drip torches. Observe manufactures' recommendations.
- When operating ground based firing equipment that utilizes jellied gasoline, to avoid back splatter, do not direct the stream of burning material into the tops of nearby trees or tail brush.
- Properly ground firing equipment when fueling.
- Maintain constant radio communications between the firing operation and other appropriate fireline personnel.

POWER SAWS

- Stop motor when carrying, making adjustments, repairing, or cleaning a chainsaw.
- Use blade guards when carrying saw in rough country.
- Cool motor before refueling. Fill on bare ground and move a safe distance from fueling area before starting.
- Use proper safety equipment such as chaps, gloves, hard hat, eye and ear protection.

ENGINE OPERATIONS

- All vehicles going to fires should stop for traffic lights and stop signs, even when using emergency warning lights, siren, and air horns. Watch for oncoming traffic.
- Mark vehicles parked on highway at fires by flags or warning lights in front and back to warn motorists of presence of equipment and personnel.
- An engine operator, a hose puller, and a nozzle operator are desirable for effective use of engines in performing fire suppression operations.
• Park engines on the side of road away from oncoming fire to reduce heat exposure on equipment and to allow other vehicles to pass. **Do not block road with your engine.**
• Engine will be positioned for a quick get-away.
• Engines should be attended at all times.
• Nozzle operators should wear eye protection.
• When fires make hot runs upslopes, it is safer to draw back to the flanks and let the fire cross the road than to attempt a frontal assault.
• Adequate supervision and good communications, including hand signals, are necessary for safe, effective engine work.

**PERSONNEL TRANSPORTATION**

• All passengers in vehicles shall be seated and seat-belted with arms and legs inside vehicle.
• Personnel and unsecured tools will not be transported together.
• Driver must be qualified for the vehicle and operating conditions. If not, remove them from driving duties.
• When traveling to a fire, observe all traffic signals, safe speed limits, and safety rules.
• Driver should walk around vehicle to make sure all is clear before departure.
• Driver is responsible for arrangements to ensure that if chock blocks are provided, they are in place before loading, unloading, or when parked.
• When transporting personnel, the driver shall not leave his seat until the vehicle is securely chocked. **NEVER load or unload personnel from an UNCHOCKED VEHICLE.**
• Driver should conduct daily mechanical check of vehicle before driving. Unsafe equipment should be removed from service and reported to the Logistics/Ground Support Unit for repair.
• Drive should use spotter outside of vehicle when backing or turning around.
• Recommend that vehicles be operated with headlights on at all times.

**POWER LINE HAZARDS**

If possible, the power company should deactivate lines in the fire area that may endanger firefighters. All personnel should be cautioned against directing water streams or aerial retardant into high-tension lines. They should also be made aware that the smoke may become charged and conduct the electrical current. Deactivated transmission and distribution lines may continue to pose a hazard due to induction.

• Identify, map, and discuss at briefings all electrical lines on the incident.
• When around power lines:
If a power line falls on your vehicle, DON'T leave vehicle until the power company arrives. If the vehicle is on fire or fire is near, jump clear, DON'T hang on, keep feet together and bunny hop away.

Minimize operation of heavy equipment under power lines.

DON'T drive under power lines with long antennas.

DON'T fuel vehicles under power lines.

DON'T stand near power lines during retardant drops.

DON'T go near or move downed power lines.

DON'T direct fire retardant or water on power lines.

DON'T stand or work in dense smoke near power lines.

THUNDERSTORM SAFETY

The mature stage of a storm may be marked on the ground by a sudden reversal of wind direction, a noticeable rise in wind speed, and a sharp drop in temperature. Heavy rain, hail, and lightning occur only in the mature stage of a thunderstorm. During a storm:

- Stay out of dry creek beds.
- Do not use radios or telephones.
- Put down all tools and remove caulk boots.
- Sit or lie down in open country.
- Avoid grouping together.
- Do not handle flammable materials in open containers.
- Stay in your vehicle. Take shelter in vehicles if possible.
- Turn off machinery, electric motors.
- When there is no shelter, avoid high objects such as lone trees. If only isolated trees are nearby, the best protection is to crouch in the open, keep a distance of twice the height of the tree away. Keep away from wire fences, telephone lines, and electrically conductive elevated objects.
- Avoid ridge tops, hilltops, wide-open spaces, ledges, rock outcroppings, exposed shelters.
- Advise crew that if they feel an electrical charge - if their hair stands on end or their skin tingles - lightning may be about to strike. Drop to the ground immediately.

SAFETY WHILE PROTECTING STRUCTURES FROM WILDLAND FIRES

Structures exposed to wildland fire in the urban interface can and should be considered as another fuel type. Size-up and tactics should be based upon fuels, weather and topography, just as those criteria would be applied to a wildland fire.

- Be aware of possible toxic fumes and stay upwind and out of the smoke.
• Wear full protective clothing.
• Do not wet down ahead of fire - conserve your water supply!
• Keep at least 100 Gal. of water reserve in your engine tank.
• Have a protector line for your crew and engine.
• Back your engine in; you may need to leave quickly.
• Use 1 ½ inch lines if possible.
• Do not lay long hose lays as it cuts mobility and may burn up a lot of hose.
• Use foam to coat the structure, if available and time permits.
• DO NOT park under power lines, next to propane tanks, in saddles, or in chimneys.
• DO NOT enter a burning structure unless you have been properly trained and equipped for that sort of activity.

The safety hazards that exist in a typical protection of structures from wildland fire assignment are significant. In addition to applying the Standard Fire Orders and avoiding the Watchout Situations, good judgment and planning are extremely important because the presence of homeowners and their families, the media, pets and livestock, traffic, and unfamiliar combustibles. LCES - Lookouts, Communications, Escape Routes, Safety Zones.
STRUCTURAL "WATCHOUT" SITUATIONS

- Electrical lines.
- Wooden construction; shake roofs; overhanging eaves; porches and decks; and large windows.
- Poor access, narrow one-way roads.
- Inadequate water supply.
- Natural fuels 30 feet or closer to structure.
- Extreme fire behavior.
- Strong winds, 25 mph or more.
- Evacuation of residents necessary.
- Structures located in Chimneys, box or narrow canyons, on slopes of 30% or more and in continuous, flashy fuel types.
- Propane tanks and other fuel storage.

MANAGING VEHICLE TRAFFIC IN SEVERE SMOKE

Smoke has the potential to cause severe safety hazards to vehicle traffic in the vicinity of active fires, especially at night. The following traffic-related items should be considered and addressed in local unit planning documents prior to an incident.

- Identification of roads open to the public that may be impacted by smoke which are important to the local traffic system.
- Identification of adequate equipment and trained personnel to control traffic. This may include warning signs, communications equipment (preferably not on the active fire frequency) and vehicles equipped with warning flashing lights.
- Development of an emergency medical evacuation contingency plan including identification, location, and phone numbers of local hospitals and rescue units.
- Identification, location and phone numbers of local units that have law enforcement and traffic control responsibilities in the smoke impacted area. Review any local agreements with these agencies presently in force.
- Identification and phone numbers of radio and television stations that can issue traffic advisories for the smoke impacted area.
- Identification of alternate traffic routes as part of Incident Traffic Plan.
- Identification of traffic routes subject to temperature inversions as well as contributory factors such as fog and ice.
- When potential smoke-related problems are identified:
  - Advise the Agency Administrator that severe smoke exists.
  - Implement preplanned actions such as posting smoke warning signs.
Ensure proper equipment is ready and appropriate personnel are briefed on contingency plans and are available to control traffic.

Notify local law enforcement units of potential problem.

- Establish periodic patrols to monitor smoke impacted areas. When smoke-related traffic problems occur, first person on the scene must maintain traffic control until relieved. He or she should take immediate action to prevent injuries and damages by:
  - Establishing control points on both sides of the impacted area. A minimum of 1,500 feet on both sides of the impacted area should be used.
  - Slowing or stopping traffic entering the area and advising drivers of alternate routes.
  - Assigning a person to keep a log of what actions are taken.
  - Ensuring warning signs are in place and any other preplanned actions have been implemented.
  - Notifying personnel who have been identified and equipped to direct traffic and notify other local units that have responsibilities for traffic control.
  - Implementing radio / television traffic advisories for the impacted area.

- Smoke moving unexpectedly into an area may be an indication of changing burning conditions. All traffic should be excluded until this change can be evaluated.

- When smoke-related traffic accidents occur, fire personnel on the scene should:
  - Make all efforts to assist and protect people.
  - Notify, if necessary, appropriate medical units and request assistance.
  - Notify appropriate law enforcement units.
  - Provide additional personnel for traffic control, if necessary.
  - Notify Agency Administrator who may assign local safety and tort claims personnel to the scene.
  - Assign an individual (preferably a law enforcement official) to record facts about the accident, including names, addresses and statements of witnesses (if given willingly). At a minimum, record license plate identification on all vehicles in the vicinity of the accident. Coordinate efforts with local law enforcement personnel.
  - Fire personnel at accident scene, if questioned by someone other than law enforcement officers, should only state that their involvement was in fire suppression activities in the vicinity.
  - Involved personnel should, immediately after being released from the accident scene, submit written reports of their actions and observations.

Safety is a matter of common sense. Use it and you will keep yourself and others out of trouble and get the job done safely. Safety is a matter of common sense. Use it and you will keep yourself and others out of trouble and get the job done safely.
REMEMBER: SAFETY IS NO ACCIDENT

FIREFIGHTER ENTRAPMENT

**Entrapment:** A situation where personnel are unexpectedly caught in fire behavior-related, life-threatening position where planned escape routes or safety zones are absent, inadequate, or compromised. An entrapment may or may not include deployment of a fire shelter for its intended purpose. These situations may or may not result in injury. They include "near misses."

Fire Shelter Deployment

Following the "Standard Fire Orders" and recognizing the "Watchout Situations" should prevent you from getting into a situation that requires a shelter deployment. When threatened by an unexpected change in fire behavior, follow proven escape procedures first before considering a fire shelter deployment.

When on the fireline, **YOU MUST CARRY YOUR SHELTER WITH YOU AT ALL TIMES.** It should not be stored in your pack. It should be in a location for quick access.

If you are a crew member, your supervisor will decide when and where to shelter deploy. When deciding to shelter deploy, supervisors must identify a safe area and provide adequate time for deployment to occur.

Choosing Deployment Area

- Natural firebreak, wide dozer line, low spots, stream bed, lee side of ridge top, uphill side of road, burned-over area. Low spots will have less heat and smoke exposure.
- Avoid areas with heavy brush, trees with low-hanging branches, logs, snags, flammable materials. Flammable materials include gasoline cans, supply boxes, packsacks, fuses and other firefighting gear.
- Keep away from narrow draws, chutes and chimneys as they tend to funnel smoke, flame and hot gas.

Shelter Deployment

- Crew must stay together.
- Clear an area 4 by 8 feet (larger if time allows) down to bare mineral soil.
- Keep a firm grip on shelter. Otherwise, you may lose it in the high winds generated by the approaching flame front.
- Position shelter so your feet are toward the approaching flame front. The foot end will become the hottest spot while in shelter and it is easier to hold down using your feet.
- Items to wear and take into the fire shelter:
  - Gloves Without gloves, it will be very difficult to hold onto the shelter while inside.
Hardhat  Provides head protection.
Radio    Supervisors should maintain communication with those outside the area of shelter deployment.
Water    Drink water so you continue to sweat, which aids bodily cooling. NEVER wet clothing as your clothes will rapidly conduct heat.

Leave hand tools outside shelter. Remove any hazardous items like gasoline and fuses, tossing them well away from deployment area.

Never plan to share a shelter unless someone is without one.

**While Inside Shelter**

- You must protect your airway and lungs from the fire's hot gasses. Keep your nose pressed to the ground as much as possible. Use a dry bandana to protect your airway. **NEVER USE A WET BANDANA!**

- High winds should be expected as the flame front approaches and passes. It will take all your effort to hold down the shelter. Wear your gloves at all times while inside.

- Your shelter may have pinholes or cracks along the folds. These pinholes do not reduce your protection. No matter how big a hole or tear, you are still better off inside the shelter.

- Talk to each other. Remember, the noise can be deafening as the fire passes and you may not be able to hear anyone.

- Do not move unless it's absolutely necessary. Move by crawling turtle fashion, keeping the shelter edges close to the ground.

**How Long to Stay Inside Shelter**

Once you commit yourself to the shelter, stay there no matter how hot it may get inside. It's much worse outside your shelter. **DO NOT PANIC!**

There is no fixed time to stay inside the shelter. Leaving a shelter too soon can expose lungs to super-heated air or dense smoke.

A drop in noise, wind, heat, and change in color are indicators that it's safe to leave the shelter. Crew members should not leave their shelters until instructed to do so by your supervisor.

**Building Refuge**

- Seeking refuge in a building or structure is an option supervisors may want to consider for crew protection when a change in fire behavior prevents reaching an escape route or safety zone.

- Advise immediate supervisor (Strike Team Leader, Division/Group Supervisor, etc.) of the situation.

- If time allows, remove combustible materials (lawn furniture, wood piles, etc.) and vegetation away from structure and propane tank, shutting off gas.

- Close windows and heavy drapes, take down light curtains. Secure exterior doors.
• Bring into structure extinguishers and back pumps, charged hoseline if available.
• Fill all sinks, bathtubs, and any available buckets with water, soaking towels, etc., to put out small fires and to place against exterior door jams.
• **KEEP AWAY** from windows and exterior doors as fire passes.
• **STAY OUT** of basement and upper floors.

### Vehicle Refuge

If you find yourself in a fire entrapment situation where a shelter deployment is not possible, using a vehicle for refuge may be an option.

- Park vehicle in an area void of vegetation, fire out around vehicle if there is time. Park behind a natural barrier or structure.
- DO NOT park on the downhill side of road, under power lines or over-hanging vegetation. Stay out of saddles or draws.
- Position vehicle in a direction which provides the area occupied by crew with maximum protection from approaching flame front.
- Set parking brake, leave motor running at high RPM, keep vehicle lights on.
- Roll up windows, DO NOT lock doors. Someone else may need to get in.
- Cover windows with fire shelters with reflective materials placed against window.
- **YOU MUST PROTECT YOUR AIRWAY.** Remain as low in vehicle as possible, use a dry bandana to cover your nose and mouth.

