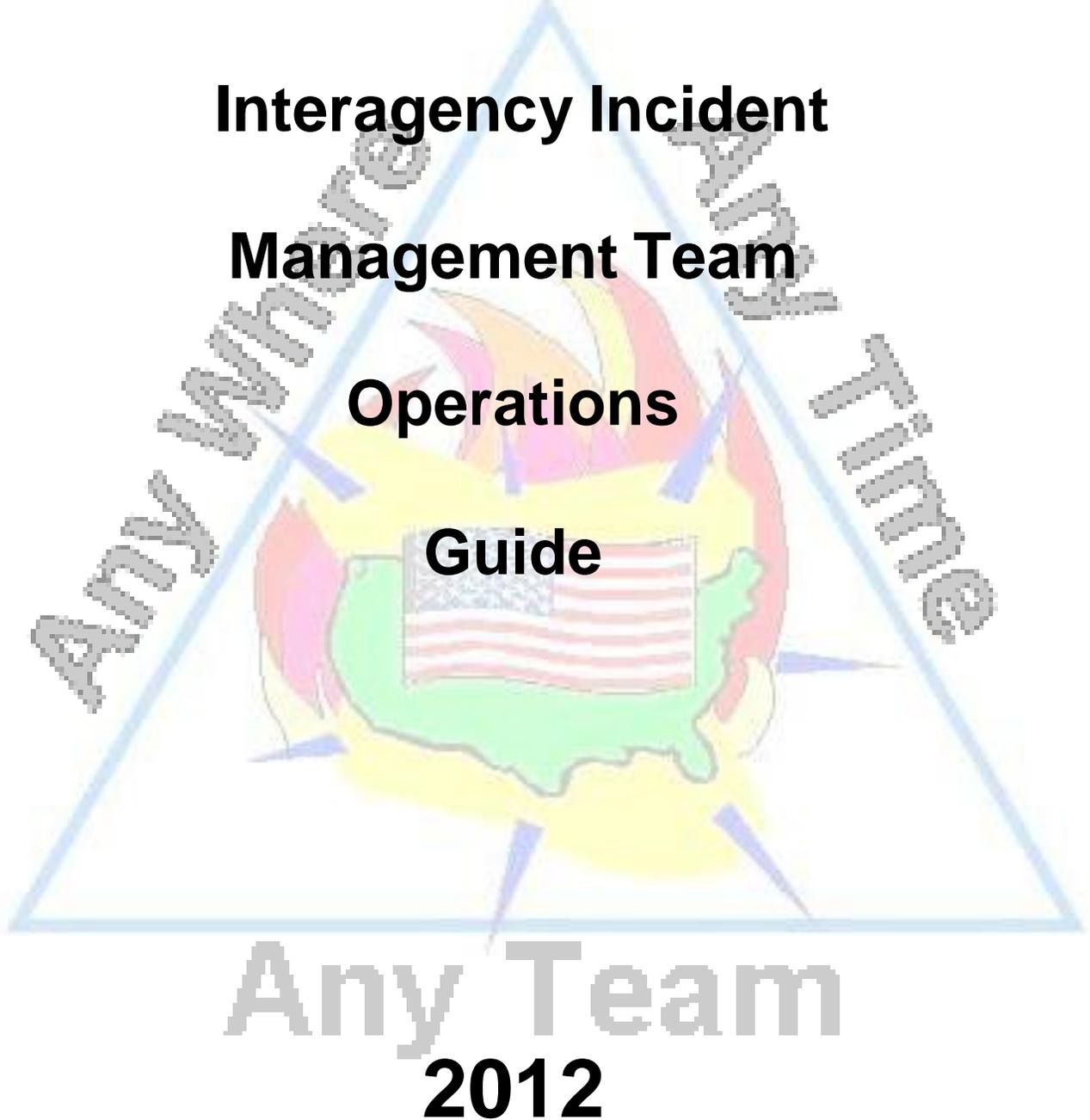


Washington

**Interagency Incident
Management Team**

Operations

Guide



WIIMT Logo Design: Marilyn Coleman WIIMT # 4



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Table of Contents**

Introduction

Washington Interagency Incident Management Teams 3
 Operations Guide 3
 Objectives 4

Section 1

Personal and Public Safety Comes First 5
 Team Policies 6
 Regulatory Compliance 6
 Team Awards / Recognition 6
 Team Review 6

Section 2

Team Configuration 7
 Short Team Configuration 7
 Long Team Configuration 7
 Team Selection 8
 Standing Team Members 8
 Standing Team Member Availability and Substitution 8
 Alternate Pool Members 9
 Trainee Pool Members 9
 Team Trainees and the Alternate Pool 9
 Apprentices / Non-Qualified Individuals 10
 Shadow Assignments 10
 Retirees 11
 Administratively Determines (AD's) 11
 Team Participant Tenure 11
 Current Agency Employee 12

Section 3

DNR Dispatching Role 12
 Team Standby Rotation 12
 Team Commitment 13
 Team Availability for Out-of-State Assignment 13
 Ordering a Team 14

Section 4

Incident Transfer to a Team 15
 Responsibilities of Ordering Jurisdiction 15
 Transition at a Developing Incident 15
 Incoming IMT Member(s) 16
 Initial Things to Do 16
 Initial Transition Actions and Decisions 17
 Agency Administrators Briefing 18



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Introduction**

Section 4 (cont.)

Active Incident Commander Briefing18
 First Strategy Meeting18

Section 5

Notification Status19
 Dispatch Call-Up Sequence..... 19
 DNR ECC Dispatch Study 19
 Travel to Incident 19

Section 6

Team Performance Reviews.....20

Section 7 - Geographic Board By-Laws

Article 1. Membership21
Article 2. Mission.....21
Article 3. Roles of the Geographic Board.....21
Article 4. Members, Voting Rights and Terms21
Article 5. Officers22
Article 6. Duties of the Officers22
Article 7. Meetings of the Geographic Board22
Article 8. Agency Rules.....24
Article 9. Decision Making24

Appendix A – Geographic Board & IC Lists

Current Geographic Board Member25
 Past Geographic Board Chairs26
 Present Geographic Board Members27
 Past Incident Commanders of Washington Interagency IMT's33

Appendix B - Mutual Expectations Document..... 38

Appendix C –Geographic Board Meeting Decisions41

Appendix D – Team Use

Appendix E – Team Use

Appendix F – Team Use

Appendix G – Team Use

Appendix H – Team Use

Appendix I – Code of Conduct.....51



Washington Interagency Incident Management Team Team Operations Guide 2012 Introduction

Washington Interagency Incident Management Teams

This document guides the operation of the five - Type II Washington Interagency Incident Management Teams (WIIMTs), herein referred to as the Team(s). The teams are comprised of individuals from the following agencies:

- USDA Forest Service
- USDI Bureau of Land Management
- USDI Fish and Wildlife Services
- USDI Bureau of Indian Affairs
- USDI National Park Service
- Washington State Department of Natural Resources
- Washington Fire Service

Operations Guide

The Washington Incident Management Team Operations Guide, herein referred to as the Guide, has been prepared and reviewed by the Incident Commanders, and Geographic Board. It is intended to serve as an aid in providing assistance to Teams, team members, alternate members, and trainees in preparing for and fulfilling their assignments.

This Guide should be used in conjunction with the NWCG Fireline Handbook, Interagency Standards for Fire, Fire Aviation Operations, and the Bureau of Indian Affairs "Bluebook, with the understanding that each Team may need to adapt procedures to fit the circumstances of a specific assignment. The effective and efficient management of major emergency or critical incidents requires that a Team remain flexible, have freedom to apply sound judgment, and exercise creativity in action planning and operations to achieve desired ends.

As a Guide, this document is intended to be used as one of many tools available to the Team in effectively dealing with the circumstances and conditions of an incident.

This Guide does not replace any members home agency rules or policies. With each Team having members from several different agencies it is not possible to address every situation and how that rule or policy would apply. Each team member is responsible to notify their Team Supervisor if an order or assignment would be in conflict with an agency rule or policy, so that a workable solution can be found.



Washington Interagency Incident Management Team Team Operations Guide 2012 Introduction

Objectives

The Teams, when activated, must be able to take over complete management of the incident on or before the beginning of the next day operational period following call-out, or as agreed upon during in briefing.

The incident will be managed in an economical manner considering safety of public and incident personnel, resource values, and Agency Administrator direction. All activities will be conducted in a manner which ensures the safety of all personnel and the general public.

Incident management will be conducted in a professional manner which exhibits a "situation of control" to the agency and the public.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 1**

Personal and Public Safety Comes First

All Team members are responsible for:

Safety on the incident

Personal safety

Safety of others

Report unsafe conditions or acts immediately

Being a Team that can minimize the incident impact on the host agency and local community

Cooperate with host agency

Involve the community

Support the economy of the local communities

Keep the community informed on incident progress

Providing a healthy and safe environment

Follow the Firefighter Code of Conduct

Comply with

- Standard Fire Orders

- Watchout Situations

Be professional; respect the rights and opinions of others

Achieving Team gratification through a quality, professional performance



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 1

Team Policies

A Team may establish Team Policies for complying with incident safety and safety concerns outlined within an Incident Action Plan. These Team Policies then become key points that each Team should use as a baseline in providing a safe environment. This baseline would ensure:

- All activities are coordinated through the established chain of command
- Firefighter fatigue is managed by adherence to agency work rest guidelines

Regulatory Compliance

Incident location will normally determine if the safety practices followed fall under the Federal Occupational Health and Safety Agency, (OSHA) rules or the Washington State Department of Labor and Industries (L&I) rules. Again, as Teams are made up from personnel from a number of Federal, State and Local agencies it is impossible to determine what rules would apply. The Team may follow OSHA rules but where an injury occurs it may fall under L&I rules.

