



# ***CAL FIRE***



## **Incident Command Team 6**

### **Standard Operating Procedures**

#### **MISSION STATEMENT**

*CAL FIRE Incident Command Team 6 is dedicated to providing competent and efficient emergency incident management. Team 6 has and will continue to display a professional attitude, a thorough incident management program and a cost effective process when protecting the citizens of the State of California*

#### **GENERAL GUIDELINES**

##### **CAL FIRE Team members will follow these general guidelines:**

- Decisions made during assignments will represent the best interest of the people we are paid to protect.
- Be sincere in all conversations, establish communication links with all of those who you work with and who work for you.
- Display confidence, resolve and honesty at all times.
- Each team member will be organized in their process and manage their time efficiently.
- Surround yourself with good people and keep your adversaries in front of you.
- Never lose sight of the concept that being aggressive is better but that being safe is best.

##### **Professionalism:**

- The tone of the incident will be set through our example. Team members will wear department uniforms, team hats, and team name/ID tags. Appropriate PPE will be worn at all times when necessary. We will hold ourselves and each other accountable to the Team's standards.

##### **Team 6 "First Shift Priorities":**

- Meet the expectations established by Unit Chief, Agency Administrator or Outside Agency we are serving.
- Establish an effective communication plan and follow those established plans when in place.
- Develop and follow the Air Operations Plan early on and be cognizant of other agencies with air programs that will impact our operation.

- Complete an accurate and effective first shift Incident Action Plan.
- Provide a hot meal to incident personnel within 12 hours of assuming command..

### **Personal Responsibilities:**

- On call status: Notify Section Chief/PSC of your availability well ahead of time. No surprises! Make every attempt to find your own qualified substitute. Make every effort to schedule vacations around the team's on-call schedule.
- Activations: Team 6 has a phone notification process for each team member activated through the planning section. Your Emergency Command Center should notify you and the Incident Commander can provide notification to you as well. If for a valid reason such as approved scheduled vacation, family sick or yourself sick and you are "unavailable", it is incumbent upon you as a team member to notify you Section Chief or the Deputy Incident Commander prior to the week of "on call status".
- Once activated, the ability for you to be "on the road" within one hour is the team standard.
- Team 6 would ask that the week prior and the week during the team's "on call status", you would not accept and "out of unit" assignments. We do understand however that this could preclude an individual from additional financial gains. If you are assigned "out of unit" the week before or during "on call status", you should notify the Incident Commander of the incident you are assigned and advise he/she that you may be called upon to leave the incident to support your team.
- Bring equipment necessary (your decision) to start-up your section (personal stuff to survive -- we've all done this before).
- Punch list: Once the team is activated the Incident Commander, Deputy Incident Commander and the Logistics Section Chief will insure the team's punch list/orders are initiated through the requesting Unit/Agency.
- Phone tree: The IC will activate the phone tree to ensure all team members are notified of activation. The IC will notify the Deputy IC, Safety, Liaison, and Information Officers, and appropriate Command Staff trainees. The Deputy IC will notify Ops, Plans, Logs, and Finance Section Chiefs, who will in turn notify their team subordinates, including appropriate trainees.

### **Incident Briefings with Agency Administrator :**

- Negotiated by IC, not controlled by team on all occasions. Attempt to schedule at a time that all members can attend. IC could be required to meet "one on one" prior to Team meeting.
- This is the first opportunity for us to demonstrate Team 6's professional attitude. Receive briefing that administrator feels appropriate.
- Team portion: questions/answers -- facilitated by PSC following standard briefing format.

- Explanations affecting your section are your responsibility. If you don't understand, ask again.
- Assume time for assuming command of the incident with which we can all live with -- if not, say so.
- What to do with local folks on the incident and in what capacity? OSC may not attend -- reconning.
- PSC to get copies of resource orders/pertinent maps (five copies each).
- Remember, obtain information and build bridges at the same time. Try not to leave "that interrogated feeling" with the person(s). We want to leave a positive relationship; incorporate local talent in our processes.