While inside vehicle expect:
  - Temperatures may reach 200 degrees F.
  - Smoke and sparks may enter the vehicle.
  - Plastic parts may start to melt and give off toxic gases.
  - Windows may start to crack.
  - Exposed skin may receive radiant heat burns.

If the vehicle catches fire or windows blow out and you have to exit before the fire has passed:
  - Each crew member cover themselves with a fire shelter.
  - Exit the vehicle from the side away from the greatest heat.
  - **Stay together** and as low to ground as possible, moving away from vehicle.

- Deploy shelter in a safe area.
- After fire passes, check for and treat injuries.
- Inspect vehicle for fire, extinguish if possible.
VEHICLE ACCIDENT CHECKLIST

1. Report on Conditions
   a. Hazard (fuel, electrical, traffic, access, etc.).
   b. Need for law enforcement, ambulance, helicopter, tow truck, extrication tools.
   c. Injuries (number of victims, severity).
   d. Vehicles (number, type).

2. Establish traffic control. Be sure to have positive communications.

3. Assess for hazard or potential. Take suppression action as needed if trained, equipped and authorized.

4. Perform patient assessment and administer first aid or triage until responsible medical service arrives. If there are injuries/fatalities do not give names or other information over the radio that would reveal identity to listener. Do not move body.

5. Take notes, document all events.

Advise agency dispatcher of changes in incident status, e.g. arrival of other units, patient transport, available on scene, etc.
INJURY AND FATALITY REPORTING

Notify Incident Command and OSFM Agency Administrator IMMEDIATELY when an injury or fatality occurs. Refer to Emergency Plan, Section 13 in this guidebook.

- If a State of Oregon (OSFM) employee is injured, refer to the chart below.
- If a mobilized resource is injured, follow the procedure established by the injured worker’s employer.

<table>
<thead>
<tr>
<th>INCIDENT TYPE</th>
<th>NOTIFY</th>
<th>COMPLETE SAIF FORMS</th>
<th>DISTRIBUTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury/Illness with No Doctor Visit</td>
<td>Supervisor</td>
<td>Form 22 Occupational Injury Report</td>
<td>Forms are confidential medical information. Do NOT distribute. Submit to the OSP Safety Coordinator.</td>
</tr>
<tr>
<td>Injury/Illness with Doctor Visit</td>
<td>Supervisor</td>
<td>Form 22 Occupational Injury Report, Form 801 Employers Report of Occupational Injury</td>
<td></td>
</tr>
<tr>
<td>Injury/Illness with Hospitalization</td>
<td>Supervisor immediately. OR-OSHA within 24 hours</td>
<td>Form 22 Occupational Injury Report, Form 801 Employers Report of Occupational Injury</td>
<td></td>
</tr>
<tr>
<td>Catastrophic Injury/Illness (2 or more fatalities; 3 or more hospitalizations)</td>
<td>Supervisor immediately. OR-OSHA within 8 hrs</td>
<td>Form 22 Occupational Injury Report, Form 801 Employers Report of Occupational Injury</td>
<td></td>
</tr>
<tr>
<td>Fatality</td>
<td>Supervisor and OR-OSHA immediately.</td>
<td>Form 22 Occupational Injury Report, Form 801 Employers Report of Occupational Injury</td>
<td></td>
</tr>
</tbody>
</table>

Phone Numbers

OSP Safety Officer  (503) 378-3720 x. 4119
ODF Safety Officer  (503) 945-7295

OR-OSHA:
Bend (541) 388-6066  Eugene (541) 686-7562
Medford (541) 776-6030  Pendleton (541) 276-9175
Portland (503) 229-5910  Salem (503) 378-3274

SAIF:  1-800-285-8525; After hours 1-800-346-4544
# Injury/Fatality Procedures

## Serious Injury

1. Give first aid - call for medical aid and transportation if needed.
2. Do not release victim's name except to authorities. NEVER BROADCAST VICTIM'S NAME ON AIR.
3. Do not allow unauthorized picture taking or release of pictures.
4. Notify Incident Commander who will:
   a. Assign a person to supervise evacuation, if necessary, and stay with the victim until under medical care. In rough terrain, at least 15 workers will be required to carry a stretcher.
   b. Assign person to get facts and witness statements and preserve evidence until investigation can be taken over by the Safety Officer or appointed investigating team.
   c. Notify the Agency Administrator.

## Fatality

1. Do not move the body unless it is in a location where it could be burned or otherwise destroyed. Secure accident scene.
2. Do not release victim's name except to authorities.
3. NEVER BROADCAST VICTIM'S NAME ON AIR. Do not allow unauthorized picture taking or release of pictures.
4. Notify Incident Commander who will:
   a. Assign a person to start investigation until relieved by appointed investigating team.
   b. Notify Agency Administrator and report essential facts. The Agency Administrator will notify proper authorities and next of kin as prescribed by agency regulations.
   c. If requested, assist in transporting remains. Mark location of body on ground. Note location of tools, equipment, or personal gear.
FIRST AID

Prompt first aid must be given for all injuries. First aid facilities should be made available in proximity to the fireline and at incident base and camp(s). When activated, the Medical Unit is responsible for all medical emergencies involving assigned incident personnel. Each crew should carry a first aid kit and all supervisory personnel should be trained in basic emergency first aid. While help is on the way, be prepared to move the patient in case of unexpected fire movement.

HEAT STRESS RECOGNITION

Heat stress disorders are divided into four categories. They are:

Heat Cramps - May be caused by lack of fitness or failure to replace salt lost in sweating.

- **Symptoms** are painful muscle cramps.
- **Treat** by resting and drinking lightly salted water or lemonade, tomato juice, or athletic drinks.

Heat Exhaustion - Caused by failure to replace water.

- **Symptoms** are weakness, unstable gait or extreme fatigue; wet, clammy skin; headache; nausea; collapse.
- **Treat** by drinking fluids and rest in a shaded area.

Dehydration Exhaustion - Caused by failure to replace water losses over several days.

- **Symptoms** are weight loss and excessive fatigue.
- **Treat** by increasing fluid intake and provide rest until body weight is restored.

Heat Stroke - Caused by total collapse of the body's temperature regulating mechanisms. REQUEST EMERGENCY MEDICAL ASSISTANCE AT ONCE AS HEAT STROKE IS A LIFE THREATENING MEDICAL EMERGENCY. BRAIN DAMAGE OR DEATH CAN RESULT IF TREATMENT IS DELAYED.

- **Symptoms** are hot, often dry skin; high body temperature (106° F or higher); mental confusion, delirium, loss of consciousness, convulsions.
- **Treat** by cooling the victim immediately, either by immersing in cold water or soaking clothing with cold water and fanning to promote cooling. Continue until temperature drops below 102° F.
- **Treat for shock once temperature is lowered.**
SECTION 9

OPERATIONS
OPERATIONS SECTION CHIEF

The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission.

- Obtain briefing from the Incident Commander.
- Develop operations portion (ICS-215) of the Incident Action Plan with the Planning Section Chief.
- Brief and assign operations personnel in accordance with the Incident Action Plan.
- Supervise operations.
- Determine needs and request additional resources.
- Review suggested list of resources to be released and initiate recommendations for resource release.
- Report information about special activities, events and occurrences.
- Maintain unit log (ICS-214).

INCIDENT PRIORITIES

1. Ensure safety of all residents, firefighters and by-standers.
2. Contain the fire.
3. Minimize damage to structures and community infrastructure.

OPERATIONS

1. Determine values at risk and set preliminary priorities.
2. Determine type of personnel and equipment needed to meet current plan.
3. Organize division to meet current plan and objectives.
4. Attend team meetings and briefings. Provide input on schedule.
5. Communicate with other section personnel as necessary.
6. Carry out all duties as outlined in job description.

OPERATIONS SECTION

During the incident transition, the Operations Chief should go "on scene" to provide updated recon, and facilitate rapid transition with the local agency/IC (see Briefing Checklist).

- Locate, inform and evacuate all people within the potential incident boundaries.
- Establish the staging area.
- Provide a briefing to all firefighters arriving on scene.
OPERATIONS BRIEFING CHECKLIST  (Include Detailed Fire Map)

1. Current Weather

2. Resources on Fire

3. Resources Ordered

4. Current Incident Commander ____________________________ Contact Frequency __________

5. Other Overhead Now on the Fire Command
   Incident Information ____________________________
   Safety Officer ____________________________
   Operations Chief ____________________________
   Division/Group Sups ____________________________
   Logistics Chief ____________________________
   Planning Chief ____________________________
   Resource Unit Ldr ____________________________
   Finance Chief ____________________________

6. Water Supply Resources ____________________________

7. Natural Barriers ____________________________

8. Access to Fire ____________________________

9. Fire Camp Location ____________________________

10. Line Constructed ____________________________

11. Safety Concerns ____________________________

12. Rate of Spread ____________________________

13. Communication System ____________________________

14. Staging Areas ____________________________

15. Specific Values at Risk ____________________________

16. Control Objectives ____________________________

17. Local Resources Available ____________________________
INCIDENT ACTIVITIES and OPERATIONS

1. Check in at the Incident.

2. Collect information from outgoing Operations Section Chief on scene, initial Incident Commander or other personnel responsible for incident prior to your arrival.
   • Obtain status of incident and assigned resources.
   • Obtain status of existing operations section.
   • Obtain status of existing aviation operations.
   • Receive Incident Commander’s ICS Form 201 (Incident Briefing).
   • Receive special instructions.
   • Complete appropriate checklist for takeover of large incidents.
   • Obtain information on special situations (structures, hazardous materials, etc).
   • Order necessary personnel and equipment.

3. Obtain briefing from your Incident Commander.
   • Should be one-on-one or in an incident management team meeting.
   • Receive Incident Commander’s priorities, goals and objectives for the incident.
   • If possible, attend Agency Administrator’s briefing with IC.

4. Identify kind, type and number of resources required to achieve control objectives, based on calculation of control forces.
   • Consider fuels, structures, access roads, terrain, fire behavior, kinds and types of resources, resource availability and safety factors.
   • Calculate force needed to defend structure and protect property
   • Calculate control forces using mathematical calculations and the intuitive method.

5. Prepare for and participate in initial team strategy meeting.
   • Evaluate and share with incident management team members all information for your section.
   • Participate in planning meetings

6. Evaluate and monitor current situation.
   • Determine if present plan of action will meet incident objectives.
   • Determine if the present plan is congruent with the incident strategic plan (Wildland Fire Situation Analysis, WFSA).
   • Identify problems and concerns (evacuation, sheltering, aviation safety, etc.).
   • Identify values to be protected (structures, improvements, etc.).
   • Advise Incident Commander and other appropriate incident management team personnel.

7. Personally observe and review current operations to prepare tactics for the next operational period planning meeting considering:
   • Resource status.
   • Situation status.
• Weather.
• Evacuation of public
• Structures threatened
• Communications capability.
• Environmental impact.
• Values to be protected.
• Cost constraints.
• Aviation capabilities, limitations.

8. Evaluate urban interface needs.
• Structure protection strategy and tactics.
• Evacuation and sheltering.
• Area security.
• Evacuation of public
• Structure preparation
• Hand crews to assist Task Force
• Air support and aviation capabilities

9. Periodically evaluate resource status and tactical needs to determine if resource assignments are appropriate.
• Determine kind and number of resources required to complete tactics.
• Assign single resources, task forces or strike teams depending on the needs of the Division/Group Supervisors.
• Approve assembly and movement of strike teams and task forces.

• Update team on current situation.
• Determine tactical priorities for next operational period.
• Determine tactics for next operational period or periods.
• Advise on current capabilities and limitations.
• Determine additional/excess resources.
• Discuss long range and contingency plans and identify potential or future requirements.
• Prepare or review applicable portions of the IAP.
• Complete operational portion of IAP as part of ICS Form 215 (Operational Planning Worksheet) and ICS Form 215A (LCES).
• Establish branches, divisions/groups and staging areas on incident base map.
• Establish priorities for aviation operations.

11. Lead the operational period briefing, particularly emphasizing tactical priorities and any special safety considerations and changes from the IAP.

Briefing at a minimum, to all personnel supervised, should include the following:
• Name and means to contact immediate supervisor
• Anticipated weather and fire behavior.
• Incident and division objectives and individual assignments.
• Location of escape routes and established safety zones.
• Safety considerations for the shift.
12. Interact and coordinate with all command and general staff. Receive and transmit current and accurate information.
   • Inform communications and resources of any changes to the IAP.
   • Inform appropriate team members of significant changes in operations.
   • Ensure that the resources unit is advised of all changes in status of resources assigned to the operation.
   • Keep status current.

13. Supervise and adjust operations organization and tactics as needed, based on changes in incident situation and resource status.
   • Ensure that priorities and tactics are communicated and understood throughout the operations section.
   • Ensure that LCES is established and maintained throughout the operations section.
   • Ensure that any changes in priorities or tactics are communicated and understood.
   • Provide for functional and geographical supervision as needed.
   • Ensure effective use and coordination of all assigned resources.
   • Maintain appropriate span of control.
   • Establish staging areas and drop off points as needed.

14. Coordinate with replacement Operations Section Chief or others.
   • Brief the relief Operations Section Chief.
   • Debrief the Operations Section Chief you are relieving.
   • Coordinate with the replacement Operations Section Chief in the preparation of the next operational period’s IAP.

15. Evaluate overall effectiveness of IAP and adjust as necessary for next operational period.
   • Evaluate progress of operations based on situation reports and evaluations from operations personnel.
   • Estimate immediate and long-range operational resources and logistical requirements.
   • Order additional resources as needed, providing lead time.
   • Release excess resources, providing lead time.

16. Use fire behavior prediction information to plan/organize tactical operations.
   • Evaluate/adjust tactics based on changing fire behavior and values to be protected.
   • Consider contingencies for values to be protected (structures, etc.).
   • Compare actual fire behavior to predicted behavior at the end of each operational period and advise the Fire Behavior Analyst.