Therefore Teams need to ensure that injuries and accidents are properly documented, so that follow up investigation can be done by the appropriate jurisdiction.

Team members need to exercise sound judgment, follow established rules for safety and utilize the proper personal protective equipment when on an assignment.

Team Awards / Recognition

The Geographic Board encourages each team to adopt its own internal process for recognizing team members and others who contribute in unusually deserving ways.

Team Review

Each spring, the five Washington Interagency Incident Management Teams meet for a training session called - Team Review. One of the five teams on a rotational basis is responsible for organizing and coordinating the training.

The Incident Commander will receive a Delegation of Authority from the Geographic Board providing specific directions and objects that need to be met on the last day of the Team Review. The team will report on a regular basis to the Geographic Board. An Agenda will be provided at the Geographic Board January meeting for review.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 2

Team Configuration

Agency Administrators may request (through the resource ordering process) a WIIMT in a **short team configuration** (10 positions) or a **long team configuration** (27 positions plus 6 trainee positions). **The default configuration for assignments is the standard long team specified in the National Mobilization Guide** (see page 8). In addition to the 27 positions identified on the long team configuration, WIIMTs have a maximum of seventeen (17) positions to be negotiated and concurred on by the Incident Commander and ordering Agency Administrator. In order to provide effective and timely response, the five WIIMT's maintain a 50 O-number roster.

Team trainees are assigned to meet position needs as prioritized by the Geographic Board in consultation with the Incident Commander. A team may have more than six trainees, but those above six counts toward the 17 negotiable positions.

Type 2 Short Team Configuration (Total of 10 positions) (2011 National Mobilization Guide Chapter 60, pg. 184)

IC – Incident Commander
PSC - Planning Section Chief
LSC - Logistics Section Chief
PIO – Public Information Officer
AOBD – Air Operations Branch Director

* **DPIC** – Deputy Incident Commander
SOF- Safety Officer
FSC - Finance Section Chief
OSC – Operations Section Chief (2 each)

* The DPIC position is authorized on In-State mobilizations

Type 2 Long Team Configuration (Total of 27 positions, plus 6 IC identified trainees) (2011 National Mobilization Guide Chapter 60, pg. 184)

IC – Incident Commander
* **DPIC** – Deputy Incident Commander
SOF- Safety Officer
PIO – Public Information Officer
OSC – Operations Section Chief (2 ea.)
AOBD – Air Operations Branch Director
PROC - Procurement Unit Leader
PSC - Planning Section Chief
LSC - Logistics Section Chief
RESL - Resource Unit Leader (2 ea.)
GSUL - Ground Unit Leader

SITL – Situation Unit Leader
FBAN – Fire Behavior Analyst
ASGS – Air Support Group Supervisor
FSC - Finance Section Chief
TIME -Time Unit Leader
ATGS – Air Tactical Support
DIVS – Division Group Supervisor (4 ea.)
COMP - Comps/Claims Unit Leader
COML – Communications Unit
SPUL - Supply Unit Leader
FACL - Facilities Unit Leader

* The DPIC position is authorized on In-State mobilizations



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 2

Team Selection

There are three categories of Team members:
Standing Team Members
Alternate Pool Members
Training Pool Members

All must apply for team participation on an annual basis.

Selection Guidelines

These guidelines are used to select Team members, alternates and trainees:

- a) Each applicant must be qualified for the position using the NWCG (National Wildfire Coordination Group) PMS 310-1 Wildland and Prescribed Fire Qualification System Guide
- b) Over the long-term, the Geographic Board seeks to have the Teams' composition align with the agency integration goals identified in the January 25, 2002 "Draft Incident Management Team Integration Goals."
- c) Among fully qualified candidates, those candidates needing experience will be considered equally with candidates who are more experienced.
- d) Active agency personnel are selected before retired personnel.

Standing Team Members

Are fully qualified for the position assigned and are listed on the 2011 Team roster. Standing team members are expected to be available for dispatch whenever their team is in the "up" position in the team rotation schedule.

Incident Commanders, Incident Commander Trainees, and Deputy Incident Commanders (when deemed appropriate) are selected by the Geographic Board. Other positions are then selected by the Incident Commanders.

The Geographic Board representative for each applicant's agency is responsible for ensuring that applicants from his or her agency are fully qualified to be considered for the position or positions for which he or she has applied.

Standing Team Member Availability and Substitution

Standing Team members are expected to be available for dispatch when their Team is in the "up" rotation position.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 2

When a standing team member is unavailable for dispatch with his or her team, he/she is responsible to immediately contact his/her Section Chief or Incident Commander, the home dispatch office, and the DNR Olympia ECC.

The Section Chief / IC may select a replacement from the Alternate Pool, or may request that the ECC fulfill this obligation. Persons in the Alternate Pool must be provided opportunity to accept an assignment before other qualified people are contacted. The Incident Commander when notifying DNR ECC of the change must provide the substitute's name and dispatch center that will dispatch the individual.

Alternate Pool Members

The alternate pool is for people who are fully qualified for the positions in which listed, and are available to substitute for or supplement standing team members when needed.

Trainee Pool Members

Trainees who are assigned to a Team are to complete their task book as soon as practicable and be recommended for certification if appropriate. Once certified, the person leaves the Team and joins the Alternate Pool for the remainder of the season. Another trainee is then selected from the Trainee Pool to join the Team.

The Geographic Board prioritizes people in the Trainee Pool for assignment, with the first opportunity for training assignments given to the person assigned top priority for a given position. Through agreement with the Geographic Board, DNR is responsible for managing the Trainee Pool. The Geographic Board members are responsible for notifying DNR of changes in the status or priorities among trainees within their organization.

Candidates considered for a training assignment need to meet the minimum requisites outlined in PMS 310-1 and have a task book assigned for the ICS position of interest.

Team Trainees and the Alternate Pool

Trainees who are assigned in one of the six slots allotted to each Team are to complete their task book as soon as practicable and be recommended for certification if appropriate. Once certified, the person leaves the Team and joins the Alternate Pool for the remainder of the season. Another trainee is then selected from the Trainee Pool to join the Team.

The Geographic Board member for each applicant is responsible for ensuring that the applicant is fully qualified to be considered for the position or positions for which he or she has applied.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 2

Apprentices / Non-Qualified Individuals

This type of assignment is intended to help sustain adequate numbers of qualified individuals over time; as such, they are intended to compliment formal trainee assignments. Apprentices differ from trainees in that they have an interest in IMTs but lack the experience or prerequisite training necessary to be issued a Position Task Book for a specific ICS position.

The objective of an apprentice assignment is accelerated career development of the individual and eventual qualification for assignment to IMTs. They also can contribute to the task at hand by providing some additional help to the incident, but are not relied upon to meet incident objectives.

Implementation of Apprentices:

- Come from traditional wildland firefighting agencies.
- Will have a development plan outlined after the first assignment that identifies a target position.
- Will gain sufficient experience and complete prerequisite training necessary for the issuance of a PTB one year after first assigned as an apprentice. The objective will be to complete the apprentice assignment in 1 year.
- Teams will report to the Board annually on the progress of assigned apprentices.
- Will be included as one of the 50 approved IMT positions. Teams may have up to 2 apprentices assigned at one time.
- Costs to be paid by the participating agencies through charges against the incident (suppression funds as opposed to preparedness).
- It is not anticipated that formal recruitment will be needed to fill apprentice positions as most are anticipated to be filled by management referral (Board, Agency Administrators, IMTs).

Shadow Assignments

Shadow Assignments serve the purpose of providing individuals exposure to how IMTs work, with the objective of improving that individual's understanding as it may relate to their normal job. These assignments are often used by Agency Administrators with limited fire experience as a way to help them better deal with the fire aspect of their jobs.

These assignments have no direct benefit to the incident that hosts them. Both the Board and IMTs will receive requests for shadow assignments and the Washington Line Officer Team has a mentoring program in place that encourages Agency Administrators to take shadow assignments.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 2

Implementation of Shadow assignments:

- Will generally come from agencies with response capabilities under NIMS, Line Officer Team requests as a venue to get inexperienced Agency Administrators experience in ICS or from foreign countries under international wildland fire suppression MOUs.
- Will be identified by management referral (Board, Line Officer Team, National or Geographic Area Coordination Centers).
- Costs to be paid by requesting agency or as specified in international MOU.
- Are specific to a single incident.
- Are not included in the 50 approve IMT positions.

Retirees

Participation by retired agency employees is limited to those circumstances where there are no available candidates currently employed by one of the participating agencies.

Administratively Determined (AD) Employees

Washington Fire Service personnel and others may be hired and paid as an (AD) employee when no pre-existing wage schedule or contract for hire exists. The employee would be directly reimbursed and not through their agency.

Team Participant Tenure

Team selection and formation of the Alternate and Trainee Pools is conducted every year. Interested people must submit an application each year. The Geographic Board administers the application process. Each Geographic Board representative is responsible to ensure that employees in his or her agency understand the process, and to see that applicants from that agency follow the specific screening and supervisor approval process in place for that agency.

The Incident Commander for each Team has the right to replace team members at any time for poor performance, unavailability, or unacceptable behavior. Such decisions shall be documented in writing and sent to the Geographic Board member representing the employing agency of the replaced team member.

Current Agency Employee

For the purposes of National Mobilization Guide 63.1.1 Interagency Incident Management Team Configuration, qualified former fire agency employees employed by the Washington Fire Service or the Department of Natural Resources are considered current agency employees.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 3**

DNR Dispatching Role

By agreement with the Geographic Board, the DNR provides the infrastructure to dispatch the Teams. This includes;

- Maintenance of the Alternate Pool
- Prioritization of the Trainee Pool

Also, the ECC maintains current Team rosters in the Resource Order and Status System (ROSS).

