

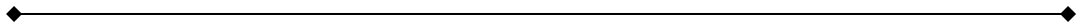
***National Interagency
Fire Center***



**Military Use
Handbook**

2021

This publication was produced by the National Interagency Coordination Center (NICC), located at the National Interagency Fire Center (NIFC), Boise, Idaho.



This publication is also available on the Internet at <http://www.nifc.gov/nicc/logistics/references.htm>.

MILITARY USE HANDBOOK

2021

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INTRODUCTION

The National Interagency Coordination Center (NICC) located at the National Interagency Fire Center (NIFC) in Boise, Idaho has produced this Military Use Handbook in order to provide guidance to wildland fire agencies receiving military resources to augment their firefighting efforts. This handbook also provides guidance on mobilizing ground forces, including the mission, what to bring, items provided, and an overview of firefighting operations and military mission command.

Deployed Military Units work for the Incident Commander (IC). Military units are under the Operational Control (OPCON) of the US Northern Command (USNORTHCOM) and Tactical Control (TACON) to the IC.

For simplicity within this document, “military unit” may also refer to a battalion, half battalion, task force, or other composite force.

Military personnel: please read this handbook prior to the arrival of the NIFC Advance Party.

Contact the NICC at (208) 387-5400 for additional information.

CHAPTER 10

GENERAL

10.1 Purpose. The purpose of this operational handbook is to provide an overview of the mobilization process and checklists to ensure the effectiveness of military resources.

10.2 Overview. Approximately eight days are required after the Request for Assistance (RFA) has been submitted to the Department of Defense (DoD) before trained military firefighters are available for their first operational assignment (boots on the ground).

Refer to the Appendix – *Exhibit 1* for a detailed overview of this process.

Proactive planning and decision making are essential to ensure the military is efficiently deployed. Historically, DoD assets are utilized during National Preparedness Levels (PL) of 4 and 5. The National Fire Preparedness Plan (Chapter 10 of the National Interagency Mobilization Guide, <http://www.nifc.gov/nicc/logistics/references.htm>) identifies descriptors of PL.

Mobilization of military assets is a complex and detailed process. This task cannot be accomplished within the existing organizational structure. Therefore, Military Liaison Officers (MLO) are assigned to the various organizational levels. A MLO is assigned to each military firefighting unit, along with an Operations Specialist and a Logistics Specialist. The MLO travels to the military installation, begins the coordination process, oversees the training, accompanies the unit to the incident, and provides liaison between the Military Commander and the Incident Commander. The MLOs are the key individuals during mobilization and coordination.

Military personnel are required to meet service physical fitness requirements on a recurring (biannual or annual, depending on the service) basis. These requirements are equivalent to wildland fire agency standards and preclude the need to administer a fitness evaluation.

10.3 Ordering Requirements and Procedures. Active Component and National Guard assets are considered surge capacity and will only be requested when all civilian firefighting assets are committed or not reasonably available. All civilian resources must be assigned, either to active fires or to initial attack, prior to mobilizing military assets. The National Multi-Agency Coordinating Group (NMAC) ensures civilian resources are committed prior to ordering military assets. The use of firefighting trained DoD assets in an immediate response capacity should only be considered until such time as civilian or wildland fire agency resources can become available to replace the DoD assets. Federal requests for military assets on federal land will be offered to the National Guard through the appropriate lead state agency of the affected state before consideration of Title 10 Department of Defense (DoD) Forces. For long-term use/assignments, the following process is used:

- NMAC submits all RFAs for DoD assets to US Northern Command (USNORTHCOM).
- USNORTHCOM follows DoD chain of command.
- The Region X Defense Coordinating Officer (DCO) assigns a military liaison officer to the NMAC, when appropriate, typically between June and September.

- The length of mobilization for any military ground unit shall not exceed 30 days—first day of assignment beginning with classroom training. Agency personnel assigned to a military unit/incident(s) should plan on at least a 30-day assignment.
- Activated DoD units can be reassigned within or to another geographic area(s) if the situations warrant, unless curtailed by a higher priority DoD mission.

10.4 Authorities/Responsibilities.

10.4.1 National Multi-Agency Coordinating Group:

- Ensure all civilian resources are assigned or committed.
- Request the assignment of a USNORTHCOM liaison officer to help coordinate activities between NMAC and the military.
- Inform the DoD liaison to NMAC of all potential and actual requests for military assistance as early as possible.
- Provide guidance/clarification on resources being mobilized.
- Monitor deployment of military resources and assist when needed.
- Send the subject matter experts to the military installation to brief the firefighting mission to the military commander and staff.
- Provide a Military Liaison (MLO), Deputy MLO, Operations Specialist (optional), Logistics Specialist, 3-6 Strike Team Leader Military (STLM), 10-20 Military Crew Advisors (MCADs) or Crew Bosses (CRWBs) assuming a request for 10 crews of 20 military members (200 total, plus military unit command and control positions).
- Provide training as outlined in this handbook.

10.4.2 Incident Receiving Military Assistance:

- Begin coordination with MLO and Field Logistics Coordinator.
- Provide a primary Point of Contact (POC).
- Provide/arrange for military office space as appropriate.
- Provide timely feedback on all aspects of military operations.
- Once military resources have been ordered, begin the coordination process between the MLO, who is at the military installation.
- Be prepared to meet and brief the Military Advance Party.
- Identify and provide a U.S. Postal Service mail address for correspondence with military personnel (agency name, address, incident, etc.).
- Submit through the appropriate channels an “After Action Report” on the use of military resources.

10.4.3 Incident Commander (IC):

- Coordinate with the MLO and Field Logistics Coordinator.
- Be prepared to manage/support military personnel with transportation assets while assigned to the incident.
- Provide sufficient space for the military unit to set up a camp area that is near the Incident Command Post (ICP).
- Provide space for the military unit’s command and control section.
- Provide an initial briefing for the military unit commander and staff.

- Involve the military unit commander and staff in planning and coordination meetings.

10.4.4 Department of Defense Liaison to NMAC:

- The DoD liaison to the NMAC is the on-scene, single POC for the DoD. The DoD liaison consults closely with NMAC to ensure prompt, effective, and appropriate use of federal military assistance to fire suppression efforts.
- The DoD Liaison to NMAC coordinates with the appropriate DCOs in order to assist NMAC in coordinating military support activities.
- The DoD Liaison to NMAC and the Region X DCO reviews requests for military assistance prior to transmittal and advises NMAC of any significant concerns.

10.5 Billing Procedures. The USFS is the lead federal agency which reimburses the DoD. All costs incurred by military agencies is sent to USNORTHCOM for review and is then forwarded to the USFS.

Any agency field office receiving invoices from the military or supporting installations must send these invoices through appropriate channels to the USFS.

Refer to *Chapter 100* for specific guidance regarding financial management issues.

CHAPTER 20

RESOURCE ORDERING PROCEDURES FOR MILITARY ASSETS

20.1 Ordering Process. The following resource ordering process shall be utilized:

20.1.1 The National Interagency Coordination Center (NICC) determines the availability of civilian suppression resources.

20.1.2 If civilian resources are not readily available, the military resource request(s) is discussed by NMAC for the possible use of military assets, in coordination with the Geographic Area Coordination Center (GACC).

20.1.3 If military resources are requested, the NICC creates a military incident, assigns a Coordinator on Duty (COD) to manage the ordering process for that incident, and transfers all resources to the assigned incident.

20.1.4 USFS provides the following for Department of Defense (DoD) support:

20.1.4.1 For each military unit:

- All logistics associated with the deployment of military resources, except for transportation to/from the installation to the incident. Air transportation is normally coordinated through the NICC, and ground transportation is normally coordinated by the military.
- The USFS provides a fiscal code for expenditures that occur during the period dictated in the RFA.

20.1.4.2 For each military personnel:

- Please reference the logistics section (**Chapter 110**) for a list of all equipment that is issued to military personnel assigned to handcrews. Military command staff is also issued necessary equipment.

20.1.5 Prior to the arrival of a military unit at an incident, NICC:

- Initiates resource orders for the MLO, Deputy MLO, 3-6 STLMs, and 10-20 MCADs.
- Initiates resource orders for STLM trainees and MCAD trainees.
- Additional overhead can be ordered at the request of the MLO.

20.1.6 The incident must order adequate support equipment, transportation and hand--tools to equip 200-300 firefighters plus 50 command staff personnel. The incident is responsible for supplying petroleum, oils, and lubricants for ground vehicles and aviation fuel for aviation assets. All firefighting personnel should be issued Personal Protective Equipment (PPE) at their home installation.

20.2 Demobilization Procedures. Seventy-two (72) hours is needed to release military personnel. All tools, PPE, and issued equipment is returned at the incident before demobilization.

CHAPTER 30

NIFC ADVANCE PARTY

30.1 General Briefing. The purpose of the National Interagency Fire Center (NIFC) Advance Party is to provide a briefing to the command and support staff of the involved military unit. This may involve personnel from the battalion through the division level, but at a minimum should include the Battalion Commanders and the logistics staff. The brief covers the following:

- National wildland fire situation.
- Incident intelligence—inclusive of mapping information and sources.
- Military support requirements.
- Aviation constraints (24-hour military medevac capabilities at incident).
- Aircraft capabilities currently at the incident and in the area.
- Communication processes and equipment.
- Public affairs and information management.
- Meal accommodations while on the military site.
- Use of military transportation by the Strike Team Leader Military (STLMs) and Military Crew Advisors (MCADs).
- Coordination of Personal Protective Equipment (PPE) issuance.
- Business management issues.
- Items that the wildland fire agency and the military provide.
(Refer to the *Appendix – Exhibit 3* for specific information.)
- Exchange of key contact telephone listings.
- Benefits and plans for sending a Military Advance Party (ADVON) to the incident.
- Preparation and coordination for all involved over the 30-day period.
- Arrangements to assign MCADs to battalion in the morning formation.
- Arrangements for mail and telephone use at the incident(s).
- Incident Command System (ICS), ICS organization, and incident planning process.
- Arrangements for military and civilian command and control linkage at incident.
- Fire suppression skill level progression and the changing conditions which may occur. (Initially the military is, in most cases, be assigned mop-up activities. Within a few shifts, they may be reassigned to hotline fire activities.)
- Training objectives, time frames, and support needs. (Chainsaw training may be provided at the incident based on the skills and abilities of the soldiers. The Battalion Military Liaison (MLO) discusses this training with the Battalion Commander.)
- Length of work shift, R & R, etc., and coordination of these with the Incident Management Team (IMT).

Upon completion of the general briefing, separate specific briefings with question/answer sessions should be conducted involving the individuals of the NIFC Advance Party and their counterparts from the military. The involved military commanders should remain for the logistics briefing. Additionally, a representative from the supporting DCO/DCE also arrives at the supporting installation to brief the chain-of-command on the firefighting mission.

30.2 Positions and Qualifications. The NIFC Advance Party is composed of civilian subject matter experts. Membership of the NIFC Advance Party is determined and approved by the National Multi-Agency Coordinating Group (NMAC) and is ordered by the National Interagency Coordination Center (NICC). Potential members of the NIFC Advance Party include the following:

30.2.1 National Military Coordinator. The National Military Coordinator is appointed by and reports to the NMAC. The individual is a senior representative of the Forest Service with intimate knowledge of NIFC and fire operations.

30.2.2 Military Liaison Officer (MLO). Each MLO is selected by the NMAC. The MLO is the Battalion Commander's liaison to the Incident Commander. This person should be well versed in military firefighter mobilizations.

30.2.3 Deputy National Military Coordinator. The Deputy National Military Coordinator is appointed by the National Military Coordinator. This individual is a qualified coordinator with experience in military firefighter mobilizations.

30.2.4 Public Affairs Officer. The Public Affairs Officer is assigned from the National Office of External Affairs. This individual is an experienced fire Public Information Officer, preferably with knowledge of military public affairs.

30.2.5 Training Coordinator. The Training Coordinator is appointed by the National Military Coordinator. This individual must have experience in military firefighter training and operations.

Refer to *Chapter 40* for an overview of training provided.

30.2.6 Logistics Coordinator. The Logistics Coordinator is appointed by the National Military Coordinator. This individual has experience in military firefighter training operations, NWCG Logistics systems (Cache system and ordering processes and is an effective communicator with an understanding of human factors. Position should always maintain a Deputy and/or a Trainee. The Logistics Coordinator also provides specific information on support needs for Training Cadre, STMLs, MCADs while at the military installation.

30.2.7 Field Logistics Coordinator. The Field Logistics Coordinator works with and supports the Logistics Coordinator at the military installation. Also, designate a trainee, preferably someone from the National Advanced Training Program (NATP). The Field Logistics Coordinator deploys with the military unit Advanced Party to support consistent logistical support between the Incident Management Team (IMT) and the military unit (S-4), Communications, Medical and Supply) for the duration of the incident.

30.2.8 Financial Advisor. A Financial Advisor is appointed by NIFC, as required. The staff at NIFC may support the activation without mobilizing to the military installation.

30.3 Responsibilities.

30.3.1 National Military Coordinator.

- Establishes contacts at the military installation for use by NICC during deployment and commitment of troops.
- Provides maps of the incident(s), surrounding area, and Western U.S. with location of major fires.
- Provides general briefing on the national coordination system and the role of the system in supporting the military.

- Provides specific briefing concerning necessary equipment needed to support the troops and support to be provided by NIFC.
- Introduces the Training Coordinator who remains at the installation as the senior NIFC representative and liaison between the installation, the training team, and the military unit until they are deployed.

30.3.2 Military Liaison Officer. Presents overview of suppression duties which the military unit performs once assigned to an incident. As an aid to clarify firefighting duties, the chart below outlines the progression of assignments a military unit/task force may encounter. While at the military installation this person is responsible for:

- Coordinating with the Training Coordinator and the Unit Commander at the military installation.
- Participating in military briefings to orient command and staff to the fire assignment.
- Travel with the advanced party to interface with incident management team, and secure adequate field training location.
- Assisting the military with deployment planning.
- Creating and distributing a contact list linking Incident Management Team (IMT) members with their military counterparts—both at the installation and on the incident.
- Obtaining copies of training site(s) and schedules for classroom and on-the-job training to be accomplished.
- Interfacing with military command staff and Training Cadre at the training site.
- Briefing Strike Team Leader Military (STLMs) and Military Crew Advisors (MCADs) regarding military crew assignments and training schedules.
- Distributing copies of the MCAD Checklist to STLMs and MCADs.
- Deploying with the military unit after the classroom training has been completed.

*NOTE: Refer to **Section 60.3** for a list of qualification requirements and duty descriptions.*

30.3.3 Deputy Military Liaison Officer. In coordination with the MLO, assists in assigning appropriate numbers of MCADs to STLMs in relation to the number of crews within each company of the battalion. While at the military installation, this person is responsible for:

- Assisting in supervision and coordination of STLMs and MCADs during training.
- Assisting and participating in the integration of STLMs and MCADs into the battalion's organization.
- Attending and participating in military briefings, assisting, and orienting the battalion's staff to the fire assignment.
- Providing coordination to the MLO, STLMs and MCADs for deployment to incident.
- Interfacing with Battalion Command Staff and Training Cadre at the installation.
- Deploying with military unit after classroom training has been completed.

*NOTE: Refer to **Section 60.3** for a list of qualification requirements and duty descriptions.*

30.3.4 Public Affairs Officer (PAO). Provides a general briefing on public affairs role at the incident and provides point of contact for the military PAO at the incident.

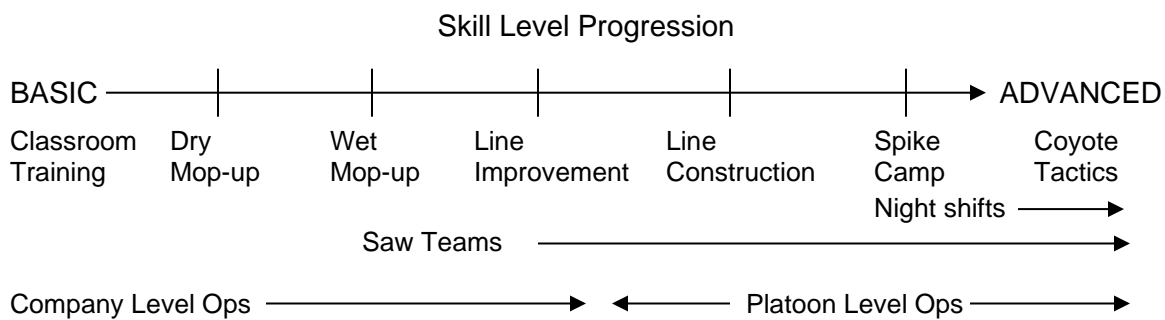
30.3.5 Training Coordinator. Provides the organizational structure, time frames, schedules, and overall objectives of the military firefighter training effort.

30.3.6 Financial Advisor. Provides information for reimbursable and non-reimbursable financial support needs; billing, procurement, and ordering procedures; costs and incident accounting; and points of contact.

30.4 Common Mobilization Issues and Questions. (Refer to the Appendix – *Exhibit 6.*)

30.5 Firefighting Mission Overview.

PROGRESSION CHART OF ASSIGNMENTS A BATTALION MAY ENCOUNTER



CHAPTER 40

TRAINING

40.1 General. The National Interagency Fire Center (NIFC) is responsible for training active-duty military personnel for wildland firefighting, training civilian overhead personnel assigned to work with the military units, and facilitating assignment of STLMs and MCADs to their military counterparts. A full day of classroom training is provided at the unit's installation by a NIFC-provided Training Cadre and assigned STLMs and MCADs. The military firefighting training process is slightly different from that provided to civilian wildland firefighters. The military provides extensive training in organization, discipline, physical fitness, and other skills which facilitate quick utilization in a wildland fire capacity. On-the-job training and improvement of performance skills continues throughout the assignment under direction of the MLO, STLMs and MCADs, with safety a primary concern. This training is equivalent to the Firefighting Training, S-130 and Introduction to Wildland Fire Behavior, S-190 courses given to civilian wildland firefighters.

40.2 Training Cadre Support at the Military Installation. The Training Cadre should be lodged off post. The military is not responsible for transportation of the Training Cadre. Military dining facilities may be used by the Training Cadre. The Training Cadre brings WiFi internet devices. The military unit provides access to copy machines for printing of necessary documents. Assistance from a Veteran Crew has been helpful during the installation training.

40.2.1 Classroom Training. The following topics are included in the *Military Wildland Fire Suppression Training* package:

- Introduction
- Fire Situation
- Fire Organization
- Fire Terminology
- Introduction to Hand Tools
- Fire Behavior
- Fireline Safety
- Fire Shelter
- Wrap Up

40.2.2 Field Training. Field training is conducted at the incident and consists of fire suppression methods and procedures. The assigned STLMs, MCADs, and Military Officers in Charge (OIC), and MLO determine when military crews are to be incorporated into the suppression organization. Each MLO, OIC, STLM, and MCAD utilizes the MCAD Checklist (**Refer to the Appendix – Exhibit 8**) as an aid in determining this readiness. Assistance from a Veteran Crew has been helpful during the field training. Field training includes the following topics:

- Reinforcement of material learned in the classroom as well as on-the-job training. Topics include tools, radios, ICP layout, fire shelter, pump and hose, chainsaws, gridding, and mop-up, fireline hazards and firing devices/line digging.
- Watch Out Situations and Standard Firefighting Orders, related to specific conditions at the fire location.
- Personal Protective Equipment (PPE).

- Crew coordination techniques.
- Fireline safety.

40.3 **Organization and Staffing.** Refer to the ***Appendix – Exhibit 7 for Strike Team Leader Military, Military Crew Advisor and Military Unit Organization.***

NOTE: Assigning trainees to all training positions is strongly recommended because of the shortages of experienced Training Cadre.