17. Update Incident Commander on current accomplishments and/or problems.
   • Inform Incident Commander as soon as possible of problems and accomplishments.
18. Report unusual occurrences/events to IC and Plans (incidents, accidents, political contacts, property loss or damage, Structures lost or damaged etc).
   - Obtain information about special events from subordinates.
   - Personal observation.
   - Other incident personnel.
   - Off incident personnel.
   - Standard information shall contain nature of event, location, magnitude, personnel involved (do not release names of victims or agency over radio), initial action taken; e.g., helicopter picking up injured, appropriate subsequent action.

19. Ensure that Division Supervisors and Task Force Leaders have their assigned crews keep their FSP-01 form up to date.
OP CHIEF'S RESPONSIBILITIES IN PREPARING FOR PLANNING MEETING

1. Assess strategy and tactics and consider alternatives.
2. Meet with PSC on resource needs.

OPERATIONS and Plans

Operations check with Plans on numbering of roads and drop-off points.

Clarify roles and responsibilities of personnel in intelligence gathering. Avoid duplication of work. Arrange work hours to meet planning schedules.

Changes to the ICS-215 after strategy meeting will be coordinated between Planning and Operation Chiefs.

All STL and above line positions will formally debrief with Planning Section.

OPERATIONS and Finance

Operations will make Finance aware of potential hazards, possible claims etc.

On claims and compensation for injury cases, Finance will be notified ASAP. Anticipate possible problems; communicate potential hazards to responsible incident overhead.

WORK/REST GUIDELINES

The health and safety of all firefighters and overhead team members is paramount and must not be compromised.

To maintain safe, productive incident activities, incident management personnel must appropriately manage work and rest periods, assignment duration, and shift length for crews, overhead personnel, and support personnel.

ADDITIONAL RESOURCES

Evacuation (Local Emergency Management Coordinators - LEMC)
Law Enforcement group
Secure roads (Public Works, ODOT)
Power lines (notify power company)
Fire Investigators
EMS - medical group
Red Cross
OPERATIONS BRANCH DIRECTOR

The Operations Branch Director, when activated, is responsible for implementation of the portion of the Incident Action Plan applicable to the assigned branch.

- Obtain briefing from the Operations Section Chief.
- Supervise branch operations.
- Develop alternatives for branch control operations.
- Attend planning meetings at the request of the Operations Chief.
- Review Division/Group Assignment Lists within the Branch.
- Assign specific work tasks to the Division/Group Supervisors.
- Resolve logistics problems reported by subordinates.
- Approve accident and medical reports.
- Maintain Unit Log (FSP-01 and ICS-214).
DIVISION/GROUP SUPERVISOR

The Division/Group Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan.

- Obtain briefing from the Operations Section Chief or appropriate Operations branch director.
- Coordinate activities with ODF or USFS counterpart in assigned Division/Group.
- Coordinate activities with adjacent Structural – Interface Divisions.
- Review assignments with task force/strike team leaders. Maintain regular communication with subordinates. Keep task force/strike teams occupied with meaningful tasks.
- Supervise and maintain firefighter safety. Enforce policies and rules.
- Supervise and manage task force/strike team operations and tactics.
- Carry & provide maps to task force/strike teams.
- Carry & provide Structural Triage & Structural Fire Risk Assessment forms to task force/strike teams.
- Keep informed of fire behavior information weather & Red Flag Warnings – Share this information with task force/strike teams.
- Inform Resource Unit of all status changes of resources assigned to the Division/Group.
- Keep supervisor informed of situation status (sitstat) & resource status (restat). Provide Planning with a daily Unit Log of situation status and status of assigned tasks.
- Keep supervisor informed of hazardous situations, significant events and resource status.
- Resolve logistics problems with the division/group. Supply requests must go through the chain of command to Logistics. TF/ST leaders and div/group sups may not directly access cache.
- Ensure that assigned personnel and equipment get on and off the line in a timely manner.
- Maintain Unit Log (FSP-01 and ICS-214).
- Evaluate performance of task force/strike team leaders. Be honest and direct.
- Ensure each task force/strike team leader conducts evaluations on each engine-company/crew.
Division/Group Supervisor Expectations

Division/Group Supervisors are asked to adhere to the following guidelines. Providing for public and firefighter safety is always the number ONE priority.

Attend the Operations Period Briefing (Be on Time)

1. You are responsible for understanding your assignment and critical information.
2. Meet with your Operations Chief or Deputy immediately after the briefing to discuss specific details.

Before Leaving the Incident Base

1. Brief Task Force Leaders assigned to your Division.
2. Ensure that your assigned resources have all necessary equipment and know their assignments.
3. Check on status of any equipment and lunches ordered with OSFM logistics and be specific about delivery time and location.

Upon arrival at your assigned Division

1. Debrief with the out-going Div Sup or Task Force Leader.
2. Account for all resources assigned to your division (ICS 204).
3. Brief all assigned resources on the specifics of their assignment.
4. Identify LCES (Lookout Communications Escape Routes and Safety zones) and insure that they are adequate for your division.

During the Operational Period

1. Document any major problems or accidents in your division and notify Operations.
2. Notify Operations Chief if additional resources or aircraft are needed to fulfill your assignment and give as much lead-time as possible.
3. Meet with Operations Chief before 1400 day shift or 0200 night shift and report resources and supplies needed for the next operational period.
4. Notify Operations of excess resources as they may be needed on other Divisions.
5. Update Operations on fire and weather conditions as needed.
6. Make notes of operational period as you will need them to do the Task Force evaluations at the end of the incident.

Before Leaving the Assigned Division

1. Debrief with the Division Sup or Task Force Leader.
2. Account for all assigned resources.

Upon Returning to the Incident Base

1. Ensure that all of your assigned resources have returned to camp.
2. Debrief with the Operations Chief or Deputy.
TASK FORCE / STRIKE TEAM LEADER

The Task Force/Strike Team Leader reports to a Division/Group Supervisor and is responsible for performing tactical missions as assigned on a division or segment of a division. The Leader reports work progress, resource status, and other important information to a Division/Group Supervisor and maintains work records on assigned personnel.

- Obtain briefing from Division/Group Supervisor.
- Review assignments with subordinates and assign tasks.
- Travel to and from line with assigned resources.
- Monitor and inspect progress and make changes as necessary.
- Coordinate activities with adjunct strike team/task forces and single resources.
- Keep supervisor advised of situation and resource status.
- Retain control of assigned resources while off line (feeding, timekeeping, sleeping, area assignments, etc.).
- Maintain Unit Logs (FSP-01 and ICS-214).
- Evaluate performance of subordinates.
SINGLE RESOURCE BOSS

A Single Resource Boss is responsible for supervising and directing a fire suppression module such as a hand crew, an engine, a dozer, a tractor-plow, a firing team, or one or more fallers.

- Obtain briefing from the Task Force/Strike Team Leader.
- Review assignments with subordinates and assign work tasks.
- Obtain necessary equipment and supplies through the chain of command.
- Review current and predicted weather conditions and brief subordinates of expected fire behaviors.
- Provide for their welfare.
- Monitor work progress.
- Ensure adequate communications with supervisor and subordinates.
- Set up a backup chain of command to function when boss is absent.
- Keep supervisor informed of progress and any changes. Brief supervisor of any changes in observed fire behavior and any changes in conditions that could effect personnel safety.
- Inform supervisor of problems with assigned resources.
- Brief relief personnel on the line at end of shift.
- Brief subordinates on safety items including escape routes and safety zones. Provide for their welfare.
- Return equipment and supplies to appropriate unit.
- Maintain unit log (FSP-01 and ICS-214).

STAGING AREA MANAGER

A Staging Area Manager is responsible for managing all activities within a staging area.

- Obtain briefing from Operations Section Chief or appropriate Operations Branch Director.
- Establish staging area layout.
- Determine and order support needed.
- Establish check-in function with Resource Unit Leader.
- Post traffic plan for the staging area.
- Respond to requests for resource assignments.
- Report resource status changes as required.
- Maintain staging area in orderly condition.
- Maintain a Unit Log (ICS Form 214).
OPERATIONS RESPONSIBILITIES FOR DEMOBILIZATION

1. Consider demobilization early enough during the incident so that an adequate demobilization plan is in place prior to the actual need to release resources.

2. Assist in development, approval, and implementation of incident demobilization plan.
   - Coordinate with the demobilization unit/Planning Section Chief during development and implementation of Demobilization Plan.
   - Coordinate during development and implementation with local agency concerning functional demobilization procedures.
   - Brief staff on demobilization responsibilities.

3. Identify excess section resources. Coordinate with subordinates and provide Planning Section Chief a list of excess personnel and other resources. List will include:
   - Kind/type and Quantity.
   - Time/date of available release.
   - Review the list daily for accuracy.
   - Ensure that all units are demobilized in a timely and complete manner.

4. Ensure that performance ratings are completed as required by the Incident Commander and OSFM.
   - Fill out Division Supervisor evaluation and or Task Force Leader evaluations.
   - Ensure that Task Force leader fill out evaluations on their crews.

5. Debrief Agency Administrator.
   - Meet with local chief and review damage to structures, losses and hazards.
Task Force/Strike Team Leader Checklist
FOR ASSEMBLING THE TASK FORCE/STRIKE TEAM

Personnel and apparatus that do not meet the response standards of the Mobilization Plan may be rejected by the incident commander without state reimbursement for travel and any other response costs.

☐ Stage the Task Force/Strike Team (TF/ST) at an assigned assembly area.

☐ Confirm that the TF/ST configuration is correction.

☐ Confirm that all apparatus meet applicable standards, are properly and adequately equipped, in good repair, and capable of meeting travel and firefighting requirements.

☐ Confirm that all apparatus have state FIRE NET capabilities.

☐ Confirm that all apparatus are full of fuel and engine officer has travel money.

☐ Confirm that all personnel are properly trained and equipped for the type of incident for which they are responding.

☐ Confirm that all personnel have approved structural and wildland PPE.

☐ Confirm that all crews have adequate personal gear for a minimum of five days, and are self-sufficient for 72 hours. Food, drinking water, and sleeping bags are required.

☐ Establish a roster of all apparatus, their capabilities, assigned personnel, and frequencies.

☐ Sign the FSP-01 form that has been filled out by each apparatus officer. Ensure that each FSP-01 is complete and correct, and fill in the departure time.

☐ Confirm the check-in and staging point of the incident with the Fire Defense Chief. Get as much information about the incident as possible.

☐ Brief crews on incident, travel route, radio frequencies while enroute, safety issues, travel procedures, and who is second in command.

☐ Establish a predetermined meeting place to stop for fuel or rest, or if someone gets lost.

☐ Brief crews on “Code of Conduct” and expectations.

☐ Complete and communicate a TF/ST Resource Form to the ERC prior to leaving. Do not depart until the resources are confirmed by the ERC.

☐ Advise ERC of departure time, route, radio frequency, and estimated time of arrival. Monitor State FIRE NET for messages from the ERC or OSFM IMT.

☐ Advise your local Fire Defense Chief that you are departing.

I ACKNOWLEDGE COMPLETION / ADHERENCE TO THE ABOVE TO THE BEST OF MY KNOWLEDGE.

TF/ST Leader Signature: ________________________________ Date: ____________________

ERC Phone (503) 373-0001, or (503) 373-1999, or (503) 378-6416
ERC Fax (503) 588-1378
Task Force/Strike Team Leader Checklist

FOR TRAVEL, CHECK-IN, AND OPERATIONS AT MOBILIZATIONS

★ Your crew’s safety is your number one priority ★

☐ Upon arrival at check-in, notify the ERC that the TF/ST has arrived.

☐ First check in with the structural Resource Unit Leader. The RUL will confirm the TF/ST configuration and do a vehicle and equipment check.

☐ Then check in with the structural Operations Chief or IC and give them a copy of your roster of apparatus, personnel and radio frequencies.

☐ Determine location of kitchen, meal times and procedures, and the availability of food, water, and fuel after hours. Record in your Unit Log and keep receipts of any purchases.

☐ Determine location of sleeping areas and find a SAFE, comfortable, and quiet place for you and your crew. Locate showers, telephones, restrooms, and confirm that they will be open the hours that your crew will need them.

☐ Be fit for at least five days active duty.

Fire cache facilities may or may not be available. If a cache is available, task force/strike team leaders must request cache supplies through their operations chain of command. Responders' home departments will be charged for personal care items, protective clothing and non-returned firefighting tools and equipment.

☐ Determine what level of medical aid is available, their location, and how to contact.

☐ Locate your overhead team Division Supervisor and obtain your initial briefing and assignment. Confirm how to contact him and other overhead team members.

☐ Find out where and when shift briefings are and BE ON TIME FOR BRIEFINGS. Attend all shift briefings and get updated maps and Incident Action Plan. If possible talk to the TF/ST leader that you relieve.

☐ Size up your assigned areas, procure area maps, and always obtain an incident action plan.

☐ Brief your crew on the size-up of your assigned area; location, size of the fire, hazards noted during size-up, escape route, safety zones, engine assignments, working frequencies, and evacuation centers for area residents.

☐ Pick up lunches before deploying to assignment. If lunch is to be delivered, check with OSFM Logistics about specific time and location.

☐ Designate who is in charge when you are attending meetings, shift briefings, scouting, etc.

☐ Keep accurate records of any accidents, injuries, or damaged equipment. Keep daily activity notes for debriefing and reporting to your Fire Defense Chief.

I ACKNOWLEDGE COMPLETION / ADHERENCE TO THE ABOVE TO THE BEST OF MY KNOWLEDGE.

TF/ST Leader Signature: ___________________________ Date: ________________

ERC Phone (503) 373-0001, or (503) 373-1999, or (503) 378-6416
TASK FORCE/STRIKE TEAM LEADER CHECKLIST
FOR DEMOBILIZING THE TASK FORCE

☐ Obtain a Demobilization Plan from the Structural Operations Chief or Planning Chief.

☐ Give a final situation report to your Operations Supervisor.

☐ Receive TF Leader evaluation from the Division Supervisor.

☐ Complete evaluations on all engine companies and crews. Give the completed evaluation forms to the Planning Chief.

☐ Ensure the return of all borrowed equipment and/or resources to the proper agencies.