Team Standby Rotation

DNR ECC, acting on behalf of the Geographic Board, establishes the team schedule. The Team in the “up” position is considered to be in stand-by status, and members are expected to respond quickly to a dispatch.

“Up” position assignment begins at 08:00 on Tuesdays and extends until 07:59 on the following Tuesday, if there is no dispatch. If there is a dispatch, the next Team in the rotation moves into the “up” position, taking the remainder of the previous Teams standby week. This team will then be in the “up” position for the next week.

Example # 1: Team 1 on Standby and called out on Wednesday, Team 2 is up for the remainder of Team 1’s week plus their week. Team 3 would be up next.

Week #	SUN	MON	TUES	WED	THUR	FRI	SAT
1			1	1 / 2	2	2	2
2	2	2	2	2	2	2	2
3	2	2	2 / 3				

Example # 2: Team 3 on Standby and called out on Tuesday, Team 4 is next up. They are called out Saturday. Team 5 is then placed in the “up” position for the remainder of both Teams 3 and 4’s original “up” period and then up for their week.

Week #	SUN	MON	TUES	WED	THUR	FRI	SAT
1			3 / 4	4	4	4	4 / 5
2	5	5	5	5	5	5	5
3	5	5	5 / 1				

A Team returning from an incident goes to the bottom of the rotational team dispatch list.

The Geographic Board may exercise, in its opinion, a schedule modification depending on the incident or team specifications. An Incident Commander may remove his/her team from the rotation.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 3

The Board has adopted an operating guideline which states that “every team would get at least one assignment per fire season before a team is given a third assignment that fire season”. The Board believes it is important to maintain team effectiveness, cohesion and proficiency. Actions which facilitate these desired outcomes while honoring equitable parity is desired and achievable. Efforts will be made to accomplish this with business practices that (preferably) involve no or only a minimal change in the rotation. The IC’s of the effected teams will be consulted as part of the decision process. The following is one of the methods to consider in accomplishing the desired outcome:

- If a team has had two assignments at a point during the year and if there are any teams that have not had an assignment, the team that has had two assignments will be pulled out of the rotation until the remaining teams have had at least one assignment. Once all teams have had at least one assignment, the rotation returns to the normal schedule for the remainder of the year.

Team Commitment - Standby Period and Transition

An IMT is established for the period of time of one year. Since all of the teams can be used for an All-Hazard event that may occur outside of fire season, they need to be ready to respond 24/7 for a calendar year. The IMT selected in one year is replaced on the morning of March 1st at 08:00 the following year by the IMT selected for that year.

Team Availability for Out-of-State Assignment

Teams were established primarily to meet potential incident management needs within Washington State. Availability for out-of-state assignments is based on PNW preparedness levels. Availability in this context means available to accept an assignment (Team committed to an incident is unavailable).

- At PNW Preparedness Levels 1 and 2, one Team must be available for in-State assignment.
- At PNW Preparedness Level 3, two Teams must be available for in-State assignment.
- At PNW Preparedness Levels 4 and 5, three Teams must be available for in-State assignment.

The Geographic Board will consider requests to grant an exception to the Team Availability for out-of-State Assignment matrix (shown below) on a case-by-case basis. The situational assessment will at a minimum consider and involve the following:

- The current and predicted fire situation in Washington State as well as elsewhere in the Pacific Northwest (PNW) and the Nation (presented by the Predictive Services Unit at the Northwest Interagency Coordination Center (NWCC) and supplemented by Geographic Board Representatives).



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 3**

- The current and predicted availability of fire (incident) response resources (including incident management teams) in Washington State as well as elsewhere in the NW and the nation (presented by NWCC and supplemented by Geographic Board Representatives).
- Other considerations, opportunities or special conditions beneficial to the decision process (involvement by the NW MAC Group Coordinator or representative).

The decision to grant an exception may be made by Geographic Board consensus.

PNW Preparedness Level	Number of Teams Available for Out of State / Area Dispatch				
	1	2	3	4	5
1					
2					
3					
4					
5					

Available out-of-State

Available in-State

Ordering a Team

Orders for a Team are made by a jurisdictional Agency Administrator or State Fire Marshal's Office to the DNR ECC. The requesting jurisdiction, local "host" agency should arrange in advance for;

- Anticipated time of arrival
- Time of transition by the incoming Team
- Expected support staff – (number)
- Location of Agency Administrator Briefing



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 4**

A Safe Transition Requires Coordination with the Current Incident Commander and Agency Administrator

Incident Transfer to a Team

The jurisdictional Agency Administrator, current incident commander and Team Incident Commander shall discuss and agree to the date and time that command will transfer to the Team, keeping in mind the 2:1 work to rest ratio guidelines.

The existing command organization retains control until it is officially transferred and acknowledged in writing. The Team Incident Commander must work with the existing command structure to ensure that the transition is safe, smooth and orderly.

Responsibilities of Ordering Jurisdiction

In consultation with the Incident Commander of the incoming Team, the requesting host jurisdiction should do the following prior to the arrival of the Incident Management Team:

- Determine Incident Command Post / Base location and evaluate alternatives
- Order support equipment, and supplies
- Order initial basic support organization for the incident
- Order or make ample supply of maps available to incident
- Determine transportation needs, if any, of the incoming Team
- Determine agency administrator briefing time and location
- Monitor 2:1 work to rest guidelines for team members and others arriving
- Obtain necessary information for agency administrator briefing (see page 20)
- Order fire supply cache, communication cache and command post vehicles.

TRANSITION

Take pride in being able to transition quickly and smoothly with minimal impact to the incident host agency or to the incident itself.

TRANSITION AT A DEVELOPING INCIDENT

An IMT may be called to mobilize into a developing, non-stabilized incident by a local incident commander who may or may not have had adequate, or even any, overhead support in the struggle to gain the upper hand. The first team members to arrive can immediately begin the collection of information and identification of issues that will assist the IMT in the transition.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 4

Incoming IMT Member(s)

- Bring position work kits, forms and supplies
- Bring an ICS-201 form and briefing package
- Identify the local incident commander / unified command
- Identify yourself as an incoming IMT member and your team role

The local IC has called for the IMT and should expect its members and give them a positive, cooperative reception. Hopefully the incident will not be total chaos.

Initial Things to Do

Identify:

- Agencies with either jurisdictional or functional responsibility on the incident
 - If uncertain, include them

Assisting and cooperating agencies on the incident

- Ensure that an agency representative has been ordered for each one

Secure a copy of the ICS-201 from the local IC / unified command

- If one has not been prepared, start one
- Critical: Current incident objectives and focus
- Allocated resources and personnel for the incident

Locate a map that shows the area involved

- Identify critical areas of concern
- Identify life threat issues that require immediate focus
- Map of ICP/Base Camp and travel routes

Shift personnel and resources to address critical situations

- Document the problem, the decision, and the time

List current issues and opportunities for the incident:

Input by initial IC and operations chief (who may have to be found).

Post this list for the initial team transition meeting

Delegate issues / problems

Document assignments made, to whom, and times

Identify current division / group sectors and assignments

- With local operations chief

Start the Developing Incident Situation Analysis or Wildland Fire Decision Support System (WFSS). Inquire about potential social, environmental, political, cultural and economic issues, and list them.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 4**

Forecast incident potential. Consider the “mobilization curve”. Look 24 to 48 hours ahead for resource needs.

Survey the current ICP / base for:

- Adequacy in view of incident potential and needs
 - If inadequate, suggest a facility conducive to planning and logistical functions
 - Need map of ICP/base camp with transportation routes

Prepare initial media policy and the initial release. Recognize all agencies.

Establish check-in point(s) with ICS-211 forms in place.

- Provide check-in documents to IMT

Determine if local resources and personnel are in place to deal with new incidents in the host district.

Identify and link with the Washington State Patrol Mobilization Liaison (for Fire Mobilization incident).

Secure a list of mobilization resources and personnel on order.

Determine if there have been any injuries or claims on the incident.

Determine immediate logistical needs.

Secure a local and regional weather forecast for the next 24 to 48 hours.

INITIAL TRANSITION ACTIONS AND DECISIONS

Briefings for Incoming Incident Management Team

There should be two major briefings of the incoming Incident Management Team.

- First: Briefing by the Agency Administrator at a site away from the incident
- Second: Briefing by the current Incident Commander at the incident site

The transition period of takeover/release will depend upon incident complexity, the expertise of current organization and/or problems.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 4

Agency Administrator Briefing

Team members should arrive in time for the host agency (Agency Administrator) briefing. This should be done as soon as possible after arrival of all members of the team.

Anyone arriving early should acquire information to help the team transition onto the incident quickly, but should remember to avoid being a nuisance to the local agency.

Key Documents

- Delegation of Authority
- Wildland Fire Decision Support System (WFDSS)

Active Incident Commander Briefing

This briefing should follow the Agency Administrator briefing and focus on the status and potential of the incident and incident resources. Active overhead should also attend and respond to specific issues and questions. Key Document: ICS-201

First Strategy Meeting

Approximately thirty (30) minutes after the host agency briefing(s), the Team will hold its first strategy meeting.

- Review situation and resource status – decide on base location. Ensure that everything is in place to receive incoming resources.
- List actions that can be taken to do effective work with available resources.
- List critical items to order immediately.
- Set time and location of first planning meeting.
- List functional priorities to be accomplished before first planning meeting.
- At this time all team members will be expected to complete their portion of the initial order and forward to the Logistics Section.



