

Rocky Mountain/Great Basin Incident Support Workshop
“Changes For The Future”
March 10, 2003

Facilitator: Dana Stone

Greeting: Kermit Johnson

(Vice-Chair RM/GB Incident Business Committee)

- Thanks to all who assisted with registration
- This workshop and topics were compiled from issues submitted by you
- This is your workshop, will require your participation, feedback and recommendations
- Submit workshop critiques daily
- Roster of committee members
- Introduction of agency representatives
- Intro of breakout session coordinators

Incident Business Practices Working Team Update: Tory Majors

(Chair IBPWT)

Issues raised from 2002 Fire Season. We need to have a more efficient way to do business.

- **Contracts:**
 - It is not going to get any easier.
 - Implementing procedures for qualification and certification of contractors.
 - Contract administration is critical
 - EERAs should address issues relative to qualifications and requirements
 - Performance evaluations should include behavior
 - Once changes are in place review and get comments back to working team. Changes are meant to assist in making job out in the field easier.
 - If there is an increase in contracts, it will increase workload. Provide COTR on incidents
 - Educate for contract administration. Refresher courses needed for CORs.
 - There is a group working on standardizing clauses and rates. Identify what makes sense.

- **AD Pay Plan:**
 - There is a group chartered to look at classification.
 - Review positions and define what we are using.
 - They will be looking at critical positions first.
 - Hopefully by 2004 we will have changes.
 - Casual hire changes: We now have the ability to allow casual hires to use direct deposit form
 - Need the correct information on all forms when sent in for payment

- Changes in casual hire procedures will be presented to the national committee.
- **Incident Base Automation:**
 - Mary Ann Szymoniak (Business Lead) and John Skeels (Project Manager) are the leads.
 - Phase 1: I-suite will be put into project management as an interim application
 - Phase 2: Business requirements for re-engineering for all functional areas.
- **IIBMH: Amendments**
 - Ch 10: Work-Rest Guidelines
 - Pay Equity Act information will be added
 - Incidental Expenditure Rate
 - Ch 20: Will include definition of local resources, supplemental food guidelines.
 - **IIBMH Handbook revision starting - Comments due by April 1, 2003**
 - New Chapter on Non-Fire Incident Management will be included in 2004 printing of the handbook.
- **Website:**
 - www.nwcg.gov
 - Supplement information
 - Current information from the field.
 - Links to other sites
 - Process in submitting an issue
 - Hot topics
 - Next month instructions will be sent to the field with issue identifying process and hot topics
- **Work/Rest Guidelines:**
 - NWCG Task group is looking at the guidelines
 - Will be reviewing the R&R guidelines
 - Letter will be coming out on the implementation of guidelines
 - The objective is to modify fatigue management.
 - Initial attack- need to document 24 hours authorization
 - Cover memo with guidelines will be sent to the field from NWCG. Request comments from field. They will be in November 2003.
 - Final language will be implemented in 2004
 - Length of assignment 14 day, back-to-back assignments at level 4 and 5.
 - Imposed day off.
 - Casuals not entitled to day off upon return to home unit
 - 1-day after 14-days
 - Extensions on assignment not to exceed 5 days and can have back-to-back assignments.

- Documenting any assignment extension is required and a form has been developed.
- **Supplemental Food Policy:**
 - Issues from 2002 made the media; Letter in Oregonian newspaper
 - Accountability will be a focal point this year for all interagency partners
 - IBPWT presented three supplemental food alternatives to NWCG; one has been selected and will be implemented this year
 - Decision based on managing fatigue and providing nutrition to firefighters.
 - If it doesn't work, it will be revisited at the end of season.
 - Document has been mailed out electronically.
 - Amended white pages to the IIBMH will incorporate the policy
- **Agreements:**
 - DOD agreement is being rewritten. Reimbursing them for salaries will probably occur.
 - Co-op agreements needed with DOI, APHIS, Nat'l Defense, etc.
 - Identify what needs to be added to agreements.
 - Will post national interagency agreements to the working team webpage.
- **MAFFS unit agreement:**
 - When activated, then order procurement unit.
 - Annual training is in May.
 - Interaction with home unit and get someone who knows the unit.
 - We will be using MAFFS more due to airtanker shortages, however we do not know the impacts if we go to war.
- **Accountability Team:**
 - Propose to be an interagency team.