### **Incident Briefing with IA Incident Commander :**

One of the most important information gathering opportunities the Initial Attack IC should understand is that the team has been brought in to help and not to pass judgment on his or her operation; gather as much valuable information as time allows. Planning Section Chief will facilitate the briefing working through each Section.

### **Staffing:**

Under direction of the Team IC, each section will order staff according to the needs and complexity of the incident.

### **Training:**

Team 6 will follow the Department's "trainee" program

## **MEETINGS**

### **General:**

- Meetings start at announced time -- regardless of who is missing. This is where we set the tone.
- PSC facilitates and has all meetings documented.
- No interruptions tolerated -- get the word out without alienating people we need for success.
- PSC will ALWAYS announce that radios, pagers and cell phones are to be turned off/side meetings, etc., don't exist. -- Get all necessary input and move on.

### **Planning Meetings:**

- PSC to post time and required attendees
- PSC / OSC's / SOFR / IC to brief prior as needed.

- Review Draft ICS-215/215A and LCES. These will be prepared prior to the meeting.
- Other agencies MUST have their input via LOFR -- limit rabbit chasing.
- LOFR and/or IOFR may have attendees as PR move (Quietly -- no input at this stage!)
- Keep it short! (Target is 30 minutes)

### **Operational Briefings:**

- PSC will post time and required attendees.
- OSC's will keep their part short. Our first one could be a little rough/sparse.
- Roll call -- important folks recognized in appropriate manner -- everyone gets one pass, then replaced if not present a second time.
- Consider utilizing branch/division locations -- individual gatherings.
- THIS IS NOT A MEDIA BRIEFING -- quiet attendance OK.

### **Command & General Staff Meetings:**

Assigned C & G team members and substitutes will have a daily meeting (time set by the IC / DPIC). Attendance is NOT optional. These will be short, round-robin-type meetings, facilitated by PSC. The intent is to check pulse as a group -- not strategy/tactics -- bad baggage unloaded/team synergism, growth, and alertness to opportunities.

### **Special Meetings:**

(Area Command, Agency Administrator, VIP, Media Conferences, etc.) -- Usually will be IC buffering incident. All effort will be expended to NOT (if humanly possible) distract from the operation. Other team members will be involved, as needed.

### **Debriefing with Administrator/Agency:**

- Team to debrief (hand back the incident). This is NOT a critique but rather the "passing back" to the locals.
- PSC or designee (Deputy IC) to facilitate.
- Follow briefing format of one section at a time. Give your section status and projections. Tie-up the loose ends of your part. Assure the locals are comfortable assuming each issue in your section.
- Be THOROUGH -- anything you would like to be advised of if you were receiving back the incident -- what to do with the Documentation Package, etc. Be especially aware of FSC issues and that "tie-in" has occurred with the Unit Administrative Officer (include status of FC-40).

## **Critiques:**

As required, Team will participate in **CONSTRUCTIVE** reviews of incident actions. This is to be a learning experience for others and us. When desired, we will pre-meet to coordinate Team presentation. We will appear professional with our portions. Copies of operational narratives and/or ICS-214" can be helpful. Identify positives as well as negatives encountered. We don't do "whitewash," but we are sensitive to the manner of information presentation and terminology.

## **Post-Incident Team Appraisal:**

- We will plan to gather as a Team, as needed, to review our activities in depth. *TEAM MEMBERS ONLY* -- after incident . Experience now indicates a month after the incident can be very valuable.
- This meeting will be facilitated by PSC.
- Remain constructive toward building a better mousetrap for the next incident.
- Reinforce professionalism; any laundry not yet cleaned is to be brought out for airing. Material items, which can be of assistance on the next activation, are to be identified. Any systems/procedures outside of the Team, which hindered proper actions, are to be identified.
- Each section will submit a written narrative at the end of the incident to the Planning Section Chief.