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 5

Notification Status

Any participating agency can contact the DNR ECC to request a Team be put in "notification status" for an active or pending incident. *Notification* means the team is likely to be assigned. Similarly, any participating agency can contact the DNR ECC to request a Team, regardless of whether a team has previously been put on "notification status."

Dispatch Call-Up Sequence

A jurisdictional agency contacts the DNR ECC to request a Team.

DNR ECC notifies the "up" Team Incident Commander and provides the requesting agency administrator and/or current incident commander contact information.

Team Incident Commander makes contact with requesting agency administrator and/or current incident commander to determine/negotiate team configuration needs.

The Incident Commander contacts DNR ECC with order confirmation and information.

The DNR ECC will:

- Dispatch those persons listed on the Team roster at the time of receiving the order

- Fill vacant positions on the Team by using routine resource ordering processes
- Not work to fill team vacancies after a team has been ordered except those for which a resource order is received

- Place resource orders for Team members through ROSS to their respective home dispatch offices

- Team members are not to depart to the incident until they have received the resource order from their home agency dispatch office
 - Team member are to notify their home agency of dispatch according to their agency procedures

- Have Team members report to the incident as directed by the Incident Commander

DNR ECC Dispatch Study

The DNR ECC will track the time and date that the incident commander reports as having agreed to assume command of an incident and the time and data actually shown on the formal delegation of authority.

Travel to Incident

The Team Incident Commander is responsible to determine the need and priorities for any team members to fly to an incident. Flight and rental car arrangements will be coordinated by the DNR ECC and the Team member's agency dispatch office.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 6**

Team Performance Reviews

At the end of each assignment, the Incident Commander is responsible to ensure that the team's performance is critiqued by the host agency (or agencies) Agency Administrator or designee. Performance reviews are signed by both parties and a copy is sent to the Chair of the Geographic Board to be used as a part of annual review by the Geographic Board of the Teams' overall performance.

Prior to each fire season the Geographic Board and each Incident Commander will sign a document that establishes mutual performance expectations. A representative of the Geographic Board will endeavor to attend each team close-out in order to hear first-hand about issues and concerns, and the Geographic Board will provide feedback to each Incident Commander at the end of the season about his or her performance as an Incident Commander.

The team performance review should be shared by the Incident Commander with the Incident Management Team prior to departure home if possible.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 7**

Geographic Board By-Laws

Article 1. Membership

The Teams operate under direction provided by the Washington State Geographic Board, herein referred to as the Geographic Board, which is comprised of one representative from the following agencies listed below:

- USDA Forest Service
- DOI Bureau of Land Management
- DOI Fish and Wildlife Services
- DOI Bureau of Indian Affairs
- DOI National Park Service
- Washington Department of Natural Resources
- Washington State Fire Marshal's Office Washington
- State Fire Defense Committee
- Washington Emergency Management Division (ex officio member)
- WIIMT Incident Commander (ex officio member)

In 2012 PNWCG assigned a Liaison from the Operations Working Team (OWT) to the Washington Geographic Board (as well as the Oregon Geographic Board). The OWT Liaison is a non-voting board member, unless he or she serves on both the OWT and the geographic board (in which case he or she would continue to vote on board decisions as an agency representative to the board).

Article 2. Mission

The mission of the Geographic Board is to coordinate and maintain interagency management teams to manage complex incidents for the benefit of the citizens of Washington State.

Article 3. Roles of the Geographic Board

- Establish and maintain a suitable number of Interagency Incident Management Teams (IMT's) in Washington State
- Ensure IMT's are staffed with qualified team members trained to National Wildfire Coordination Group (PMS 310-1) Standards
- Establish and maintain a dispatch process and rotation schedule for the IMT's
- Provide operating policy, procedure, and direction to the IMT's
- Provide review and oversight of IMT performance
- Develop interagency agreements to facilitate effective IMT operations
- Serve as a link between the IMT's and agency administrators

Article 4. Members, Voting Rights and Terms

Each listed member organization shall designate and provide a single voting member to the Geographic Board. Terms are indefinite and may be determined by the individual member organization for its representative.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 7**

Article 5. Officers

Section 5.1 Chairman

Elected to a one-year term by the Geographic Board from its membership. The chairman will rotate annually, and be elected to a one-year term by the Geographic Board from its members. Serving of a second or more consecutive years is permissible with current or chair and vote of the Geographic Board.

Section 5.2 Secretary

Elected to a one-year term by the Geographic Board from its membership

Section 5.3 Elections

By consensus, elections will take place annually at the regular October Geographic Board meeting.

Article 6. Duties of the Officers

Section 6.1 Chairman

- Call for Meetings of the Geographic Board
- Preside over meetings of the Geographic Board
- Appoint committees and representatives as necessary

Section 6.2 Secretary

- Develop and distribute meeting agendas
- Record and distribute minutes of the meetings of the Geographic Board
- Maintain an official set of Geographic Board records

Article 7. Meetings of the Geographic Board

Section 7.1 Regular Board Meetings

Are held:

- During the second full week of January (two-day);
- During the second or third full week of April (coincident with the annual team meeting);
- During the second full week of July (by conference call or other electronic means);
- During the second full week of October.

Section 7.1A Annual Team Formation Process

Incident Commanders:

- Recruitment opens during the first week of November
- Recruitment closes at the end of the second full week of November
- Selections for following year are made during the last full week of November



Washington Interagency Incident Management Team Team Operations Guide 2012 Section 7

All other IMT positions:

- Recruitment Opens during the first week of November
- Recruitment Closes at the end of the second full week of December
- Team selection by the Incident Commander will be done as part of the Board's regular January Meeting
 - Second full week of January
- Team rosters will be published at the end of January
- Teams take over from prior year teams: On March 1

Meetings with Individual ICs/DPICs:

- During the last full week of November

Annual WIIMT Meeting:

- During the second or third full week of April

Section 7.1.B Executive Session

To discuss sensitive issues the Chair will announce when the Geographic Board will enter into executive session. Sensitive issues will then be discussed with no notes taken.

Section 7.2 Annual Meeting

The regular meeting in April is designated as the annual meeting, and may coincide with the annual meeting with representatives of the IMT's and agency administrators (Team Review).

Section 7.3 Special Meetings

The Chairman or any two members of the Geographic Board may call for a special meeting of the Geographic Board. The meeting shall be restricted to the subject for which it's called. Special meetings may take place via conference call or other electronic means.

Section 7.4 Notice of Meetings

Notice of meetings shall be provided at least seven calendar days prior to the meeting, provided that a special meeting may be called with less notice.

Section 7.5 Quorum

A quorum of the Geographic Board shall be three or more voting members with at least one representing a Federal agency, State agency, and Fire Service.

Section 7.6 Agenda Items

Reports from the Incident Commanders, Committee subgroups if assigned will present at each scheduled meeting.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Section 7**

Section 7.7 Meeting Minutes

The day after a meeting (regular or special), the note taker will electronically distribute the rough notes to the Geographic Board meeting participants. Review/Comments are due back from meeting participants to the Secretary within five working days. Final draft minutes will then be sent by the Secretary to the full Geographic Board and Incident Commanders for comments back to the Secretary within ten working days. The final minutes will be considered for adoption at the next regular Geographic Board meeting.

Article 8. Agency Participation

The WIIMT's are comprised of a variety of agencies that are interconnected by cooperative agreements. The agreements may vary in purpose and scope but collectively the operating environment is enhanced and enabled through the active participation, commitment and support that individuals and participating agencies make to the common interagency objective. The interagency incident management Teams are a highly developed expression of collaboration and cooperation with a focus on serving the public, communities and natural resources.

Article 9. Decision Making

Unless provided otherwise by these By-Laws, decisions shall be made with a quorum present and by a simple majority of the members present and voting. This does not preclude the Geographic Board from determining and fixing more stringent decision-making requirements on specific policies or actions that it may enact.

Section 9.1 Amendment of By-Laws

Section 9.1.A Proposal for Amendment

Proposals for the amendment of the by-laws may be made by a petition of a quorum. Proposals shall be in writing and shall be specific as to the amendment sought.

Section 9.1.B Notice

Proposals for amendment to the by-laws shall be sent to all members of the Geographic Board at least 14 calendar days prior to the meeting at which the proposal is to be considered.

Section 9.1.C Approval

A proposed amendment of the by-laws shall require two-thirds of the members present and voting at the meeting.

By-Laws Approved on April 21, 2004 by the Washington Geographic Board
Chair: Joe Shramek, DNR

October 7, 2008 The By-Laws were updated to include the yearly meeting schedule as reflected in Section 7.1A.