Question & Answer:

1. **Will there be a commitment of all the Agencies to follow the standardization of Chapter 20: EERA and not deviate from what is set?**
I would hope so. Identifying could take several years.

Forest Service Accountability Team: Janette Archibeque **(Accountability Team Member)**

- Original assignment was directed by the Chief of the Forest Service
- Has been taken to a new level as an interagency topic
- Team investigated all issues that were brought up to them, 20-30 allegations. Regional Foresters, Forest Supervisors and District Rangers were given the allegations for their units and provide the opportunity to evaluate the allegation. In some cases, the Accountability team chartered a Field Team to go to the site and review the records and validate the allegation.

- Field team analysis is cited in the final report
- Some Regional Foresters decided to take the review process on and created reports that were submitted to the team.
- One of the allegations was that some IMT's were traveling with contractors from their geographic area, using their pre-established rates, when one of the local resources could have been used and had a loss of revenue.
- At end of process, team prepared report in draft. Changes were required to the report prior to release.
- Draft of accountability proposal should be out in April or May.
- You will probably see some form of team and/or review team on every major fire this year.
- Obligations team has been mandated for use on fires this season. Region 4 Forest Service will be the pilot. Funding for these individuals will be dealt with at the WO level – NOT fire codes.
- Documentation - There are a lot of things happening when you are in the field. Remember to document your acts and be cautious when ordering.

Question & Answer:

1. **Incident obligation- do they charge back to incident?**
There is a generic code for incidents.
2. **OR Fire, R3 bringing in own EERA. Will there be guidelines to what they can and cannot do?**
Teams know what the expectations are through the Mob Guide. Line officers need to be more involved on how teams are operating and to make sure their decisions fall within the guideline. Teams need to be accountable. Putting comptroller back in place could happen if teams are not being accountable. Rules are there for team's accountability.

Rocky Mountain Coordinating Group Update: John Glenn **(Chair RMCG)**

Cost Reduction

- Oregonian news article:
 - 2002 Fires drained so much money from other programs.
- Denver Post news article - Millions of dollars were spent on less than prudent purchases.
 - Some fire managers are spending \$\$\$ like drunk sailors.
 - It's cheaper to let fire burn and pay 100% of rebuilding costs.
- Everyone needs to engage in fire cost containment.
- 66.6% of fire costs fall under aviation (1997 study).
- Operations- During extreme fire behavior:

- If can't fight fire safe and effectively during extreme fire behavior, take resources off line and off shift
- Keep aviation resources on the ground
- Place dozers, engines, and water tenders off shift.
- Have good IA and Fuels Management.

Cost reduction of fire:

- Using natural barriers instead of constructed fireline “the best ridge vs. the next ridge.
- Choose the proper fireline construction method.
- Constructing spike-camp closer to fire work area because of transportation cost of crews.
- Contracting- where are they coming from?
- When a 12 hours shift extends to 15, cost increase by 24%.
- Cost containment on aviation. Using aircraft when needed rather than merely to retain them. These costs can exceed \$8,000/hour.

US Drought monitor MAP:

- Many western states in drought
- Snow pack is 80-90% in Rocky Mountain Areas.
- Prognosis- not going to have fine fuels. Very similar as last year in timbered areas, unless we get moisture.

WFUT:

- 3 National Fire Use Management Teams
- 3 Geographic areas: Northern Rockies, Great Basin, and Rocky Mountain.

ROSS:

- Target for implement this April 1, 2003.
- March 24-28, 2003- training scenario for dispatch center within the Rocky Mountain Region.

Large Air Tankers:

- Paradigm shift in the way we do business.
- Primarily for initial attack.
- Certification is in the process.
- Reliance on single engine and helicopters.

Type III Teams Emphasis:

- For managing initial critical stages of fire
- Developing talent for future Type I and Type II Team members.
- Using skilled Type III IMT's will assist in a safe transition
- Use of Type 3 IMTs will increase safety.

FEMA, Homeland Security:

- 20% composed

- County and state funding is tighter
- Type I Teams will experience burnout. (Martin's Type I Team has already been out 55-day going into the fire season).
- Everyone needs to engage in large fire costs containment consistent with the resources we are protecting.
- Would like calls when individuals see something they don't like.