40.4 **Qualifications and Responsibilities.** The Training Cadre consists of:

- Training Coordinator
- Logistics Coordinator
- Field Logistics Coordinator
- Administrative Operational Support
- Procurement/Purchasing Support
- Lead Instructor
- Instructors
- Strike Team Leader Military
- Military Crew Advisors
- Veteran Crew

40.4.1 **Training Coordinator (TC).** The TC is appointed by and reports to the National Military Coordinator. The TC is responsible for ensuring successful completion of the mission. The TC must be a highly qualified wildland fire training instructor with experience training military firefighters. The TC is responsible for:

- Coordinates with NICC to place orders for training cadre, STLMS and MCADs.
- Coordinates with the Administrative Operational Support/Training/Logistics Coordinator for training material needs, generating the Incident Action Plan (IAP), develop equipment/gear distribution and training plan on the installation.
- Coordinates with the Administrative Operational Support/Training/Logistics Coordinator for training material needs, generating the IAP, develop equipment/gear distribution and training plan on the installation.
- Coordinates with the Logistics Coordinator for issue of PPE to the military unit on the installation.
- Coordinates with Administrative Operational Support and Logistics Coordinator to develop manifest and to arrange for temporary access to the installation for STLMS, MCADs and Training Cadre.
- Organizing and supervising the Training Cadre and selecting support staff necessary to complete the mission.
- Traveling as a member of the NIFC Advanced Party to coordinate training objectives, scheduling, classroom, and equipment needs with the military.
- Attending military command briefings to orient commanders, staff, and family members to the military firefighter training program and fire assignment.
- Obtaining current situation reports from the National Military Coordinator, Training Cadre, military commanders, STLMS and MCADs.
- Making periodic reports to the National Military Coordinator.
- Leading evening reviews of each day's events and ensuring appropriate notes of these meetings are kept.

40.4.2 Logistics Coordinator. The Logistics Coordinator must have experience in military firefighter mobilization and coordination of national, area and local resources and an understanding of Interagency Resource Ordering Capability (IROC). A person with at least Support Dispatcher qualifications and experience as a member of a military Training Cadre is desirable for this position. This position reports to the TC. See **Chapter 110, Logistics** for logistical support provided.

40.4.3 Field Logistics Coordinator. The Field Logistics Coordinator is deployed with the military unit in support of consistent logistical support between the Incident Management Team (IMT) and the Military Battalion S-4. The Field Logistics Coordinator and/or a qualified trainee preferable someone from the National Advanced Training Program (NATP).

40.4.4 Administrative Operational Support. The Administrative Operational Support person should be well-versed in wildland fire training, operations, and military mobilization.

- Coordinates date/location/time for in-brief of Agency and military overhead.
- Fields questions and assists the TC with day to day needs from the cadre, STLMS and MCADs.
- Assists with in-brief and coordination of federal agency fire personnel.
- Assists with the purchase of office supplies and printing needs.

40.4.5 Procurement/Purchasing Support. An individual with a purchase card. Examples include: Contracting Officer Purchasing Agent (COPA), Buying Team Member, and/or Procurement Unit Leader (PROC). The individual can support virtually or in person based on the situation. Provide subject matter expertise and practical support in procurement and purchasing procedures.

40.4.6 Lead Instructor. The Lead Instructor is appointed by and reports to the TC. The Lead Instructor must be a highly qualified wildland fire training instructor with experience in military firefighter training. This individual can serve as the lead for both classroom and field portions of the training. The Lead Instructor:

- Serves as acting TC as needed.
- Serves as the point of contact for logistics and finance to meet the needs of the Training Cadre.
- Organizes STLMS and MCADs to integrate with appropriate levels in the military unit particular organization.
- Supervises and coordinates activities of the STLMS and MCADs during the training at the installation.
- Obtains the following items in electronic format and ensure they are inserted into each *Military Wildland Fire Suppression Training* package: lightning detection map, weather forecast, large incidents map, incident map where military is assigned, and National Wildland Fire Outlook map.
- Obtains copies of a current Incident Action Plan (four per instructor) for use during classroom training.
- Performs as a classroom instructor should the need arise.
- Monitors instructor STLM and MCAD presentations for quality, standardization and coverage of all subjects.
- Troubleshoots problems arising in the distribution and operation of training equipment, both military and civilian.

- Reports to the TC at the end of the morning and afternoon training sessions and attend evening reviews.
- Conducts a debriefing of Training Cadre and prepare the battalion instructor kits for the next mobilization upon returning to NIFC at the end of the training detail.
- Mobilizes to the incident with the advance party.

40.4.7 Instructors. The instructors is a qualified wildland fire training instructor interested in this assignment and is supportive of military firefighter training. The instructors report to the Lead Instructor and:

- Accounts for a handheld radio, battalion instructor kit, and other assigned equipment until demobilized.
- Obtains the following items in electronic format from the Lead Instructor and insert into the *Military Wildland Fire Suppression Training* package: lightning detection map, weather forecast, large incidents map, incident map where military is assigned, and National Wildland Fire Outlook map.
- Obtains four copies of a current Incident Action Plan from the Lead Instructor for use during classroom instruction.
- Ensures that the battalion instructor kit has the necessary training materials for classroom instruction.
- Reviews the *Military Wildland Fire Suppression Training* prior to traveling to the military installation.
- Equips and prepares classroom at the military installation.
- Instructs military personnel using the *Military Wildland Fire Suppression Training* package and MCADs as fully functional classroom instructors, to provide continuity for field training.
- Uses inventory list to package the tools and supplies for return to NIFC or the next military installation when instruction at the installation is completed.
- Notifies the Lead Instructor in a timely manner of any resupply needs.
- Provides information on needed revisions and/or additions to the *Military Wildland Fire Suppression Training* package.
- Provides the Lead Instructor and the TC with information on the progress and success of the instructional process.

40.4.8 Strike Team Leader Military (STLM). The STLM acts as an advisory leader to provide guidance to a Company/Battery/Troop Commander who has been tasked to perform wildland fire suppression. A company/battery/troop consists of at least four (4) platoons. The STLM reports to the MLO upon reporting to NIFC. The STLM is attached to, and travels with, a company/battery/troop. Once at the incident, the STLM becomes a part of the Operations Section and remains in this status until released from the incident. One STLM is assigned to each company/battery/troop.

*NOTE: Refer to **Section 60.3** for a list of qualification requirements and duty descriptions.*

40.4.9 Military Crew Advisors (MCADs). While at the military installation, these individuals are responsible for:

- Following the direction of the MLO, team up with members of the Training Cadre and assist in conducting the classroom wildland fire suppression training of assigned military crew.
- Developing a close working relationship with the assigned crew commander
- Obtaining copies of the MCAD Checklist/Military Firefighter Training Certification from the MLO for completion during field training.

- Deploying to incident with the assigned military crew.

*NOTE: Refer to **Section 60.3** for a list of qualification requirements and duty descriptions.*

40.5 Training Venues and Equipment Requirements at the Military Installation. Facilities and equipment required at the military installation include:

- Five classrooms, each equipped with multi-media projector or video monitor and screen, easel with flip chart paper and markers.
- Telephone and facsimile communications needs for the TC and MLO, requested from the assigned battalion.

40.6 Sequence of Events. Arrival of the Training Cadre and MCADs with their training equipment at the military installation is critical to the mission.

Refer to the *Appendix – Exhibit 1* for the Military Firefighter Training/Mobilization Process.

40.7 Aviation Training. Refer to **Chapter 70**.

CHAPTER 50

MILITARY OPERATIONS

50.1 General. The U.S. military provides disciplined, physically fit personnel for the wildland fire suppression mission.

50.2 Chain of Command. Every commanding officer has the authority to give lawful orders to those under their command. The orders are passed from the Battalion Commander to the Company Commander. A list of various ranks, the units they command, and the approximate number of personnel per unit includes:

<u>UNIT</u>	<u>COMMANDER</u>	<u>APPROXIMATE NUMBER OF PERSONNEL</u>
Squad or Section	Sergeant (SGT)	9 to 13
Platoon	Lieutenant (1LT/2LT)	36 to 48
Company (Troop/Battery)	Captain (CPT)	150 to 180
Battalion (Squadron)	Lt. Colonel (LTC/Lt Col)	550 to 800
Regiment/Brigade	Colonel (COL/Col)	2,000 plus
Division	Major General (MG)	14,000 to 20,000

50.3 Discipline and Conduct. The Code of Conduct was prescribed by the President of the United States in 1955 and is a simple written creed applying to all military personnel.

The code is not intended to provide guidance on every aspect of military life. For that purpose, there are military regulations, rules of military courtesy, and established customs and traditions. There is also the Uniform Code of Military Justice (UCMJ). The UCMJ has punitive powers; the Code of Conduct does not.

The officers and non-commissioned officers (NCOs) always enforce a no-alcohol policy and closed camp policies when necessary. The military quickly addresses disciplinary questions, rather than deferring resolution until redeployment to home installations. A Judge Advocate can be attached to a regimental or task force headquarters.

50.4 Unit Pride. Civilian firefighters do not have a military appearance, which is a concern to military officers when non-military firefighters could be construed to be military personnel.

Do not restrict military units to mop-up. As they gain experience with the firefighting mission, increase their responsibility, and reward them with “hot” line assignments. Use friendly competition between units, stressing production with safety, to increase daily output. Military discipline and good liaison officers assigned to the units can be used effectively to maintain production and keep morale high.

50.5 Protocol. The military is rich in protocol and tradition. Most military battalions have an officer knowledgeable in protocol matters. This responsibility falls upon the Battalion Adjutant, whose knowledge is invaluable to keep conflict and misunderstanding under control. One of the least understood events by the civilian observer is a visit by a General Officer or other distinguished visitor. Civilian liaison officers need to understand what is happening and be alert of potential changes in agreed upon operating procedures.

General Officers/VIPs understand civilian-military coordination. Protocol Officers are helpful in putting together awards and ceremonies. Learn to accept and work with military protocol.

Awards:

- The day before redeploying to the parent installation, an awards and decorations ceremony is held. The military is proactive in recognizing deserving personnel and individual units rendering outstanding support to the firefighting effort. The military also recognizes civilians who render outstanding support to the military. Military Liaison Officers must be prepared to recognize all military units within a battalion. Officers and enlisted personnel should be recognized for personal contributions or outstanding support of a successful mission. Plan at least 5-10 days in advance for preparation of agency certificates for each unit or individual.
- Awards for the military are provided on a national basis for their support throughout their activation period. The DoD facilitates national recognition to all military units activated under this procedure. If an IMT or unit chooses to honor the military for their support to a particular incident they may do so; however, the cost of awards must be funded from preparedness funds and cannot be charged to FireCode. Common sense should be used in making the decision to recognize the military on an incident, knowing they receive national recognition.

50.6 Organizational Cross Reference.

ICS

Military

Command

Same

Operations

S-3 (BN/Bde), G-3 (DIV)
Aviation, Operations, Planning and Coordination

Plans

S-3 (BN/Bde), G-3 (DIV)
Aviation, Operations, Planning and Coordination

S-2, G-2 Intelligence Gathering and Analysis/Weather

Logistics

S-4, G-4 Supply, Transportation and Field Services

Finance

S-1, S-4, S-8 Personnel Management and Finance

50.7 Daily Reporting. Both the Incident Commander (IC) and the military commanding officer must submit daily reports. ICS requires daily submission of the Incident Status Summary, Form 209. The military unit submits a Situation Report (SITREP).

CHAPTER 60

INCIDENT MANAGEMENT TEAM AND MILITARY LIAISON POSITION DESCRIPTIONS AND TASK LISTS

60.1 Purpose. The purpose of this chapter is to provide an overview of Incident Management Team and Military Liaison positions while on a specified incident with the activated military unit.

60.2 Area Command or Agency Military Liaison (ACML). The ACML is an individual assigned to an Area Command or agency headquarters who has been delegated full authority to assist in decisions affecting the use of military assets. The ACML reports to the Area Commander or Agency Administrator if an Area Command has not been established. Minimum qualifications for this position include prior military firefighter mobilization experience and a fire rating of Incident Commander Type I.

Task List:

- Obtain copies of the national operating agreement with the military and a copy of the Military Use Handbook for fire suppression.
- Check in at the Area Command Post. Complete ICS 211 (Check-In List).
- Obtain a briefing from the National Military Coordinator and Area Commander.
- Establish the working location. Advise military liaison personnel on the incidents that the ACML position has been filled and provide your contact information.
- Cooperate fully with the Area Commander and military Battalion Commander.
- Attend planning meetings as required, both Area Command and military. Establish daily coordination procedures with the Battalion Military Liaison (MLO).
- Serve as a special advisor to the Area Commander/Agency Administrator.
- Advise the National Military Coordinator of any special MLO needs or requirements.
- Report to the National Military Coordinator on prearranged schedule or as needed.
- Maintain the unit log.
- If military support helicopters are used to support incident objectives, ensure military helicopter personnel follow **Chapter 70 – Aviation**.
- Complete performance evaluations.
- Ensure all required agency forms, reports, and documents are completed prior to your departure from Area Command.
- Have a debriefing session with MLO, military Battalion Commander, and Area Commander prior to your departure.

Helpful Hints:

- Develop a staff at the beginning of the operation to interface with the Military Advance Party.
- Communicate with the Battalion Commander as soon as possible to discuss the fire environment, the support available and organizational needs.
- Ensure military Battalion Commander/Staff attend Area planning meetings.
- Attend military briefings—provides the control needed for coordination.
- Integrate the military command personnel into the ICS Area Command Staff, i.e., Joint Task Force Commander
- At a minimum, each military unit should be provided the following equipment from the agency:
 - Class I support (meals, potable water, etc.)

- Class II support (Nomex, gloves, hand tools, etc.)
- Class III support (mogas, diesel, JP8 and propane)
- Billeting facilities; tentage, cots and lighting, as requested by the IC
- Electrical power or generator support
- Shower facilities
- Laundry facilities
- Trash service
- Sufficient space or tentage to operate a military Tactical Operation Center (TOC)
- Office furniture (chairs, tables, and lamps for the TOC)
- Two commercial telephone lines
- IBM compatible word processor with printer
- Photo copying/facsimile (fax) machines
- Sufficient ground transportation (buses and trucks) to move 600 firefighters and support personnel.

60.3 Military Liaison Officer (MLO). The MLO is requested and selected by the National Multi-Agency Coordinating Group (NMAC) for attachment to the military unit tasked with wildland fire suppression. The MLO reports to the military installation and interfaces with the Battalion Commander and Training Coordinator. The desired qualification for this position is Division Group Supervisor (DIVS). The MLO should be thoroughly briefed on the MLO role, have the ability to deal with individuals from multiple organizations, and to carry out decisions without a staff. Upon completion of military firefighter classroom training, the MLO deploys with the military battalion to the incident. The MLO is responsible to the Incident Commander and Battalion Commander after arriving at the incident.

Task List:

- Collocate military and civilian crews at the same incident base camp, if possible.
- Contact the IC; provide a deployment schedule and obtain additional information as soon as possible.
- Integrate STLMS and MCADs with military crews and plan assignments.
- Participate in military command staff meetings daily.
- Contact the Staging Area Manager to verify arrival arrangements.
- Check in at the Incident Command Post (ICP). Complete the ICS 211. Ensure all STLMS and MCADs have completed check-in.
- Report to the IC to introduce Battalion Commander and brief Incident Commander.
- Integrate appropriate military staff with Logistics Coordinator to establish all facility needs for the military unit.
- Coordinate with the Finance Section Chief to establish procedures for civilian timekeeping procedures, injuries, commissary, etc.
- Attend incident planning meetings as required with appropriate military staff.
- Ensure field training is completed and inform Incident Commander of fire readiness of crews for incident assignments. Crews shall not be assigned to fireline duties until field training is completed.
- Assess the need of assigning a Safety Officer to the battalion and advise the Operations Section Chief and Safety Officer.
- Provide input on use of military resources.
- Oversee the training and safety of military and civilian personnel assigned to the MLO.
- Cooperate fully with the Area/Incident Command and Military Command Group.

- Advise the Incident Commander of any special military needs or requirements the incident cannot provide.
- Coordinate military logistics needs/capabilities with the Demobilization Unit.
- Ensure all assigned personnel and/or equipment is properly accounted for.
- Facilitate integration and logistics support.
- Ensure all agency forms, reports, and documents are completed prior to departure.
- Debrief with the ACML, AAML Military Commander, and Incident Commander prior to departure; debrief with MCADs prior to departure.
- Participate in awards ceremony at assignment's end.
- Prepare performance evaluations.
- Ensure transportation and travel arrangements for military and civilian personnel are completed prior to your departure.

Helpful Hints:

- Prepare the Deputy MLO for assumption of duties and responsibilities.
- Communicate with the Military Advanced Party — before and after the reconnaissance.
- Familiarize yourself with the Training Cadre.
- Be prepared to participate in briefings at the military installation.
- Be knowledgeable of when and where PPE is to be issued, and if sufficient numbers of all sizes of Nomex are available.
- Prepare a spreadsheet with corresponding Command, Liaison, STLMS, MCADs, Company, and Crew Name (or identifier) for ease of operations prior to arrival at the incident—answers many battalion and incident personnel questions.
- Have military organizational charts available and ensure STLMS and MCADs are familiar with organizational chain of command.
- Obtain a separate/rental vehicle at incident site for your transportation.
- Make early contact with the Battalion Commander and remain close throughout the duration of the assignment.
- Be prepared to assist or provide input to the military installation action report.
- Develop and keep a list of critical contacts and phone numbers for ready reference.
- Make assignments and expectations clear to military.
- Brief STLMS and MCADs daily and stress importance of close work/off duty relationships with assigned military crews. Make agency rules clear to them.
- Attend briefings identified as necessary by Incident/Area Command.
- Utilize identifiable, well kept, official agency clothing throughout assignment.
- Be knowledgeable of how medical, injury, etc., is handled including medical procedures.
- Communicate frequently with the Incident Commander.
- Make every effort to have STLMS and MCADs remain with military crews until the military.
- Ensure crews participate in active work daily. Morale of military crews can change quickly if crews are not kept busy with a clear defined purpose.
- Attend debriefing with the Battalion Commander and Incident Commander; provide feedback to the ACML and National Military Coordinator.
- Do not demobilize from incident until all travel and arrangements are completed for military and civilians assigned to military.

60.4 Deputy Military Liaison Officer (Deputy MLO). The Deputy MLO is requested by the NMAC, selected by the MLO and/or NMAC, and is assigned to the military unit tasked with wildland fire suppression. The desired qualification for the position is Division Group Supervisor (DIVS). The Deputy MLO assists the MLO with selection of the qualified STLMS. The Deputy MLO

acts as a staff advisory leader providing guidance to the military unit staff and assists the MLO. The Deputy MLO assists the Battalion S-3 (Operations) and/or the Battalion Executive Officer (XO). Upon completion of the military firefighter classroom training, the Deputy MLO deploys with the military unit to the incident and accomplishes wildland fire suppression duties. The Deputy MLO assumes duties and responsibilities of the MLO in his/her absence. The Deputy MLO is responsible to the MLO throughout the assignment.

Task List:

- Review and become familiar with MLO duties and helpful hints.
- Assist MLO as requested.
- Confirm STLMs and MCADs have been ordered and mobilization arrangements made.
- Review and become familiar with STLM/MCAD duties and responsibilities.
- In coordination with the MLO, organize and conduct STLM/MCAD briefings.
- Meet the ACML/IC.
- Participate in military command staff meetings daily.
- Check in at the Incident Command Post (ICP). Complete ICS 211.
- Assist the MLO with integration of military staff with incident staff.
- Attend incident planning meetings as requested with appropriate military staff.
- Assist with and observe military field training; inform the MLO of crew readiness.
- Once military crews are assigned to incident duty, provide coordination between operations section and military company/battery/troop as requested by the MLO.
- Participate in the awards ceremony at assignment's end.
- Prepare performance evaluations.