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Current Geographic Board Members

Department Of Natural Resources

Gerry Day (Chair)

Resource Protection Division
PO Box 47037
Olympia, WA 98504-7037
Work: 360-902-1207
E-Mail: gerry.day@dnr.wa.gov

Albert Kassel (Alternate)

Resource Protection Division
PO Box 47037
Olympia, WA 98504-7037
Work: 360-902-1316
E-Mail: albert.kassel@dnr.wa.gov

Washington State Fire Marshal's Office

Bill Slosson

Office of State Fire Marshal
PO Box 42600
Olympia WA 98504-2600
Work: 360-596-3928
E-Mail: william.slosson@wsp.wa.gov

Paul Perz (Alternate)

Office of State Fire Marshal
PO Box 42600
Olympia WA 98504-2600
Work: 360-596-3919
E-Mail: paul.perz@wsp.wa.gov

USDA Forest Service

Janine Clayton

Gifford Pinchot National Forest
10600 N.E. 51st Circle
Vancouver, WA 98682
Work: 360-891-5100
E-Mail: jclayton01@fs.fed.us

DOI National Park Service

Debbie Bird

Lake Roosevelt National Rec. Area
1008 Crest Drive
Coulee Dam, WA 99116-1259
Work: 509-633-9441 ext. 111
E-Mail: debbie_bird@nps.gov

DOI Bureau of Land Management

Dennis Strange

Spokane District
1103 North Fancher
Spokane, WA 99212
Work: 509-536-1237
E-Mail: dstrange@blm.gov

DOI Department of Fish & Wildlife

Brian Gales

US Fish & Wildlife
911 NE 11th Avenue
Portland, OR 97232-4181
Work: (503) 231-6769
E-Mail: Brian_Gales@fws.gov

DOI Bureau of Indian Affairs

Scott Rodgers

Colville Agency - BIA
PO Box 111
Nespelem, WA 99155
Work: 509-634-3118
E-Mail: scott.rodgers@bia.gov

Emergency Management Division

Jim Mullen

Emergency Management Division
Building 20
Camp Murray, WA 98430-5112
Work: 253-512-7001
E-Mail: j.mullen@emd.wa.gov



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Washington Fire Service - State Fire Defense Committee

Bill Walkup

Spokane County Fire District 8
E 12100 Palouse Highway
Valleyford, WA 99036
Work: 509-926-6699
E-Mail: bwalkup@scfd8.org

Tom McDowell (Alternate)

Clark County Fire District # 13
PO Box 172
Yacolt, WA 98675
Work: 360-686-3271
E-mail: t.mcdowell@northcountryems.org

Incident Commander's Liaison

Dave Lentz (Team 5)

DOI Bureau of Land Management
333 SW 1st Ave.
Portland, OR 97204
Work: 503-808-6559
E-Mail: dlentz@blm.gov

PNWCG Ops Working Team Liaison

Bobbie Scopa

DOI Bureau of Land Management
333 SW 1st Ave.
Portland, OR 97204
Work: 503-808-6518
E-Mail: bscopa@blm.gov

Past Geographic Board Chairs

Year	Name	Agency
1999	John Viada	Department of Natural Resources
2000	John Viada	Department of Natural Resources
2001	John Viada	Department of Natural Resources
2002	Skip Simmons	Department of Natural Resources
2003	Joe Shramek	Department of Natural Resources
2004	Joe Shramek	Department of Natural Resources
2005	Joe Shramek	Department of Natural Resources
2006	Joe Shramek	Department of Natural Resources
2007	Joe Shramek	Department of Natural Resources
2008	Joe Shramek	Department of Natural Resources
2009	Joe Shramek	Department of Natural Resources
2010	Jim Furlong (Co-Chair)	USDA Forest Service
2010	Gerry Day (Co-Chair)	Department of Natural Resources
2011	Gerry Day	Department of Natural Resources
2012	Gerry Day	Department of Natural Resources



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past Geographic Board Members

2011

Name	Agency
Gerry Day**	Department of Natural Resources
Bill Slosson	State Fire Marshal's Office
Janine Clayton	US Forest Service
Scott Boyd	Bureau of Land Management
Brian Gales	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ike Cawston	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Dave LaFave	Team 3 Incident Commander – Team Review
Nathan Rabe	Team 3 Incident Commander – Team Review

2010

Name	Agency
Gerry Day**	Department of Natural Resources
Dan Johnson	State Fire Marshal's Office
Jim Furlong**	US Forest Service
Scott Boyd	Bureau of Land Management
Brian Gales	US Fish & Wildlife Service
Debbie Bird	National Park Service
Scott Rodgers	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Rex Reed	Team 2 Incident Commander – Team Review
Nathan Rabe	Team 2 Incident Commander – Team Review

2009

Name	Agency
Joe Shramek**	Department of Natural Resources
Dan Johnson	State Fire Marshal's Office
Jim Furlong	US Forest Service
Scott Boyd	Bureau of Land Management
Brian Gales	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ike Cawston	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Bob Johnson	Team 1 Incident Commander – Team Review
Dave Leitch	Team 1 Incident Commander – Team Review



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past Geographic Board Members

2008

Name	Agency
Joe Shramek**	Department of Natural Resources
Dan Johnson	State Fire Marshal's Office
Jim Furlong	US Forest Service
Scott Boyd	Bureau of Land Management
Brian Gales	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ike Cawston	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Dick Gormley	Team 5 Incident Commander – Team Review
Keith Satterfield	Team 5 Incident Commander – Team Review

** indicates the Chair of the Board



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past Geographic Board Members

2007

Name	Agency
Joe Shramek**	Department of Natural Resources
Dan Johnson	State Fire Marshal's Office
Jim Furlong	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Debbie Bird	National Park Service
Steve Fraidenburg	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Marsh Haskins	Team 4 Incident Commander – Team Review
Mike Barnett	Team 4 Incident Commander – Team Review

2006

Name	Agency
Joe Shramek**	Department of Natural Resources
Dan Johnson	State Fire Marshal's Office
Carl Gossard	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ron Graham	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Gary Berndt	Team 3 Incident Commander – Team Review
Dave LaFave	Team 3 Incident Commander – Team Review

2005

Name	Agency
Joe Shramek**	Department of Natural Resources
Dan Johnson	State Fire Marshal's Office
Carl Gossard	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ron Graham	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Tom McDowell	State Fire Defense Committee
Rex Reed	Team 2 Incident Commander – Team Review
Bruce Holloway	Team 2 Incident Commander – Team Review

** indicates the Chair of the Board



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past Geographic Board Members

2004

Name	Agency
Joe Shramek**	Department of Natural Resources
Steve Kalmbach	State Fire Marshal's Office
Dan Johnson	State Fire Marshal's Office
Carl Gossard	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ron Graham	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Dave Wakefield	State Fire Defense Committee
Gary Jennings	Team 1 Incident Commander – Team Review
Don Perry	Team 1 Incident Commander – Team Review

2003

Name	Agency
Joe Shramek**	Department of Natural Resources
Mary Corso	State Fire Marshal's Office
Dan Johnson	State Fire Marshal's Office
Elton Thomas	US Forest Service
Sonny O'Neal	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Debbie Bird	National Park Service
Ron Graham	Bureau of Indian Affairs
Bill Walkup	State Fire Defense Committee
Dave Wakefield	State Fire Defense Committee
Jim Furlong	Team 5 Incident Commander – Team Review
Dick Gormley	Team 5 Incident Commander – Team Review

** indicates the Chair of the Board



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past Geographic Board Members

2002

Name	Agency
Skip Simmons**	Department of Natural Resources
Mary Corso	State Fire Marshal's Office
Steve Kalmbach	State Fire Marshal's Office
Elton Thomas	US Forest Service
Sonny O'Neal	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Bill Paleck	National Park Service
Ron Graham	Bureau of Indian Affairs
Jim Graue	State Fire Defense Committee
Dave Johnson	Team 4 Incident Commander – Team Review
Mike Barnett	Team 4 Incident Commander – Team Review
Glenn Woodbury	Emergency Management Division

2001

Name	Agency
John Viada**	Department of Natural Resources
Mary Corso	State Fire Marshal's Office
Steve Kalmbach	State Fire Marshal's Office
Elton Thomas	US Forest Service
Sonny O'Neal	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Bill Paleck	National Park Service
Ron Graham	Bureau of Indian Affairs
Jim Graue	State Fire Defense Committee
Gary Berndt	Team 3 Incident Commander – Team Review
Rich Andring	Team 3 Incident Commander – Team Review
Glenn Woodbury	Emergency Management Division

** indicates the Chair of the Board



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past Geographic Board Members

2000

Name	Agency
John Viada**	Department of Natural Resources
Mary Corso	State Fire Marshal's Office
Steve Kalmbach	State Fire Marshal's Office
Elton Thomas	US Forest Service
Sonny O'Neal	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Bill Paleck	National Park Service
Ron Graham	Bureau of Indian Affairs
Jim Graue	State Fire Defense Committee
Dick Dutton	Team 2 Incident Commander – Team Review
Bruce Holloway	Team 2 Incident Commander – Team Review
Glenn Woodbury	Emergency Management Division

1999

Name	Agency
John Viada**	Department of Natural Resources
Mary Corso	State Fire Marshal's Office
Steve Kalmbach	State Fire Marshal's Office
Elton Thomas	US Forest Service
Sonny O'Neal	US Forest Service
Scott Boyd	Bureau of Land Management
Pam Ensley	US Fish and Wildlife Service
Bill Paleck	National Park Service
Ron Graham	Bureau of Indian Affairs
Jim Graue	State Fire Defense Committee
Gary Jennings	Team 1 Incident Commander – Team Review
Jim Graue	Team 1 Incident Commander – Team Review
Glenn Woodbury	Emergency Management Division



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past WIIMT Incident Commanders

2011	1	Bob Johnson	Department of Natural Resources
	1	Dave Leitch (T)	Yakima County Fire District # 12
	2	Rex Reed	Department of Natural Resources
	2	Nathan Rabe (T)	Kennewick Fire Department
	3	Dave LaFave	Cowlitz County Fire District # 2
	3	Mark Thibo (T)	Department of Natural Resources
	4	Larry Nickey	National Park Service
	5	Dave Lentz	Bureau of Land Management
	5	Greg Chandler (T)	Bureau of Land Management
2010	1	Bob Johnson	Department of Natural Resources
	1	Dave Leitch (T)	Yakima County Fire District # 12
	2	Rex Reed	Department of Natural Resources
	2	Nathan Rabe (T)	Kennewick Fire Department
	3	Dave LaFave	Cowlitz County Fire District # 2
	3	Mark Thibo (T)	Department of Natural Resources
	4	Mike Barnett	Kennewick Fire Department
	4	Larry Nickey	National Park Service
	5	Dave Lentz	Bureau of Land Management
	5	Keith Satterfield	US Forest Service
	5	Greg Chandler (T)	Bureau of Land Management
2009	1	Bob Johnson	Department of Natural Resources
	1	Dave Leitch (T)	Yakima County Fire District # 12
	2	Rex Reed	Department of Natural Resources
	3	Dave LaFave	Cowlitz County Fire District # 2
	3	Dave Lentz	Bureau of Land Management
	4	Mike Barnett	Kennewick Fire Department
	4	Larry Nickey (T)	National Park Service
	5	Dick Gormley	Chelan County Fire District # 1
	5	Keith Satterfield	US Forest Service



Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A

Past WIIMT Incident Commanders

2008	1	Gary Jennings	US Forest Service
	1	Bob Johnson	Department of Natural Resources
	2	Rex Reed	Department of Natural Resources
	2	Chris Schulte	US Fish and Wildlife
	3	Gary Berndt	Department of Natural Resources
	3	Dave LaFave	Cowlitz County Fire District # 2
	3	Dave Lentz	Bureau of Land Management
	4	Mike Barnett	Kennewick Fire Department
	4	Larry Nickey (T)	National Park Service
	5	Dick Gormley	Chelan County Fire District # 1
	5	Keith Satterfield	US Forest Service

Names in **bold** indicate the IMT responsible for the Team Review



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past WIIMT Incident Commanders

2007	1	Gary Jennings	US Forest Service
	1	Bob Johnson	Department of Natural Resources
	2	Rex Reed	Department of Natural Resources
	2	Chris Schulte	US Fish and Wildlife
	3	Gary Berndt	Department of Natural Resources
	3	Dave LaFave	Cowlitz County Fire District # 2
	4	Mike Barnett	Kennewick Fire Department
	4	Marsh Haskins	US Forest Service
	4	Larry Nickey (T)	National Park Service
	5	Dick Gormley	Chelan County Fire District # 1
5	Keith Satterfield	US Forest Service	
2006	1	Gary Jennings	US Forest Service
	2	Rex Reed	Department of Natural Resources
	3	Gary Berndt	Department of Natural Resources
	3	Dave LaFave	Cowlitz County Fire District # 2
	4	Mike Barnett	Kennewick Fire Department
	4	Marsh Haskins	US Forest Service
	5	Dick Gormley	Spokane County Fire District # 10
5	Chris Schulte	US Forest Service	
2005	1	Gary Jennings	US Forest Service
	1	Don Perry	Walla Walla County Fire District # 5
	2	Rex Reed	Department of Natural Resources
	2	Bruce Holloway	Spokane Fire District # 3
	3	Gary Berndt	Department of Natural Resources
	3	Dave LaFave	US Forest Service
	4	Dave Johnson	Cowlitz County Fire District # 2
	4	Mike Barnett	Kennewick Fire Department
	5	Jim Furlong	US Forest Service
	5	Dick Gormley	Spokane County Fire District # 10

Names in **bold** indicate the IMT responsible for the Team Review



**Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A**

Past WIIMT Incident Commanders

2004	1	Gary Jennings	US Forest Service
	1	Jim Graue	Walla Walla County Fire District # 5
	2	Dick Dunton	Department of Natural Resources
	2	Bruce Holloway	Spokane Fire District # 3
	2	Jeff Ripley (T)	Benton County Fire District # 1
	3	Gary Berndt	Department of Natural Resources
	3	Rich Andring	Yakima Fire Department
	3	Dave LaFave (T)	Cowlitz County Fire District # 2
	4	Dave Johnson	US Forest Service
	4	Mike Barnett	Kennewick Fire Department
	4	Chris Schulte (T)	US Forest Service
	5	Jim Furlong	US Forest Service
5	Dick Gormley	Spokane County Fire District # 10	
2003	1	Gary Jennings	US Forest Service
	1	Don Perry	Walla Walla County Fire District # 5
	2	Rex Reed	Department of Natural Resources
	2	Bruce Holloway	Spokane County Fire District # 3
	3	Gary Berndt	Department of Natural Resources
	3	Richard Andring	Yakima Fire Department
	4	Dave Johnson	US Forest Service
	4	Mike Barnett	Kennewick Fire Department
5	Jim Furlong	US Forest Service	
5	Dick Gormley	Spokane County Fire District # 10	
2002	1	Gary Jennings	US Forest Service
	1	Don Perry	Walla Walla County Fire District # 5
	2	Dick Dunton	Department of Natural Resources
	2	Bruce Holloway	Spokane County Fire District # 3
	3	Gary Berndt	Department of Natural Resources
	3	Richard Andring	Yakima Fire Department
	4	Dave Johnson	US Forest Service
	4	Mike Barnett	Kennewick Fire Department
5	Jim Furlong	US Forest Service	
5	Dick Gormley	Spokane County Fire District # 10	

Names in **bold** indicate the IMT responsible for the Team Review



Washington Interagency Incident Management Team
Team Operations Guide
2012
Appendix A

Past WIIMT Incident Commanders

2001	1	Gary Jennings	US Forest Service
	1	Jim Graue	Spokane County Fire District # 9
	2	Dick Dunton	Department of Natural Resources
	2	Bruce Holloway	Spokane County Fire District # 3
	3	Gary Berndt	Department of Natural Resources
	3	John Baarspul	Department of Natural Resources
	4	Dave Johnson	US Forest Service
	4	Mike Barnett	Kennewick Fire Department
	5	Jim Furlong	US Forest Service
	5	Dick Gormley	Spokane County Fire District # 10

Names in **bold** indicate the IMT responsible for the Team Review



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix B**

Washington Interagency Incident Management Team Geographic Board

DATE: _____

TO: _____, Incident Commander, Team # ____

FROM: WIIMT Geographic Board

SUBJECT: Geographic Board Expectations of WIIMT Incident Commanders

This document is developed to ensure that we clearly communicate our expectations to the Incident Commanders and Deputy Incident Commanders serving on the Washington Interagency Incident Management Teams (WIIMTs). Additional guidance is available in the Washington Interagency Incident Management Team Operations Manual on the WA DNR website: http://www.dnr.wa.gov/RecreationEducation/Topics/FireInformation/Pages/rp_fire_fireinformation.aspx#imt

Performance expectations on fire or all-hazard assignments

1. Ensure the safety of your team members and the firefighters working for you on assignment.
2. Fully review and negotiate the delegation of authority given to you by the jurisdictional Agency Administrator before accepting the assignment. If anything is unclear or vague (for example, specific business practices or resource protection policies), do not accept the assignment until you have resolution.
3. On all-hazard assignments, review and negotiate the task/mission assignment given you. These tasks may not be as clear as a delegation of authority but ensure you are comfortable with the assignment.
4. Do your best to fully accomplish the objectives given to you in the delegation of authority or task/mission assignment. This is your contract with the Agency Administrator(s) and your ability to accomplish the objectives it contains reflects upon the entire WIIMT.
5. Always perform within the limits of your delegation of authority and applicable laws and regulations.
6. Ensure that meaningful performance evaluations are provided for all resources assigned to incidents that you manage.
7. When opportunities are presented, order trainees from the prioritized "WIIMT trainee pool" maintained by the DNR Emergency Coordination Center (ensure that expanded dispatch is made aware of this expectation).
8. When you have temporary vacancies among standing team members, seek first to find replacements from the "WIIMT alternate pool" maintained by the DNR Emergency Coordination Center.



Washington Interagency Incident Management

Team Operations Guide

2012

Appendix B

9. You are expected to have open, candid discussions with the Agency Administrator(s) during each incident and to request and receive a written performance evaluation for your team after each assignment. Should you encounter challenges related to the evaluation process or content, you are encouraged to call a Geographic Board member to provide information or request assistance.
10. You are to send a copy of your team's signed performance evaluation and close-out summary to the Board chairman within 10 working days of completion of an assignment. You may choose to attach additional information to help the Geographic Board understand the assignment evaluation as the Board considers your performance and your team's performance prior to the formation of the following year's WIIMTs.
11. You are expected to work with the host Agency Administrator(s) to ensure your team is "right-sized" for the incident.

Performance expectations outside of fire or all-hazard assignments

1. Your most important duty is to serve as an appropriate leadership role model for members of your team (and others).
2. Participate fully with the other Incident Commanders and the Board in the annual selection of members of your team.
3. Look for mentoring opportunities to ensure that team position needs will be met in the future. Share information about potential team leaders with the Board and the other Incident Commanders.
4. Take initiative to provide input to the Board on any issues where you have questions or concerns.
5. Support Board decisions behaviorally once they are made. Although there may be times when you disagree with a decision/policy, the expectation is that Board decisions/policies will be fully implemented.
6. Develop and implement plans to guide how the team will mentor assigned apprentices and use "ADs" assigned to the team to train/mentor less experienced people for a finite period of time (one or two years). A written plan is required by March 1st for (a) each apprentice, and (b) whenever an AD is assigned to the team and where there are other qualified candidates who were not selected for the position. A summary report describing actual results is due to the Board chair by November 1st.
7. Complete annual team survey/questionnaires on time and completely following each fire season. This information is important to the Board to identify issues and to seek remedies for troublesome situations that face you and your team.

What you can expect from the geographic board

1. We will strive to provide an appropriate leadership model for you and your team.
2. We will act to handle and resolve in a timely manner issues that you bring to the Board.
3. We will strive to make the best decisions possible that meet the needs of all member agencies.