Great Basin Coordinating Group Update: Mike Dudley
(Chair, GBCG)

- Federal fire fighting
- All risk incident management.
- Exotic Newcastle and Shuttle Response: ICS does work; we need to teach everyone about the incident command system.
- There have been three assignments of Rocky Basin Type 1 Teams already this year. One team has been assigned 55 days. Could have effect on their use this fire season.
- NIMO (National Incident Management Organization) is being revisited by NWCG with the use of teams on non-fire incidents.
- The last two incidents technically aren't considered an emergency, but the FS Chief stated we needed to provide support.
- Work through a new process and provide support to teams
- Homeland Security: At Code Red 3-Type I IMTs will be staged and will not be available for fires. Great Basin Teams will be 99% available
- National contracts: They are not going away. Need to provide better support for dealing with the contracts.
- Severity process: Full template for all agencies
- Cost containment:
 - Everyone needs to be accountable for cost containment.
 - Drought and fuel hazards are driving higher costs.
 - Every 5-years we deal with cost containment.
 - Criticism of Departments and Agencies for unnecessary expenditures. We will be questioned about expenditures on every fire this season.
- Changes proposed:
 1. There will be changes on how WFSAs will be done. Not very meaningful right now because they become out of date quickly.
 2. An IBA will be assigned on all Type 1 and Type 2 incidents.
 3. At Preparedness 4 & 5, a certain level of complexity will determine who can sign a WFSAs.
- 3 Priorities:
 1. Cost Containment
 2. Cost Sharing with Counties and States.
 3. Wildland Fire Use.

2002 Lessons Learned: Dave Christenson **(Wildland Fire Lessons Learned Center Assistant Manager)**

- Lessons Learned Center: www.wildfirelessons.net
 - Paula Nasiatka (NPS) Center Manager
 - Dave Christenson (USFS) Asst. Center Manager
- New Center which serves entire fire community
- Best Practice is a process, technique or innovative use of resources, technology, or equipment that has a proven record of success in providing significant improvement to an organization. (What works and what does not)
- Purpose of Lessons Learned is to improve safety

- Value of applying Lessons Learned-
 - Improving safety
 - Cost savings
 - Effective and efficient operations
 - Improving training programs
 - Promoting change. Large organizations have a difficult time with change.
 - Improving policies and see benefits

- Wildland fire fatalities last year were mostly from vehicle accidents.

- Center Focus Areas:
 - Knowledge- captures, retention and use wisdom. Value related to the effectiveness of an organization.
 - Process of developing a network to provide the right information to the right people at the right time.
 - Research and Analysis-
 - After incident reports- 4 questions that need to be answered at the end of an incident.
 - Information Transfer
 - Information collection team
 - Evaluation assessment- building relationship with training, fire science lab, hotshots, etc. Collection of stories to assist people.

- Library Center:
 - One advantage is you don't have to spend a lot of looking for information.

- Information Transfer:
 - Looking at how to get information out to individuals on firelines.
 - After Incident Reports on sight.
 - Voice so people won't have to type info in.
 - Links to other sites.
 - The Winning Series- provides information about different areas of the country, which could help in improved performance.
 - Learning Curve- resent lessons learned put out on a monthly bases.
 - Scratchline Newsletter.

- Examples of lessons learned/best practices.
 - Want to put into mailing program
- FY03 Priorities:
 - Upgrade website to provide better service to the fire community
 - Development of a database for lessons learned/best practices
 - Share lessons learned from the 2002-2003 Fire Season.
- Lessons Learned Center will grow to five employees soon. New facility at Marana, AZ. Sharing secretarial services with NARTC.

Question & Answer:

1. **How did you distribute the research forms? What changes have you seen?**
 - We distribute forms by emails and phone calls to ICs. The system was successful with the Center for the Army.
 - 50 recommendations
 - Bringing training into 20th Century with collaboration with E-learning.
 - Policies are changing. We are trying use a top-down approach. Make them aware of what is coming down from the field.
 - See some very interesting response from the field and some changes in the training.
 - Many things have happened already.
 - There is a confidence problem in the community.
 - We accept any comments from the entire Fire Community.
 - We need to build the credibility with the community.
2. **How can the Interaction Program assist me if I am dispatched to area unfamiliar to me?**
 - There are documents, video and we would be able to put you in contact with someone you can talk to for more information about the area.

Wrap up of first day

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Break out sessions conducted all day. Recommendations from each session will be presented Wednesday, March 12, 2003.