Helpful Hints: In addition to duties of the MLO and STLM:

- Make early contact with the Battalion Executive Officer (XO) and/or Battalion S-3 and Command Sergeant Major; maintain contact throughout the assignment.
- Assist in all areas of liaison from the battalion to the IMT.
- Be prepared to fulfill temporary assignment as an STLM.
- Be prepared to spike out with multiple military units.
- Assess assigned STLMs and military unit fire assignments, safety needs, progression, and accomplishments.
- Provide the MLO with performance and debrief information.

60.5 Strike Team Leader Military (STLM). The STLM acts as an advisory leader to provide guidance to a Company/Battery/Troop Commander who has been tasked to perform wildland fire suppression. A company/battery/troop consists of at least four (4) platoons. The STLM reports to the MLO upon reporting to the military installation. The STLM is attached to, and travels with, a company/battery/troop. Once at the incident, the STLM becomes a part of the Operations Section and remains in this status until released from the incident. One STLM is assigned to each company/battery/troop.

Task List:

- Report to the MLO upon arrival at the military installation and receive a complete briefing.
- Receive assignment and assist Training Cadre with classroom training.
- Coordinate with the Company/Battery/Troop Commander and MCADs on training and safety of military crews in your assigned company/battery/troop.
- Develop a close working relationship with the Company/Battery/Troop Commanders.
- Deploy to the incident with the Company/Battery/Troop Commander.

- Check in at the ICP. Complete the ICS-211.
- Keep the MLO and Deputy MLO informed of training and fire readiness of crews. Identify when crews are ready for wildland fire assignments.
- Once crews are assigned to incident duty (after field training), provide coordination between operations section and military company/battery/troop. At this point, the STLM becomes a part of the IMT.
- Serve as a trainer and advisor to the Company/Battery/Troop Commander. Act as a liaison between the IMT and military.
- Participate in incident briefings and brief MCADs and Company/Battery/Troop Commanders. Orders are given through military chain of command.
- Prepare performance ratings.

Helpful Hints:

- The STLM is an advisor/liaison to the military. This position is not a typical Strike Team Leader assignment.
- The STLM is assigned to the incident and works through the Operations Section.
- Maintain coordination with the MLO/Deputy MLO, as well as the ICS chain of command.
- Ensure communications exist between the MCADs, STLMs, and military Commanders.
- Identify special skills the assigned company/battery/troop may have, e.g., chainsaw use, explosives, etc.
- Keep the military Commanders informed of off-road vehicle use restrictions.

60.6 Military Crew Advisors (MCADs). MCADs are requested by NIFC for assignment to the military unit to act as instructors/advisors to the military during classroom/field training and their wildland fire suppression assignment. MCADs must be physically fit, have strong communication skills, and have a high interest in this assignment. An individual with a previous military experience is desirable for this position. The MCADs report to the MLO or Deputy MLO upon reporting to the military installation. Once at the incident, the MCAD becomes a part of an assigned military crew and reports to the assigned STLM.

Task List:

- Report to the MLO or Deputy MLO upon arrival at the military installation receiving a thorough briefing and military crew assignment.
- Follow the direction of the MLO, continuing to train/advise his/her military crew for the field training and wildland fire suppression phase.
- Ensure the assigned military crew is properly equipped with tools and PPE.
- Check in at the ICP. Complete the ICS-211.
- Provide on-the-job instruction and practice of fire suppression skills- the MCAD Checklist.
- Report to the MLO when assigned military crew is ready for fire assignment.
- Serve as a liaison between assigned military crew and assigned STLM. Provide for the safety of assigned crew.
- Discuss fire assignments with the officer or NCO in charge of your crew.
- Keep the STLM informed of progress and concerns.
- Receive assignments for crew from the STLM and Company/Battery/Troop Commander.

Helpful Hints:

- Become familiar with military organizational structure.
- Become closely attached to assigned military crew.
- Live with crew as one of them, if possible.
- Remember that both the ICS and military chains of command are kept intact.

- Give orders only in the case or event of unsafe practices or extreme conditions, such as a blowup or any other time when life and safety is in jeopardy.
- Keep the military crew commander informed.
- Act as a trainer/advisor and not a crew leader as in a typical ICS crew leader assignment.
- Attend briefings and debriefings when asked. Use the STLM and/or MLO or Deputy MLO as a focal point for concerns.

60.7 Incident Commander/Area Commander.

What to Expect:

- A military unit (500+ personnel) consists of a MLO, Deputy MLO, 3-6 STLMs and 10-20 MCADs.
- A Military Advance Party arrives prior to the battalion to size up the situation and meet the IC general staff or AC staff. This team remains at the incident throughout the assignment to assist both the incident staff and the battalion.
- There is a dual command and control organization structure—ICS and military. The IC directs military crews through the military chain of command. The IMT provides specific work assignments and on-the-line guidance.
- Military mobilization has a huge impact on the Logistics Section.
- Dual chain of command is a reality. Meet often to understand each other's cultural differences and let one another know what can/cannot be done and why. Staff accordingly so each critical position has a counterpart.
- The military unit has received five hours of military firefighter classroom training conducted by the Training Cadre with the assistance of the STLMs and MCADs.
- Field training is completed after arrival at the incident. STLMs and MCADs assigned to military crews conduct the training. This training is completed in a minimum of two days.
- The MLO advises the IC when military crews are ready for fireline assignments.
- The MLO is the IC's link to the Battalion Commander.
- STLMs and MCADs are integrated into the battalion at company/battery/troop and platoon/crew levels.
- STLMs perform as a part of the Operations Section once the military crews are judged ready for fireline assignments.
- STLMs and MCADs provide advice, guidance (through officers and NCOs) and are supervisors of safety for the duration of the military assignment.

Actions to be Taken:

- Integrate the Battalion Commander's staff into the Planning and Logistics sections.
- Arrange for transportation vehicles for the military for the duration of assignment.
- Collocate the military at/or adjacent to the incident base camp.
- Establish specifics of any air operations and air related procedures. The IC manages all aviation assets supporting a particular incident (military included) and allocates resources by mission requirements.
- Ensure the Safety Officer gives full attention to all aspects of military aircraft use. Consider assigning a Safety Officer to each battalion.
- Attempt to maintain battalion integrity. Battalions can be divided into crews, but military chain of command must be maintained; i.e., Company/Battery/Troop Commanders must maintain command of their respective units.
- STLMs and MCADs should participate in briefings.

- Provide communications between MLO and ACML and the Battalion Commander with the higher military command.
- Tools and replacement PPE should be issued through the Battalion S-4.
- Conduct a thorough briefing with the Battalion Commander and staff on status and strategies. Keep them informed.
- Include the Battalion Commanders in the planning and operations of the incident.
- Define services that are to be provided to the military, e.g. laundry.
- Based on complexity, assign a Field Logistics Coordinator to the military unit. Ensure there is continuous coordination with the Battalion S-4.
- Integrate Information Officer with the military counterpart for a coordinated public information process.
- Make sure the military commanders are welcome and have a place on the agenda at the daily planning sessions.
- ICs and Liaison Officers must attend the daily military briefing sessions.
- Provide training on ICS, the ICS-215 planning process, and the Incident Action Plan (IAP). Copies of the *Fireline Handbook* should be issued to Company/Battalion Commanders and S-1, S-2, S-3 and S-4 Officers.
- Public Affairs Officers are very aware of command information requirements, media relations and community relations. The military usually has an open house for the local public. Work with the military on setting up the open houses to minimize impact on the fire suppression mission.

Helpful Hints:

- Be familiar with military organizational structure and understand the dual command and control organizations—ICS and military.
- Jointly determine with the Battalion Commander the smallest operational size of military unit that functions independently.
- Determine military vehicle restrictions early in the deployment.
- Appoint Deputy IC to work with the military on a regular basis.
- When camps are collocated, consider holding separate briefings for the military at their camp. This reduces the number of people at regular briefings and allows for questions from the military.
- Military crews can be very productive, but morale can drop quickly if fireline assignments are not challenging or do not have a well-defined purpose.
- Let the military know of any particular needs that you may have, e.g., chainsaw crews, explosive use, etc. They may be able to help in remarkable ways.
- Stress that the IAP determines all fireline tactics. Any changes in tactics on the fireline is by civilian line personnel only. Military provide input in the planning process but shall not make any line changes.
- Brief the IC staff on what to expect when using military crews.
- If active-duty military and non-federalized National Guard personnel are located at the same site, be sure to establish command structure and maintain separate working relationships with each branch.
- Allow for training and fire readiness of military prior to making decisions on the release of civilian crews.

60.8 Logistics Section Chief (LSC). The Logistics Section Chief is an individual assigned to the IC to provide support to the incident. Based on the complexity of the incident, consider assigning a Deputy Logistics Chief to the military unit who would report to the Logistics Chief.

- Coordinate with Military Liaison Team and Military Advance Party to determine needs.
- Contact military counterpart (Battalion S-4) early in the deployment.
- Establish a separate camp site within the Incident Base Camp.
- Provide shower and catering services for the military. Each battalion sized element requires a separate shower service.
- Assess tool and equipment needs and establish procedures for daily maintenance and distribution through military counterpart.
- Provide laundry service.
- Provide transportation for military from camp to incident and return—preferably assigned for the duration of the tour.
- Provide a vehicle for military and civilian overhead use.
- Establish procedures and provide fuel for military vehicles and aircraft.
- Plan for high resupply of PPE.
- Provide lights for military camp area.
- Determine military versus civilian supplied items.
- Review orders and establish what is provided through the national agreement.
- Arrange for daily mail pickup.
- Establish rules for military camp and inform the MLO and the military counterpart.

Helpful Hints:

- Coordinate PPE exchange policy with Battalion S-4—daily exchanges of equipment can be overwhelming.
- Obtain a list of items military personnel brought with them.
- Stress the importance of carrying plenty of water and not having a dependence on an additional water supply.
- The military is particularly concerned with security in the camp area. Be prepared to provide 24-hour security or make security a part of their responsibilities.
- Explain to the Battalion S-4 the need to fill canteens at established potable water supply and not a wash/shower facility.
- Military medical facilities are excellent, providing simple sick call, holding patients overnight, etc. Also available is the capability for stabilization and evacuation of patients to outlying hospitals. Military medevac helicopters arrive with the battalion; they can be used for non-military medevac as needed.
- Military requests for phone lines may often exceed local capabilities and become an issue. Telephone needs should be addressed with the NIFC Advance Party.
- A coordination meeting with the Battalion S-3 and S-4 staff officers is imperative at the earliest opportunity. Items to be coordinated:
 - Bivouac site and size
 - Shower facilities
 - Laundry
 - Telephone capabilities
 - Latrines
 - Ordering procedures for supplies
 - Items the agency does not procure.
 - A critical element of coordination is for the Military Liaison and staff to make a thorough reconnaissance of the incident, contact the deploying the battalion prior to deployment and determine logistical support items needed. This coordination must take place before embarkation.

60.9 Operations Section Chief (OSC).

Actions to be taken:

- Meet with military counterparts (S-3, Operations Office and/or Military Liaison Team) as soon as possible.
- Meet with MLO and receive briefing on military organization and tactics.
- Brief section staff on military chain of command and what to expect.
- Ensure adequate communications are available or ordered.
- Coordinate with military on possible use of military aviation for support of incident and coordination of aviation activities. See **Chapter 70**.
- Coordinate operations with military medevac helicopters.
- Identify, plot, and provide a map of all incident helibase and heliport locations associated with the incident to the Military Advance Party or Battalion S-3.
- Military helicopters must have radio communications capability with all other aircraft on the incident and have a civilian helicopter manager aboard the aircraft when flying within the incident airspace.
- Integrate STCRs into your section. They are advisors and liaisons to the military.
- Determine military crew capabilities and potential for special teams (e.g., blasters, chainsaw operators)—may be trained and utilized.
- Maintain battalion integrity. Crews may be divided into smaller units or squads. Military command and control must be maintained.
- Keep military active with meaningful and well identified duties and goals. Morale can deteriorate rapidly.
- Ensure your staff, particularly Branch Directors and Division Group Supervisors, interacts with STLMS and Company/Battery/Troop Commanders and make frequent visits to areas assigned to military.
- Brief MLO/Deputy MLO or Battalion Commanders after each shift.

Helpful Hints:

- Be familiar with military organizational structure and understand the dual command and control organization—ICS and military.
- Emphasize that the IAP determines all fireline tactics. Any tactical changes are made by civilian line personnel only. Military provide input in the planning process but shall not make any line changes.
- Once military crews have some fireline experience, do not hesitate to assign more difficult assignments. The military learns quickly, and their teamwork training allows faster adaptation than civilian Type 2 crews.
- Clearly define expected work periods and camp return times.
- Expect high-level military officer visitations on the fireline. Ensure all air operations for VIPs are coordinated and military pilots are briefed on actions that should not be taken (e.g., flying helicopters directly over hot spots, field personnel, etc.).
- Utilize the expertise of STLMS assigned to military. They may have good ideas for better utilization of military units.
- Because of the chain of command, the military command and control concept shall not to be subdivided for deployment according to ICS structure. Establish your needs for military firefighter deployment early in the process, work with the Battalion Commander on an organizational deployment plan. Maintaining battalion integrity is important to the military.
- Emphasize mop-up as a critical part of the fire suppression job.
- Stress/monitor safety briefings, fireline survival, sanitation, and special areas of concern.

- Ensure that VIPs on the fireline wear PPE.
- Chainsaw use by the military is an issue. Military crews need chainsaw support to accomplish their wildland fire suppression mission. A decision must be made as to how chainsaw operations is incorporated into the military organization.
 - Use professional sawyers.
 - Use federal employees that are certified and have a valid red card.
 - Provide the S-212 course and certify military chainsaw operators.
 - Army and Marine engineer units have qualified chainsaw operators who need minimal additional training to perform as sawyers.
- Obtain military input for the Operational Planning Worksheet - ICS-215.

60.10 Planning Section Chief (PSC).

Actions to be taken:

- Meet with military counterparts (Battalion S-2 and S-3) as soon as possible. Discuss any particular skill needs; the military may have a variety of skills that can be utilized (e.g., chainsaw crews).
- Obtain an organizational structure of the military units prior to military arrival, if possible.
- Determine the smallest military unit operational size which can function independently.
- Attempt to maintain battalion integrity. Battalions can be divided into smaller than crew sizes, such as squads; however, military command and control must be maintained (i.e., Company/Battery/Troop Commanders must maintain command of their respective units).
- Include Battalion Commanders in incident planning.
- Plan ahead for demobilization of both military and civilians attached to the military.
- Clearly identify military units and leaders (civilian/military) in the IAP.
- Include the Battalion Commander and BNLMs/Deputy BNLMs in briefings.

Helpful Hints:

- When not collocated, hold a separate briefing before each shift at the military camp. This reduces the number of people at regular briefing and allows more questions from the military. Each incident is different, be prepared to ensure the military receive a briefing.
- Prepare sufficient quantities of maps to satisfy worse case situations.
- The S-3 Operations Section is similar to the ICS Plans Section.
- Document all agreements and make sure copies are distributed to both civilian and military personnel in a timely manner.
- Encourage participation from Battalion S-1, S-2, S-3, and S-4 staff officers, teamed with their ICS counterparts, during the daily planning process.
- Review the IAP process and implementation with the military officers. Stress that the IAP is a tactical plan and that each IMT member has specific implementation responsibilities. Outline procedures for emergency situations which require alteration of the IAP.

60.11 Finance Section Chief (FSC).

Actions to be Taken:

- Coordinate with Military Liaison and Agency Comptroller to ensure appropriate procedures for agency provided medical care for military and civilian personnel and timekeeping for civilian personnel attached to military operations.
- Provide advice and counsel to military and IMT personnel on appropriate use of funds in support of military operations (e.g., haircuts, telephone).

CHAPTER 70

AVIATION

70.1 General. When civilian aviation resources are depleted, NMAC may request the Department of Defense (DoD) to assist the wildland firefighting effort and provide military aircraft to support large incidents. There are some fundamental differences in the operating policies and procedures between the wildland fire agencies and military services. When assigned to an incident, the military maintains administrative control of their aircraft and operates under their own internal policies. Military internal policies may conflict with agency procedure. **The goal of this chapter is to facilitate the use of military aviation and ensure policy compliance.**

Three separate components make up the U.S. Military: active, reserve, and the National Guard. The active and reserve components are under federal government control. National Guard units are under state control and do not normally operate outside their respected state boundaries. The use of National Guard units for federal firefighting purposes within their state must be outlined in national, regional, state or local agreements and Memorandums of Understanding (MOUs) between federal agencies and the specific National Guard units. Only National Guard units officially “federalized” by DoD fall under the auspices of this handbook. Therefore, this chapter only pertains to active, reserve, and federalized National Guard military aviation units.

Advanced notification and pre-assignment of active-duty units prior to each fire season is generally not possible because of military policies and other commitments. However, if fire danger is severe and NMAC feels there is the possible need for military aviation assets, the DoD Liaison to NMAC informs DoD of the possible request for assistance. This allows DoD the ability to identify and notify the military unit that might be assigned the mission.

There is not a predetermined number of aircraft to be requested by NMAC. Units may support in their local area and not have to deploy their maintenance and support personnel. However, if a unit provides aircraft outside its local area, they also have the authorization to send the necessary maintenance and logistical support needed to conduct operations. The DoD Liaison to NMAC and the Defense Coordinating Officer (DCO) coordinates the request for aircraft, maintenance, and logistical support through U.S. Northern Command (USNORTHCOM).

When the active or reserve military is requested by NMAC, interagency aviation policies and procedures govern aviation operations on all incidents except where noted in this handbook. When assigned to incidents, all military aircraft are under the operational control of the incident Air Operations Branch. Additional civilian positions beyond the scope of the Incident Command System (ICS) help manage military aviation operations because of the basic differences in military operations and agency procedures. Standard ICS terminology is used to simplify the organizational concept whenever possible.

* The use of “operational control” throughout *Chapter 70* does not mean OPCON as used by the military. “Operational Control” used in *Chapter 70* is defined tactical control (TACON). This means the Incident or Area Commander to whom the military aircraft is assigned has the authority to direct and control the movement of these assigned aircraft to accomplish missions or tasks assigned by the Area or Incident Commander.

70.2 Categories of Use.

70.2.1 Designated Military Mission. A flight maneuver or mission profile a particular military unit has officially indicated it is trained and equipped to perform as part of the unit's overall military mission. Military helicopters may only be used for daytime VFR operations for which they are trained and equipped as part of their designated military mission, and which coincide with established interagency aviation standards. **Refer to 70.4.7, Night Operations.** Military units pre-identify their Designated Military Missions. Their utilization on incidents could consist of:

- Reconnaissance/command and control activities.
- Emergency evacuation/medevac (designated military medevac helicopters).
- Crew transportation in and around the fire perimeter.
- Cargo transportation, internal or external (depending on unit mission).
- Crew and cargo staging from airports to base camps for the purpose of incident support.

70.2.2 Non-Designated Military Mission. This includes flight maneuver or mission profiles for which a particular military unit has indicated it is **NOT** trained and equipped to perform as part of the unit's overall military mission. Water/retardant dropping and external loads on longlines are examples of Non-Designated Military Missions for most military units. These missions do not fall within normal military operational profiles. Special pilot training, techniques, special aircraft equipment and personnel management are necessary to ensure the safety and efficiency of Non-Designated Military Mission activity. Therefore, qualifying a military unit for a Non-Designated Mission is a major undertaking and requires extensive planning on the part of both the military and the wildland fire organizations. Military aviation units must be pre-identified, qualified, and approved doing this in response to a short-term fire emergency is not feasible. **It is recommended that only reserve and National Guard, and a very small number of active-duty, units be identified for Non-Designated Military Missions because of scheduling problems and pilot turnover. Refer to Chapter 70.5.**

70.3 Mobilization of Military Aircraft.

70.3.1 Ordering. Civilian aircraft assigned to the incident are to be utilized for all incident aviation needs, including, reconnaissance, command and control, personnel transport, and medevac of the military hand crews. Orders for all military aircraft is accomplished by the NMAC submitting an RFA for the capabilities required to complete the assignment.