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix B**

4. The Board will work closely with you to form complete, diverse teams, including identification of potential members and trainees, and in mentoring existing and potential team members.
5. Board members will strive to attend in-State incident out-briefings to identify and solve issues as they arise during the season. Board members attending these meetings are there to represent the entire Board, not just their employing agency.
6. The Board will strive to provide complete support as you perform your duties and responsibilities as an Incident Commander within the specified operating expectations.
7. The Board is committed to open and effective communication with you and the other Incident Commanders. Toward that end:
 - a. We will meet with the incident commander group at least twice per year: during the team formation meeting (January) and during the annual WIIMT meeting (April).
 - b. We will meet in November with each incident commander and deputy incident commander to review individual and team performance on the basis of these expectations, observations during the season, Agency Administrator(s) performance evaluations, and other appropriate information. The Geographic Board will develop a format for this report.
 - c. Through feedback to the Geographic Board on its performance is welcome at any time, we will seek formal feedback during this performance review.
 - d. A representative from the incident commander group is invited to attend each regular Board meeting.
8. We will seek to identify potential negative performance issues early, and to resolve them at the lowest possible level.

[Name]
Chair, Geographic Board Date

[Name]
Incident Commander Date



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

Geographic Board Decisions by Topic:

A. Geographic Board operating policy and procedures

Board By-Laws

Oct. 7, 2008:

Adopted Board meeting schedule:

April 21, 2004:

“It was agreed to adopt the By-Laws as revised. The By-Laws will be added to the Team Handbook.., and will be provided to the Agency Administrators.”

Membership

March 14, 2012:

It was agreed to add the team Incident Commander having delegation for the upcoming Team Review/Team Training to the Geographic Board as an ex officio member. The IC's alternate shall be his/her Deputy or Trainee IC. The Incident Commander shall be excused from Geographic Board executive session discussions.

Regular Board meetings: Are held:

- During the second full week of January (two-day);
- During the second or third full week of April (coincident with the annual team meeting);
- During the second full week of July (by conference call or other electronic means);
- During the second full week of October.

July 14, 2004:

By consensus, elections will take place annually at the regular October Board meeting.

Annual Team Formation Process:

Recruitment opens: During the first week of November

Recruitment closes for ICs: At the end of the second full week of November

IC selections for following year: during the last full week of November

Recruitment closes for other positions: At the end of the second full week of December

ICs/Board meeting to fill rosters: During the second full week of January (as part of Board's regular January meeting)

Team rosters are published: At the end of January

Teams take over from prior year teams: On March 1

Meetings with Individual ICs/DPICs: During the last full week of November



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

Annual WIIMT meeting: During the second or third full week of April

In 2008, the Board will select the actual dates for the next twelve months during its July regular meeting. Thereafter, it will do so at its April regular meeting. The written schedule will be distributed to incident commanders, agency administrators and other interested people.

Board “Operating Manual ”

April 17, 2007:

The review/update process was refined. *The WIIMT responsible for planning the next year’s team meeting was charged with reviewing the guide and making suggestions for changes to improve clarity regarding team operating processes, and providing a draft to the Board by December 31st.* The Board will devote time to reviewing the suggestions and discussing this as an action item at its regular January meeting.

August 1, 2003:

There was agreement that it would be wise to review the team handbook with the idea of incorporating the Board’s mission and operating authority, existing policies, and the operational guidance that will apply to the 2004 fire season.”

Rules for Executive Session

August 25, 2005:

“After discussion on Federal, State, and Local rules and regulations regarding executive session the following was agreed to: *To discuss sensitive issues, the Chair will announce when the Board will enter into executive session. Sensitive issues will then be discussed with no notes taken. Decisions made during executive session will be announced in the meeting minutes.*”

B. WIIMT formation process

Team Formation Process

October 18, 2007:

“A team established in one year is replaced on March 1st of the following year by the team selected for that year.”

July 17, 2006:

There was consideration of alternatives to continuing to use an annual team recruitment and formation process. Following discussion, “There was unanimous agreement to retain the current annual WIIMT recruitment process [annual recruitment and team formation]”.



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

September 9, 2003:

“People wishing to be considered as an IMT member, Alternate, or Trainee will be required to complete and submit a letter of interest each year. It is the Board’s intention that selections for position openings on IMTs be limited to those people who submit applications during this process.”

C. WIIMT Configuration

Incident Commanders – Assignment and Number per Team

March 27, 2009:

Note: *The change to Team Size and Configuration required this portion to be changed to match the intent.*

The Geographic Board formally appoints a single Incident Commander for each team, as well as a Deputy Incident Commander where appropriate. *The Incident Commander and Geographic Board appoint other command and general staff positions and trainees/apprentices. The incident commander selects other team positions.*

The five Washington Interagency Incident Management Teams have a 50 O-number roster, but the default configuration for assignments is the standard long team specified in the national mobilization guide. The incident commander is to negotiate with the ordering agency administrator for additional team positions, considering the incident objectives and specific circumstances and needs.

The Deputy Incident Commander position is not mandatory. The Incident Commander on IMTs may only be filled by those approved by the Geographic Board.

December 8, 2005:

“The Geographic Board will formally appoint a single incident commander for each team, as well as a deputy incident commander where appropriate. The Board reviewed and left unchanged its past decision that a WIIMT is considered available for assignment with a single qualified ICT2, so that there is no requirement that each WIIMT have a DPIC. The Board also reviewed and left unchanged its past direction that the Board be consulted and approve before any person, not previously approved through Board review, accepts an assignment on a WIIMT as incident commander.

April 21, 2004:

“The Board will not be expanded to include an incident commander. Instead, a representative for the incident commanders will be invited to attend each regular meeting to present a report and exchange information with the Board.”



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

August 1, 2003:

“The Board is directly involved in decisions about who serves as an IC on an IMT; therefore, the Board will make decisions about short-term replacements. This will be accomplished in consultation with the affected Incident Commanders. Fully qualified replacements may be appointed from the Alternate Pool or other sources, or there may be opportunities to consider in-training assignments. When a need arises, the IC should call the Board member representing his agency or, in the representative’s absence, the Board Chair.”

WIIMT Configuration and Availability for Dispatch

July 17, 2006:

“The normal *minimum configuration* for WIIMT dispatch is that defined in the National Interagency Mobilization Guide Chapter 60 Section 63.1.1 for a “long” team. *A WIIMT will normally be considered unavailable for assignment if it is necessary to have more than two (2) substitutes fill Command/General Staff positions.* However, the Incident Commander of the “up” team has responsibility to assess the team’s condition, including the number of vacancies in team positions, and make a determination of team availability for dispatch on a case-by-case basis.”

Team Size and Configuration

March 27, 2009:

“WIIMTs have a 50 O-number roster, but the default configuration for assignments is the standard long team specified in the national mobilization guide. The incident commander is to negotiate with the ordering agency administrator for additional team positions, considering the incident objectives and specific circumstances and needs” (replaced policy that had been adopted on February 20, 2004).

January 10, 2006:

“Walkup moved that the Board allow assignment of an unspecified number of trainees, provided that the total number of team positions was fifty or less, in order to enhance development and qualification of people in critical positions identified by the Board and incident commanders. This applies for team assignments in Washington, with team configuration for out-of-state assignments to be consistent with national mobilization guide standards for Type 1 teams. Gossard seconded the motion, which passed unanimously.”



Washington Interagency Incident Management Team Operations Guide 2012

Appendix C – Geographic Board Decisions

February 20, 2004:

“Authority lies with the incident commander to determine that he or she can safely and effectively carry out an assignment utilizing the number of team members authorized for a specific incident by the requesting agency administrator. In general, the Board expects assignments within Washington to be accepted because the default size of the team is 50 positions, and so this situation is thought more likely to apply to assignments outside of Washington State (and even there to be infrequent if ever).”

November 26, 2003:

“A WIIMT will consist of up to 42 positions occupied by fully qualified individuals and up to 8 designated trainees. Trainees will be assigned to meet IMT position needs as prioritized by the Board in consultation with the Incident Commanders. The Incident Commander will select up to four trainees and the Board will assign up to four trainees. The minimum size of a WIIMT shall be 27 standard positions (plus trainees), configured according to those positions identified in the National Mobilization Guide. Numbers above the minimum for non-standard positions shall be negotiated by the Incident Commander and requesting Agency Administrator prior to dispatch.”

Trainees and Trainee Qualifications

January 10, 2006:

“Walkup moved that the Board allow assignment of an unspecified number of trainees, provided that the total number of team positions was fifty or less, in order to enhance development and qualification of people in critical positions identified by the Board and incident commanders. This applies for team assignments in Washington, with team configuration for out-of-state assignments to be consistent with national mobilization guide standards for Type 1 teams. Gossard seconded the motion, which passed unanimously.”

January 8, 2004:

“Candidates considered for a training assignment needs to meet the minimum requisites outlined in PMS310-1 to have a task book assigned for the ICS position of interest. Where capacity exists within a WIIMT to support it, the Board supports the concept of providing “shadow assignments” for others who do not meet “trainee” requirements. Such assignments are paid by the employee’s agency, and people in such assignments are not a member of a WIIMT.”

August 1, 2003:

“The Board supports effective use of formal training assignments that are directly tied to advancement toward defined position qualifications. Once a person is fully qualified, that person becomes available to all IMTs through the Alternate Pool and for assignment to an IMT through the following year’s team selection process. Resource orders for training positions on the IMT will come from among 50 positions allocated to each IMT.”



Washington Interagency Incident Management Team Operations Guide 2012

Appendix C – Geographic Board Decisions

April 5, 2000:

“Trainees will be kept in a pool. It was agreed to have DNR be the keeper of the pool. Six trainees will initially be sent to each incident. The host agency will pay for trainees.”