## **SECTION SPECIFIC EXPECTATIONS**

### **Safety Officer (SOFR):**

*The safety of our personnel and that of the general public is our primary objective. Each and every member of Team 6 is an "Assistant Safety Officer."*

The SOFR is the only person (other than IC) who can shut down any portion of the incident based on safety concerns. The "word" stands as law, but the mission will be considered in decisions. Responsibilities include:

- Work with the section responsible for the area of concern; remain visible/approachable.
- Burn injury can and shall follow State policy (refer to CAL FIRE burn policy).
- Timely safety message for IAP will concisely address identified concerns on the incident. Institute the LCES documentation.
- Incorporate the Injury and Illness Prevention Program into the team's daily operation.
- Incident safety reports due according to policy (refer to CAL FIRE procedure 200) and could become part of incident documentation.
- Responsible to advise need for Special Investigation Teams.

- Use of electronic media such as text messaging, cell phone use and cameras may distract from fire fighting operations. Morning safety briefings should address this issue.

### **Liaison Officer (LOFR):**

Visibility and professionalism are essential. Agency representatives must know how to locate you. Concerns by agencies of all levels must be known and brought forward. Also responsible for:

- Political contacts due to the incident (refer to IC) as necessary. Be sensitive to cultural, environmental and economic concerns at all times.
- Schedules, coordinates and leads daily cooperator meetings. Identify cooperators who have a need to speak during operational briefings.
- Maintain a written narrative by operational period (to IC at the end). Open and direct communication with IC is imperative to getting quick and effective resolutions to challenges the Team will face.
- Develop a phone and address list of all cooperators.
- Section will demonstrate our professionalism to all outside agencies. Integration with law enforcement agencies during civilian evacuations and reentry are critical for Team success.
- Reading agency representative's unspoken body language, anticipating potential issues and dealing with them quickly in this position can be the key to our lasting impression and success.

### **Information Officer (PIO1):**

Professionalism, accessibility, and customer service are crucial. Incident information responsibilities include:

- PIO is the primary information release point from incident. The IC doesn't need to be overly committed to this area, but needs to review all official releases prior to release. The IC will be briefed regarding all sensitive issues.
- Establish a staff appropriate for the incident's complexity and needs.
- Coordinate with the local unit/agency for information release priorities and channels according to their needs and desires.
- Provide internal information to incident personnel (operational briefings, bulletin boards, etc.).
- Consider the need for community meetings/information stations.
- As required, establish a VIP branch for visitors requiring "special" handling and/or attention.
- Include Information objectives in the IAP (ICS-202) if necessary.

- All PIO staff will maintain 214 logs. All PIO documents will be retained, organized and forwarded to Documentation at the conclusion of the incident.
- Write the Information section of the Team After Action Report.
- The PIO staff will represent our professionalism to internal and external customers and stakeholders.

### **Finance Section Chief (FSC):**

Inter-sectional coordination alleviates surprises. Additional responsibilities include:

- Staff to demand of the incident.
- Attend Planning meetings for insight into operations affecting finance.
- Timekeeping/contract negotiation/cost apportionment issues directly to FSC.
- Cost estimates to be current; input to ICS-209 to be timely.
- Continual coordination with local unit/agency; attempt to request local person into section.
- Consider need for other agency's timekeeping/payments.
- Act as Team's conscience on expenditures -- advise when over/unnecessary spending evident.
- Identify and liaise with the units contact person for financial issues (e.g. Unit Admin Officer)
- Primary contact for CAT.
- As necessary, remain on incident when team is demobed; section will demonstrate our professionalism to outside technicians, stay alert to cost apportionment and FC-40 needs.

### **Cost Unit Leader (COST)**

- Bring cost estimates up to date, and brief FSC, PSC, and IC .
- Establish contacts with LSC, AOBD, etc. to capture pertinent and relevant cost figures.
- Ensure reports are submitted in a timely manner.
- Inform FSC of any expenditures that may appear to be excessive.
- Assist other functions in finance section as necessary.