70.3.2 Allocation of Military Aircraft. Military aviation units are assigned to Incident Management Teams or Area Command. If assigned to Area Command, priorities and assignments of military aircraft to appropriate incidents shall be established. The organizational, logistical, and planning requirements must be commensurate with the complexity of military aviation activity.

70.3.3 Advance Party Briefings. An Advance Party travels to the military units' home station to brief the unit on the Incident Command System (ICS), organizational structure, chain-of-command and how military units are integrated into the suppression organization. An aviation specialist, assigned by the NICC, is designated to deliver the aviation portion of this Advance Party briefing.

In addition, a small cadre of military personnel from the assigned unit should try to visit the incident prior to deployment of the entire unit. They are briefed by the local Aviation Officer, incident Air Operations Director and possibly the assigned Air Support Group Supervisor/Helibase Manager. Information about objectives, procedures, organization, operating bases, logistical concerns, etc., is shared at this meeting. This briefing is most valuable and should always occur.

70.3.4 Utilization of Military Aircraft. Once military aviation assets are assigned to the incident and the approved mission designation has been identified, there is no delineation in the use of military or civilian aircraft. The most suitable aircraft for a mission shall be used, regardless of ownership. Military assets should be assigned to the incident to integrate military personnel into the incident and helibase organizations.

Military aircraft assigned to an incident should be used to their fullest potential. The military is trained to move large amounts of cargo and passengers rapidly and efficiently. Every effort should be made to take advantage of this military expertise. Using the military for those missions while civilian contractors perform tactical missions is an efficient use of resources. Optimizing contractor flight time should be a consideration but not the overriding issue.

70.4 Operations and Safety. The Incident Management or Area Command Team has operational control of military aircraft and coordinate missions with the military aviation commander. The military aviation organization is integrated with the incident Air Operations Branch to enhance planning, briefings, operational efficiency, and safety. Interagency aviation policy is to be followed for all operations unless the military standard is more restrictive. Procedures found in interagency aviation guides (Interagency Helicopter Operations Guide, Transportation of HazMat, Air Tactical, etc.) is to be followed except where noted in this handbook.

70.4.1 Helicopter Management. Every military helicopter assigned to support suppression activities shall have a military crew chief assigned. The crew chief performs many of the duties assigned to agency helicopter managers. At a minimum, one qualified helicopter manager (HMGB) shall be assigned at a ratio of one HMGB for each four military helicopters. The HMGBN assures proper integration of military assets and functions as a liaison with military crew chiefs and pilots. Allowing one HMGB to manage four helicopters is approved only when all helicopters are working at the same helibase.

Military aviation units shall be part of an existing incident Air Operations Branch and be directed by the incident helibase organization.

70.4.2 Air Mission Briefings. Military Operations Officer(s) are included in daily agency pre- and post-operational aviation briefings and planning meetings. The Military Operations Officers then conduct a briefing for the military unit aircrews. Military Officers may allow aircrews to attend the agency briefings. Following military aircraft missions, military aircrews debrief their chain of command, who should then pass the information back to the incident Air Operations Branch.

70.4.3 Load Calculations. Wildland fire aviation units' load calculation forms are not used by/for military aircraft. The military method of performance planning is acceptable for interagency aviation operations. The military Pilot-in-Command is required to use an aircraft performance planning card unique to their type of aircraft. During incident

operations, the Military Operations Officer should be kept informed of altitudes and temperatures aircraft is expected to operate, so that out-of-ground effect allowable payloads can be calculated. Interagency helibase personnel are responsible for providing the Military Crew Chief with an accurate manifest of passengers and cargo.

70.4.4 Passenger Transport. All incident and cooperator personnel are approved to ride in military aircraft that meet the requirements outlined in this handbook. All passengers must meet receive a pre-flight safety briefing and be manifested. The pre-flight safety briefing is provided by incident aviation personnel or the Military Crew Chief.

70.4.5 Cargo Transport. All internal cargo is secured in the aircraft in accordance with standard military procedures. All cargo shall be weighed and manifested per interagency policy. Passengers may not be carried on cargo missions unless cargo is secured in such a manner that the cargo does not pose a hazard.

External load missions on short suspension lines may be a Designated Military Mission for the unit. Military or helibase personnel perform all rigging and attachments. All external cargo is weighed and manifested, and a copy of the manifest provided to the crew chief and HMGB.

70.4.6 Longline or Bucket Operations. These missions are not normally identified as a Designated Military Mission for a military unit. Utilization of military pilots and aircraft for these missions requires extensive pre-planning; training and approval by interagency Aviation Specialists and Standardization/Pilot Inspectors. **Refer to 70.5.3.**

If the military unit has been approved for either longline or bucket operations, a HMGB may be aboard the aircraft during the mission only when authorized by both the incident and military aviation officers. This should only occur when the safety of the mission can be substantially enhanced by doing so and when a Risk Analysis has been performed as outlined in the National Standards for Helicopter Operations. This practice should not be a routine occurrence and shall be held to an absolute minimum.

Aerial supervision, preferably a Helicopter Coordinator (HLCO), shall be utilized whenever military aircraft are engaged in retardant/foam/water dropping operations.

70.4.7 Night Operations. As per interagency policy, aviation operations are conducted during daylight hours under VFR conditions (exception outlined below).

Interagency direction authorizes single-engine and multi-engine helicopters to be used for emergency night medevac operations meeting life or death criteria. Military aircraft are to only be used for night operations conforming to this life-limb-or-eyesight criteria. Military medevac aircraft and pilots should expect to be used for emergency night operations. Utilization of night vision goggles depends on the assigned units SOP to include consideration of illumination, obscuration, and meteorological conditions. Military night vision goggle proficiency flights may be performed as required to maintain proficiency requirements for assigned medevac responsibilities. Coordinate and schedule these flights with the Area Command/Incident Management Team and local administrative unit.

Federal agencies only pay for proficiency flights that support missions directly related to fire suppression activities. The cost of all other proficiency flights necessary for the military to remain proficient with other mission profiles is borne by the military.

70.4.8 Aircrew Flight and Duty Limitations. Military units have pilot flight and duty limitation policies and procedures in place. These differ from interagency flight and duty limitations but adequately address pilot crew rest requirements. These military policies and procedures shall be utilized. It is essential that established flight and duty limitations for military aviation resources be communicated to incident Air Operations Branch Director(s) and/or interagency personnel at Area Command as appropriate, to facilitate effective use of these resources. The Air Support Group Supervisor (ASGS)/Helibase Manager assigned to the military unit shall work with the Military Operations Officer to ensure aircraft crew availability and mission readiness.

70.4.9 Accident/Incident Reporting and Investigation. When a military aircraft being used on an incident is involved in a mishap or incident the interagency policy on accident/incident reporting shall be followed. SAFECOMs are completed and submitted through normal interagency channels. The military utilizes their own reporting system as well. Sharing information on incidents and mishaps between land management agencies and the military is essential to maintaining the safety of flight.

Aircraft accidents involving military aircraft are investigated by the military. Interagency employees assist in securing the accident site and facilitate the military accident team investigations. A land management agency may request participation in any accident involving military helicopters on agency incidents. Joint investigations are possible. Participation may be in a formal or informal capacity.

70.5 Military Pilot Training and Qualifications.

70.5.1 General Military Pilot Qualifications Military aviation units enforce strict pilot qualification standards. Interagency Standardization Pilot Inspectors work with the Military Operations Officer to ensure experience level of pilots is considered in crew pairing to obtain the safest overall flight crews. The Military Operations Officer assigns only crews meeting full military mission qualifications.

Each military Pilot-in-Command (PIC) assigned to fire incidents shall have a minimum of 500 hours PIC experience in category and are to be at the flight controls for takeoffs and landings whenever passengers are on board unless safety considerations determined by the PIC dictate otherwise.

Where appropriate, the Military Operations Officer shall assign pilots who have demonstrated mountain flying skills or show they have received training in mountain flying techniques prior to deployment to an incident.

“Designated” and “Non-Designated Military Missions” are to be continually evaluated by interagency aviation personnel for conformity to agency standards.

70.5.2 Minimum Military Pilot Training Requirements. All military flight crews receive the following minimum training prior to being deployed in support of fire suppression activities. Training may be conducted at the deployment site or another designated location. The training session may occur pre-season or when the military unit is activated.

Instruction is provided by interagency Standardization/Pilot Inspectors, Aviation Management Specialists and Wildland Fire Specialists, as necessary.

- Interagency aviation policy and SAFETY
- Incident Command System/organization/terminology
- Missions and roles
- Basic fire tactics and fire behavior/fire shelter
- Ground school, mountain flying techniques, or demonstrated ability in a mountain environment.
- Communications/fire traffic area
- Medevac/emergency evacuation
- Cargo (internal/external)
- Reconnaissance
- Passenger haul
- Mobilization and demobilization (including return of interagency equipment)
- Logistics/finance

70.5.3 Military Pilot Training for Non-Designated Military Missions. Military aviation units pre-identified to perform Non-Designated Missions must complete the following training syllabus in addition to the minimum training requirements listed above. **It is suggested that only Reserve and National Guard units be identified to receive training in Non-Designated Military Missions. However, a small number of active-duty military units have conducted this training in recent years.** This specialized training may be conducted at the military unit's home station or another predetermined site before the beginning of fire season. Non-Designated Missions is not performed if the unit has not been pre-identified by the military and has not completed the training and approval process for those missions prior to mobilization.

Non-Designated Missions may include:

- Mountain flying
- External loads (longline)
- Bucket operations (suppressant and retardant application)
- Functions of Helicopter Coordinator/Air Tactical Group Supervisor
- Expanded instructions on the fire aviation organization.

70.6 Minimum Required Agency Positions to Manage Military Aircraft. The firefighting agencies provide adequate aviation and logistical staffing to support military aviation units on fire assignments. The size and complexity of military aviation operations dictate the type and number of interagency positions required. NICC orders, assigns, and dispatches interagency personnel to manage military helicopter operations. Some interagency personnel may be dispatched directly to the military base to conduct training and briefings prior to actual deployment. Military aviation contingents with interagency personnel already assigned shall be deployed to individual incidents or Area Command.

Although NMAC is responsible for interagency staffing of military aviation operations, coordination with the hosting incident must occur so they know exactly what is being provided and what they have to provide. One incident hosts the military unit logistically, even if the aircraft are serving other incidents.

70.6.1 Interagency Aviation Military Liaison (AAML). This position might be necessary upon activation of military aviation assets and reports to the Military Liaison

Officer. The AAML is a liaison between the military and NMAC for military aircraft mobilization. The AAML position is located at NIFC, with limited field duties. AAML shall:

- Have a working knowledge of the Memorandum of Understanding between DoD and USDA-USDI and the *Military Use Handbook*.
- Obtain assignment and direction from the Military Liaison Officer.
- Serve as a member of the Advanced Party, if necessary.
- Order civilian interagency personnel to manage the military aviation operations at the incident.
- Coordinate with the Area/Incident Commander and the Regional/State Aviation Officer to establish military operational site, expected utilization, and to brief incident staff on military operational procedures and logistical needs.
- Serve as (or assign) an Aviation Specialist to perform aviation briefings at the military unit as a member of the Advance Party to travel to the military installation to brief Military Commanders.
- Coordinate the Military Advance Party mobilization to the incident.
- Arrange for all interagency provided military pilot training, briefings, inspections, approvals, etc., prior to use on the incident.
- Arrange for all interagency required aircraft inspections, equipment and avionics installations, paint schemes, etc., prior to deployment.
- Make arrangements prior to deployment through the Finance/Logistics Section Chiefs for housing, meals, fuel, securing, transportation, dust abatement, crash rescue, and other supplies necessary to support military and civilian interagency personnel.
- Coordinate with Area/Incident Commander and the ASGS/Helibase Manager assigned to the military unit to establish mission ordering procedures and acquire Incident Action Plans.
- Report all incident/accidents through appropriate channels.
- Coordinate media activities with the military and incident Information Officers.
- Keep region/state and NICC aviation managers advised of current operations. Forward daily summary reports to Area/Incident Commander and to the Military Liaison Officer.
- Inform Military Liaison Officer when release is contemplated.
- Complete performance evaluations of all staff members and submit an after-action report to the Military Liaison Officer.

Qualifications: The person assigned to the AAML position should be a national, regional, or state-level Aviation Management Specialist; Technical Specialist; or government pilot with extensive experience in fire aviation and military helicopter use.

70.6.2 Interagency Pilot Inspector/Technical Specialist. This includes government helicopter pilots and maintenance specialists. These personnel are necessary to ensure that military aircraft and pilots meet all interagency requirements prior to fire assignment utilization and to provide follow-up checks during field operations. These positions report to the AAML.

- Provide required interagency training and briefings to military aircrews at the military units' home station or other designated location. This occurs pre-season or upon military activation and includes interagency training requirements for Designated and Non-Designated Missions, as appropriate. **(Refer to 70.5, Military Pilot Training and Qualifications.)**
- Ensure military pilot experience and training meet interagency standards.

- Ensure required interagency equipment, avionics and markings have been installed or applied. Ensure aircraft configuration meets interagency needs.

70.6.3 Air Support Group Supervisor (ASGS) or Helibase Manager. The ASGS/Helibase Manager is necessary when more than one military aircraft is assigned at one location. The ASGS/Helibase Manager is supervised by the incident Air Operations Branch Director (AOBD) but must work closely with the AAML or Area Command Aviation Coordinator. The major role for the ASGS/Helibase Manager is to coordinate the use of military aircraft between the Military Operations Officer and the incident AOBD. The ASGS/Helibase Manager shall:

- Obtain assignment and direction from the AOBD.
- Meet with the Military Operations Officer and establish a joint operations facility at the military staging area or assigned helibase.
- Obtain a list of all military aircraft, flight personnel, and aviation assets to be used on the incident.
- Coordinate with the Military Operations Officer on daily assignments of aircraft and flight crews. Direction and assignments to military personnel must be made through the Military Operations Officer.
- Provide organizational oversight of all interagency aviation personnel assigned to military aviation operations.
- Maintain records for all requests and use of military aircraft.
- Keep the AAML and the Area Command/ AOBD informed on the number of aircraft available and the types of missions the military unit can provide on a daily basis. Notify the AOBD and AAML immediately if any problem arises which prevents an assigned mission to an incident from being performed.
- Request all sustainment and supplies through the Logistics Section Chief.
- Conduct pre- and post-daily operational briefings for the flight crews.
- Ensure that all military flight crews have incident maps, frequencies, flight following procedures, and other information necessary to complete the assigned mission.
- Do not allow formation flying of military aircraft to or on incidents unless the helibase is informed and prepared for multi-aircraft flights.
- Coordinate media and proficiency flights with incident Air Operations.
- Report all incidents/accidents through appropriate channels.

Qualifications: Must be a qualified ASGS or Helibase Manager.

70.6.4 Helicopter Manager (HMGB). A qualified HMGB is assigned at a ratio of one HMGB to each four military helicopters deployed in support of fire suppression. (Exception: military medevac helicopters do not require a HMGB). The HMGB is the direct liaison between the military flight crews and the incident Air Operations organization. The HMGB reports to the ASGS/Helibase Manager responsible for military aircraft but must work within the assigned helibase organization. The HMGB supervises interagency crew members when assigned to military helicopters. As a member of the joint military/interagency flight crew, the HMGB obtains instructions and information on passengers and cargo to be moved, assist the Military Crew Chief in loading and unloading of cargo and passengers, keep aircraft use records, and acts as the liaison for the Military Crew Chiefs to ensure compliance with all joint military/interagency aviation policies and safety procedures. The HMGB shall:

- Arrive prepared for the incident assignment, including flight helmet, flight suit, flight gloves and leather boots.
- Report to the ASGS/Helibase Manager and receive an assignment and briefing on military operational procedures and policies.
- Develop a working relationship with the military flight crews and other interagency and military personnel. As an active member of the flight crews, assist the Pilots-in-Command by advising them of incident/aviation procedures and by serving as a liaison with incident personnel.
- Receive mission assignments from the ASGS/Helibase Manager and relay assignments to the flight crews and Pilots-in-Command (PIC).
- Ensure the military flight crew receives all pertinent information necessary for the safe completion of the assigned missions.
- Ensure all flight operations are conducted according to the joint military/interagency policies established for military aircraft operations.
- Keep accurate aircraft use records and immediately report all incidents or safety concerns to the Helibase Manager or ASGS/Helibase Manager.
- Attend all pilot briefings to ensure mission integrity.

Qualifications: Meet interagency fire Helicopter Manager standards, PMS 310-1.

70.6.5 Helicopter Crew Member (HECM). HECM is not a required position since HECMs are not normally needed to staff military helicopters. The HECM can be assigned if additional personnel are needed. The helicopter crew member position is supervised by the HMGB assigned to the aircraft. The HECM shall:

- Arrive prepared for a fire assignment, including flight helmet, flight suit, flight gloves and leather boots.
- Report to the HMGB and receive an assignment and briefing on military operations procedures and policies.
- Develop a working relationship with military flight crew and HMGB.
- Assist the HMGBELM and the Flight Engineer/Crew Chief in the loading/unloading of all passengers and cargo, ensuring passengers comply with safety requirements, and safely securing all cargo.
- Attend briefings and debriefings as appropriate.

Qualifications: Meet interagency fire Helicopter Crew Member standards.

70.6.6 Helicopter Coordinator (HLCO). The Helicopter Coordinator is an airborne position provided by the incident and reports to the incident Air Tactical Group Supervisor. Aerial supervision, preferably a HLCO, is required whenever military helicopters are performing retardant/foam/water operations in incident airspace.

70.6.7 Logistics Section Chief (LSC2). A Logistics Section Chief is only required when military aviation support needs exceed the capabilities of the incident Logistics Section Chief or when the military aviation contingent is staged at a non-incident location (area command military staging area). This person is responsible to coordinate the procurement and accountability of all supplies, equipment, services, transportation, fuel, and facilities needed to support the military and civilian management group. LSC2 shall:

- Coordinate with the Military Advance Party to determine needs.
- Immediately upon arrive, identify the Finance Section and Logistic Section Chiefs on the IMT and work closely with those individuals. If the military aviation

unit is not collocated with an incident supported by the IMT, the LSC2 contacts the appropriate interagency Financial Manager Officer at NIFC for assistance with finance questions and purchasing contracts.

- Contact NICC for the fiscal code for all costs incurred with the unit's use on the incident(s). The support costs are prorated based upon the hours flown on each incident, using the interagency/unit assigned fiscal code assigned to a specific incident.
- Refer to **Chapter 100** for direction on cost reimbursable items to the military. For questions on items not specifically covered under this chapter, contact the incident Finance Section Chief. If there is no Finance Section Chief, contact the interagency Financial Manager Officer at NIFC for direction.
- Provide oversight and approval procedures for all support costs associated with the unit's activation.
- Order, receive, store, and distribute supplies and equipment. Maintain inventory and accountability of supplies and equipment. Coordination with the incident Logistics Section Chief is required to develop procedures for ordering supplies and equipment.
- Order, receive, and account for the aviation fuel furnished to the military. After demobilization of the military aviation unit, the Logistics Section Chief facilitates the transfer or removal of excess fuel.
- Coordinate lodging, feeding arrangements, transportation, facilities, and other services needed by the military and civilian aviation groups.
- Provide costs to the incident Finance Section Chief, and the appropriate interagency Financial Manager/Administrative Officer at NIFC.
- At the end of the assignment, account for all property issued to the military and civilian management groups. Send records of all costs incurred to the appropriate interagency Financial Manager/Administrative Officer at NIFC.
- Coordinate with the military regarding security for aircraft and equipment.

Qualifications: Meet interagency fire Type 2 Logistics Section Chief standards.