Session 1: Contracting (Cheryl Molis)

Session 2: AD Pay (Tina Ledger)

Session 3: Rental Vehicles (Sherry Bauer)

Session 4: Training (Tim Blake)

Session 5: EERA, Land/Facility Use (Patte Widdifield/Kermit Johnson)

Session 6: IIBMH (Paulicia Larsen)

Session 7: Financial Transition (Sue Muir-Bradshaw)

Session 8: Cost Containment (Dana Stone)

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Facilitator: Paulicia Larsen

Recommendations From Breakout Groups

Session 1: Contracting (Cheryl Molis)

- **Objective:** Nationally, each geographic area has developed their own unique bus, tactical engine/water tender, and crew contracts. These various contracts allow for different interpretations and results in extreme time impacts to Finance, Logistics, and Operations trying to administer, enforce, and pay these contracts. We recommend “standardizing” contract language, equipment/personnel requirements, and methods of payment for all EERAs and contracts nationally:
 - Recommend in Chapter 20, paragraph 25.3-2, that the requirements in the white pages reflect standardize requirements as “Mandatory Standards and all references to the word “guidelines” be changed to the word “requirements”.
 - To invoke the recommendation, all subparagraphs 1-14 should change all “should be” reference to “shall be”. This change is intended to strengthen and standardize the Preferred Hiring Methods so implementation is consistent, effective, and enforceable.
 - Standardization of these sections does not change the requirement that each geographic location will need to establish standard equipment rental rates as applicable to their area as described in paragraph 25.3-2. Only the last sentence of this paragraph should be changed to reflect the word “requirements” instead of “guidelines”.
 - The different rates applicable to each geographic location can be identified as supplemental pages (in color) to this section.
 - For questions contact Tina Young &/or Cheryl Molis.

- Work rest guidelines for Contractor.
 - All contractors are required to adhere to the work/rest guidelines in 12.7-1 and 12.7-2 of the IIBMH. The contractor has the option of swapping out personnel to maintain these guidelines, at the contractor’s expense, if the government desires to keep the resource after a 14-day assignment. Contractors are not entitled to a paid day off. If the contractor chooses and the government agrees, a contractor may elect to remain at the incident after 14-days and take a day off without pay to meet the work/rest requirement. If the contractor stays in camp, they can use available facilities.

- Training certification and performance – Reference NWCG position paper date 1/27/03. We concur with NWCG’s recommendations.
- Clothing/Equipment:
 - Contractors will be required to provide all employees’ two sets of FSS approved Nomex shirts and jeans. Exchanges or laundry services will be provided at the fire camp for Nomex that are FSS approved at the same rate as provided to government employees. Gloves may be exchanged two used gloves for two new gloves. Boots are required and are the sole responsibility of the contractor, all other PPE must be provided by the contractor. They must be in good condition at the time of arrival. If exchange is needed while on the fire due to damage, it will be exchanged with like kind if item are standard FSS issue.
 - Tools required by the minimum contract standards will be a type compatible with FSS standards and in good repair upon arrival at the incident. Tools will be exchanged on the incident with like kind FSS tools if available on a one for one basis.
 - We propose to add the following statement to the EERA Loss, Damage or Destruction Clause:
 - “Reimbursement will not be made for additional equipment above the minimum requirements unless ordered under a separate Resource Order by an authorized government representative”.
- Personnel:
 - Currently the Rocky/Basin requires three (3) persons man all contract Type 3-6 engines. This requirement is outside the National requirement. Discussion to table this issue until NWCG reviews the requirements. Recommend standard be utilized on all contract nationally once a decision has been implemented (no deviation).
- Type of Tactical Water Tenders:
 - Currently the Rocky/Basin has split Type II Tactical Water Tenders into two (2) different pay rates. Recommend that these rates be collapsed into one rate.
- Standardization of Daily Rates:
 - The daily rate of pay should be based on a 24-hour period, 0001-2400.
 - Operational period will be based on a 14-hours shift.
 - A. Some shifts will be more and some less then 14-hours, but over an assignment they should even out.
 - B. Shifts still have to be tracked to monitor for safety, work/rest, breaks, etc.
 - Include a line item in contract for a second shift, similar to mechanic trucks.
- Hiring equipment wet or dry:

- Recommend that they be hired dry. Government will provide fuel, oil, lubricant, and operating supplies necessary to keep equipment operating. It is the contractor's responsibility to mobilize to the incident. Upon release from the incident, the contractor will be issued fuel to refill hired equipment. Contractor can have access to all supplies and services available to all incident personnel.
- Contractor is liable for expenses incurred during travel to an incident.
- English Language-
 - Verbal communication with all crew personnel and overhead is mandatory for safe and effective performance. The Contractor's Representative shall be able to communicate fluently in English by means of reading, speaking, and writing and have the ability to communicate verbally with all crew members.
- A complete signed copy of contract (all pages) will be presented at each incident or contractor's payment will be withheld until complete contract is provided.