### **Time Unit Leader ( TIME )**

- Capture personal and equipment information for documenting and processing.

- Order needed personel for other time systems, ensure other times are captured and turned over to the appropriate agency.
- Advise FSC of numbers of personel on incident for planning purposes.
- Ensure reports are submitted in a timely manner.
- Complete eFC33 and insure accuracy prior to demob.
- Ensure equipment packages are complete and audited.
- Assist other functions when needed.

### **Procurement Unit Leader ( PROC )**

- Obtain incident procurement plan. Insure orders have been placed for procurement folks.
- Prepare, negotiate and complete contracts and land use agreements
- Establish a list of vendors and contacts used by the incident. This to insure proper payment is made prior to demob.
- Provide for coordination between Ordering, agency dispatch and all other procurement folks supporting the incident.
- Keep informed of issues from Comps and Claims.
- Complete final processing of contract and orders for payment prior to demob.

### **Compensation/Claims Unit Leader ( COMP )**

- Set up shop as close to as possible to the medical unit.
- Coordinate with Proc the procedure to handle claims
- Gather and assist in the processing of compensation claims for other agencies. Ensure proper forms are being used.
- Liaise with doctors and hospitals for proper addresses for claim processing.
- Initiate investigation on all claims other than personal injury.
- Keep log of claims and outcome of claim

### **Logistics Section Chief (LSC)**

Incident support is the key; however, it is more than feeding/sleeping:

- Staff to the demand of the incident -- assign the deputy position whenever the incident will go beyond two operational periods.
- Use detailed travel maps/marked routes to eliminate wasted time; i.e., "I didn't know where to go" is unacceptable.
- Work closely with the SOFR for base camp safety issues (e.g., hygiene).
- Hired equipment inspection/timekeeping/tracking is a significant concern; lack of knowledge of hired resources location/timekeeping is unacceptable. Technical

Specialist-Hired Equipment can assist. Position should work for OPS and coordinate with LSC. LSC is responsible for all private vendor evaluations.

- Coordinate the need for camps with OSC as needed -- have options so hesitation from IC doesn't slow process.
- Fiscal responsibility is always a key concern.
- Coordinate needed contracts with FSC.
- Plan for demob from the beginning and work with regional automotive section as necessary.
- Section will demonstrate our professionalism to the field personnel on the incident.
- Plan ahead for retrograde. (approx 72 hours before demob)

### **Facility Unit Leader (FACL)**

- Identify all incident facilities. Determine that all facilities have a current Facilities Use Agreement.
- Staff Unit for the current and anticipated need.
- Plan ahead; anticipate resources and services may be difficult to obtain on weekends and holidays.
- Maintain safe and adequate traffic flow through incident facilities. Use detailed maps and signs to assist incident personnel.
- Utilize the "Access Guide for Incident Facilities", USDA, as a key
- reference guide when an incident facility is established.

### **Supply Unit Leader (SPUL)**

- Rapidly check outstanding orders upon team assuming the incident; establish visible system for orders to be placed by section chiefs.
- Clarify with section chiefs at what level within each section which may place orders without approval (Note: Normally, IC likes Chief level).
- Coordinate demob notification process with local unit/agency early (how do we "unwind the system").