70.6.8 Communications Specialist. This agency position is located at NIFC, reports to the Military Liaison Officer, and normally performs duties during the mobilization phase of military aircraft. A Communications Specialist may be assigned to incidents with large or complex military activity and is assigned to the incident Logistics Section Chief to coordinate communication for the Military Aviation Unit. Communications Specialist shall:

- Have responsibility for coordinated installation and maintenance of NIRSC equipment that was assigned to the incident.
- If necessary, provide the HMGB with necessary interface/equipment for civilian flight helmet utilization with military avionics.
- Serve as a member of Advance Party to brief military commanders on communications issues.
- Coordinate with the Military Communications Officer, Operations Officer, and Avionics Technician for frequencies and communications equipment.
- Coordinate with the Communications Unit Leader, Logistics Section Chief, and Air Support Group Supervisor.
- Attend interagency planning meetings and briefings as appropriate.
- Implement military support requirements such as the need for cross link radio system and telephones and communication requirements.

- Ensure that communication problems or issues concerning the communication support to military are resolved.
- Recommend procurement of communication and navigation equipment.

Qualifications: Must meet the interagency requirements for Avionics and Communications Specialists positions.

70.7 Military Aviation Organization. Every military commanding officer has the authority to give lawful orders to those under his or her command. Orders are passed from the unit's Commander to the Military Operations Officer, and then to the Platoon Leader or to the Air Mission Commander, for multi-ship operations, or the Pilot-in-Command for single-ship operations, and finally to the flight crew members. The aviation unit may have the following positions:

70.7.1 Commander (CO)/Officer in Charge (OIC). A CO is in charge of each military unit. If a CO is not deployed with the unit, the Senior Officer at the site is designated as the OIC. The CO/OIC shall:

- Have responsibility for the overall operations of the unit.
- Have responsibility for disciplinary and legal issues.
- Ensures unit and individual training meets requirements.
- Supervise aircraft and aircrew scheduling.
- Supervise maintenance operations/logistics support.
- Make and enforce crew endurance policies.
- Coordinate with the AAML and Military Aviation Liaison (area/incident command staff).
- Enforce the safety program (ground and air).
- Manage living areas and support requirements.
- Manage personnel assignments.
- Coordinate with the parent organization (higher headquarters) on all matters.
- Have ultimate approval authority of all mission requests.
- Direct the operations of the Military Operations Officer.

70.7.2 Battalion S-3 or Operations Officer. A Military Operations Officer is in charge of flight operations, unit plans, and training. The Military Operations Officer reports directly to the CO/OIC. The Military Operations Officer shall:

- Ensure the mission readiness and accomplishment.
- Supervise a crew endurance program.
- Schedule aircraft and aircrews.
- Conduct mission briefings to Air Mission Commanders or Pilots-in-Command.
- Coordinate with the ASGS, Unit Commanders (CO/OIC), and MOOs on all aspects of unit operations, to include logistics.
- Provide daily activity reports to the MOO and Defense Coordinating Element.

70.7.3 Military Operations Officer (MOO). The MOO is located at appropriate air operations (incident and/or area) location. The MOO shall:

- Coordinate military aircraft support with the incident and/or Area Commands.
- Coordinate military aircraft support missions/logistics with Unit Commanders, Officers-in-Charge (OIC), or Military Operations Officers or other MOOs.
- Provide reports to and coordinate with appropriate military headquarters and Defense Coordinating Element.

- Advise the AAML on capabilities and limitations of military aircraft.

70.7.4 Operations Specialist (93P). Reports to the unit's Military Operations Officer and generally fills the dispatcher role regarding flight planning, flight following procedures, airspace restrictions, weather information, aircraft availability and management of individual aircrew flight records.

70.7.5 Communications Officer or Specialist. The Communications Officer coordinates all communications requirements for the unit. The Communications Officer or Specialist shall:

- Advise the CO on all communications matters, including placement of required communications and navigation equipment.
- Coordinate with maintenance personnel to ensure that all aircraft assigned to a mission have adequate communications and navigation equipment installed and operational.
- Ensure avionics equipment installed in the aircraft meets military regulatory requirements for either temporary or permanent aircraft modifications.
- Ensure any technical requirements for avionics support are adequately staffed at field sites.
- Advise the CO on the technical communications aspects of electronic systems and devices as required.

NOTE: The aircraft specific communications problems are addressed by an avionics repairman in the unit's maintenance section.

70.7.6 Military Standardization Instructor Pilot (SP). The SP ensures all training conducted by unit personnel is standardized using appropriate military regulations and Standing Operating Procedures (SOP). The SP shall:

- Ensure all Instructor Pilots (IPs) are standardized in the task performance standards being taught.
- Act as a subject matter expert on issues relating to aircraft capabilities, crew performance standards, or mission support capabilities.
- Ensure compliance with military regulations and SOPs regarding the proper documentation of training being accomplished.
- Ensure all crew members are qualified to perform the assigned mission.
- Coordinate with the Operations Officer and OIC to ensure scheduling results in safe and efficient flight crews.
- Report directly to the CO.

70.7.7 Instructor Pilot (IP). The IP is responsible for conducting all flight training of aviator tasks. The IP also evaluates aviator and flight crew performance to ensure tasks are being performed in accordance with military regulations and SOPs. The IP may also develop and teach aviation subjects in a classroom environment, act as a subject matter expert on aircraft capabilities, limitations, or questions relating to mission performance.

70.7.8 Aircrews. The makeup of the aircrew depends on the type of aircraft, the type of mission it is performing and the unit's SOP. UH-60 and CH-47 aircraft require a PIC, a Co-Pilot, and a Flight Engineer (CH-47) or Crew Chief (UH-60) as a minimum crew. If a CH-47 is performing sling load or terrain flight operations, a Crew Chief is added to the

crew. All military aircraft flying in support of both Designated and Non-Designated military mission assign two pilots qualified in model, one of which is a PIC.

70.7.9 Air Mission Commander (AMC). When two or more aircraft are tasked to perform a single mission, an Air Mission Commander is designated. The AMC has overall responsibility for planning and completion of the assigned mission from the initial air mission brief to the back brief upon mission completion. The AMC makes the determination whether or not the mission can be completed as briefed and briefs the aircrews on the assigned mission.

70.7.10 Pilot-in-Command (PIC) The PIC is the military pilot who is in charge of each aircraft in flight. The PIC has final authority over the aircraft and crew.

The PIC shall:

- Have responsibility for the aircraft, aircrew, passengers, and cargo.
- Have final authority on approving internal or external loads.
- Have responsibility for mission completion for single-ship missions.
- Ensure all tasks performed are done in accordance with the mission briefing and that all crew members on the aircraft are properly briefed on the mission.
- Coordinate with the Helicopter Manager (HMGB) in conjunction with the Flight Engineer/Crew Chief.
- Coordinate with the Co-Pilot when flying and navigating.

70.7.11 Flight Engineer (FE) and Crew Chief (CE). The FE is responsible for daily maintenance of the aircraft and the load configuration of the CH-47. The CE assists the FE on the CH-47. On the UH-60 and other rotary military aircraft, the CE performs these duties. The FE or CE shall:

- Inspect load configurations, supervises loading of cargo in accordance with military regulations and SOPs and ensures cargo is secured for flight.
- “Call the load” during external load operations. Controls release of the load on the CH-47.
- Ensure passengers are loaded safely and efficiently and passengers and other crew members are properly secured prior to flight.
- Ensure aircraft systems are operating properly on CH-47 helicopters.
- Coordinate directly with the HMGB.
- Clear the rear of the aircraft in flight, on take-off and landing.

70.7.12 Aviation Safety Officer (ASO). The ASO shall:

- Assist the CO in implementing the unit’s safety program.
- Advise the CO on safety related issues including air and ground safety.
- Monitor compliance with the unit’s crew rest policy and procedures.
- Prepare military safety reports.
- Secure an accident site prior to arrival of the Accident Investigation Team. Ensure compliance with initial accident investigation procedures.

70.8 Aircraft Security, Maintenance and Refueling.

70.8.1 Security. The military is responsible for the security of all military aircraft and military support equipment provided.

70.8.2 Maintenance. When military aircraft are activated, it is necessary to accommodate their maintenance group. The civilian agencies' involvement would be to assist in selecting and obtaining a suitable area and facilities for maintenance. A request through military command may be necessary for additional military aircraft maintenance support. To meet military logistical needs, it may be easiest to station military aircraft at or near an airport where aircraft parts and equipment can be readily delivered.

70.8.3 Refueling. Military aircraft use JP-8 or Jet A fuel. The military can purchase fuel by credit card from any commercial source or obtain fuel from local military sources. Military helicopters require the fuel additive PRIST. Ensure fuel source(s) contains PRIST; if not, arrange for this additive to be available. PRIST is generally available through commercial fuel vendors. The Military Operations Officer needs the location of available sources so contracts can be made with a fuel supplier to furnish fuel to the staging area(s). The military has two systems for providing fuel to their aircraft; military fuel trucks with matching fuel connectors, and a Forward Area Refueling System (FARS) which is a bladder fuel tank with filter, hoses, and connectors.

70.9 Aircraft Equipment Requirements, Description and Specifications. All military aircraft deployed to fire assignments shall be configured with the equipment required by this chapter.

70.9.1 Designated Military Mission. Helicopters shall have:

70.9.1.1 High visibility markings on main rotor blades and fuselage.

70.9.1.2 A complete set of current aeronautical charts covering area of operations.

70.9.1.3 All military aircraft shall be equipped with one (1) 760-channel VHF-AM aeronautical radio system operating in the 118 to 137-MHz bands, with 25 kHz channel increments, and a minimum transmitter carrier power output of five watts. The civilian agencies may furnish the military aircraft with a VHF-FM radio system compatible with interagency frequencies capable of operating over the frequency band of 150 to 174 MHz with 12.5 MHz channel increments with 32 sub audible (ctcss) tones. Radio must be furnished with separate Guard receiver operating on 168.625 MHz Frequency.

Adapters are provided by the civilian agencies to allow for an interface between the Helicopter Manager and the flight crew.

Until the civilian agency furnished radio systems can be installed, the following interim procedures may be utilized:

- Helicopters may be allowed to operate helibase to helispot if both locations have VHF AM communications with the helicopters and Aerial Supervision is present.
- Single- or Multi-ship operations can include helicopters without VHF FM communications so long as Aerial Supervision is present, and a plan is established.

70.9.1.4 All military aircraft are to be equipped with a Global Position System (GPS), or its equivalent, to be used for locating the position of the aircraft at all times by referencing latitude and longitude coordinates.

70.9.2 Non-Designated Military Mission. Non-Designated Military Mission aircraft shall include Designated Military Mission equipment and the following:

70.9.2.1 One Mil-Spec cargo hook employing both electric or hydraulic and manual release systems and rated at the maximum lifting capacity of the aircraft.

70.9.2.2 Adequate tie-down straps, nets, or other devices for securing cargo in the cabin or cargo compartment. These devices shall be simple in function and have the capability of being installed quickly.

70.9.2.3 The civilian agencies may provide to the military a variable capacity bucket and rigging with a capacity commensurate with the maximum lifting capabilities of each aircraft. For Type 1 helicopters, either an interagency approved bucket or an approved fixed tank is acceptable. Either the weight of the bucket and capacity at each adjustment level shall be marked on the bucket or the operator shall have a written statement of the maximum capacity (weight) at each adjustment point. Buckets provided by the civilian agency are to be returned to the designated fire cache for refurbishment. The military provides the appropriate rigging to interface with civilian agency provided buckets.

70.9.2.4 All external load operations and equipment must meet National Standards for Helicopter Operations or military specifications.

70.9.2.5 The civilian agency may provide long line and or remote cargo hooks with release system and brush guard or cage rated at no less than the primary hook capacity. The military provides the appropriate rigging to interface with the civilian agency provided long lines.

70.10 Agency Mobilization Checklist for Military Helicopters. The following checklist can be used as a guide when initiating mobilization plans for the military helicopter units on incidents:

- Order for military helicopters has been properly initiated through the appropriate dispatch unit. Military is informed of incident number and fiscal code (fund cite) for the incident.
- Number of helicopters ordered is sufficient considering maintenance and crew changes.
- Identify unit's designated military mission.
- Fuel is ordered by proper type for the aircraft. Who is supplying the fuel?
- Notify regional or area aviation group/management involved with the mobilization.
- Identify a purchasing unit.
- Copy of the Memorandum of Understanding is available as well as flight hour costs and crew pay rates available.
- Adequate agency aviation positions ordered is proportionate to the military aviation assets.
- Identify staging area for helicopters to join up with interagency personnel.
- Helicopters are equipped with proper radio packages, or it must be installed. Frequency cards are included.
- Incident radio frequencies and contacts are given to military prior to entering the incident.

- Helibase parking has been selected to accommodate all helicopters ordered. Dust abatement ordered.
- Arrange ground transportation prior to arrival.
- Arrange Eating/sleeping facilities.
- Establish military and agency chain of command/staffs.
- Develop an organizational chart with positions for military/agency chain of command, to include spaces for names of individuals as applicable.
- Brief military flight crews.
- Establish medical evacuation procedures, including crash rescue capabilities.
- Maps and hazard maps made available to pilots.
- Incident Action Plans are made available.
- If available, dedicated telephones and radios for use by the military.
- Address crew endurance tables (pilot flight hours) and flight duty limitations.
- Status of aircraft availability (maintenance posture) is current and available.
- Keep daily logs, incident reports and completed aircraft pay documents.
- Performance planning and manifesting to be completed for all flights.
- High visibility water soluble paint (temporary) made available for marking helicopters.
- Security established.
- Water bucket mechanics available or provisions for bucket repairs addressed.
- DoD OLR/AMCOM team activated if requested for added maintenance capability.

CHAPTER 80

COMMUNICATIONS

80.1 Introduction. The objective of this chapter is to provide information and give specific instructions to Communications Unit Leaders (COMLs) and Communications Coordinators (COMCs) at all levels. This chapter describes the duties and responsibilities of the COML associated with the use of military personnel and/or aircraft assigned to critical incidents during situations when there are suppression resource shortages.

Constant communications coordination, at all levels, is necessary to reduce the duplication of resource orders. This enables effective control of communications resources to be maintained which is critical when these resources are in short supply.

80.2 Roles and Responsibilities.

80.2.1 Communications Coordinator (COMC).

Actions to be Taken: (In addition to those established by the National Interagency Mobilization Guide)

- Coordinate deployment of communications equipment and personnel needed to support the military.
- Contact all COMLs under Complex or Area Command Authority daily.
- Coordinate with NIFC on radio equipment and frequencies, e.g., satellites, AM-FM linking.

80.2.2 Communications Unit Leader (COML).

Actions to be Taken:

- Interface with military counterpart (Battalion Signal Officer).
- Coordinate with COMC prior to placing any orders for personnel, equipment, and aviation communications support; if none assigned, contact the NIFC—Communications Duty Officer (CDO) at (208) 387-5644.
- Coordinate with Air Operations Branch Director (AOBD) to facilitate any aviation frequency and/or equipment requests.
- Maintain daily contact with AOBD throughout the incident.
- Assume control of all National Incident Radio Support Cache (NIRSC) equipment pre-issued to military by NIFC prior to their arrival. This equipment is for communications support of military personnel.
- Establish issue records and issue radios to military personnel or to the military crew liaison according to their pre-established issue list.
- Prior to release of military personnel, collect and account for all NIRSC radios.
- Arrange release to NIFC for refurbishing when radios are accounted.
- If no regional COMC is assigned, assume duties and coordinate frequencies, personnel, and equipment for the incident.

80.3 Guidelines.

General:

- Avoid second-guessing military communications requirements.

- Communications requirements for military command and control is handled by the military.
- The most important military logistics communications requirement is internet connectivity, telephone, and facsimile services.
- Communications requests by the military and supplied by the incident is ordered through the normal incident ordering system.
- Inclusion of key military personnel into Camp Net facilitates the interface of the military into the incident system.

80.4 Radio Ordering Procedures.

- Radios are ordered through the National Incident Coordination Center (NICC), Boise, Idaho. The order should include the name and position of the individual on the Incident Support Team that is responsible for the radios. Radios should not be ordered by the incident. This allows military personnel to be transferred to other incident(s) while keeping their radios.
- Either Logistics or the MLO on the Incident Support Team is responsible for issuing radios to the military and verifying they are returned to NIFC.
- The National Interagency Incident Communications Division (NIICD) coordinates with the Great Basin Cache (GBK) for shipping the initial order of radios for training and assignment to military personnel.

80.5 Defense Coordinating Officer (DCO) and Defense Coordinating Element (DCE). DCO/DCE requirements are telephones, cellular and facsimile. Any requirements for additional communications support is coordinated through NIFC.

CHAPTER 90

PUBLIC INFORMATION

90.1 Introduction. When additional wildland firefighters are needed to support the current level of wildfire activity in multiple Geographic Areas, the National Multi-Agency Coordinating Group (NMAC) at the National Interagency Fire Center (NIFC) requests military personnel to assist in suppression efforts. The military has been a key partner in wildland firefighting for decades, providing personnel to serve as wildland firefighters, as well as providing aircraft support. Recognizing the differing public affairs roles, missions, and regulations among the military services and the civilian fire management agencies, careful advance planning when incidents involve military forces in dealing with complex situations is essential for accurate and timely communication with the public, stakeholders, and other audiences.

This chapter is designed to identify specific responsibilities of each agency Public Affairs Officer (PAO) and identify how each agencies missions and objectives are accomplished when military assistance is provided. The plan provides for a joint, coordinated public affairs effort with NIFC External Affairs, the incident and Area Command staff, and the military.

90.2 General.

- Department of Defense (DoD) resources are requested by NMAC to support firefighting operations. Military assistance requests are determined by the severity and scope of the wildland fire situation and the exhaustion of the supply of available civilian firefighting resources.
- Historically, wildfires have always attracted media attention. Members of the press typically seek opportunities to cover the national fire situation, including access to areas of firefighting activities, particularly when the military is engaged.
- All public affairs activities concerning news media on wildfires are in accordance with fire management agencies and DoD directives, unless stated otherwise.
- Once military resources are requested, a NIFC PAO shall be immediately identified to serve as the point of contact (POC) with the military PAO.
- Fire management agencies at NIFC include the Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), National Park Service (NPS), U.S. Fish and Wildlife Service (FWS), and U.S. Forest Service (USFS), U.S. Fire Administration (USFA/FEMA), and state representation with the National Association of State Foresters (NASF).

90.3 Responsibilities. The External Affairs (EA) Office at NIFC disseminates national wildfire information. The EA Office does not disseminate specific incident information, as that is the responsibility of the local unit and/or the assigned Incident Management Team (IMT).

- Army North Public Affairs Office/Military PAO:
 - The Army North Public Affairs Office is responsible for the management of military public affairs activities in support of military forces engaged in wildland firefighting operations. The Army North Public Affairs Office assists the civilian media in their news-gathering operations. When military forces are assigned to support civilian wildland firefighting activities, the Army North Public Affairs Office should arrange a liaison element to the EA Office at NIFC.

- As an integral part of the military command information program, Public Affairs Office assist all military commands supporting civilian operations.
 - Each military unit may deploy with an attached Public Affairs Detachment (PAD). Deployed PADs conduct joint, coordinated public affairs activities with land management incident information personnel and coordinate all media needs with the NIFC PAO.
 - The military PAO clears all news releases (electronic or print) whether they are from home installation public affairs offices or from the field when the subject is military support of wildland firefighting.
 - The military PAO determines, in coordination with the NICC Manager and NIFC PAO, procedures for joint casualty reporting. All such injury or fatality information shall be cleared by the Incident Commander (IC) having jurisdiction over the incident. Release of such information involving either military or civilian personnel traveling in military transport, shall be joint and simultaneous by the appropriate civilian and military authorities.
- NIFC PAO:
- The NIFC PAO serves as the point of contact with the designated military PAO. The assigned NIFC PAO works directly with the military designated PAO to provide information on the deployment to the public and media.
 - Once military personnel are assigned to an incident, the NIFC PAO serves as a liaison to connect the military PAO with an incident PAO, to continue information sharing, and reduce confusion on point of contacts.
 - The NIFC PAO serves as the official spokesperson for media inquiries received at NIFC. The NIFC PAO works jointly with the military PAO to make sure talking points and messages are consistent and accurate.
 - The NIFC PAO coordinates the joint, total public affairs effort with the Army North Public Affairs Liaison and ensures “speaking with one voice” tenets are observed.
 - The NIFC PAO ensures conformity of military and civilian public affairs activities with the relevant regulations of all agencies involved.