Note: The number of trainees was subsequently increased to eight per team (November 26, 2003)

Apprentice Positions and Shadow Assignments

March 1, 2007:

The Board has adopted a policy on the use of apprentices and individuals needing shadow assignments. Both types of assignments are intended to help sustain adequate numbers of qualified individuals over time; as such, they are intended to compliment formal trainee assignments. Apprentices differ from trainees in that they have an interest in IMTs but lack the experience or prerequisite training necessary to be issued a Position Task Book for a specific ICS position. The objective of apprentice assignments are to accelerate career development of the individual and eventual qualification for assignment to IMTs. They also can contribute to the task at hand by providing some additional help to the incident, but are not relied upon to meet incident objectives.

Shadow assignments serve the purpose of providing individuals exposure to how IMTs work, with the objective of improving that individual’s understanding as it may relate to their normal job. These assignments are often used by Agency Administrators with limited fire experience as a way to help them better deal with the fire aspect of their jobs. These assignments have no direct benefit to the incident that hosts them. Both the Board and IMTs will receive requests for shadow assignments and the Washington Line Officer Team has a mentoring program in place that encourages Agency Administrators to take shadow assignments.

Apprentices

- Come from traditional wildland firefighting agencies.
- Will have a development plan outlined after the first assignment that identifies a target position.
- Will gain sufficient experience and complete prerequisite training necessary for the issuance of a PTB one year after first assigned as an apprentice. The objective will be to complete the apprentice assignment in 1 year.
- Teams will report to the Board annually on the progress of assigned apprentices.
- Included as one of the 50 approved IMT positions. Teams may have up to 2 apprentices assigned at one time.
- Costs are paid by the participating agencies through charges against the incident (suppression funds as opposed to preparedness).
- Most are anticipated to be filled by management referral (Board, Agency Administrators, IMTs).



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

Shadow assignments

- Will generally come from agencies with response capabilities under NIMS, Line Officer Team requests as a venue to get inexperienced Agency Administrators experience in ICS or from foreign countries under international wildland fire suppression MOUs.
- Will be identified by management referral (Board, Line Officer Team, National or Geographic Area Coordination Centers).
- Costs are paid by requesting agency or as specified in international MOU.
- Are specific to a single incident.
- Are not included in the 50 approved IMT positions.
- Incident Commanders are encouraged to host shadow assignments but have the final decision on whether they can accommodate them given the nature of the incident.

Definition of “current agency” employees

July 24, 2007:

Qualified former fire agency employees employed by the Washington Fire Service or the DNR are considered current agency employees for the purposes of National Mobilization Guide 63.1.1 *Interagency Incident Management Team Configuration*.

D. Dispatch

Team Rotation

August 6, 2010

“The Board has adopted an operating guideline which states that “every team would get at least one assignment per fire season before a team is given a third assignment that fire season”. The Board believes it is important to maintain team effectiveness, cohesion and proficiency. Actions which facilitate these desired outcomes while honoring equitable parity is desired and achievable. Efforts will be made to accomplish this with business practices that (preferably) involve no or only a minimal change in the rotation. For purposes of this guideline, the fire season will be reset on the Tuesday following October 31st.”

Dispatch Process

August 1, 2003:

“The current dispatch process [DNR’s emergency communication center maintaining the team rosters, notifying incident commanders of resource orders, filling the order, and notifying team members’ home dispatch office for dispatch] will continue to be used. A period of 60-90 minutes to dispatch an IMT seems reasonable..... This topic will be revisited over time, as ROSS continues to be implemented and costs for currently expensive dispatch tools moderate.”



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

April 5, 2000:

“The Board agreed that the [DNR] Coordination Center would receive the initial request for team mobilization.”

Unusual Dispatches

September 9, 2003:

“A request by a member agency to stage an IMT is considered to be a dispatch and does not require that the Board confer to consider and reach a decision.”

September 9, 2003:

“The Board will confer and decide on a case-by-case basis requests to reassign an IMT from one incident to another. The Board’s general stance is against such reassignments.”

September 9, 2003:

“The Board will confer and decide on a case-by-case basis requests to extend an assigned IMT beyond a “normal” 14-day fire duty assignment. The Board’s general stance is against extensions. ICs will be asked to bear this in mind, and to make contact early in the thought process with the DNR Emergency Coordination Center who, in turn, will contact Board members.”

Team Availability for Out-of-State Assignment

March 14, 2012

Amend the WIIMT Operations Guide to reflect that “At PNW Preparedness Levels 1 and 2, one Team must be available for in-state assignment.

August 1, 2003:

“Availability for out-of-state assignment is based on PNW preparedness levels. Availability means available for assignment (IMTs committed to incidents are unavailable). At PNW preparedness levels 1, 2 and 3, two IMTs must be available for in-State assignment. At PNW preparedness levels 4 and 5, three IMTs must be available for in-State assignment. Exceptions may be made by Board consensus.”

E. Washington Fire Service

WFS Agency Compensation

July 14, 2005:

“It is the Board’s intention to continue to encourage involvement of WFS employees on the WIIMTs and to make their home agency whole for the cost of participation.”

April 5, 2000:

“Fire districts will be reimbursed for their costs. The board will not pay for backfills for team members. The federal agencies are working to develop a method that will allow them to pay fire districts directly.”



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

F. Other

Agency Rules

November 14, 2011:

The graphic representing the agency relationships was removed from Article 8 as a result of action taken by the Geographic Board on November 14, 2011. Article 8 was modified to address “agency participation” and a statement was added articulating the importance of interagency cooperation and commitment to the success of the WIIMT’s.

Incident Medical Specialist teams

January 19, 2005:

“Until IMS Teams obtain approval to operate under WA State Law the following direction is provided:

1. IMS Teams are not part of the pre-cut 50-person IMT roster.
2. IC’s are expected to draw from available local medical support resources. IC’s will request that the Agency Administrator provide direction on the use of medical support services in their delegations of authority.
3. IC’s must be aware that IMS teams do not have authority to perform on state, private or tribal lands in the State of Washington.

July 14, 2004:

The February 20, 2004 guidance is re-affirmed with additional clarification that an incident commander is expected to draw from available local medical support resources before ordering an IMS team.

July 14, 2004:

The Board is committed to use of medical resources in ways that meet local and Washington state protocols. It agrees that additional information will assist the Board in reaching a decision about how or whether to continue to use IMS teams on non-federal lands in Washington, and has placed a high priority in obtaining that information. Until then, the Board will rely on WIIMT adherence to its existing guidance to utilize local medical support resources prior to ordering an IMS team to minimize potential conflicts with local and State protocol.

July 14, 2004:

On behalf of the Board, Walkup will contact Jack Cvitanobic at Washington State Department of Health to describe the Board’s questions and ask about what would be necessary to obtain from DOH a statewide variance (or, failing that, a mechanism to obtain an incident-by-incident variance) to provide authority and specific protocols that will allow IMS teams to function on non-federal lands in Washington. He would also ask for a review of the proposed NWCG Medical Unit Standards and Limited Request for EMT Recognition and ask for comments from DOH’s perspective. Walkup will share with the Board what he learns as soon as possible.



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix C – Geographic Board Decisions**

July 14, 2004:

Shramek will make a request today to Mark Kahley, PNWCG-SC Chair, to add this topic to the July 21, 2004 Steering Committee agenda. If it can be added, Ensley will represent the Board and (a) request that the 2004 Northwest Mobilization Guide be amended to reflect this Board's direction on use of IMS teams, and (b) ask the Steering Committee to consider the merits of formally bringing the IMS Steering Committee under the auspices of the Steering Committee.

July 14, 2004:

On behalf of the Board, Walkup will draft and Shramek will send by the end of July a letter to Richard Warthen (with a copy to the PNWCG-SC chairman) that describes the situation and indicate that the Board would like to invite him to participate in a future Board meeting on the subject of IMS teams.

February 20, 2004:

"The August 2003 decision was re-affirmed. It was amplified to include an expectation that an incident commander will specifically raise and discuss the issue of medical support resources with the requesting agency administrator, and request that the AA provide direction in his or her delegation order."

August 1, 2003:

"IMS teams are not part of the pre-cut 50-person IMT. If needed, they are to be ordered separately outside of the IMT dispatch process."

Lessons Learned

July 14, 2004:

The following lessons will be incorporated to post-season discussions with incident commanders and agency administrators:

Agency administrators should strive to make a decision to order a WIIMT prior to 1500 in order to minimize the length of time that will pass before an effective team transition. Orders placed after 1800 may result in an inability to transition prior to the next day's operational period.

Consider using small planes to rapidly transport C&G staff if doing so will facilitate a rapid, effective team transition.

One Board member should attend each WIIMT closeout as the Board's representative.



**Washington Interagency Incident Management
Team Operations Guide
2012
Appendix I – Code of Conduct**

The WIIMT Code of Conduct entails the following qualities:

- **Lead by example**
 - Remember that we are always expected to maintain the public's trust and our actions reflect upon ourselves and the reputation of our agencies
- **Be proficient in your craft**
 - Always strive to perform to your maximum potential
- **Promote a positive environment**
 - Demonstrate pride in your work, the IMT Program and your agency
 - Develop enthusiasm with those you interact with in the program and in the public that we serve
- **Deal with issues directly**
 - We are all leaders. Strive to resolve issues at the lowest and simplest level
- **Empower others to solve problems**
 - Provide opportunities by allowing others to participate appropriately
 - Provide for succession planning
- **Treat others as equals and with respect**
 - Always apply the Golden Rule; Treat others the way you want to be treated
- **Expect the best**
 - We have all volunteered to participate. Have a can do attitude and expect the best in your peers and yourself
- **Share your knowledge**
 - You are a Subject Matter Expert in your field, pay it forward!

Based upon the Code of Conduct, Washington State Fire Service Resource Mobilization Plan, 2010