Questions:

1. **When a contractor is on R&R, will we provide them with meals?**
Yes. If they left camp, the contractor would have to be inspected again and issued new E#.
2. **With all the new contractors we are using, there are some that don't speak English. What are the requirements?**
Contracting Representative and Crew Bosses will be required to speak fluent English. Safety issue. Language barriers will be National issue.
3. **Will Dozers be on daily rate?**
Yes, there are benefits to daily rate.
4. **Is there a Web-based Program for Contracts?**
Yes, there is currently one for EERAs, but it is not interagency.
5. **How are you going to handle when there is not enough personnel on equipment when you need the piece of equipment?**
Look at how the agreement is written up and that is what you need to go by.

Session 2: AD Pay (Tina Ledger)

- **Objective:** Develop recommended changes/additions to the AD-5 rates and classifications; develop guideline for agencies to use on justifications; and review new hiring documents and processes.
- Recommended changes to AD Pay Plan:
 - Travel:

- Reviewed travel policy and after lengthy discussion group consensus was to leave the policy as stated since it gave managers flexibility.
- **Recommended** Rates for AD-5:
 - Fire Use Manager (FUMA): AD-5 at \$26.
 - Law Enforcement Investigator (LEIS): AD-5 at \$26.
 - Fire Service Organization Advisor- couldn't make recommendation on this position. Need to define duties and qualifications in order to provide rate recommendation.
 - There are two RAMP. Need separate mnemonics for RAMP (helo) and RAMP (fixed).
 - There are four CAMP. Need separate mnemonics for each position.
 - AD-5 Instructor. Need to remove the "S" to eliminate confusion.

Session 3: Rental Vehicles (Sherry Bauer)

- Objective: Develop draft guidelines for addressing authorizations, use and return of rental vehicles while on emergency assignments. A side product will be a matrix showing the decisions needed, who needs to be involved in them, contract options available for renting vehicles, and good/bad sides of these options. The matrix should be able to serve as a guideline for the decision makers authorizing the vehicle rentals and information/direction to the personnel that actually do the renting.
 - Vehicle Rental Quickguide (*attached as Appendix A*) and Education Handouts.
 - Authorization to rent a vehicle while traveling to an incident will be given at the time of dispatch.
 - When returning the vehicle, it should be filled up with fuel to avoid paying higher fuel rates at the rental company.
 - The U.S Car Rental Agreement is negotiated for the Federal Government by the Military Traffic Management command (MTMC). The contract is available online at <http://www.mtmc.army.mil>.
 - If the car rental agency will not agree to off-road use under the national contract, it is recommended agencies establish an EERA with car rental agency.
 - Post the Quickguide on websites.
 - Provide a copy of guidelines to personnel when they are authorized to rent a vehicle.
 - Provide handouts to all meetings in order to educate individuals on proper rental procedures.

Session 4: Training (Tim Blake)

- Objective: S-260 and S-261 are scheduled for revision in 2003. Develop a list of recommended changes to be forwarded to the NWCG project leader.
 - E-mail suggested changes to nwcgstd@nifc.blm.gov

- S-260 revision starts next month.
- Quick overview:
- It takes two years to revise a course
 - Steps
 1. At the 4th meeting it is taught to determine if it works.
 2. Determine if it meets standards for NWCG.
 3. Take video.
 4. Field review and make adjustment if needed.
 5. Certification process.
- Would like to implement a 5-year revision cycle.

- Format:
 - Make Student Workbook in a binder format. Ability to add supplements and new material, including updated test when course content changes are significant.
 - Make it a 3-day course.
 - Move Chapter 9 into correct sequence

- Content
 - Include website page
 - Enhance content
 - Address All Risk
 - Add AD Hire Forms
 - Add overview of Chapter 90 (Cost) to course material

- IIBMHB
 - Would like bound version tabbed or color coded
 - Enhance index
 - Add section on conduct to follow S-260
 - When Work/Rest guidelines come out, need new amendments

- Target Audience
 - All Finance Sections and single crew bosses
 - Unit Leaders and above
 - Recommended for all others including contractors and home unit personnel.
 - Recommended for Buying Team

- RM/GB Incident Business Committee is developing a list of interagency instructors for finance courses. If you are qualified and interested, contact your committee representative.