All deployed military public affairs members attend firefighter training at the installation.

90.4 Operations.

90.4.1 Military Concept of Operations. The Assistant Secretary of Defense (Public Affairs) provides military public affairs guidance and policy through Headquarters, Department of the Army (HQDA) and U.S. Northern Command (NORTHCOM) Public Affairs, for public affairs support of wildland firefighting operations by DoD components.

Public affairs planning commences concurrently with operational planning. The EA Office at NIFC and the Army North Public Affairs Office monitor ongoing situations and communicate the anticipated deployment of military forces.

90.4.2 Mobilization and Deployment.

- Once military resources are requested, a NIFC PAO shall be immediately identified to serve as the POC with the military PAO. The NIFC PAO works with the identified military PAO to obtain deployment details to inform internal leadership at NIFC, as well as the news media of pertinent information.

- The Army North Defense Support to Civil Authorities (DSCA) plan is the guide for military public affairs support. Army North should deploy a public affairs liaison to accompany the deployed resources. The military PAO accompanies the military resources to the incident and maintains communications with the NIFC PAO.
- The NIFC PAO serves as a resource to connect the deployed military PAO with an appropriate incident PAO to better streamline the sharing of incident information and updated deployment information.
- After a deployment, military PAOs should attend the after-action report conducted by the deployed unit and the civilian firefighting agencies.

90.5 Lead Public Information Officer (Incident or Area Command). The Lead Public Information Officer (Area Command):

- Coordinates military and civilian public affairs activities at the Area Command level.
- Ensures military and civilian public affairs products conform to relevant regulations of all agencies involved.

90.6 Coordinating Instructions.

- Participating military and civilian Public Affairs Officers are authorized and encouraged to communicate and coordinate with each other.
- In coordinating the release of public information, military releases such as hometown releases, internal information, and briefings for higher headquarters, shall follow appropriate military public affairs guidelines. All incident information jointly involving the military and civilian agencies is coordinated through civilian and military PAOs.

90.7 Contacts. The NIFC EA Office can be reached at 208-387-5050. This number reaches any NIFC PAO, who can connect military personnel with the appropriate NIFC PAO liaison.

CHAPTER 100

INCIDENT BUSINESS MANAGEMENT

100.1 General. Incident Business Management captures the guidelines for identifying costs that are chargeable to the incident and providing procedures for processing reimbursable billings and payments to the military. Actual costs for the military's normal operating expenses that are directly incurred as a result of their support to the incident are chargeable to the incident. Some of these costs may be incurred by the incident directly; whereas some costs may be incurred by the military directly, for which the military is reimbursed via interagency agreement. Interagency agreements and funding orders related to activities covered by this handbook are managed by NICC/NIFC under the terms of a national Interagency Agreement between DoD, USDA, and DOI.

100.2 Non-Monetary Personnel Awards. Non-monetary awards are provided at the national level to the military personnel involved in supporting wildland fires. If Incident Management Teams or local units wish to recognize the military for their support to an incident outside of the national awards, the costs of the awards must be paid from pre-suppression or programmed funds. Non-monetary awards, such as plaques, pins, etc., may not be charged to a wildland fire agency's suppression funds.

100.3 Costs Chargeable to Incident. Costs related to military support may include, but are not limited to the following:

- Pay, including overtime pay, for civilian personnel.
- Pay, including overtime pay, for active military personnel.
- Travel and per diem expenses for military personnel (military and civilian).
- Costs associated with cellular phones owned by the military.
- Costs of purchasing additional tents, cots, and sleeping bags., if unable to obtain from other military installations or through our cache system
- Costs associated with providing required PPE, if not provided by the government.
- Transportation of personnel supplies and equipment.
- Post incident clean-up of military equipment
- Repairs and maintenance of military equipment (except depot repairs)
- Port loading, off-loading, and handling costs.
- Cost to repair/recondition non-consumable items returned by military.
- Replacement cost of supplies and equipment furnished to and not returned by the military.
- Cost of replacement and/or repair of items damaged at the incident with the exclusion of items listed under 100.4 Non-reimbursable Costs (Also excluded are components that are replaced due to time-compliance requirements)
- Cost to pack and crate supplies and equipment
- Cost of petroleum, oils, and lubricants (POL)
- Cost to replace military-provided supplies and equipment lost, destroyed, or damaged beyond economical repair, as determined by report of survey. Military aircraft, motor vehicles and watercraft are excluded from this cost.
- The cost of aircraft flight hours based on DOD US Government Agency flying-hour rates (which does not include personnel costs) current at the time support was provided.
- Costs of any rehabilitation or modification of military real property if modification was requested by the Agency (e.g., painting of aircraft)
- Restoration of military real property if the property was altered to the extent the military has no future use for it.

- Medical Care—**immediate emergency care as a result of support to the incident.** Military Medical Units provide treatment for military personnel when available. Agency (Incident) Provided Medical Care (APMC) is provided beyond what the Military Medical Unit can provide or when a Military Medical Unit is not available. Once military personnel begin care at a civilian facility (hospital, medical clinic, etc.), the Military Health System (an enterprise within DoD) is admirably responsible for their health care. Tricare is the provider for all active-duty components with the US Military. The MLO works closely with the Incident Commander and all team members attached to the IMT on the medical care process for military personnel, since it differs from the process civilian firefighters. All military personnel shall comply with Agency reporting requirements for APMC.

Additional Costs Chargeable to Incident:

- Laundry Service
- Restocking of medical supplies used on incident from military medical unit.
- Cost to store military personnel's personal belongings if additional costs are incurred.
- Airport landing and associated fees

100.3.1 Acquisition of Non-Standard Items. The US Forest Service (FS) Branch Chief for Fire Equipment at NIFC, in consultation with the NICC facilitates through the fiscal officer the issuing of funding authority for the acquisition of pre-approved, non-standard items and services. The FS Fire Equipment Branch Chief must validate and approve any other advance purchases to be charged to the agency's funds.

Pre-approved funded items include:

- Boots, suitable for fire suppression duties, which meet or exceed NFPA wild-land firefighting standards.
- Two to three military/GSA/rental/lease vehicles for command-and-control personnel, should be considered.
- Express mail delivery (FedEx, UPS, etc.) from home station to the incident every other day

100.4 Non-Reimbursable Costs. The following costs for military assistance are normal operating expenses of the military and are neither reimbursable by nor chargeable to the incident:

- Cost of telephone or other electrical transmission used to requisition items for incidents or to replenish depot stocks.
- Charges for military motor vehicles or watercraft use (except POL)
- Army aircraft, motor vehicles or watercraft damaged, lost, destroyed, or abandoned.
- Daily newspaper distribution
- Office of Workers Compensation Program (OWCP)
- Personal comfort items; deodorant, toothpaste, etc.
- Battalion specific insignia items, such as flags, patches, t-shirts, banners
- Purchase of property items by the military, such as copiers, facsimile machines, personal computers, laptops, printers, cameras, GPS units, cell phones
- Wear and tear on personal uniforms and military property

100.4.1 Non-Consumable Property. Any non-consumable property issued to military personnel and not returned (e.g., handheld radios, GPS units, cellular phones, chainsaws) and not returned to the incident agency are billed to the military installation for the cost of its replacement.

100.5 Additional Personnel Requests. Any additional personnel must be approved by the NICC Center Manager. The NICC Center Manager forwards to the NIFC Financial Manager or Administrative Officer (AO) the number of individuals, purpose, and transportation method. Approval is given through them, and all military billings must show these costs by category.

100.6 Claims. Military equipment lost, stolen, damaged, or destroyed may be subject to reimbursement for repairs or replacement. Sufficient documentation must be provided which includes the circumstances surrounding the claim, costs, and other pertinent information with all billing documents. A statement from a fire official must be attached. Upon receipt of the information, a determination is made.

100.6.1 Claims for personal belongings which are lost, stolen, damaged, or destroyed are subject to the military claims process. The incident should provide the individual with the agency's claim form for immediate documentation. Military personnel, upon return from their assignment, should submit the claim through their process. If approved by the military, the military installation may be reimbursed for the cost.

100.7 Billing Procedures. Any actual costs that are incurred directly by the military and reimbursable by the incident must be billed through the terms of the national interagency agreement and funding orders. The costs must be supported with detailed listings, by category, and documented using the SF-1080 billing form. The SF-1080 and supporting documentation must be sent to the NIFC Finance Manager for review and approval.

Military persons preparing SF-1080s must ensure:

- Charges are accurate.
- Station number, complete accounting classification and the correct appropriation or fund account to be credited are shown.
- Requests for repayment are in sufficient detail with documentation to support, identify and segregate costs, such as:
 - Personnel (civilian pay and military pay)
 - Travel and per diem (civilian and military)
 - Transportation costs
 - Aircraft flight hours and use rates.
 - Rehabilitation, modification, or restoration of military real property
 - Approved equipment and supply costs
 - Medical supplies/equipment
 - Unique items that were approved beyond the standard items.

CHAPTER 110

LOGISTICS

110.1 General. Logistics support for the military shall provide all the same units of support/responsibility as a traditional NWCG/All-Hazard response. The key to the military deployment is coordination and communication with sensitivity to human factors.

110.2 Alert. Logistics planning begins during the preseason/annual review of the military use handbook and processes. Logistics begins active coordination upon notification of National Preparedness Level (PL) of 4 or 5.

110.2.1 Logistics Coordinator. The Logistics Coordinator is appointed by the National Military Coordinator. This individual has experience in military firefighter training operations, NWCG Logistics systems (Cache system and Interagency Resource Ordering Capability (IROC), and be an effective communicator understanding of human factors. Position should always maintain a Deputy and/or a Trainee.

110.2.2 Cache Coordinator. The Logistics Coordinator liaisons with the established/designated Cache Coordinator at NIFC. All initial Resource Orders are placed through the Cache Coordinator.

110.2.3 Field Logistics Coordinator. Designate a Field Logistics Coordinator and/or qualified trainee preferably someone from the National Advanced Training Program (NATP) that is assigned as logistics with the military for the duration of the incident.

110.2.4 Resource Orders. The Logistics Coordinator is responsible for placing mobilization Resource Orders (ROs) for supplies, equipment, and radios. The Logistics Coordinator works with the Cache Coordinator for supply and equipment ROs and with the NIFC, National Interagency Incident Communications Division (NIICD) for radios.

- A supply and equipment RO is placed for shipment to the military installation that includes Personnel Protective Equipment (PPE) for issue to military personnel, training materials and supplies, and equipment for training.
- A supply and equipment RO is placed for shipment to the incident that includes tools and equipment for training and use while on the incident.
- See ***Exhibit 2, Items Provided by the Wildland Fire Agency and the Military***.

110.2.5 Charge Codes. Charge Codes for Resource Orders.

- Mobilization Resource Orders (RO) for all Overhead, Training materials and supplies is under National Interagency Fire Center, Forest Service (NIFC-FS) charge code (P number).
- Deployment (going from the post to the incident) RO is on the Incident specific charge code (P number) for all Overhead, Equipment (rentals etc.), Supplies (cache, radios, equipment rehab, damage, etc.) like a traditional Incident.
- Procurement, Purchasing, and Fire Replacement is coordinated with the Purchasing/Procurement individual assigned to support the Military Mobilization in accordance with the Incident Business Management Handbook.

110.2.6 Army North Logistics Support Team. Army North may provide (4) four personnel to assist in coordinated support for the Military deployment. These personnel coordinates and collaborates with the Logistics Coordinator, Field Logistics Coordinator, and Battalion Military Liaison to support and advocate for the deployed Military unit. The key is to coordinate and communicate with a high degree of sensitivity to human factors.

110.3. National Multi-Agency Coordinating Group (NMAC) Logistics Support/Resources. NMAC provides, coordinates, and funds logistic support, services, and resources to the military unit at the incident. NMAC also issues required Personal Protective Equipment (PPE) to military personnel at the installation and supplies and firefighting tools/equipment at the incident. See ***Exhibit 2, Items Provided by the Wildland Fire Agency and the Military.***

110.4. Military Unit Provided Logistics Support/Resources. See ***Exhibit 2, Items Provided by the Wildland Fire Agency, and the Military*** for a list of logistical support, services and resources provided by the military unit at the installation and the incident.

110.5 Logistics Support for NIFC Advance Party/Training Cadre at the Military Installation. The Logistics Coordinator coordinates/arranges logistics support/coordination for the NIFC Advance Party/Training Cadre and assures coordination for access to the installation for NIFC personnel and materials. The coordinator also coordinates, but not manages, lodging for NIFC personnel.

110.5.1 Training Cadre Logistical Support. Logistical support for training includes coordination in conjunction with the military unit for proper venues for the training evolutions and the issuing of PPE. Coordination with an installation point of contact for the delivery of all training supplies, PPE, and equipment to support the on-base training evolutions in the venues established on the installation. The Logistics Coordinator coordinates actions with the National Military Coordinator and Training Coordinator.

- Anticipate arrival of incoming Training Cadre, i.e., MLOs, MLO-Deputy, Logistics Coordinator, STCRs, CWRBs, Veteran Crew, etc.
- Generate Resource Orders (ROs) for PPE and training materials from the National Interagency Cache System.
- Provide logistical support to the Training Cadre as needed.
- Order, assemble and/or assign training materials, and tools and equipment, to the Training Cadre.
- Maintain a manifest of Training Cadre members.
- Attend briefing at military installation with Battalion Commander and staff. Attend additional briefings with the Battalion S-1 (Personnel), S-3 (Operations & Training), S-4 (Logistics), S-6 (Signal/Communications), Battalion Medical Officer, and military Movement Coordinator as needed.
- Provide and exchange agency and military personnel contact information.
- Meet with military point of contact to coordinate Training Cadre needs. Provide the military with a list of needs including training venues, audio-visual equipment, materials, office space, on-post dining, and transportation.
- Provide maps of the training site showing location of training venues and dining facilities including hours of operation. Provide organization charts of military units to be trained.
- Ensure that classrooms are set up properly with adequate seating and operational audio-visual equipment.

- Reorder supplies for each additional battalion to be trained.
- Arrange for return of training equipment and supplies to NIFC or next military installation.

Helpful Hints:

- PPE should arrive one day prior to the first training day.
- Coordinate with the local suppression agency (forest, district, etc.) for temporary personnel support.
- Military personnel needing to exchange or require additional PPE and/or supplies are to do so at the incident.

110.5.2 Training Equipment and Supplies. The initial order of supplies listed below is ordered by the Logistics Coordinator and shipped to the installation with the Training Cadre. The training equipment and supplies includes Instructor's Guides, miscellaneous instructional materials, checklists, publications and supplies for eight instructors. The Logistics Coordinator coordinates with the Training and Cache Coordinators for quantities of the below.

NFES 2724 Red Book ***

NFES 1077 Incident Response Pocket Guide***

NFES 1570 Your Fire Shelter***

NFES 2243 Fireline Safety Reference

NFES 2388 Standard Fire Order/Situation decal

NFES 2389 Standard Fire Order/Situation card

NFES 2397 LCES decals

NFES 2407 Shelter, fire w/case, for "PRACTICE ONLY"

NFES 2889 PMS 494-2 Leading in the Wildland Fire Service

*** For distribution to Company Commanders and above.

110.6 Logistics Advance Party to the Incident. Send the Field Logistics Coordinator from the military installation to the Incident to prepare for the arrival of the military unit and coordinate with the Incident Management Team Logistics. Logistical coordination should occur as soon as the incident is identified to provide as much lead time as possible for the incident to adjust to the logistical lag time while ordering needed support infrastructure.

110.6.1 Equipment at the Incident. The Field Logistics Coordinator coordinates with the Incident Supply Unit Leader to ensure that all equipment received from the Cache is ready for issue to the military unit at the incident. The Field Logistics Coordinator must also coordinate with the Military Unit Supply Officer (Battalion S-4).

110.7 Logistics Support for Military Unit Deployment to the Incident. Establishing a logistical P.A.C.E (Primary, Alternate, Contingent, and Emergency) model is critical during movement to the incident to assure unforeseen variables do not impact the timely coordinated movement to the incident. Considerations: food, fuel, mechanical malfunction, procurement, and work rest (DOT driving regulations).

110.8 Logistics Support at the Incident. The Field Logistics Coordinator provides guidance and mentorship to the Military Unit Supply Officer (Battalion S-4) reference Incident Base Camp logistics in support of the Military Unit. While specifically separated, the military should be

integrated into the existing logistical systems established by the IMT. The coordination and collaboration must occur to assure success. Clear text expectations between the military logistics and the IMT logistics is critical.

110.9 Movement of Military Unit to Another Incident. Consider as much notice for the receiving Incident to adjust for logistical lag time for the ordering of infrastructure. Also consider the re-utilization of current infrastructure on the new incident (close coordination with the IBA and contracting officer). Establishing a logistical P.A.C.E (Primary, Alternate, Contingent, and Emergency) model is critical during movement to the incident to assure unforeseen variables do not impact the timely coordinated movement to the incident. Considerations: food, fuel, mechanical malfunction, procurement, and work rest (DOT driving regulations).

- Coordinate with the National Interagency Incident Communications Division (NIICD) in reference to radios.
- Coordinate with the Cache in to reference accountable equipment.

110.10 Demobilization Procedures. Establishing a logistical P.A.C.E (Primary, Alternate, Contingent, and Emergency) model is critical during movement from the incident to the military installation to assure unforeseen variables do not impact the timely coordinated movement. Turning in of equipment is coordinated with the issuing cache, and IMT to assure proper accountability in real property (unit of issues, palletizing, and marking) and fiscally (damage, missing, and rehabilitation). A procedure should be documented and agreed upon by all entities one (1) week prior to demobilization date. Considerations: food, fuel, mechanical malfunction, procurement, and work rest (DOT driving regulations). All tools, PPE and other issued firefighting equipment, except boots, must be collected at the incident prior to demobilization. Label all return items with "Military", return items as they were issued, i.e. labeled, palletized, charge codes, etc.