### **Ordering Manager (ORDM)**

- Determine Order Status
- Reconcile outstanding orders with incident requests
- Obtain block of S #'s and E #'s

### **Ground Support Unit Leader (GSUL)**

- Determine transportation support needs.
- Assure adequate personnel are on order to provide mechanical support

- Identify traffic plans and issues early in the incident

### **Hired Equipment Technical Specialist (THSP Hired Equip)**

- Identify Rental Equipment assigned to the incident
- Coordinate base camp equipment needs with Facilities

### **Motel Technical Specialist (MOTL)**

- Primary team responsibility is to ensure adequate off-site accommodations for personnel per appropriate MOU's.
- Represent CAL FIRE and sponsoring agency in negotiations with independent motel business people.
- Coordinate with RUL & SUL to ensure proper levels of off-site accommodations meet the needs of the incident.
- Manage assignment of personnel to motels and other off-site accommodations to meet the needs of the incident.
- Maintain accurate records and overall fiscal accountability.
- Receive direction from IC on the motel priority policy

### **Medical Unit Leader (MEDL)**

- Establish a Medical Unit that is able to support a growing and dynamic incident
- Work with the incident Safety Officer to develop a comprehensive Medical Plan
- The Medical Plan should address the possibility of an "Incident Within an Incident" procedures and also identify the nearest burn centers
- Prepare and submit all necessary reports and documentation on all reportable injuries

### **Planning Section Chief (PSC):**

- Primary team facilitator -- should consider a "scribe" shadow person. Other responsibilities include:
- Establish InciNet as soon as possible. Capture current/projected situation while considering information needs in event of worse case.
- Staff to demand of the incident -- deputy whenever incident will be more than two operational periods.
- IAP's CAN BE SHORT! Enter the essential information and go. Establish mutually agreeable "go - no go" system on IAP production with OSC's; consider hired clerical assistance for professional appearing IAP's/documents.
- Avoid "TBA" on ICS 204's.

- Incident Objectives (ICS-202) developed as a team with agency input -- can have non-operations-based objectives.
- Organizational Assignment (ICS-203) filled out completely with correct spelling of names.
- ICS-209 information to be double-checked. (*Who knows where these end up and what they are used for!*) **ICS-209's to be on time!!**
- Division Assignments (ICS-204) will have all pertinent information; i.e., frequencies, complete resource ID's, drop/pick-up points and assignment instructions and LCES data for area.
- Guard against the Planning Section becoming the "real" world while ignoring what people have to tell us. Establish debriefing system for line personnel; i.e., listen to what they have (they've been there) -- great way to verify the last IAP.
- Coordinate demob process with LSC and unit/agency from start. We will NOT have unnecessary delays.
- Displays of incident information/IAP's for base/camps; post early, our requirement of performance evaluations to be completed on all resources through the unit leader level prior to their releases (consider use of the USFS evaluation form). Establish a system for evaluation form distribution/collection.
- Documentation package to be available upon debriefing.
- Maintain a running written narrative of incident by operational period -- to IC at end of assignment.
- Section will demonstrate our professionalism to the mid- and upper-level management.

### **Resource Unit Leader (RUL):**

- Assure indicated resources are on incident upon Team assuming command.
- Consider having runners for finding it ALL, if necessary.
- Establish system for resource tracking (Incinet, T-cards, etc.); track by operational shift to eliminate double shifting; verify the proper resource identifiers/type/personnel numbers with cooperating agencies/LOFR.
- Coordinate other agency travel/work requirements/restrictions with LOFR.
- Maintain written narrative of unit activities by operational period -- to PSC at the end of assignment, prior to release.
- Attend Planning meetings.

### **Situation Unit Leader (SUL):**

- Glean situation information from initial attack IC/OSC and line personnel; assure sufficient weather prediction capabilities exist.
- Request a Fire Behavior Analyst (FBAN), as needed.

- Review historical incident activity of area.
- Project for operational periods while considering worst case scenario informational needs.
- Maintain displays of incident progression by operational periods for archives and exhibits; prepare visual display/maps as needed for base camp displays and IO needs.
- Maintain written narrative of unit activities by operational period -- to PSC at the end of assignment; and attend Planning meetings.

### **G.I.S. Technical Specialist (THSP G.I.S.)**

- Requests for G.I.S. section products (e.g. maps, etc) must be cleared through Situation Unit Leader.