Session 5: Land/Facility Use (Patte Widdifield/Kermit Johnson)

- Objective: Develop checklist/guideline and standardization of agency and IMT use for land/facility use agreements. What terms and conditions are pertinent.
 - Change name of form

- See **Appendix B** for proposed new agreement form
- See **Appendix C** for proposed checklists.
- Do preseason agreements if possible.
- Page 9 of 59 of the IIBMH. Last sentence needs to be removed.
- Terms & Conditions: Use Emergency Equipment Rental Agreement Terms & Conditions, however, change title to include: Emergency Facilities and Land Use Agreements
- Only a warranted CO can establish the land use agreements

Questions:

1. **Is there a place where the check should be mailed?**
If there is a special place/person, it should be noted on the contract.

Session 6: IIBMH (Paulicia Larsen)

- **Objective:** The IIBMH is scheduled for revision in 2003/2004. Develop recommended changes to the IIBMH. Recommendations will be forwarded to the IBPWT.
 - Recognize that formatting is important. Suggest go back to three ring binder, and have letter size available for desk reference
 - New Chapter on All Risk
 - Code of Conduct (part of the S-260 course) is appropriate, but question whether the IIBMH is the place to put it
- **Zero Code:**
 - Update to reflect current terminology (Definition of local resource)
 - Add page that lists web links to amendments and supplements including geographical area supplements.
 - Integrate automated processes into handbook verbiage, examples and references; i.e., ISUITE. Establish standard protocol for using automated processes.
 - Describe correct charge code use for specific agencies. May be list examples for agencies.
 - Review block-by-block descriptions of OF-288 to ensure that it fits with the way we currently do business. Use mnemonics.
- **Chapter 10:**
 - Include all AD Hire Forms as supplements.
 - If we are going to continue to employ 16 and 17 year olds, we must address parental consent for medical treatment for employees under 18 year of age. No guidance on how to manage this age group.
 - Clarify travel expense entitlements for ADs.
 - Add severity assignments, prescribed fire assignments and BAER assignments for travel time.
 - Address liability for ADs when authorized to use their POV for incidents. Whether to pay them mileage or sign up their vehicle on an EERA. This is for travel to and from and incident.

- Address partial payment process. Gear toward incident agency guidelines.
 - Interpretation of 14-day regulation:
 - 14-days begin after arrival at incident or consecutive 14 workdays whether at home unit or on detail.
 - Form CA-20 is now CA-7/20. On page 44 of 48.
- **Chapter 30:**
- Property guidelines should also describe sensitive property. Clarify that agencies and states have different guidelines for property management.
 - OF-289 is no longer available. Submit AD-112. On page 8 of 14. Exhibit 38-03 on page 14 of 14.
- **Chapter 40:**
- Strengthen guidelines for agencies to take the lead on delegating their expectations for Finance Section records management.
 - Offer examples of Finance Package organization and layout.
 - Add interagency contact list for IBA and interagency business contacts consisting of phone numbers, email addresses, etc.
 - On 45-Exhibit 02, mention OF-289 as “C”.
- **Chapter 80:**
- Clarify page 3 of 22: Agency administrator is responsible for establishing cost guidelines. IC is responsible to implement these guidelines.
- Expand forms and glossary
- Update mnemonics.
- Recommend a chapter dealing with IA and Extended Attack business requirements. Suggest it be a summary of most important items in the handbook that would apply for first 72 hours of an incident. Perhaps make it a pocket guide size for Type 3 & 4 use.

Session 7: Financial Transition (Sue Muir-Bradshaw)

- **Objective:** Develop suggested guidelines for agency and IMT use during financial transitions to help increase standardization and ensure financial accountability.
- We don't fight fire like we used to 20 years ago. There are more contractors, more reporting requirements, technology changes, host units need to be more closely involved.
 - Accountability is everyone's responsibility.
 - Cost containment continues to be a priority.
 - 80% of payments last season had errors
 - 40% of workforce were contractors last season and is expected to go to 60%
- **Team Transition**
- Group discussion on existing guidelines, policy, etc. But things are not working the way we need to maintain financial accountability.