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Appendix

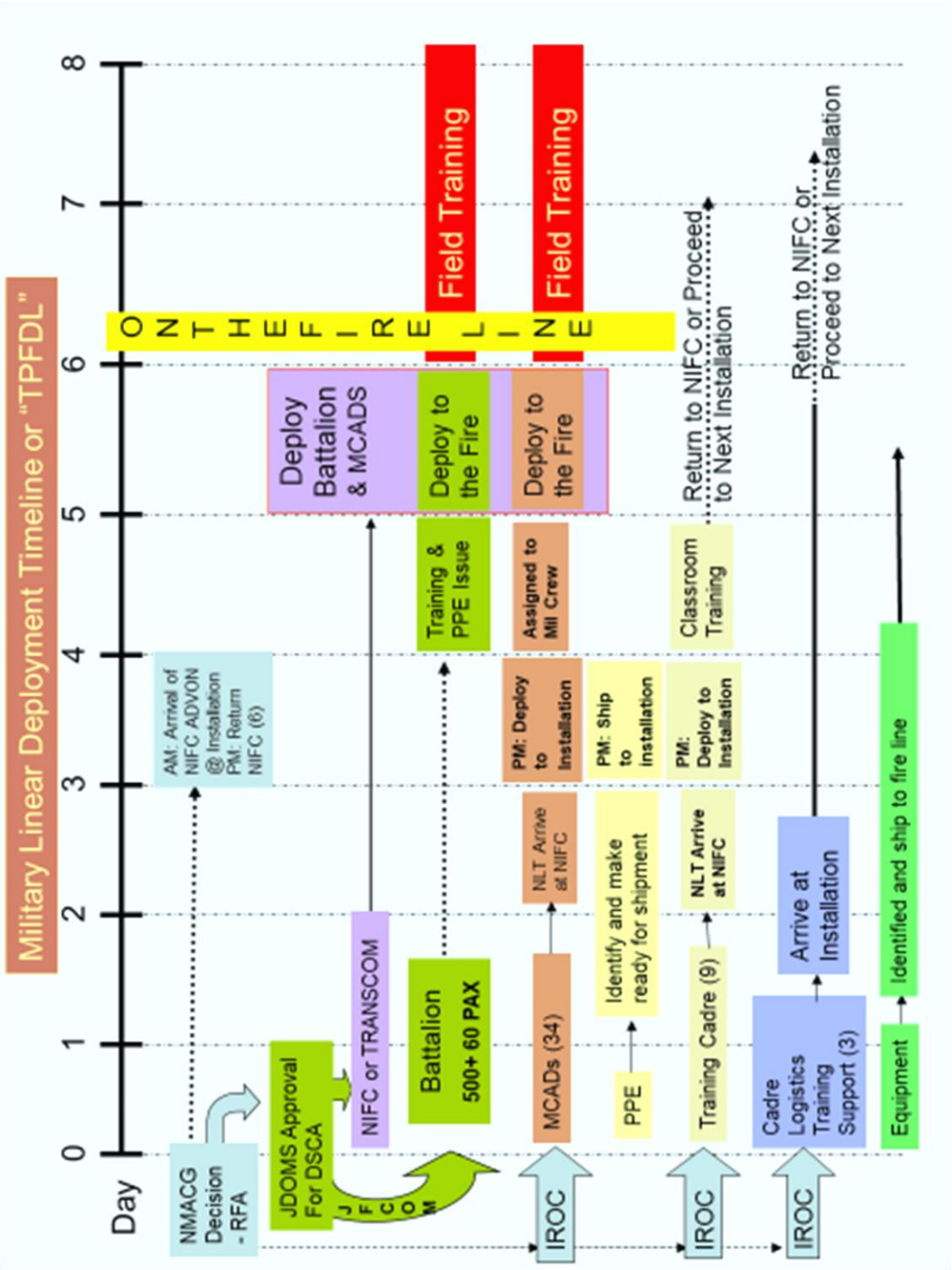
MILITARY FIREFIGHTERS TRAINING/MOBILIZATION PROCESS

<u>Day</u>	<u>Action</u>
<i>Pre-Activation</i>	<p>National Preparedness Level 5 NICC orders the following personnel to assemble at:</p> <p>NIFC in Boise, Idaho—MLO, MLO-Deputy, Training Coordinator, Training/Cadre Logistics Coordinator, Training Coordinator (T), 3-6 STLMS, 10-20 MCADs, Lead Instructor, and 8 Instructors, Logistics Coordinator, and Purchasing Agent.</p>
<i>Activation</i> Day 1*	<p>The NIFC Advance Party departs Boise for the military installation to conduct the general briefing for unit/installation command and staff.</p> <p>Instructors, STLMS, MCADs, Vet Crew, and equipment travel by jet or ground transportation to the assigned military installation for training preparation. Prepare classrooms for the following training day. Review the training plan with the Unit Commander. Assign the MCADs, STLMS, MLO, and MLO-Deputy to military crews who travel with the military unit to the fire assignment and complete field training at the incident.</p>
Day 2	<p>Classroom training begins for the military unit. Instructors should plan a 10-hour training day in the classroom—5 hours for the first half of the military unit; 5 hours, second half. While not in classroom training, PPE is issued.</p>
Day 3	<p>TC and Training/Cadre Logistics Coordinator debrief with the military. Training Cadre travel back to NIFC or prepares to train another military unit.</p>
Day 4	<p>Refurbish instructor kits and store in a location at NIFC. Critique and debrief with TC and National Military Coordinator or travel to the next military unit.</p>

NOTES:

If multiple units are to be trained at the same installation, a 24-hour break is needed to resupply, critique the prior training efforts, and regroup. When the Training Cadre is released from the installation, they take the remaining supplies and equipment to the next installation. A two-day break (including travel time) is required between the release from one installation and the beginning of instruction at another.

*The issue of overtime pay for civilian installation staff arises when Day 1 falls on a weekend; see **Chapter 100** for guidance.



ITEMS PROVIDED BY THE WILDLAND FIRE AGENCY AND THE MILITARY

NMAC/Incident Provided/Coordinated/Funded Logistic Support, Services and Resources:

- Transportation from the departure airfield or home station to the incident.
- Transportation from the incident to home station.
- Meals upon arrival at the incident through return to home station.
- Services, i.e., Showers, Laundry, Latrines, Trash.
- On-site daily transportation at the incident.
- Command and Control (C2) vehicles; four to six each per military unit, either provided by the military unit, GSA, host agency or rental.
- Firefighting Personal Protective Equipment (PPE) and firefighting equipment.
- Power (hardline or generator).
- Copier, phones, and lines for military Tactical Operations Center (TOC).
- Sufficient space for TOCs and sleep tents at Incident Base Camp.
- Petroleum, Oils, and Lubricant support.
- Mailing address; Fed Ex/UPS capability and funding.
- Command/Tactical Radios.
- Maps on incident and area.
- Incident Action Plan (IAP)—essentially a daily Operations Order (OPORD).

NMAC Provided/Coordinated/Funded Required Personal Protective Equipment (PPE) for each Military Personnel Issued at Installation:

- Fire Resistant Shirts* (2 each)
- Fire Resistant Pants* (2 each)
- Fire Shelter with Carrying Case (1 each)
- Hard Hat (1 each)
- Safety Glasses (1 each)
- Headlamp with Batteries (1 each)
- Gloves (1 pair)
- Flat File and Handle (for sharpening) (1 each)
- 1-Quart Canteens without Covers** (2 each)
- Sleeping Bag (1 each) **
- Sleeping Pad (1 each) **
- Firefighter Web Gear/Day Pack (1 each)
- Boots (1 pair) **

* Exchanges for wrong sizes occurs at the incident.

** Negotiated between DoD and NMAC.

Military Boots. Boots shall meet the requirements of *Interagency Standards for Fire and Fire Aviation Operations* (current addition) or *NFPA 1977 Standard on Protective Clothing and Equipment for Wildland Fire Fighting* (current edition). The agency only replaces boots damaged on the fire assignment which are unacceptable for military use. The determination of serviceable boots is made by the military chain of command. The agency either reimburses the military for boots or provides boots.

NMAC/Incident Provided/Coordinated/Funded Firefighting Equipment Issued at Incident:

Equipment could include but is not limited to:

- Tents, 2 Person
- Pump Portable, High Pressure W/Fuel Line
- Pulaski With Plastic Sheath
- Shovels with Plastic Sheath
- Hand Signal Device Fusee
- Drip Torches
- McLeod With Plastic Sheath
- Chain Saw Kits
- Ice Chests (48 Quart)
- Waterbag Assembly, 5 Gallon M2015 W/Pump
- 1" Synthetic Lined Hose
- 1 ½" Synthetic Lined Hose
- Portable High Pressure Pump Accessory Kit
- Multi-Light Cord Kit

NOTE: All additional operational and support needs is placed via the Field Logistics Coordinator, Battalion S-4 and Incident Unit Supply Leader.

The military provides the following for training:

- Training venues, audio-visual equipment, materials, and office space.
- Dining Facilities for Training Cadre, i.e. MLOs, MLO-Deputy, Logistics Coordinator, STCRs, CWRBs, Veteran Crew, etc.

The military provides at a minimum the following per military unit:

- Battalion Aid Station, medical personnel and tentage.
- Laptops and communications systems.

NOTE: Provide infectious disease PPE in accordance with DoD/OSHA/CDC while at the installation through transit to the incident.

The military may provide the following per military unit:

- Sufficient ADP for internal administrative requirements.
- Tentage for the battalion headquarters.
- Four to six command and control vehicles (if commercially-procured or if government vehicles are not available).
- Suitable tentage for each soldier, based on military unit requirements, location, etc.

The military unit brings with it the following for each military person. Note that dependent upon the Branch of Service, i.e., Army, Navy, Marines, etc. these items may vary.

Worn/Carried on Day of Departure:

Operational Camouflage Pattern (OCP) (x1)	Bump Card (5)
Tan T-Shirt (x1)	Pen/Notebook
Patrol Cap (x1)	ID Card
Eye Pro (x1)	ID Tags
Boots	Belt OCP (x1)
Boot Socks (x1 Pair)	Water Source
Driver's License (Civilian & Military)	Government Travel Card

A Bag (W/Padlock):

PT Shirt SS (x2)	Sleep System (Complete)
PT Shorts (x2)	Sleeping Mat (x1 Optional)
Black/White Socks (x4)	Shower Shoes (x1 Pair)
Boot Socks (x10 Pairs)	Wet Weather Top (x1)
Tan T-Shirt (x10)	Wet Weather Bottom (x1)
Top Cold Weather	Eye Pro (x1)
Bottom Cold Weather	Running Shoes (x1)
Silk Weight Shirt	Towel (x2)
Silk Weight Pants	Wash Cloth (x1)
Laundry Detergent	Hygiene Kit (30 Day Supply)
Civilian Clothes (x1 Set)	Medications (1A, 30 Days)
Poncho (x1)	Camel Back
Poncho Liner (x1)	PT Belt
OCP (x1)	Boot Laces
Patrol Cap	

B-Bag (W/Padlock) Firefighting PPE:

Fire Resistant Shirt (x2)
 Fire Resistant Pants (x2)
 Fire Shelter With Carrying Case (x1)
 Hard Hat (x1)
 Safety Glasses (x1)
 Headlamp with Batteries (x1)
 Gloves (x1)
 Flat file and handle (for tool sharpening) (x1)
 1 Quart Canteen Without Cover (x2)
 Firefighter Web Gear/Day Pack (x1)
 Boots (1x)

Assault Pack – Carried on Fire Line:

Insect Repellent & Sun Screen (x1)
 Foot Powder (Recommended)
 Tactical Gloves (x1)
 Towel (x1)
 Washcloth (x1)
 Flashlight (x1)

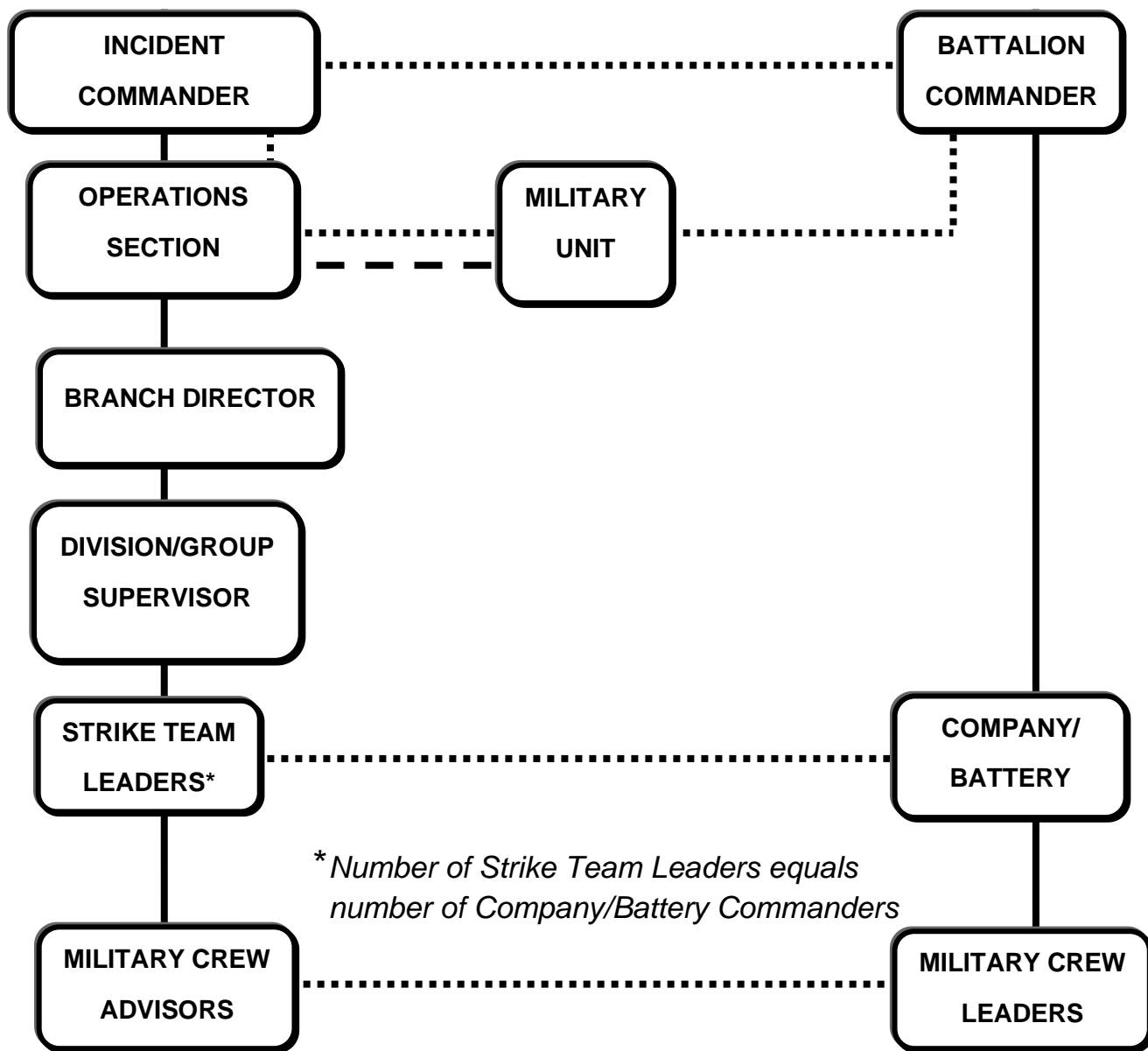
NOTE: **Take two (2) weeks' worth of socks, shirts and underwear (must be Cotton) **

****NO SYNTHETIC CLOTHING/PRODUCTS****

Military Supply System.

Class I	Subsistence: food, water, etc.
Class II	Individual Equipment: clothing, sleep systems, tentage, etc.
Class III	Petroleum, Oil and Lubricants (POL) products: package or bulk
Class IV	Construction Materials
Class V	Ammunition
Class VI	Personnel Comfort Items: health & hygiene products, etc.
Class VII	Major End Items: vehicles
Class VIII	Medical Supplies and Repair Parts
Class IX	Repair Parts
Class X	Material and equipment to support non-military programs.

INCIDENT COMMAND SYSTEM – MILITARY RELATIONSHIP COMMAND



———— DIRECT RELATIONSHIP
 COORDINATION/ADVISORY ROLE

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM

Glossary of Terms for the Incident Command System (ICS)

AGENCY REPRESENTATIVE: An individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting the agency's participation at the incident. Agency Representatives report to the incident Liaison Officer.

AVIATION RESOURCES: Resources assigned to an incident and available for an assignment within three minutes.

BRANCH: The organizational level having functional or geographic responsibility for major segments of incident operations. The branch level is organizationally between section and division/group in the Operations Section, and between section and unit in the Logistics Section.

CAMP: A geographical site(s), within the general incident area, separate from the incident base, equipped, and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

CHECK-IN: The process whereby resources first report to an incident. Check-in locations include Incident Command Post (resource unit), incident base, camps, staging areas, helibases, helispots, or direct to the line.

CLEAR TEXT: The use of plain English in radio communications transmissions. No Ten Codes or agency specific codes are used when using Clear Text.

COMMAND STAFF: The command staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander and may have an assistant or assistants, as needed.

DIVISION: Divisions are used to divide an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the span-of-control of the Operations Chief. A division is located within the ICS organization between the branch and the task force/strike team.

DOZER: Any tracked vehicle with a front mounted blade used for exposing mineral soil.

ENGINE: Any ground vehicle providing specified levels of pumping, water, and hose capacity, but with less than the specified level of personnel.

GENERAL STAFF: The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of: Operations Section Chief, Planning Section Chief, Logistics Section Chief, and a Finance/Administration Chief.

GROUP: Groups are established to divide the incident into functional areas of operation.

Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section (See DIVISION)

HELIBASE: The main location within the general incident area for parking, fueling, maintenance, and lodging of helicopters. It is usually located at or near the incident base.

HELICOPTER MANAGER: The civilian helicopter manager acts as liaison between the aircraft and incident helibases/helisports. Order one manager for each operational helicopter (75 percent AVUM) plus two for rotation, relief, and to assist agency Air Operations Director.

HELISPOT: A natural or improved takeoff and landing area intended for temporary or occasional helicopter use.

INCIDENT ACTION PLAN (IAP): Contains objectives reflecting the overall incident strategy and special tactical actions and supporting information for the next operational period. The IAP may be oral or written. When complete, the IAP may have a number of attachments including incident objectives, organization assignment list, division assignment, incident radio communication plan, medical plan, traffic plan, safety plan, and incident map. Formerly called shift plan.

INCIDENT BASE: Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator is added to the term “Base.”) The Incident Command Post may be collocated with the base. There is only one base per incident.

INCIDENT COMMAND POST (ICP): Location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

INCIDENT COMMAND SYSTEM (ICS): A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

MESSAGE CENTER: The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. The Message Center receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM (NIIMS): An NWCG-developed program consisting of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are: The Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

PATROL UNIT: Any light, mobile unit, having limited pumping and water capacity.

RESOURCE UNIT: Unit within the Planning Section responsible for establishing all incident check-in activities; the preparation and processing of resource status change information; the preparation and maintenance of displays, charts, and lists which reflect the current status and location of suppression resources, transportation, and support vehicles; and maintaining a master check-in list of resources assigned to the incident.

SECTION: That organizational level with responsibility for a major functional area of the incident, such as: operations, planning, logistics, and finance/administration. The section is organizationally between branch and Incident Commander.

SITUATION UNIT: A unit within the Planning Section responsible for the collection and organization of incident status and situation information and the evaluation analysis and display of that information for use by ICS personnel and agency dispatchers.

SPAN-OF-CONTROL: The supervisory ratio from three-to-seven individuals, with five-to-one being established as optimum.

STAGING AREA: Locations set up at an incident where resources can be placed while awaiting a tactical assignment on a three (3) minute available basis. Staging Areas are managed by the Operations Section.

STRIKE TEAM: Specified combinations of the same kind and type of resources, with common communications, and a leader.

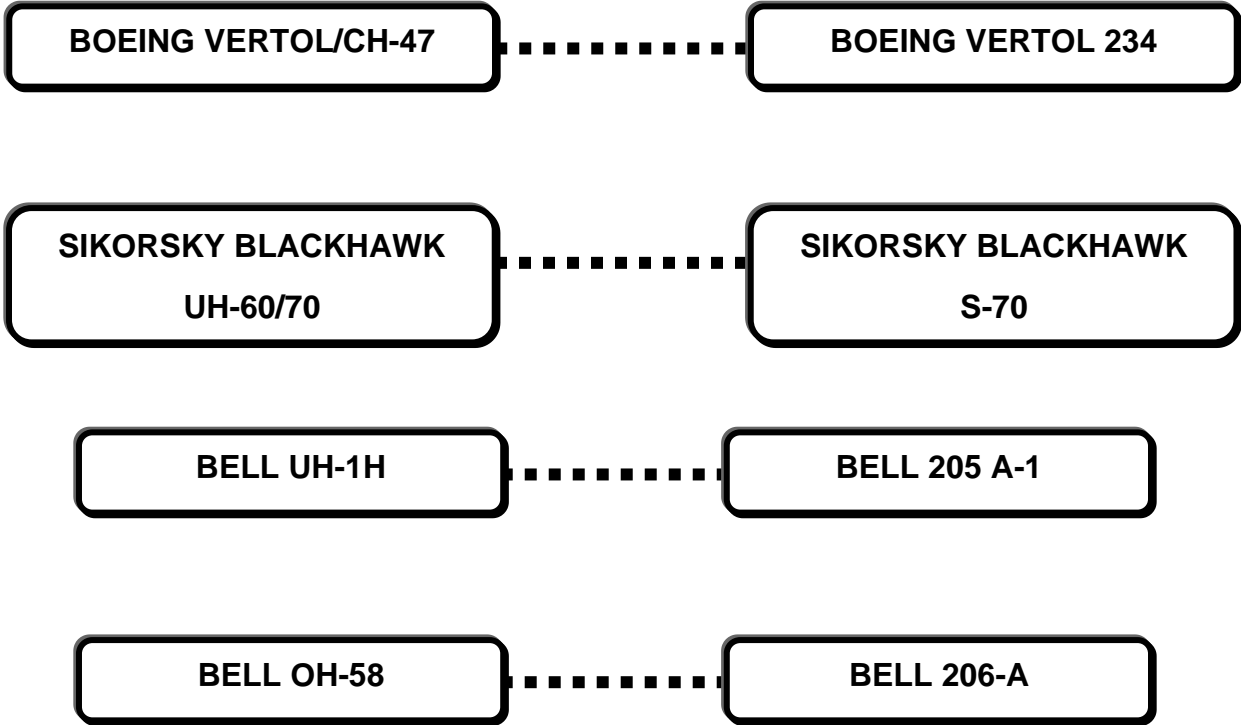
TASK FORCE: Any combination of single resources assembled for a particular tactical need, with common communications and a leader. A Task Force may be pre-established and sent to an incident or formed at an incident.