### **Operations Section Chief(s) (OSC):**

- Incident Objectives (ICS-202) pertaining to Operations Section must be acceptable and obtainable -- say if they are not!
- Meeting attendance will require staffing to afford OSC's absences from the line -- **attendance is NOT optional.**
- OSC's set operational period duration AFTER consultation with other section chiefs. Strongly encourage 24-hour shifts until incident containment -- OSC's should consider not shifting at the same time as the line; be aggressive but safe; we are NOT here for a production (put it out and go home!).
- **When possible, Team Operations personnel will perform an evaluation and reconnaissance of the Initial Attack/Extended Attack field operations prior to the Team's transition.**
- OSC's must demand operational expertise from subordinates; Div/Grp supervisors will be held accountable for all activities within their respective areas. **Distribute "Operations Section Expectations of Branch Directors and Division/Group Supervisor" package to OBDS/DIVS as soon as possible.**
- Require hired resource accountability through timekeeping by line staff -- reference system and subordinates' role during briefings -- follow-up for compliance.
- Staged resources require constant reevaluation; plan ahead for declaring resources excess -- coordinate a system with PSC for "holding" excesses, when necessary.
- **Release** apparatus from OES as soon as possible.
- Section will demonstrate our professionalism to the fire personnel.

### **Air Operations Branch Director (AOBD):**

- Team Technical Specialist for air resources; support IAP with air resources, as needed.
- Track air costs - to FSC on his/her timetable; track air resource times, as needed.
- Advise of required maintenance for air resources; responsible to get IAP information to air resources -- establish best system, incident driven.
- Clear requests for air resources which could inhibit operations through OSC's. Work closely with OSC to minimize crew hauls and unnecessary aviation operations.
- Meet agency documentation for CAL FIRE restricted aircraft.
- Attend Planning meetings.

### **Air Support Group Supervisor (ASGS)**

- Under direction of the Air Operations Branch Director, support the IAP air resource operations.
- Establish liaison with helibase (s) and Air Attack base.
- Evaluate need for additional support (runners, assistant ASGS) according to incident complexities.
- Ensure helibase operations in accordance with Department policies and IHOG guidelines where applicable.
- Ensure that all affected air facilities receive IAP's and maps in a timely manner by whatever means necessary. Consider the use of runners, fax, etc. if the facilities are of excessive travel time.
- Work closely with the Helibase and Air Attack base managers and provide logistical support as necessary.
- Ensure daily aircraft costs are received by cost unit in a timely manner.
- Attend briefings and planning meetings as necessary.
- Ensure proper documentation for aircraft operations.

### **Deputy Incident Commander (DPIC) :**

- Has full authority to make the same decisions as the IC.
- Keep IC on track; team's conscience and timekeeper.
- Travel to responsible agency's ECC to assure Team's primary order is properly placed and to establish EXACTLY what the ordering system will be for the incident.
- Survey and establish the Team's political requirements for communities and jurisdictions surrounding the incident.
- Attend WFSA development (as required).

- Establish line officer/duty officer contacts to responsible agency.
- Oversee proper application of Trainee Program.
- Manage Human Resource/EEO policies and programs.
- Contact point for Team for any investigations of incident actions.
- Establish the incident's need for CAT, cost collection or other required accounting tasks.
- Contact point for Review Team.
- Focal point for Team's performance rating collection.
- Maintain Team's command presence during IC's absence/unavailability.

### **Incident Commander (IC):**

- Ensure obtainable objectives are set, affirm management team components communicate appropriately and execute roles, shield incident from disruptive outside influences (buffer the operations), and take the blame.
- Guard against "over managing" the incident. For example, quality people assigned to incident -- now set the guidelines and let them do their jobs!
- Will approve the Incident Action Plans and any cost-share agreements.
- Require financial and performance accountability from personnel.
- Respond to agency's requests for information flow from "their IC."
- Obtain knowledge of other incidents which could impact our incident.
- Project future strategic actions.
- Interface with management review team personnel.
- Participate in Area Command decisions, as required.