- Discussed issues and problems. Identified ways to help catch or correct problems during incident.

Recommendation:

- Document changes to EERAs, resigned by CO; issue new EERA for incident only; include expectations in Operating Guidelines
- Increase awareness and emphasis to IMT on shift ticket responsibility; brief contractors
- All IMTs arrive with Cost Unit Leader and ISUITE capabilities
- Inconsistent ISUITE data - recommend national standards for networking and program versions.
- Due to increase of contracted resources, recommend CO, COR or PUL on every IMT or available for each incident; look at ways to involve other agency CO's.
- Buying Teams be ordered when Type 1 or 2 IMT is ordered
- Time allowed for financial review prior to team close out; AO and procurement personnel need to be involved
- Fire Use and BAER Teams need to receive an administrative briefing; provide them with copy of Business Operating Guidelines.

➤ Operating Guidelines

- Completed Incident Business Operating Guidelines should include the what and how your unit wants certain things handled.
- Service and Supply Plan should be updated and distributed, and include copy of the Operating Guidelines (*See Appendix D*)

Recommendation:

- If agencies within an area can work together and develop Interagency Operating Guidelines, noting agency differences, it would provide consistence and improve the overall outcome for finance accountability. Guidelines need to be updated each year to ensure they are correct and contain current contacts and phone numbers.

Questions:

1. **Does agency policy override the handbook?**
Yes. The problem is that modification of agreements by other COs is causing confusion.
2. **Did you discuss performance of team and accountability?**
No, although a lot of units are now waiting 3-6 months to complete performance evaluations. This gives enough time for most payments to be processed and allow for a more accurate performance rating. Team members want to know if problems were found, that they had control over, to help with overall improvement. They can't fix it if they don't know about it.

Session 8: Cost Containment (Dana Stone)

- **Objective:** Develop guideline (kind of like a tickler list) for agency use to help on filling orders regarding what is needed to manage that incident vs. items that are nice to have, therefore help reduce cost.

- 1. **Can we control costs?**
 - Yes, to some degree. A NEPA Report handed out at session.
 - When costs are driven politics (Example: Green Knoll), host agency needs to approve and be more involved.
 - A good WFSA: Completed by incident agency prior to IMT arrival at incident.
 - Agency briefing should involve AO and IBA.
 - Agency should provide a good Service and Supply Plan.
 - Constant communication with incident agency.
 - Don't just control the small items. Other cost should be monitored
 - Cost comparison verses spread the wealth in the community.

- 2. **Who is the Cost Controller?**
 - Agency Administrator
 - All parties involved must exercise prudent spending

- 3. **Who is accountable?**
 - Agency Administrator. Use of Performance Appraisals.
 - Decision makers
 - Buying Team
 - ✓ Cost comparison, illegal purchases. Consequences of unauthorized purchases can cause loss of authority and personal repayment.
 - Command & General Staff
 - ✓ After incident evaluations
 - ✓ After 6 months evaluation go to IC and Coordinating Group.
 - ✓ Disciplinary Actions if not following cost guidelines.

- **Cost Share Agreements Determination!!!**
 - By % burned acres total.
 - By % burned daily by ownership and average at the end of incident.
 - Add basics of how to determine % of payment in Handbook. Helpful to give insight.

- **Questions:**
 1. **Is there a way to have an evaluation at the closeout? Not just team but hosting unit evaluation?**
 - Maybe the AO and IC could meet and not have a team closeout.
 - The problem with team closeouts is no one wants to tell what went wrong.
 - Would be helpful to evaluate while team is still there to insure corrections can be made.

- This will improve good communication between the team and the incident agency.

Workshop Closing Remarks: Kermit Johnson

- Thanks to all participants for all the good work.
- These are recommended Changes for the Future. The RM/GB Incident Business Committee will review recommendations from breakout sessions, and then sponsor them through the formal processes. Periodic updates on recommendation status will be posted on the RMCC and GBCC websites.
- Workshop committee did an excellent job.
- Jeanie Harris (NPS) is the 2003 RM/GB Incident Business Committee Chair. Additional comments may be sent to her at Jeanie_Harris@nps.gov.
- Notes from the afternoon session with National Logistic Group will be posted on the Logistic website: <http://www.fs.fed.us/logistics/>