☐ Survey all apparatus and equipment for damage and note on the FSP-01.

☐ Report damaged equipment and injuries to the Resource Unit Leader (RUL) before checkout.

☐ Coordinate with the IMT Safety Officer and submit written reports for all accidents, injuries, and illnesses. If requested, gather witness statements to submit to the Safety Officer.

☐ Conduct team debriefing and ensure that all Unit Logs are accurate and complete.

☐ Check out with the RUL. The RUL must sign all Units Logs!

☐ Make sure all apparatus are fueled up and can meet the returning travel requirements. Make sure crew meets minimum rest requirement for traveling. No traveling between 2400 and 0500 hours unless destination can be reached within two hours or if crew has had eight hours of rest before traveling.

☐ Notify both the OSFM ERC and your local Fire Defense Chief of travel route and estimated time of arrival back in your home district.

☐ Brief your crew on travel route, travel frequencies, and prearranged meeting places.

☐ Notify Fire Communications, Fire Defense Chief, and OSFM ERC when you are back in district. Each apparatus officer or engine boss must notify the ERC and their Fire Chief when their apparatus arrives back in station.

☐ Prepare a written report of mobilization for the Fire Defense Board Chief.

☆ Thank you for responding to this conflagration ☆

OSFM will send a billing packet to each Chief who’s department provided resources. The packet includes instructions, forms, and contact information for filing a reimbursement claim.

I ACKNOWLEDGE COMPLETION/ADHERENCE TO THE ABOVE TO THE BEST OF MY KNOWLEDGE.

TF/ST Leader Signature: ____________________________ Date: ________________

ERC Phone (503) 373-0001, or (503) 373-1999, or (503) 378-6416
# OREGON STATE FIRE MARSHAL
# TASK FORCE / STRIKE TEAM
# PERFORMANCE EVALUATION

**INSTRUCTIONS:** The immediate supervisor, Division Supervisor or Operations Chief shall complete this form for each task force / strike team. This evaluation shall be reviewed with the TF/ST Leader, who will acknowledge such by signing at the bottom of the form. The supervisor shall deliver this form to the planning section before leaving the incident. A copy of this report will be sent to the TF/ST Leader’s home department and Fire Defense Board.

### ***THESE RATINGS ARE TO BE USED ONLY FOR DETERMINING TASK FORCE / STRIKE TEAM PERFORMANCE***

<table>
<thead>
<tr>
<th>1. Task Force / Strike Team County and Department Number</th>
<th>5. Fire Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Task Force / Strike Team Leader and Department</td>
<td>6. Location of Fire (complete address or nearest town)</td>
</tr>
<tr>
<td>3. Assistant Task Force / Strike Team Leader and Department</td>
<td>7. Date of Assignment</td>
</tr>
<tr>
<td>4. Departments Represented (List all departments in Task Force / Strike Team)</td>
<td>8. Number of Shifts / Hours Worked</td>
</tr>
</tbody>
</table>

### SFM Task Force / Strike Team Performance Evaluation

#### Rating Factors

Place an "X" in the box that best describes the performance of the task force / strike team. *Deficiencies and areas for improvement must be explained in remarks*

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Above Average</th>
<th>Satisfactory</th>
<th>Needs Improvement</th>
<th>Unacceptable</th>
<th>Not Observed</th>
</tr>
</thead>
</table>

#### Positive performance / general comments (attach additional sheets as needed)

**9. Task Force / Strike Team Performance**

- Physical Condition / Able to Perform
- Meets Training Qualifications / Standards
- Meets Engine and Equipment Standards
- Proper PPE for **ALL** Members
- Follows Directions and Works as a Team
- Use of Safe Practices
- Fireline Conduct
- Off Line Conduct
- Other (specify)

**10. Supervisory Performance**

- Task Force / Strike Team Leader
- Assistant Task Force / Strike Team Leader
- Engine Bosses

**11. Names of Outstanding Workers or Crews (include comments)**

**12. Performance of the Task Force / Strike Team as a whole (indicate areas of excellence and areas that need improvement)**

By signing below, the Task Force / Strike Team Leader acknowledges reviewing the contents / comments on this form.

**13. Task Force / Strike Team Leader (signature)**

**14. Task Force / Strike Team Leader (print name)**

**15. Date**

**16. Evaluated By (signature)**

**17. Evaluated By (print name)**

**18. ICS Position**

**19. Date**

---

*Operations*  
*Section 9- Page 18*
OREGON STATE FIRE MARSHAL ENGINE COMPANY / CREW PERFORMANCE EVALUATION

**INSTRUCTIONS:** The immediate supervisor, TF/ST Leader or Assistant shall complete this form for each engine company / crew. This evaluation shall be reviewed with the Company Officer / Crew Boss, who will acknowledge such by signing at the bottom of the form. The supervisor shall deliver this form to the planning section before leaving the incident. A copy of this report will be sent to the crew’s home department through their county Fire Defense Board Chief.

***THESE RATINGS ARE TO BE USED ONLY FOR DETERMINING ENGINE COMPANY / CREW PERFORMANCE***

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1.</td>
<td>Engine Company / Crew Name (department)</td>
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<td>5.</td>
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<td>2.</td>
<td>Engine Company Officer / Crew Boss</td>
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<td>6.</td>
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<td>3.</td>
<td>Engineer / Assistant Crew Boss</td>
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<td>7.</td>
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<td>4.</td>
<td>Crew Members (List all members in the company / crew)</td>
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<td>8.</td>
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</table>

**SFM Engine Company / Crew Performance Evaluation**

<table>
<thead>
<tr>
<th>Rating Factors</th>
<th>Excellent</th>
<th>Above Average</th>
<th>Satisfactory</th>
<th>Needs Improvement</th>
<th>Unacceptable</th>
<th>Not Observed</th>
<th>Positive performance / general comments (attach additional sheets as needed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place an &quot;X&quot; in the box that best describes the performance of the engine company / crew. <strong>Deficiencies and areas for improvement must be explained in remarks</strong></td>
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<td>Physical Condition / Able to Perform</td>
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<td>Meets Training Qualifications / Standards</td>
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<td>Meets Engine and Equipment Standards</td>
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<td>Proper PPE for <strong>ALL</strong> Members</td>
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<td>Follows Directions and Works as a Team</td>
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<td>Use of Safe Practices</td>
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<td>Fireline Conduct</td>
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<td>Off Line Conduct</td>
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<tr>
<td>Other (specify)</td>
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</table>

**10. Supervisory Performance**

<p>| | |</p>
<table>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Engine Company Officer / Crew Boss</td>
<td></td>
</tr>
<tr>
<td>Engineer / Assistant Crew Boss</td>
<td></td>
</tr>
</tbody>
</table>

**11. Names of Outstanding Workers (include comments)**

**12. Performance of the Engine Company / Crew as a whole**

(Indicate areas of excellence and areas that need improvement)

By signing below, the Engine Company Officer / Crew Boss acknowledges reviewing the contents / comments on this form.

| 13. | Engine Company Officer / Crew Boss (signature) |
| 14. | Engine Company Officer / Crew Boss (print name) |
| 15. | Date |
| 16. | Evaluated By (signature) |
| 17. | Evaluated By (print name) |
| 18. | ICS Position |
| 19. | Date |
SECTION 10

FINANCE
FINANCE BRIEFING GUIDE

Fiscal agreements currently in place


Conflagration Act/FEMA declaration


POs currently open


Local purchase considerations


Vendors currently in place, i.e. fuel, garbage, portable toilets, phones


FINANCE SECTION CHIEF

The Finance Section Chief, a member of the general staff, is responsible for all financial and cost analysis aspects of the incident. The Finance Section Chief must ensure that the Finance Section is organized and operates in compliance with guidelines, policies, and constraints established by the Incident Commander and the OSFM.

EXPECTATIONS

The Finance Section Chief and/or designated member/s of the Finance Section will:

1. Work cooperatively with all members of the IMT team, personnel from other involved agencies and the community to accomplish the mission objectives.
2. Prepare costs analysis of the incident, and report the information to the Incident Commander, and/or other Incident Command staff, and/or OSFM as requested.
3. Assist the Resource Unit Leader in completing the forms required for tracking resources.
4. Adhere to accounting methods, purchasing procedures, and reporting processes established by the Incident Commander and/or OSFM.
5. Work closely with vendors and ensure proper purchasing documentation is completed and accurate billing is received.
6. Strive to leave a positive impression of the IMT team, the OSFM and the State of Oregon with local businesses and the community.
7. Provide assistance to agency or jurisdictional personnel in developing contractual agreements as needed.
8. Compile a financial package at the end of the incident that is as complete as possible while keeping the Chief Deputy State Fire Marshal and/or the ERU manager advised of any loose ends or oddities.
9. Assist the OSFM office with the reconciliation of invoices and processing of the reimbursement packets.

SPECIFIC DUTIES AND WORK ASSIGNMENTS

1. Establish a work area co-located with the other agency(s) assigned to the incident. Coordinate OSFM fiscal functions with other agency(s) finance sections on the incident. When necessary, implement inter-agency agreements to ensure mobilized resources have adequate logistical support.
a. Finance Section must ensure that agreements are within the scope and authority of the Incident Command and/or OSFM, and that costs and conditions of the agreement are reasonable.

b. Finance Section must ensure that all agreements clearly state the responsibilities of the agency and the vendor.

c. Finance Section must endeavor to help all parties to the agreement understand their responsibility in carrying out the provisions of the agreement (e. g., service must be provided today, we will not accept something different than what was ordered, OSFM must be invoiced within 60 days, etc).

d. Finance Section must deliver the original contractual agreement (or copy, if appropriate) to the OSFM, along with any supporting documents, at the end of the incident.

2. Coordinate with the Logistics Section regarding necessary purchases, contract services, vendor billings, and specific commissary needs. Be involved with vendors to establish our credibility and work towards payment credibility.

3. Maintain records of all costs related to OSFM mobilized resources including vehicles, equipment, personnel, and resources. Records must include costs for contracted services and OSFM expenses.

Information that is required on a continual basis during an incident includes:

<table>
<thead>
<tr>
<th>Information Needed</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>What has been ordered?</td>
<td>Logistics</td>
</tr>
<tr>
<td>Source of supplies</td>
<td>Logistics</td>
</tr>
<tr>
<td>Is fuel being used?</td>
<td>Logistics</td>
</tr>
<tr>
<td>Reports of vehicle damages</td>
<td>Logistics</td>
</tr>
<tr>
<td>Have EMT’s or ambulances been ordered?</td>
<td>Medical Unit (Logistics)</td>
</tr>
<tr>
<td>(What type of services will be used?)</td>
<td></td>
</tr>
<tr>
<td>Cost of meals</td>
<td>Logistics</td>
</tr>
<tr>
<td>Number of people being fed</td>
<td>Logistics</td>
</tr>
<tr>
<td>Grocery orders</td>
<td>Logistics</td>
</tr>
<tr>
<td>(Be sure orders are turned in)</td>
<td></td>
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<tr>
<td>Security services</td>
<td>Logistics</td>
</tr>
<tr>
<td>(What types of service will be used?)</td>
<td></td>
</tr>
<tr>
<td>Camp agreements</td>
<td>Logistics</td>
</tr>
<tr>
<td>(Be sure they are completed!)</td>
<td></td>
</tr>
<tr>
<td>Injuries or Property Damage</td>
<td>Safety/Logistics/Other</td>
</tr>
</tbody>
</table>

4. Prepare documentation of daily costs using the OSFM Daily Cost Estimate Report form. Forward this information to the Incident Commander, the Planning Section Chief and the OSFM AOC as required.
5. Establish procurement procedures for mechanical maintenance of apparatus, repairs, and parts services. Document all apparatus breakdowns, damage, and repairs with a written statement from the apparatus operator or task force leader.

6. Be prepared for the team's Planning meeting by:
   
   a. Noting any big-ticket items for group.
   b. Determine any specific procurement requirements.
   c. Brief daily cost estimates.

7. Verify that all known injuries of any OSFM mobilized personnel is documented. Information needs to include: name of person injured, type of injury, how and where the injury was incurred.

8. Coordinate with the Planning Section Chief for the demobilization of mobilized resources. Help develop a demobilization plan following the priorities established from the Logistics Section Chief.

9. Demobilization of Mobilized Resources
   
   a. Verify with Logistics that all equipment and supply cache credit cards are accounted for.
   b. Verify that any accident claims due to incident operations are completed.
   c. Assume contractual obligations.
   d. Review and meet requirements of ODF and any other memorandum of understanding.
   e. Ensure FSP-01 forms and apparatus logs are current and complete.
   f. Ensure vendor obligations are up to date.
   g. Sign off the ICS-221 Demobilization Checkout form.

10. Contact all local vendors to close out any open PO's, to inform them the team and it’s resources are demobilizing and that no further purchases should be allowed on the PO. Provide and/or obtain copies of any needed documents in relation to the purchases or services that were provided.

11. During the IMT debriefing, verify you have received all information regarding any financial issues still needing attention. In addition, be sure to brief the agency administrative personnel of any financial issues still needing attention or follow up prior to demobilizing.
12. Prior to demobilizing, ensure that all OSFM financial documentation is organized, accurate and complete. Submit unit log to the Planning Section Chief for inclusion in the incident report. Retain all financial records and submit them promptly to the OSFM Business Manager for processing.

13. Assist others whenever possible.

Post Incident

14. Compile a financial package (documentation, logs, records, receipts, invoices, PO’s etc.) at the end of the incident that is as complete as possible. Submit the package with a cover memo to the designated OSFM staff.

15. Provide assistance, as needed, to the OSFM with the reconciliation of invoices and reimbursement packets submitted by those requesting reimbursement.

16. During the post-incident critique, the Finance Section Chief should be prepared to discuss the following, as applicable:
   
   a. Organization
   b. Timekeeping (personnel and equipment)
   c. Claims
   d. Commissary operation
   e. Contract administration
   f. Interaction with other agencies
   g. Job assignments and effectiveness of performance
   h. Other

RESOURCE PROCUREMENT AND SUPPLY ACCOUNTABILITY

The Finance section and Logistics section must work closely for the purpose of procuring and establishing the payment of resources. The Logistics Chief establishes where resources will be obtained from, such as a local business, a contracted service, camp cache, or another responding agency. However, once it has been identified where the resource can be obtained from, it is the Finance Section Chiefs responsibility to make contact with the vendor or agency and complete the required documentation to secure the resource. Only the Office of State Fire Marshal's IMT Finance Section Chiefs has the spending authority to issue a PO and secure resources during a conflagration or declared emergency. See the current OSFM IMT roster for a list of the finance section chiefs.

If any single purchase is in the amount of $5000.00 or more, consult with the Incident Commander and Agency Rep before buying the resource. If there are any concerns about the cost of a resource or the overall cost of the incident to date, consult with the Incident Commander.
Purchasing Resources

If a resource is provided by a private vendor, a PO must be issued. If the vendor wishes to not charge for the resource, a PO must still be issued showing there is no charge. If the vendor requires immediate payment and will not bill us, then every attempt should be made to obtain the resource from another vendor that will accept a PO, as long as doing so meets the mission objectives in an acceptable manner and time.

Completing the PO

**Important** - Enter the incident name in the blank box under the PO number

Blank section under the PO # - Enter the incident name

Agency/Department - OSFM-IMT

PO Date - The date the PO is being issued

Delivery Date - The date the resource is to be provided

Vendor Name & Address - Vendor or Business name, physical address and mailing address.

Terms - Terms of Payment if needed

Agency Contact - Finance Sections Chief’s name (first & last)

Phone - Finance Sections Chiefs contact phone number

Ship to - Where the resource is to be delivered. If it is being picked up, enter W/C.

Bill to - OSFM’s Address

Item - Enter a 1 for the first item being purchased. Continue with 2, 3, 4 and so on as applicable.

Description - Enter a description of the resource or service being purchased. The description must be very clear in stating what is being purchased or provided and when the resource will be available or delivered.

Quantity - Enter the count of that resource or service being purchased.

Unit Price - Enter the individual price of the resource or service.

Extended Amount - Enter the total dollar amount for the line item. (Buying 3 sleeping bags at $20.00 each, enter $60.00)

Total - Enter the total cost of all resources or services being purchased.

Authorized Agent/Approved Date - Enter your signature, the date and “FSC color Team”.
After the PO is completed, distribute the NCR copies as follows:
   White – OSP Fiscal copy (submitted to OSP at a later date)
   Pink – vendor copy
   Green – finance chief copy for financial package
   Yellow - spare copy that stays in book

Using the SPOTS Card

If a resource can not be obtained using a PO, as a last option, the resource may be purchased using the Small Purchase Order Transaction System (SPOTS) card. This is a credit card issued only to the Finance Sections Chiefs assigned to a team. All DAS policies regarding a SPOTS card use must be adhered to. **ONLY THE FINANCE SECTION CHIEF IS AUTHORIZED TO USE THE CARD**

Caution should be taken in using the card since it has only a $5000.00 monthly credit limit. If the credit limit needs to be increased, after obtaining approval from the OSFM Chief Deputy and/or Agency Rep, a written statement must be submitted to the OSP Business Services Manager with cc: to the OSP Procurement Services Unit Manager and OSP Accounting Manager. The statement is to include an explanation of the need for the increase and a brief description of the emergency. The limit is usually increased in 2 to 4 hours.

When using the SPOTS card, a receipt for the purchase must be obtained. In addition, log the purchase on the OSP SPOTS card log.

Agency Agreements

During some incidents other county, state or federal agencies may be involved. If some type of logistical support is shared between OSFM and another agency, an agreement will need to be negotiated for sharing costs and documented in a written agreement. Keep in mind that any costs agreed upon must be reasonable and fair.

Often an incident can go on for weeks after OSFM resources have been demobilized. Because of this, **NEVER** agree to OSFM being responsible for a percentage of the total cost of an incident.

For additional information, see the “OSFM ODF Concepts of Unifying” and “OSFM ODF Agreement”.

ODF/USFS Fires - Credit Card System (Supply Accountability Card)

The procedure for procuring and accounting for supplies will vary significantly at incidents where ODF or USFS resources are participating. The credit card system is the cornerstone of the ODF/USFS equipment accountability system. It provides a common procedure for everybody to use, and even more importantly it helps to create a “sense of accountability” throughout the incident. However it is important to know the strengths and weaknesses of this system.
The credit card system does a very good job of creating that “sense of accountability” and also does a good job of controlling fuel issues and issues of supplies to individuals and crews. However, it does not do a very good job of accounting for and tracking supplies delivered to the line.

Procedure
1. The cards are checked out through the ODF/USFS timekeeping unit. Only the Logistics Section Chief, Finance Section Chief, Resource Unit Leader, or personnel specifically designated by the Incident Commander will be issued cards. The IMT Finance Chief will compile a list of the names of personnel authorized to have an incident credit card, and submit the list to the OSF/USFS timekeeping unit.

2. When ODF/USFS supplies are checked out of the fire cache, the cardholder will sign the incident issue form for the STL/TFL requesting the supplies. A copy of the incident issue form will be filed with the yellow or green copy of the FSP-01 on file with the Finance Section Chief. The remaining copies will be retained by the Logistics Section Chief for reconciliation at demobilization. All fire cache equipment shall be accounted for prior to demobilization.

3. During demob it is the responsibility of the Logistics Section Chief to inform the Finance Section Chief of “shortages”. Reconciliation of shortages with the cache manager will be the responsibility of the Logistics Section Chief.

4. When the cards are used for fuel, the OSFM Finance Section should collect the completed incident issue forms from the ODF/USFS Finance Section daily. If this is not occurring then the Logistics Section should ensure the forms are being properly collected.

FORMS and DOCUMENTS
There are several different forms and documents the finance section chief uses or references to complete his or her required duties. The ones more commonly used and a brief description of them are listed below.

<table>
<thead>
<tr>
<th>Form</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily Cost Estimate Report</td>
<td>Used to track all costs associated with the incident</td>
</tr>
<tr>
<td>Purchase Log</td>
<td>Used to track numerous purchases from the same vendor after a PO has been issued and terms agreed upon</td>
</tr>
<tr>
<td>Form Type</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Purchase Order (PO) book</td>
<td>Used to document the purchase of a resource or service and its cost.</td>
</tr>
<tr>
<td>FEMA Fire Assistance Request</td>
<td>Used for requesting FEMA financial assistance to help cover the cost of the fire.</td>
</tr>
<tr>
<td>FSP-05 Meal Roster</td>
<td>Usually completed by the logistics chief for providing a list of meals needed for the next operational period.</td>
</tr>
<tr>
<td>FSP-06 Fuel Log</td>
<td>Usually completed by the logistics chief for tracking the fuel and oil purchased by OSFM resources.</td>
</tr>
<tr>
<td>Financial Package Cover Memo</td>
<td>Using the OSFM Memorandum form, provide an overview summary of the incident in regards to the financial aspects of the incident. (See the Incident Summary Memo Instructions)</td>
</tr>
</tbody>
</table>

Other forms the finance section chief needs to be familiar with are the OSFM FSP forms and the FEMA ICS forms.
SECTION 11

LOGISTICS SECTION
LOGISTICS  INITIAL ARRIVAL BRIEFING & PLANNING MEETING GUIDE

Logistics Section Chief

Local Purchase Considerations:

Fiscal Mgmt Situation on Fire:

Local Resources Available for Service and Support Functions:

Logistics Section Safety Issues:

Communications Unit Leader

Status of Communication System:

Preferred Repeater Location(s):

Telephone Capability:

Medical Unit Leader

Medical Assistance:

Food Unit Leader

Status of Kitchen Unit:

Status of Grocery Order(s):

Supply Unit Leader

Status of Resource Order(s):

Status of Fire Cache Van:

Facilities Unit Leader

Fire Camp Location:

Garbage Service:

Portable Toilets:

Security:

Ground Support Unit Leader

Fuel Supply:

Water Supply:

Equipment Maintenance:
LOGISTICS

1. If first to arrive – establish check-in location
2. Establish a water supply point for fire suppression
3. Determine/establish service and support requirements for planned and expected operations
4. Establish a supply of potable water
5. Develop initial grocery order
6. Establish sanitation facilities
7. Establish fueling point/operation
8. Determine/establish communications requirements/capabilities (phones/Fax lines, etc)
9. Establish motel/sleeping arrangements for overhead team staff
10. Identify runners with vehicles
11. Appoint a ground support unit leader to do vehicle check-in until relieved by the Resource Unit Leader.
12. Establish security: camp, drop points, etc

Establish a base camp: Prepare for camp set-up so we have a plan when camp equipment begins to arrive.

OBJECTIVES

The objective of this function is to ensure that mobilized resources are provided with adequate logistical support. Persons assigned to this function are to coordinate all activities and duties with the fire jurisdiction, the county emergency preparedness coordinator, and the Incident Commander.

1. Locate and identify a check-in center, water supply, and fuel supply for mobilized resources. Check-in for resources should be co-located with other agencies assigned to the incident, near the incident command post.

Where the local fire department has fuel/oil services, use these services and track mobilized resource use on the “Logistics/Fuel-Oil Log” form (FSP-06). Where the local fire department does not have fuel/oil services, establish services and a tracking process.

2. Locate and identify adequate sleeping space, away from check-in, for all mobilized resources. Ensure that there are shower and restroom facilities and adequate quiet for sleeping. Provide for camp and mobilization center safety and security.

3. Locate and identify food services capable of providing mobilized resources with a minimum of one gallon of water per day per person, electrolyte replacement and juice beverages, and both field lunches and hot meals. Establish a tracking process for mobilized resource use of food services, using the “Meal Roster” form (FSP-07). Where ODF or USFS food services are available, coordinate structural resource food services within the ICS system.

SAFETY NOTE: Food services must be capable of following approved sanitation practices and delivering food and drink to on-duty resources. When carrying
beverage containers in coolers, use a 10:1 water-to-bleach solution in the packing ice. Refer to “Food Poisoning and Precaution Methods”

4. Provide logistics support for the overhead team staff as necessary. This includes meals, lodging, fuel, etc.

5. If a fire cache is not available at the incident, initiate purchase orders and service/support contracts through Finance adequate to support the needs of mobilized resources during the incident.

6. Establish communications mechanisms including signs, information boards, etc. Develop a message center where mobilized resources can acquire incident information. Where possible, ensure that both phone and FAX capabilities are available. Telephone and FAX use by overhead team and mobilized fire service resources shall comply with OSP and Department of Administrative Services policies. If needed, request the deployment of the OSFM Incident Support Unit communications equipment, including FAX machine, copier, and laptop.

7. Ensure that apparatus mechanical maintenance, repair, and parts facility(s) are available and are capable of providing 24-hour service. This service must be accessible to all mobilized resources. Establish a procurement procedure through the Finance Section and a tracking process for mobilized resource use.

8. Arrange for communications equipment and repairs as necessary. Coordinate with the Communications Unit Leader.

9. Process resource requests from the IC or Plans Section Chief for mobilization of resources as needed. (Ensure resource requests are approved by the Chief Deputy, SFM, or FLSS Manager - in that order.) Once approved immediately relay the order to the ERC. Inform the Finance Section of filled resource orders.

10. Review mobilized resource status conditions throughout the incident. When requested by the IC or the Plans Section Chief, assist with status monitoring of mobilized resources.

11. During demobilization of mobilized resources, process returns of equipment to the fire cache, and complete logistics documentation. Document any equipment not returned along with the strike team/task force to which the equipment was assigned. Verify fire cache credit card charges with returned equipment and notify the Finance Section of any outstanding charges with associated resource identification.

12. Coordinate the break-down of the mobilization center. Ensure that all OSFM resources are accounted for and equipment is restored prior to leaving the incident.

Prior to departure, complete checkout. Ensure that all logistics records are organized, accurate and complete. Provide the Planning Section Chief with a complete logistics action report and document file.
LOGISTICS'S RESPONSIBILITIES IN PREPARING FOR PLANNING MEETING

1. Status of key orders: resources, food, and communication packages.
2. Status of facilities, communications and transportation systems.
3. Coordinate with PSC for meeting facility, supplies, etc.
4. Coordinate with OSC on suppression equipment needs.

NOTE: Refer to Planning Meeting Guide

INCIDENT BASE/COMMAND POST LAYOUT PRINCIPALS

The logistics chief will site the incident base and command post to:

1. Avoid smoke exposure from the fire if possible.
2. Accommodate good communications flow between sections and functions.
3. Make the best use of the site in providing for personnel safety and rest during off shift hours.

Specific Goals:

1. The command post will be out of the normal flow of crew traffic between their sleeping area, the kitchen, fueling, fire cache and check-in.
2. Wildland, structural, and law enforcement command functions will be co-located.
3. Coordinate with the Planning Chief and Logistics Chief to prepare an efficient traffic flow plan and post signs to direct incoming resources to the check-in location.
4. Check-in will be established in a location easily accessible by large numbers of resources and where disturbance to other functions will be minimized.
5. IIO’s should be located such that they are immediately visible to media upon entering base camp to limit unsupervised media access.
6. Medical Unit should be visible but out of the main flow of traffic.
7. Fueling will be near the outside of the camp with easy vehicle access.
8. Parking will be available at the edge of camp and allow for a minimum of authorized traffic into camp by such people as district representatives, selected overhead, people in need of special security (late night arrivals), etc.
9. Day sleeping areas will have shade.
10. Day and night sleeping areas will be separated to allow for optimal rest and security.
11. Overhead sleeping area will be separated.
12. The kitchen will be located to avoid delivery trucks from driving through camp.

SPIKE CAMPS

Spike camps will not be used or established without specific direction from the incident commander.
SECURITY

Logistics is responsible for establishing a security plan. The incident commander will review and approve the security plan.

The purposes of incident security are to:

1. Minimize the theft of equipment and personal belongings.
2. Maintain law and order at incident facilities.
3. Prevent unauthorized personnel from entering the incident camp.
4. Prevent unauthorized access to restricted areas within the incident.

Security should be available on a 24-hour basis. Personnel should be sufficient to provide gate security (1-2 persons/shift), camp security (1 person/shift). If working 12-hour shifts, consider having security shift changes at 1200 and 2400, in order to avoid the confusion of general shift change. For incident locations in heavily populated areas, or large numbers of personnel, security needs may be increased.

Types of security personnel to consider are:

1. Off-duty law enforcement personnel.
2. Private security vendors.
3. Local organizations; such as explorers, search and rescue, FFA clubs etc. are adequate for gate security. If using these groups, arrangements should be made to have quick response from local law enforcement personnel. All security personnel should be clearly identifiable as such.

MEDICAL UNIT

Establishment of a Medical Unit will be according to the incident type, location and difficulty. Utilization of a local geographical Emergency Medical Service on a “call as needed” basis may be considered during a low difficulty incident, or during initial stages of a moderately difficult incident. It may be necessary to provide advanced life-support medical services to fire incidents.

Establishment of an on-site advanced life-support unit, where needed and approved by the Chief Deputy or SFM, is accomplished by ordering through the Finance Section Chief.

Plan on having two personnel on duty, with shifts covering 24 hours a day. It will also be necessary to confirm certification of service or personnel. The Medical Plan will be prepared and updated as needed by the Logistics Section and approved by the Safety Officer. The Logistics Section will be responsible for maintaining an injury/illness log and ordering all necessary first aid supplies. This will be coordinated with the Finance Section.
Communications Unit Leader

The IMT Communications Unit Leader (COML), under the direction of the Logistics Section Chief, is responsible for the custody, control, transportation, and effective utilization of OSFM Fire Communications Cache equipment. The COML will perform an initial assessment of the operational status and viability of available communications capabilities to meet incident communications requirements, and recommend deployment and siting of additional repeaters and communications personnel if required. The Communications Unit Leader, in consultation with the Finance Section Chief coordinates with the local TELCO to determine the availability of local cellular service, and commercial voice and/or data lines. The COML may recommend through the chain of command the call out of amateur radio resources to setup, operate, maintain or replace commercial systems not available at the incident location. During multi-jurisdictional incidents, coordinates frequency planning, and the provision of Base Camp telephone service and equipment and computer networking, if required, with the lead agency Communications Unit Leader

- Ensures that Cache equipment is fully operational and ready for timely deployment to an incident location.
- Obtains briefing from the Logistics Section Chief.
- Obtains and reviews the Incident Action Plan.
- Advises Planning Section Chief on communications capabilities/limitations.
- Prepares and implements the Incident Communications Plan ICS Form 205.
- Maintains the Unit Log FSP-01/ICS Form 214
- Maintains status charts of equipment, systems, and frequencies in use by Strike Teams and Task Forces at the OSFM Incident Command Center
- Implements an equipment accountability system.
- Establishes a communications distribution and maintenance location within the Base Camp area.
- Plans for and requests initial and follow on manning necessary to staff all communications functions for all shifts for the anticipated duration of the incident.
- In coordination with the Planning Section Chief and the Safety Officer, dispatches, monitors, and provides for the welfare and safety of communications personnel assigned to remote locations, repeater sites, and/or Strike Teams and Task Forces.
- Recovers and accounts for all Cache Equipment during demobilization.
SECTION 12

EMERGENCY PLAN
EMERGENCY PLAN OPERATIONAL GUIDELINE
(INCIDENT WITHIN AN INCIDENT)

If a serious accident, injury, or fatality occurs while engaged at a conflagration incident the Incident Commander has overall responsibility. Every effort should be made to quickly assess the needs of the firefighters and IMT members on scene to replace anyone not able to continue, ensure efficient medical care, debrief those in need, provide a liaison with victim’s home department and family, and continue to provide safe and effective suppression and overhead to the original incident at hand. If a serious incident or fatality occurs, an additional IMT should be ordered immediately.

Upon occurrence of a fatality or serious injury accident, the nearest Division/Group Supervisor or Task Force Leader will immediately go to the accident scene and serve as accident scene supervisor. An Operations Section Chief will be assigned and proceed to the scene and relieve the D/GS or TF Leader as soon as possible. Communications must be established with the command post. If possible, a dedicated radio frequency will be established.

INCIDENT COMMANDER

The Incident Commander has overall responsibility

1. Contact OSFM ERC. Order additional IMT. Ensure that the Chief Deputy and/or State Fire Marshal are notified.
2. Coordinate a team briefing with the Planning Section Chief.
   a. Assign liaison with local department and family (Deputy IC).
   b. Assign a representative to the medical facility.
   c. Assign an accident operations chief (Ops Chief)
   d. Assign an accident information officer.
   e. Assign an accident scene safety officer.
4. Approve release of information pertaining to the accident.
5. Ensure proper documentation of all activities and contacts pertaining to the Incident within the Incident.

DEPUTY INCIDENT COMMANDER

1. Assume liaison with the victim’s home department and family. Update the agency representative with as much detail as possible. Ensure that agency-specific accident policies and requirements are addressed.
2. Assist the Agency Administrator in making official contacts to facilitate medical treatment information, investigation, and/or family requests.
3. Provide a contact point for the victim’s family. Establish communication modes. Develop a schedule to update Agency Administrator and family. Provide information on a timely basis.

4. Properly document all contacts and actions and forward to the Planning Section for inclusion in the incident documentation.

OPERATIONS SECTION CHIEF

The Operations Section Chief will assume overall control of the accident scene. Accident Operations Chief will take immediate action to;

1. Direct the necessary search, rescue, first aid, and medevac.
2. Advise IC, Deputy IC, and Plans Chief of necessary information and needs.
3. Remove all unnecessary personnel from the scene.
4. Secure and protect the accident scene.
5. Manage the relief operations and investigation until relieved or concluded.
6. Report all findings to the Incident Commander. Update the Incident Commander at regular intervals.
7. Properly document all activities and submit to Planning Section Chief.
8. Ensure that all personnel involved complete proper reports for documentation.

PLANNING SECTION CHIEF

1. Assist the Deputy Incident Commander with making official contacts with pertinent information.
2. Prepare a briefing for IMT personnel. Brief incoming OSFM & IMT personnel.
3. Facilitate planning meetings for the accident team and assist in determining resources required to help the team manage the incident within the incident.
4. Develop and distribute an accident Incident Action Plan (IAP) as warranted.
5. Ensure that all communications and information regarding the accident and actions taken are well documented. Consider assigning a Documentation Unit Leader for the Accident.
6. Ensure that resources for the accident are properly tracked.
7. Consider the need for CISD Team. Coordinate schedule for defusings and debriefings.
8. Ensure Documentation Unit Leader assembles proper documentation of all incident activities.
LOGISTICS SECTION CHIEF

1. Secure facilities for CISD debriefings and lodging for the affected individuals.
2. Ensure that the Medical Plan, Communications Plan, and Transportation Plan are prepared and incorporated into the accident Incident Action Plan.
3. Develop and implement an accident relief transportation plans or any extended rescue or investigation efforts.
4. Provide for security of the scene as directed by the Operations Section Chief.
5. Ensure liquid and nutritional support for the accident scene.
6. Properly document all activities and submit to the Planning Section Chief.

INCIDENT INFORMATION OFFICER

1. Delegate the Command Staff Information Officer duties to another qualified Information Officer for the fire incident. Brief the incoming Information Officer as needed.
2. During the accident briefing, set up a protocol to be used in releasing information with local agency, subject to approval by the Incident Commander.
   a. Usual manner would be to have the local unit authorize the release of information.
   b. Set up who will be the accident contact with the local unit (Deputy Incident Commander or person appointed as Liaison).
3. Ensure that no information is released before local unit, family, and Incident Commander approve the release of information.
4. Restrict media from accident scene until Accident Operations Chief and Incident Commander authorize entry.
5. Work with Security to prevent accident survivors from being interviewed until authorized.
6. Work with Safety Officer and Accident Operations Chief to gather correct information in preparing news releases.
7. Set up press conference and/or interviews with the IC or other assigned personnel (i.e. local unit representative after release of information).

ACCIDENT SCENE SAFETY OFFICER

1. Delegate the command staff Safety Officer role for the incident to another qualified Safety Officer.
2. Coordinate with the Accident Operations Chief.
3. Evaluate SAFETY concerns, hazards and risks associated with all aspects of the accident scene including but not limited to transportation, communications, fire behavior, and climatic factors.
4. Take immediate actions to minimize and prevent additional accidents or injury to rescuers and other emergency service personnel.

5. Initiate investigation and continue until the assigned Accident Investigation Team arrives.

6. Assist in securing immediate medical care for injured, including transportation to medical facilities.

7. Assist in providing scene security until assigned security personnel arrive.

8. Assist in identifying and locating all victims and witnesses.

9. Obtain statements from victims and witnesses.

10. Obtain sketches and photographs of accident scene.

11. Assist Accident Information Officer in preparation of media releases.

12. Maintain record of initial investigation.

13. If hazardous materials are involved, ensure appropriate precautions and request notification of the local HazMat Team.

DEVELOP CHECKLIST OF ITEMS TO BE COMPLETED

___ Additional IMT ordered

___ Team Briefing

___ Emergency Plan Assignments

___ Notified OSFM ERC & Chief Deputy

___ Medical Transport Unit(s) / Ground / Air

___ Security of Accident Scene

___ CISD

___ Coordination with Victims' home unit
SECTION 13

SHADOW PROGRAM
IMT SHADOW PROGRAM

Beginning in 2003, the OSFM IMT will have shadow opportunities available. A copy of the shadow program agreement, guidelines, and application are included in this section.

Here is some pertinent information for you, as members of the SFM IMT:

- Shadowing is offered to give members of local IMTs experience at a project fire, to help prospective members of the SFM IMTs complete task books or understand how the IMT operates and observe or participate with specific team positions. Shadowing also gives local and state government employees exposure to ICS and an inter-agency emergency incident.

- Individuals interested in shadowing must apply.

- Shadow opportunities will be by invitation only. The IMT training liaison (currently Dale Kamrath) issues shadowing invitations when approved by the IC and the team member being shadowed. IMT members, please contact Dale if you are willing to provide a shadow opportunity.

- Shadow participation is for command and general staff positions only. Shadows will not be placed with pool members or division/group supers.

- Shadowing is limited to 48 hours, with exceptions only as outlined in the guidelines.

- While shadow participants follow response guidelines for single resources, they are neither mobilized resources nor official members of the team. Their agencies are responsible for all participant expenses, and OSFM will bill agencies for participants’ fire camp costs.

- Shadow participants will check-in, be tracked by the resource unit leader, and demobilize. The RUL will retain the FSP-01 hard card for billing the participant’s agency.

- We’re going to begin this program slowly. Even when we have any bugs worked out, we will not be inviting entire teams to shadow all command and general staff positions, as ODF has done, due to the OSFM staff workload impact for tracking and billing participants.

Please give your IC feedback on how the shadow program is working in the field so we can improve the process and the learning opportunities.
SFM INCIDENT MANAGEMENT TEAM SHADOW PROGRAM

The Office of State Fire Marshal can partner with local jurisdictions and agencies to provide their employees an opportunity to shadow the SFM structural incident management teams during a Conflagration Act mobilization. Exposure to a fully expanded incident command system and the opportunity to question and work with experienced personnel can help jurisdictions implement ICS and incident management teams.

Under this agreement, employees of local and state agencies who have successfully completed, at a minimum, the Introduction to ICS course, are allowed to visit "project" fires and shadow ICS command and general staff positions.

Under this agreement, participating local governments/agencies agree to:

1. Absorb all costs and liability associated with participation in the shadow program.

2. Ensure that all participating personnel meet the minimum training qualification, Introduction to ICS, applicable equipment standards in the Oregon Fire Service Mobilization Plan, and this agreement.

3. Limit participating shadow personnel. The shadow program is limited to one per each Command and General Staff position. Rarely will shadow participation be available for all command and general staff positions at a given incident. Visits are limited to 48 hours. Additional personnel and longer visits may be mutually approved – on a case by case basis – by the incident commander, member of the IMT being shadowed, and the participant's supervisor or agency head.

4. Abide by all rules, regulations, and restrictions imposed by the OSFM or incident management team.

In return, the Office of State Fire Marshal agrees to:

1. Host, by invitation, qualified participants to observe and work with members of the OSFM incident management teams. Priority will be given to members of multi-agency incident management teams, participants who need field experience to complete task books, and potential candidates for SFM incident management teams and pools.

2. Allow shadow program participants to observe all planning meetings, shift meetings, and briefings.
SFM INCIDENT MANAGEMENT TEAM SHADOW PROGRAM REQUIREMENTS

1. Due to the nature of conflagrations, invitation to participate in an incident usually comes at very short notice. When informed that there is an opportunity to respond to a mobilization, the IMT Training Liaison will contact qualified shadow program applicants to determine if they are available to respond. If so, their information will be transmitted to the team resource unit leader via the OSFM ERC. If an individual is assigned and fails to show up, the teams' training liaison will remove their name from the list.

2. The teams' training liaison will contact the state fire marshal ERC with the shadow's name, department, and contact number.

3. The individual will follow the incident response requirements in the Oregon Fire Service Mobilization Plan. Participants will be required to show their agency identification at check-in.

4. Incident base locations are often remote and accommodations are Spartan at best. Participants must bring their own tent and sleeping bag. There are often no accommodations or luxuries available other than what the participant brings. See the Mobilization Plan for required and recommended supplies and gear.

5. The participant's agency is responsible for transportation to and from the incident and all related transportation costs. Participants will not have access to incident fueling services. Group transportation may be offered in some circumstances.

6. The State Fire Marshal incurs a daily rate per person to cover the cost of meals, showers, and other fire camp amenities. This rate varies depending on the location and agency supporting the incident base. The participants' agency must reimburse this daily charge per person to OSFM/Oregon State Police. The minimum base charge estimated for the 2003 fire season is $50/day. OSFM will also charge a $40 training fee.

7. Participants should be ready for long days in adverse conditions. Shifts are usually 12 hours on and 12 hours off. In some circumstances, individuals may be working well in excess of these 12-hour shifts.

8. Additional participation and hands-on experience, commensurate with the skills, training and abilities of the visitor, may be granted at the discretion of OSFM and the incident management team. In addition, visiting team members agree to make available to the incident management team any relevant skills which may be of value to the incident, including administrative, financial, public affairs, emergency management, hazardous materials, law enforcement, or structural fire suppression.

This program is voluntary. Neither party is under obligation to participate on any given incident.

For more information, contact Chief Deputy Nancy Orr, Office of State Fire Marshal, 503-373-1540 ext 209 or Nancy.orr@state.or.us
SFM INCIDENT MANAGEMENT TEAM SHADOW PROGRAM APPLICATION

Shadow Position Desired: ___________________________________________

Local IMT Position (if applicable): ___________________________________

Shadow Opportunity Objective: _______________________________________

_________________________________________________________________

Name: _________________________________

Title: _________________________________

Agency: _________________________________

Address __________________________________________

_________________________________________ Zip_____________________

Work Phone ________________ Home Phone _____________

Pager Number ________________ Mobile Number _____________

E-Mail Address ______________________________________________________

Signature: ________________________________________________________

Authorization to participate by Department Head:

I certify that this individual has completed, at a minimum, Introduction to ICS, and I agree to the shadow program requirements listed in the SFM Incident Management Team Shadow Program Agreement and Guidelines.

Signature: ________________________________________________________

Name & Title: ______________________________________________________

MAIL TO: CHIEF DEPUTY NANCY ORR
OFFICE OF STATE FIRE MARSHAL
4760 PORTLAND RD. NE
SALEM, OR 97303

OR e-mail with electronic signature to:
Nancy.orr@state.or.us
APPENDIX A

SAFETY MESSAGES
10 STANDARD FIRE ORDERS

F ight fire aggressively but provide for safety first.

I nitiate all action based on current and expected fire behavior.

R ecognize current weather conditions and obtain forecasts.

E nsure instructions are given and understood.

O btain current information on fire status.

R emain in communication with crewmembers, your supervisor and adjoining forces.

D etermine safety zones and escape routes.

E stablish lookouts in potentially hazardous situations.

R etain control at all times.

S tay alert, keep calm, think clearly, act decisively.
LCES CHECKLIST
(Lookouts, Communications, Escape Routes and Safety Zones)

1. All personnel need to be informed.
2. Update throughout the shift.
3. Lookouts/Communications
   Competent and trusted individual(s)?
   Radio and frequencies?
   Watch or time piece?
   Map and communication plan?
   Knowledge of crew(s) location?
   Good vantage and safe location?
4. Escape Routes
   Scouted?
   Walkable?
   Timed?
   Clearly identified and communicated?
   Away from fire head?
5. Safety Zones
   No shelters needed
   Clean Burn
   Vehicles
   Natural or Man-made clearing
   Scouted?
   Timed?
   Close enough?
   Large enough?
   Consider # of people
   Consider fuels/flame length
   Terrain?
   Avoid saddles, chutes, box canyons
   Snags or rolling rocks?
18 WATCH OUT SITUATIONS

1. Fire not scouted and sized up.
2. In country not seen in daylight.
3. Safety zones and escape routes not identified.
4. Unfamiliar with weather and local factors influencing fire behavior.
5. Uninformed on strategy, tactics and hazards.
6. Instructions and assignments not clear.
7. No communication link with crewmembers' supervisor.
8. Constructing fire line without safe anchor point.
9. Building fire line downhill with fire below.
10. Attempting frontal assault on fire.
11. Unburned fuel between you and the fire.
12. Cannot see main fire, not in contact with anyone who can.
13. On a hillside where rolling material can ignite fuel below.
14. Weather is getting hotter and drier.
15. Wind increases and/or changes direction.
17. Terrain and fuels make escape to safety zones difficult.
18. Taking a nap near the fire line.
ODF MINIMUM COMMUNICATION STANDARD
FOR EVERY FIREFIGHTER

N  Name and means to contact immediate supervisor.
A  Anticipated weather and fire behavior.
I  Incident and division objectives and individual assignment.
L  Location of escape routes and established safety zones.
S  Safety considerations for the shift.

COMMON DENOMINATORS ON TRAGEDY FIRES

1. Most incidents happen on smaller fires or on isolated portions of larger fires.
2. Fires respond quickly to shifts in wind direction or wind speed.
3. Flare-ups generally occur in deceptively light fuels.
4. Fires run uphill surprisingly fast in chimneys, gullies, and on steep slopes.
12 STANDARD AVIATION QUESTIONS
THAT COULD SAVE YOUR LIFE

1. Is this flight necessary?
2. Who is in charge?
3. Are all hazards identified, and have you made them known?
4. Should you stop the operation or flight due to:
   Communications?
   Weather?
   Personnel?
   Confusion?
   Turbulence?
   Conflicting Priorities?
5. Is there a better way to do it?
6. Are you driven by an overwhelming sense of urgency?
7. Can you justify your actions?
8. Are there other aircraft in the area?
9. Do you have an escape route?
10. Are any rules being broken?
11. Are communications getting tense?
12. Are you deviating from the assigned operation or flight?

The twelve questions listed above should be committed to memory and applied to all aviation operations at all times.

If any questions cause you concern, it becomes your responsibility to discontinue the operation until you are confident that you can continue safely.

Aviation safety is a personal responsibility.
Your life and the lives of others depend upon your decisions!
DOWNHILL / INDIRECT LINE CONSTRUCTION GUIDELINES

Downhill / direct line construction in steep terrain and fast burning fuels should be done with extreme caution.

Direct attack methods should be used whenever possible.

The following guidelines should be followed:

- The decision is made by a competent firefighter after thorough scouting.
- Downhill line construction should not be attempted when fire is presently directly below the proposed starting point.
- The fire line should not be in or adjacent to a chimney or chute that could burn out while a crew is in the vicinity.
- Communication is established between the crew working downhill and crews working toward them from below. When neither crew can adequately observe the fire, communications will be established between the crews, supervising overhead, and a lookout posted where the fire's behavior can be continuously observed.
- The crew will be able to rapidly reach a safety from any point along the line if the fire unexpectedly crosses below them.
- A downhill line should be securely anchored at the top. Avoid underslung line if at all practical.
- Line firing should be done as the line progresses, beginning from the anchor point at the top. The burned out area provides a continuous safety zone for the crew and reduces the likelihood of fire crossing the line.
- Be aware of and avoid the "WATCH OUT SITUATIONS!"
- Maintain full compliance with "THE STANDARD FIRE ORDERS".
INDICATORS OF HAZARD TREES / HAZARD TREE ZONES

- Fire burning in the base or top of a dead or live tree that may indicate the presence of rot, which results in a weakened tree.
- Tree species present in the work areas that are susceptible to heart rot (such as true firs), root rot, or shallow roots.
- The presence of conks, broken tops, basal scars, cat faces, numerous down limbs, etc., may indicate rot.
- Trees with significant lean.
- Numerous down trees and/or stump holes burning in an area that may indicate a pocket of trees with root rot.
SNAG HAZARD MITIGATION MEASURES

- Scout for hazard trees and post warning signs.
- Post lookouts in areas of known or potential snag hazards.
- Communicate presence of snag hazards and tactics for removal/avoidance to each crewmember.
- Make each crewmember responsible for speaking out and adjusting tactics when confronted by hazards.
- Use snag intelligence when evaluating a fire and developing tactics.
- Employ tactics to avoid snag hazards or minimize exposure to snags.
- Plan and discuss snag hazards or minimize exposure to snags.
- Plan and discuss multiple escape routes and safety zones, considering vegetation and terrain.
- Use field training to brief personnel on the visible indicators of snag hazards.
- Choose rest locations where exposure to snag hazards is minimized, such as open areas or rock outcroppings.
- When escaping the path of a falling tree, watch the tree while moving out of the way.
- Be aware of any deviation in its fall or roll caused by contact, breakage, etc.
SNAG HAZARD ALERT CHECKLIST

- Snags are falling or have fallen in work areas.
- Hazard tree indicators are present in work areas.
- High-risk tree species are present in work areas.
- Crews are working in a hazard tree area at night.
- Crews are working in a hazard tree area, and the wind is blowing.
- Crews are working in an area where trees have been burning for some time.
- The operational period or functional briefing did not include a discussion of hazards.
- Crewmembers are taking a break in a hazard tree area.
- Lookouts have not been posted in a hazard tree area.
- Lookouts are not advising the crew of the presence of hazard trees.
- Winds are increasing or are predicted to increase.
- Tree height within fire perimeter equals or exceeds distance to control line.
- Escape routes pass through hazard tree area.
RISKS AND HAZARDS TO MONITOR – LINE

- Condition of crew: acclimated, fatigue
- Fire Behavior
- Radios (adequate number, frequencies)
- Communication plan
- Alternatives/Hand signals
- Communication w/ air operations
- Protective equipment
- Type of crew experience/skill
  Falling crews
- Qualifications:
  Crews
  Overhead (red cards)
- Safe food and water
- Dehydration
- Heat and smoke conditions
- Hypothermia
- Terrain and slope
- Footing hazards
- Power lines
- Fuel type
- Shift assignments (duties)
- Shift length
- Heavy equipment use/spotters
- Lights on heavy equipment
- Hand tool use
- Personnel safety around heavy equipment
- Power saws and pumps:
  Safe work practices
  Fueling
- Control strategy/scouting
- Evacuation facilities and plans
- Known local hazards:
  Fences
  Barriers
  HazMat
- State of the Fire
  Current conditions
- Fire generated hazards
  Rolling materials
  Snags
  Stump holes
  Bees and wasps
- Night hazards
- Burnout projects/equipment
- Tool condition
- Mop up
- Safety equipment in use
- Insects-bees-snakes
- Poison plants
- Supervisory skills
- Fire Tactics
- Shift plans
- Air cargo drops
- Retardant drops
- Extreme weather conditions
  Thunderstorms
- Head lamps / night shift
  Safety equipment in use
- Escape routes & safety zones
  Accessible & known
- Proper crew assignments / mix
- Lookouts posted
- Use of water
- Fire orders in use
- Maps
- Resource deployment
  (equip/crews/etc.)
- Crowd control
- Hazardous materials
- Booby traps
- Animal protection & attraction
  Bears, cougars, etc.
- Carbon monoxide exposure
- Span of control: risks & hazards
- Adequate support at spike camps
- Visibility
RISKS AND HAZARDS TO MONITOR – CAMP

- Camp layout and location
- Food preparation, storage, water quality
- Cold storage
- Sleeping areas:
  - Noise activities
  - Heat
  - Shade
  - Cold
  - Wet weather protection
  - Traffic
  - Hazardous materials
- Medical plan completed
- Sanitation facilities adequate for:
  - Food handlers
  - Crews
- General camp safety
  - Snags
  - Stumps
  - Ditches
  - Wires over ground
- EMT facilities & First Aid well marked
- Lighting/night hazards
- Overhead safety attitude
- Insects, animals, poison plants
- Vehicle parking
- Traffic flow
- Tool and equipment maintenance
- R&R facilities
- Security
- Communications with outside world
- Safety bulletin board
- Showers and cleanup facilities
- Recreational facilities
- Trash removal
- Dust abatement
- Generators (noise)
- Fuel and hazardous materials storage
- Eating facilities
- Tool sharpening and handling
- Weather conditions
- Camp cleanliness
- Qualifications of camp help
- Evacuation plan
- Portable heaters (Salamanders)
  - Refueling
- Portable generators, refueling
- Fire break for camp
- Commissary
  - Carry proper items
- Personnel hygiene needs
- Off-duty personnel activities:
  - Football
  - Swimming
  - Barefoot, etc.
EMERGENCY OPERATIONS
SANITATION CHECK LIST

- Call the Oregon State Health Division ESC (Environmental Services & Consultation) Section for assistance and consultation in emergency sanitation.
- Contact the county health department and local licensed water purveyor for assistance in providing an approved drinking water supply.
- Arrange for local garbage and refuse service.
- Only use food preparation and feeding operations that have a valid license to prepare and serve food.
- Where food is prepared in a central kitchen and served on the fire line, insist that proper food temperatures be maintained for perishable foods (45 & 140).
- Provide plenty of hot water and soap for hand washing of all food handlers and food workers.
- Provide adequate food storage facilities that are protected from rodents and flies.
- Locate camp facilities away from swamps, wastewater drainage areas, animal impound areas, garbage dumps or any other natural hazard.
- Properly dispose of all wastes when leaving the camp.
- When controlling for insects in the camp area, insist that only approved abatement procedures and insecticides are used.
- Do not use septic tank pumpers to pump water from domestic supplies for firefighting.
RISKS AND HAZARDS TO MONITOR – TRANSPORTATION

- Drivers’ qualifications
- Vehicle conditions
- Vehicle safety equipment
- Road conditions and maintenance
- Turn-outs and turn-arounds
- Visibility/twilight
- Communications
- Dust abatement
- Length of drivers’ shifts
- Vehicle check-in/check-out
- Adequate amount of vehicles, types
- Traffic patterns and routes
- Pilot vehicles
- Loading of people and tools
- Cargo packaging
- Fueling area/operation
- Vehicle abuse
- Type of equipment and use
- Are vehicles clean/windshields
- Parking
- Personnel sleeping near parked vehicles
- Staging facilities/design
- Transportation plan
- Traffic control/sightseers
- Security
- Emergency evacuation
- Vehicle size and weight
- Identification
- Operations supervision
- Usable maps
- Travel routes understood and marked
- Drop points marked
- Vehicle maintenance inspection
- Fire behavior near travel routes
- Fatigue/length of shift
- Warning signs and devices
- Spotters for backing situations
- Demobilization/manifesting
- Boat travel
- Livestock use/transportation
- Tool hauling and handling
- Speed limits
- Night driving
- Accident reports
- Physical condition of drivers:
  - Night vision
  - Dust/smoke
  - Alcohol and drugs
- Transportation matches need:
  - Gear/power
  - Brakes
- Lights on for safety
- Fire safety & shelter training for drivers
- Loads: secure, matched to vehicle
- Seat belts
- Drop point location/layout
## Daily Incident Cost Estimate

**Incident Name:**

**Incident Location:**

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<tr>
<th>Operational Period #</th>
<th>Date</th>
<th>Time</th>
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### Task Force/Strike Team Detail

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Incident Location: 

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### Daily Incident Cost Estimate

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<th>Time Out Of Service</th>
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**From:**

**To:**

**Total Hours**

**Incident Name:**

**Incident Location:**

**Additional Miscellaneous Resource Costs**
# Daily Incident Cost Estimate

**Incident Name:**

**Incident Location:**

**Operational Period #**

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## Overhead Team Detail

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**Totals**

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# Daily Incident Cost Estimate Summary

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**Incident Location:**

**Operational Period #**

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## Cost Estimate Totals for this Period

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<td>OSFM Overhead Runners</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td></td>
</tr>
<tr>
<td>Gas and Diesel</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td></td>
</tr>
<tr>
<td>(other)</td>
<td>na</td>
<td>na</td>
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<td></td>
</tr>
<tr>
<td>(other)</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td></td>
</tr>
<tr>
<td>(other)</td>
<td>na</td>
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<td>na</td>
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<tr>
<td>(other)</td>
<td>na</td>
<td>na</td>
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<td></td>
</tr>
<tr>
<td>(other)</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td></td>
</tr>
</tbody>
</table>

**Total For This Operational Period**

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost Each</th>
<th>Totals</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>na</td>
<td>na</td>
<td>na</td>
<td></td>
</tr>
</tbody>
</table>

**Total From Last Operational Period**

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost Each</th>
<th>Totals</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>na</td>
<td>na</td>
<td>na</td>
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</tr>
</tbody>
</table>

## Total Estimated Incident Cost To Date

**Report Prepared by:**

<table>
<thead>
<tr>
<th>Date:</th>
<th>Time:</th>
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</thead>
<tbody>
<tr>
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</tbody>
</table>
Daily Incident Cost Estimate Report

Instructions

This spread sheet has been created to aid the IMT Finance Section Chief in providing an estimated cost of the incident to the Incident Commander and the State Fire Marshal. It will also be used to compare to the actual cost of the incident, comparing to the reimbursement requests submitted by responding fire departments, and reconcile invoices received for resources ordered during the incident.

The spread sheet has several automatic calculations built into it. It also has some fields that fill automatically based on data entered into a previous field, plus some drop down lists. The fields that entries are made into are in pale yellow. The spread sheet is locked with out a pass word so modifications can be made if needed. (Add additional rows or columns; change a high light color, etc.) Important-When the spread sheet is unlocked, caution must be taken not to corrupt the calculation formulas. When re-locking the sheet, do not enter a pass word.

Opening the Spread Sheet, 1st Operational Period

Open the spread sheet and do a “save as”.

Name it in the following manner. Incident name Op Period#1_ Incident Cost Report.

If you are working with a computer at the incident, it is suggested a new folder is created and called by the incident name and save all associated documents in that folder.

Filling Out the Spread Sheet

Task Force/Strike Team tab

Enter the incident name and location
Enter the operational period. (1)

Operational Period #

<table>
<thead>
<tr>
<th>Operational Period #</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/23/08</td>
<td>16:45</td>
</tr>
<tr>
<td></td>
<td>8/24/08</td>
<td>06:00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>13.25</td>
</tr>
</tbody>
</table>

Enter the dates and times for operational period #1
Enter the total hours for the operational period.

Enter when the conflagration was declared.
Enter when (if) the FEMA declaration was declared.
Task Force/Strike Team #1

In the top field of the far left column enter the name of the team. (Marion County TF)

In the next row down, fill in the following information left to right:

- Equipment identifier (Salem E-8)
- The FSP01 number
- Apparatus type using the drop down list
- Apparatus hourly cost using the drop down list
- The number of paid staff with the apparatus
- The hourly rate for a single paid staff person (currently $65.00 an hour is used to determine an estimate)
- The number of volunteer staff with the apparatus
- The hourly rate for a single volunteer staff person according to the MOB plan
- The number of hours this crew was “on the clock” for period #1.

Any comments that may be of importance or helpful to you at a later time.

Repeat this process in the other rows below for this task force/strike team.

---

<table>
<thead>
<tr>
<th>Task Force/Strike Team #1</th>
<th>FSP-01#</th>
<th>Apparatus Type</th>
<th>Apparatus Hrly Cost</th>
<th># Paid Staff</th>
<th>Hrly Rate</th>
<th># Vol. Staff</th>
<th>Hrly Rate</th>
<th>Hours This OP</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marion County TF</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salem E-8</td>
<td>269</td>
<td>Engine I</td>
<td>$100.00</td>
<td>4</td>
<td>$65.00</td>
<td></td>
<td></td>
<td>10</td>
<td>$3,600.00</td>
</tr>
<tr>
<td>Silverton E-320</td>
<td>5873</td>
<td>Engine I</td>
<td>$100.00</td>
<td>1</td>
<td>$65.00</td>
<td>3</td>
<td>$15.00</td>
<td>9</td>
<td>$1,890.00</td>
</tr>
<tr>
<td>Woodburn T-751</td>
<td>6321</td>
<td>Tender I</td>
<td>$70.00</td>
<td>2</td>
<td>$65.00</td>
<td></td>
<td></td>
<td>10</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Stayton C-12</td>
<td>5496</td>
<td>Command</td>
<td>$15.00</td>
<td>1</td>
<td>$65.00</td>
<td></td>
<td></td>
<td>9</td>
<td>$720.00</td>
</tr>
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<td>$0.00</td>
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<td></td>
<td></td>
<td>$0.00</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>8</td>
<td>3</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$8,210.00</strong></td>
<td></td>
</tr>
</tbody>
</table>

---

Additional Task Force/Strike Teams

For an additional team, use the strike team/task force #2 section. Continue this process for each additional team. If more sections are needed, unlock the form, copy the task force/strike team section, tab down the page to provide room for a new section and paste it. Then number the team accordingly and lock the form.
Additional Miscellaneous Resource Costs tab
This section is used to track the cost of a variety of different resources. It can be used to track the cost of a single item once, multiple items or items that are only paid for the time they are working. (i.e. bull dozers, helicopters)

First Column: enter the name of the resource. This could be the name of a person who is a specialist, a piece of equipment, or a resource.

Second Column: If the resource is not billed by the hour, enter the count of the resource.
Third Column: Enter the cost of the resource by each unit. (12 rooms at $77.00 each room)
Fifth Column: If the resource is billed by the hour, enter the time the resource went into service (started working).
Sixth Column: Enter the time the resource went out of service (stopped working).
Seventh Column: Enter the total hours the resource worked.
Eighth Column: Enter the hourly rate of the resource.

<table>
<thead>
<tr>
<th>Person's Name or Type of Resource</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total Cost</th>
<th>Time In Service</th>
<th>Time Out Of Service</th>
<th>Total Hours</th>
<th>Hourly Cost</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Western</td>
<td>12</td>
<td>$77.00</td>
<td>$924.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Bottled Water-by the case</td>
<td>3</td>
<td>$15.00</td>
<td>$45.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Bull Dozer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,400.00</td>
</tr>
<tr>
<td>Bull Dozer Operator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$680.00</td>
</tr>
<tr>
<td>Low Boy for Dozer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$190.00</td>
</tr>
<tr>
<td>Personal Hygiene Kits</td>
<td>500</td>
<td>$3.00</td>
<td>$1,500.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>River Boat Marion Co. Sheriff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$750.00</td>
</tr>
<tr>
<td>River Boat Coast Guard</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Overhead Team Detail Tab
This section is used to track the cost of the over head team. It is completed much in the same way as the Task Force/Strike Team section is.

In the far top left field enter the name of the overhead team. (Blue Team)
Starting in the next field down, and then moving across the row, enter the following.
Person’s name
Position on the team
FSP-01 number
Apparatus type. (usually a command vehicle)
Hourly apparatus cost
Number of staff (usually one)
Hourly cost of staff (again $65.00 an hour is currently used to
determine an estimate)
Number of hours this person has been working this operational period

Continue this process for each overhead team member in the rows below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Team Position</th>
<th>FSP-01 #</th>
<th>Apparatus Type</th>
<th>Apparatus Hrly Cost</th>
<th># of Staff</th>
<th>Staff Hrly Cost</th>
<th>Hours This OP</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scott Magers</td>
<td>IC</td>
<td>2588</td>
<td>Command</td>
<td>$ 15.00</td>
<td>1</td>
<td>$65.00</td>
<td>10</td>
<td>$800.00</td>
</tr>
<tr>
<td>Marc Crain</td>
<td>Dep IC</td>
<td>6541</td>
<td>Command</td>
<td>$ 15.00</td>
<td>1</td>
<td>$65.00</td>
<td>9</td>
<td>$720.00</td>
</tr>
<tr>
<td>Ron Youngberg</td>
<td>Safety Officer</td>
<td>594</td>
<td>Command</td>
<td>$ 15.00</td>
<td>1</td>
<td>$65.00</td>
<td>12</td>
<td>$960.00</td>
</tr>
</tbody>
</table>

Report Summary Tab
This section of will show the total cost of the operational period and the total cost to date. The totals from the previous sections will carry over to this section. Additional lines are provided to enter other costs associated with the incident. Use these lines only if the item is not already entered on the “misc. costs” section of the spread sheet. Again, a comment section is provided.

Complete the information in the “Report Prepared By” section. The date and time is the date and time you are completing the estimate.

Closing out the operational period
If it is the first period you are closing out, simply close the document and answer “yes” to saving the changes.
Starting a new operational period

To start a cost estimate for the next operational period, open the previous operational period report and do a save as and changing the operational period number.

Go to the summary page and enter the total cost from the previous period in to the field titled “Total from last operational period”.

Through out the current operational period make adjustments to the report as applicable. You will see the total for the period you are working on adjust as you make changes to the report.

Repeat this process for each operational period until the incident ends and you are demobilized.
IMT Purchase Order Forms

General Instructions

1) Purchase orders are to be used only during an IMT mobilization and for the purpose of securing resources in support of the mission.

2) The PO’s in your book are pre-numbered and assigned only to you. You are responsible for them.

3) Only the finance section chief is authorized to issue PO’s.

4) A PO must be used for each procurement from a private vendor. If the vendor is not charging for the resource, a PO must still be used showing we are not being charged. (Agreements entered into with other responding agencies do not require a PO as long as the agreement documentation captures all pertinent information)

5) If you resign from your position on a IMT team or the finance chief pool, your PO book must be returned to the Emergency Response Unit.

6) Be sure to identify the incident name on the PO. (See the Finance Section of the IMT guide book for further instructions on how to complete the PO form)

7) PO copy distribution is as follows:

   White – OSP Fiscal copy (submitted to OSP at a later date)
   Pink – vendor copy
   Green – finance chief copy for financial package
   Yellow - spare copy that stays in book

If you have any questions, please contact the Emergency Response Unit manager.
The OSFM IMT Finance section chief will provide a brief financial summary to accompany all of the finance documents relevant to the incident. It is recommended the OSFM “Memorandum” document be used. The format of the document is not critical however; the information included should contain the following.

1. Subject – “Incident Name Finance Summary”
2. The final total estimated cost of the incident.
3. Information about any cost share agreements including the name of the other agency, what the type of costs the agreement was for, and any other pertinent information.
4. The number of Purchase Orders issued and the names of the vendors to whom one was issued.
5. Information about any injury claims, including the name of the person injured and the type of injury.
6. Information about any property claims, including the name of the property owner and what was damaged.
7. Any needs of OSFM vehicles.
8. Any extraordinary successes in regards to the finance section.
9. Any challenges in regards to the finance section.
10. Any out of the ordinary situations or events that affect the finance aspect of the incident.
11. Any other pertinent information that may be helpful to the person who will be reconciling the finance records and completing all of the incident documentation.
### Office of State Fire Marshal
#### Purchase Log

After issuing a PO and initiating the form, leave the form with the vendor to log when a resource is provided. Check with vendor periodically to monitor the log. When incident ends, leave a copy of the log and the PO with the vendor.

<table>
<thead>
<tr>
<th>Incident Name</th>
<th>P.O. #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor Name</td>
<td>Vendor Phone #</td>
</tr>
<tr>
<td>Vendor Rep</td>
<td>OSFM Rep</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Item Description</th>
<th>Quantity</th>
<th>Unit Price</th>
<th>Sub-Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

**Total**
IMT Pool Resources
Call Up Instructions

This is a permanent record that carries over from fire season to fire season. Do not remove this document from the folder at the ERC desk.

Page 2: Division / Group Supervisor Pool Roster
Page 3: Planning Chief, Safety Officer, and Information Officer Pool Rosters

Instructions to ERC Manager or Team Leader: (please do all 8 steps)

1. IMT will ask ERC to mobilize a specific pool resource (e.g. Safety Officer). ERC will ask IMT to clarify that the request is approved by the Chief Deputy. If the CD is not available, the SFM or F&LSS manager may approve the request.

2. ERC will attempt to contact the **first** person in the rotation for that position, who has **not already gone** to a fire.

3. If the person is contacted and can respond, the ERC will give them the information they need (fire name, person they should report to, etc.) Ask for their travel route and ETA.

4. Make every effort to contact the person first in line to go. If you reach a bad number (work), try another number (pager) for that person. Check the numbers against the IMT Roster behind tab 9 in the ERC Contacts Notebook. If the person cannot be contacted, or they say they are unable to respond, go to the **next** person on the rotation, until you get a resource who can mobilize.

   A. The resource who cannot be contacted, or cannot respond, will retain their place on the rotation. The next time a pool resource is requested for that position, that person will be the first one called by the ERC.

   B. **No bumping.** A person who was not available when they were called, cannot bump the next person on the roster who was actually mobilized. Assure the person who was not available, that they are first on the rotation for the next call up.

5. Contact the IMT Resource Unit Leader or Planning Section Chief as soon as possible and advise them who will be responding, and their information (ETA).

6. Document the contacts on the **Comm Log**.

7. **Update** the IMT Pool Resources form in the folder at the ERC desk.

8. **Update** the IMT Tracking form! Add the mobilized resource (person) to the form and track them the same as other members of the IMT. Give a copy of the IMT Tracking form to the OSFM PIO to post on the OSFM website.

s/ops/wpd/ERC/PoolcallUPform.doc 07-01-03