TRACTOR PLOW: Any tractor with a plow for constructing fireline by exposing mineral soil. Also, as a resource for typing purposes, a tractor plow includes the transportation and personnel for its operation.

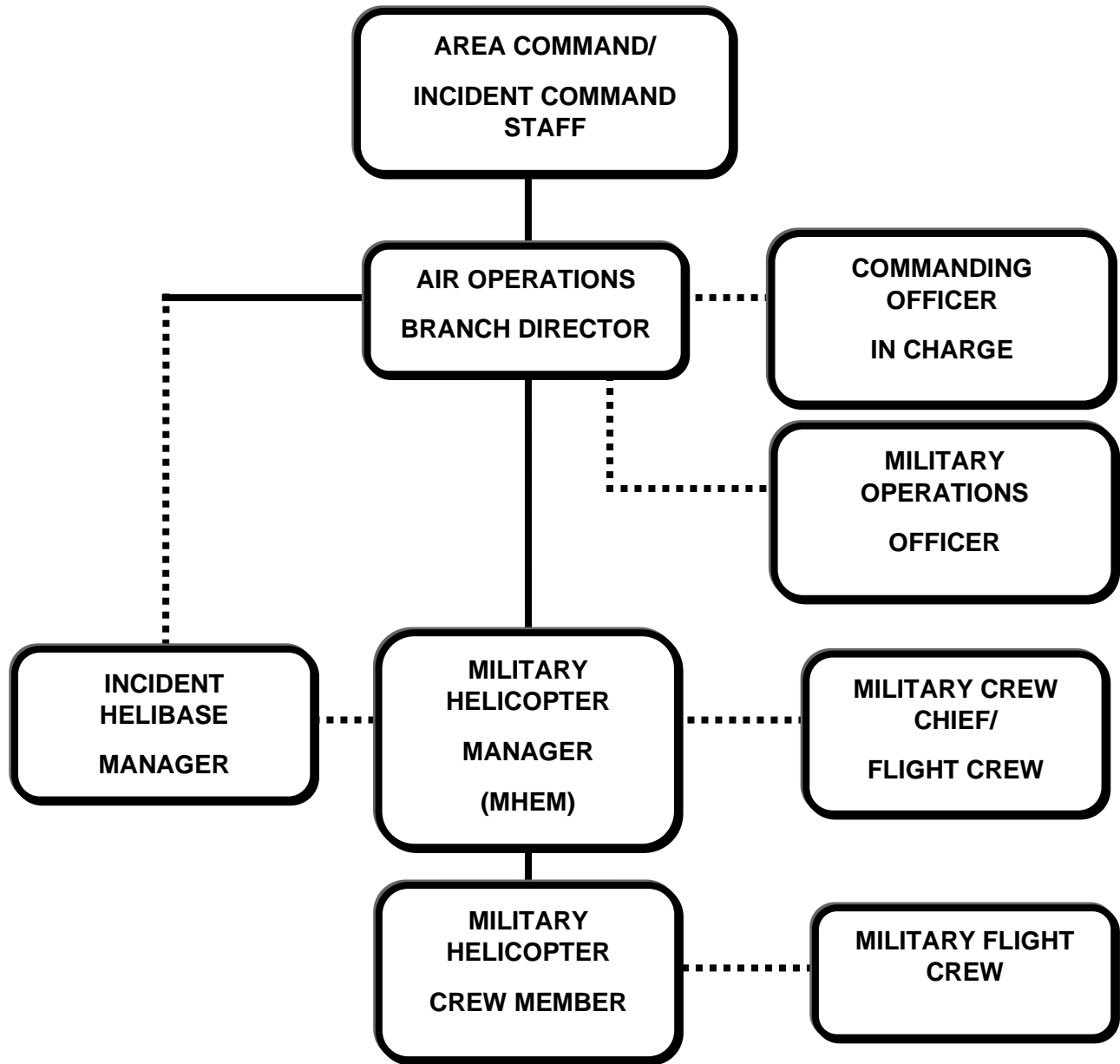
UNIFIED COMMAND: In ICS, unified command is a unified team effort which allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating authority, responsibility, or accountability.

UNIT: The organizational element of an incident having functional responsibility for a specific activity in the planning, logistics, or finance/administration activity.

MILITARY TO CIVILIAN HELICOPTER COMPARISON



INCIDENT COMMAND SYSTEM – MILITARY RELATIONSHIP AVIATION



———— DIRECT RELATIONSHIP
..... COORDINATION/ADVISORY ROLE

COMMON MOBILIZATION ISSUES AND QUESTIONS

G1 ISSUES, PERSONNEL

1. No civilian clothes – What about redeploy for emergency leave?
2. Postal address of incident(s).
3. PX support – What is available to soldiers?
4. Pay support – Are check cashing facilities available?
5. Personnel replacements – What is the policy of replacing soldiers evacuated due to injury or emergency leave?

G4 ISSUES, SUPPLY

1. Are Class I (meals) items provided during deployment?
2. Is potable water supply support provided?
3. Are tents required for billeting troops? If so, type and quantity?
4. Is NIFC providing tents, heaters, and lights?
5. Are all firefighting tools provided?
6. Are pin-on name plates and rank required?
7. Can we DX our OCIE at a nearby Army installation? What is the designated military support installation for each site?
8. Is bulk POL (petroleum, oil, lubricants) and common packaged POL be provided? If so, do we need bulk fuel tankers? Is aviation fuel (tested and certified) available? If so, bulk, retail, location? Who is going to retail to us?
9. Are Class VI (personal comfort) items available at incidents? If not, who can we coordinate with to arrange for mobile PX-type support? What is the distance from soldier billets? Are personnel shuttle bus available from shopping area to living area?
10. Is Material Handling Equipment (MHE) required? MHE – loaders, forklifts, etc.
11. Does NIFC provide transportation from airport to fire camp? PAX? Cargo?
12. Is ground transportation provided for shuttling troops to the fireline? For unit cargo carrying? For extended trip to airport or emergency leave?
13. What aircraft ground support equipment should be shipped? What is provided? By whom?
14. Is contract ice available?

G4 ISSUES, DIVISION TRANSPORTATION OFFICER (DTO)

1. Type and number of aircraft for PAX?
2. Type and number of aircraft for cargo?
3. Estimated time aircraft arrives at embarkation airport?
4. Schedule time for TF #1 departure?
5. Schedule time for TF #2 departure?
6. Confirm APOD for TF #1 and TF #2?
7. Availability of MHE at APOD and fire camp?
8. What type of transportation assets are available for onward movement of PAX from APOD to fire camp?
9. What is the distance between APOD(s) and fire camp?
10. What type of transportation assets are available for onward movement of Red TAT TF cargo (tents, etc.) from APOD to fire camp?
11. What type of transportation is available for personnel during non-duty hours?

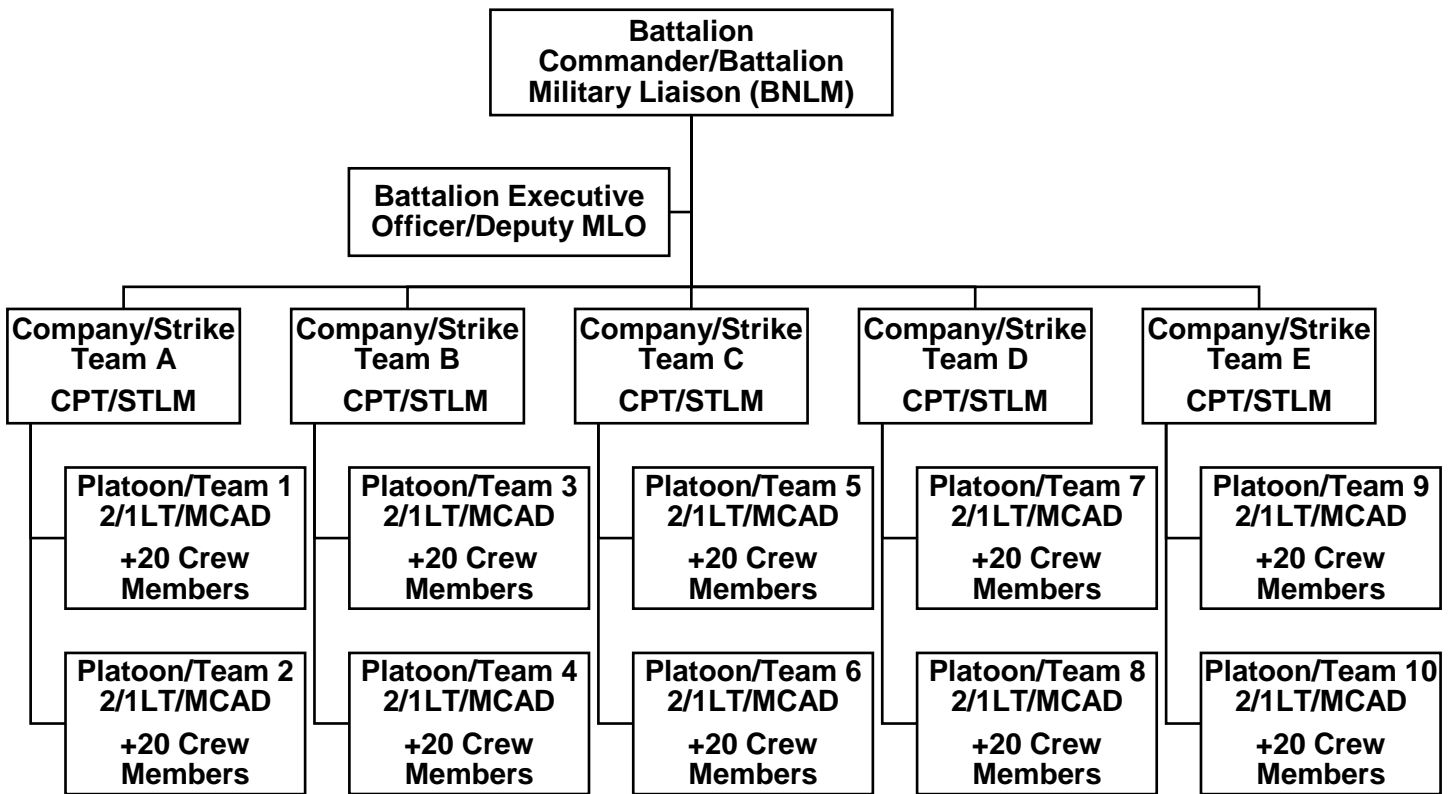
DIVISION SURGEON

1. Class VIII resupply – mechanism and delivery time frames?

COMPTROLLER/RESOURCE MANAGEMENT ISSUES

1. What items are NIFC and USNORTHCOM going to fund in support of the military firefighters?
2. How does an installation bill NIFC and USNORTHCOM? What supporting documentation is required?
3. Is NIFC or USNORTHCOM going to reimburse the Advance Party's TDY?
4. Will we receive funding for our aviation support, or is charged against our flying-hour program?
5. Who pays for individual clothing/equipment losses to the soldier due to firefighting?
6. Who pays for organizational equipment losses to the units due to firefighting?
7. What is a Resource Order Number?
8. What is a fiscal code? An accounting term used by fire agencies. Agency and incident specific fiscal code. Example: 2821-HU-2Z4T (BLM), P42Z4T (USFS)

INCIDENT COMMAND OPERATIONS ORGANIZATION CHART



MILITARY CREW ADVISOR CHECKLIST
FIELD TRAINING

Each subject area is to be initialed when completed.

- ____ 1. Identify safety training involving both the Watch Out Situations and the Standard Firefighting Orders. Relate these to the specific fire assignment.
 - a. What constitutes good escape routes.
 - b. What constitutes a good anchor point.
 - c. Examples of natural and man-made barriers.
 - d. Emphasize need for, and role of, lookouts.
 - e. Point out general hazards.
 - f. Procedures for protection of retardant/water drop.
- ____ 2. Demonstrate use of personal protective equipment (PPE).
 - a. Use of gloves to protect hands.
 - b. Use of goggles to protect eyes.
 - c. Stress protection of fire shelter. (Avoid direct flame.)
 - d. Inspection of the fire shelter.
 - e. Correct procedure for selecting and preparing a site for deployment of a fire shelter. The fire shelter is a last resort.
- ____ 3. Demonstrate proper use, transportation and maintenance of hand tools. Tool guards are to be kept in place when hand tools are transported.
 - a. Correct hand tool inspection techniques.
 - (1) Perform field maintenance given hand tools.
 - (2) Demonstrate the proper sharpening techniques.
- ____ 4. Correct methods of line construction.
 - a. Demonstrate line construction techniques for the following fire suppression practices: hotspotting, cold trailing, cup trenching, scratch lining, and fireproofing.

- b. Demonstrate proper hand tools commonly used for: line construction, hotspotting, and mop-up.
- c. Explain construction of a cup trench line on a steep slope.
- d. Demonstrate limbing up.
- e. Demonstrate water bar construction.
- f. Describe safety procedures working around dozers, tractor plows, and engines.

____ 5. Proper crew coordination techniques. (Stress spacing.)

- a. Identify coordinated crew techniques for line construction: one-lick, bump-up, and cold trail.
- b. Identify line construction components using coordinated crew techniques and
 - (1) Spacing when walking and working with fireline hand tools.
 - (2) Fireline standards.
 - (3) Intra-crew communications.
 - (4) Hand tool selection for line construction.

____ 6. Securing the control line.

- a. Describe how senses aid in detecting burning materials (sight, touch, smell, and hearing).
- b. Demonstrate extinguishing burning materials by mixing with soil and water.
- c. Discuss proper body position for carrying backpack pump.
 - (1) Lift with your legs and keep your back straight.
 - (2) Maintain good footing and stance.
 - (3) Direct streams in swing motion parallel to fire and at base of flame.
- d. Describe precautions when applying water to hot materials.
- e. Discuss machine piles adjacent to the control line.
- f. Demonstrate the technique of cold trailing.
- g. State conditions requiring additional work for water or retardant line.

- ____ 7. Given a hard hat, head lamp and batteries, assemble the head lamp, attach it to the hard hat, and turn on light.
- ____ 8. Discuss basic helicopter safety.
 - a. A helitack member is stationed at each helicopter landing area to supervise air operations and enforce safety regulations.
 - b. Receive a safety briefing from a helitack member or the pilot before boarding the aircraft.
 - (1) Wear Nomex fire pants and shirt. Keep sleeves rolled down and collar up to get maximum protection. Wear leather work gloves. Wear hard hat with the chin strap down.
 - (2) On most helicopters, approach in a slight crouch from the front or side in full view of the pilot.
 - (3) Never run when approaching or leaving a helicopter.
 - (4) Trained helicopter personnel carry equipment.
 - (5) If any item is blown away, do not run after it or try to grab it.
 - (6) Helitack personnel open and close the helicopter doors.
 - (7) Before takeoff, fasten and adjust seat belt.
 - (8) Do not open any doors unless directed to do so.
 - (9) Follow helitack directions when exiting a helicopter.
 - (10) Smoking is not allowed on helicopter flights.

MILITARY FIREFIGHTER TRAINING CERTIFICATION

INSTRUCTIONS: This statement certifies that the military crew has completed prescribed classroom and field training. It is to be signed by the Military Crew Advisor (MCAD) and the Officer in Charge (OIC) of each military crew upon completion of classroom and field training. When completed, statements are to be submitted by the MCAD to the Battalion Military Liaison (MLO).

Military Unit Designation _____ Crew Designation _____

The military crew identified above has completed the following training:

_____ Classroom training, to include:

- Orientation to assignment
- Fire behavior
- Standard Firefighting Orders
- Watch Out Situations
- Fire shelter deployment

_____ Field training consisting of demonstration, discussion, and practice of the following (see Military Crew Advisor Checklist):

- Safety procedures (including mitigation steps for each of the Watch Out Situations, retardant drops, poisonous plants, and related hazards)
- Use of personal protective equipment (including fire shelter)
- Use, transportation, and maintenance of hand tools
- Methods of line construction
- Crew coordination techniques
- Securing the control line
- Basic helicopter safety

COMMENTS:

DATE _____

SIGNATURES:












MCAD _____

OIC _____











Insignia of the United States Armed Forces – Officers

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	SPECIAL
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ARMY

										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)


MARINES

										
Second Lieutenant (2ndLt)	First Lieutenant (1stLt)	Captain (Capt)	Major (Maj)	Lieutenant Colonel (LtCol)	Colonel (Col)	Brigadier General (BGGen)	Major General (MajGen)	Lieutenant General (LtGen)	General (Gen)	

NAVY

										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

AIR FORCE

										
Second Lieutenant (2d Lt)	First Lieutenant (1st Lt)	Captain (Capt)	Major (Maj)	Lieutenant Colonel (Lt Col)	Colonel (Col)	Brigadier General (Brig Gen)	Major General (Maj Gen)	Lieutenant General (Lt Gen)	General (Gen)	

COAST GUARD

										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (ADM)	

Insignia of the United States Armed Forces – Enlisted

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	SENIOR ENLISTED ADVISORS
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ARMY

no insignia											
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (CPL)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)

MARINES

no insignia											
Private (Pvt)	Private First (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)

NAVY

no insignia										
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPPO)	Force or Fleet Command Master Chief Petty Officer (FORMC) (FLTMC)	Master Chief Petty Officer of the Navy (MCPON)

AIR FORCE

no insignia													
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)

COAST GUARD

Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPPO-CG)

Warrant

ARMY

Warrant Officer (W01)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)

MARINES

Warrant Officer (W0)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)

NAVY

Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)

COAST GUARD

Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)

COMMON MILITARY TERMS

Assign:	<ol style="list-style-type: none"> 1. The placement of units or personnel in an organization where such placement is relatively permanent and/or such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. The detailing of individuals to special duties or functions where such duties or functions are primary and/or relatively permanent.
Attach:	<ol style="list-style-type: none"> 1. The placement of units or personnel in an organization where such placement is relatively temporary. Subject to the limitations of the attachment order, the commander of the formation, unit, or organization receiving the attachment exercises the same degree of command and control as he does over units and persons belonging to his command. However, the responsibility for transfer and promotion of personnel is normally retained by the parent formation, unit, or organization. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary.
Battery:	<ol style="list-style-type: none"> 1. Tactical and administrative artillery unit or subunit corresponding to a company or similar unit. 2. All guns, torpedo tubes, searchlights, or missile launchers of the same size or caliber or used for the same purpose, either installed on one ship or otherwise operating as an entity.
Billet:	<ol style="list-style-type: none"> 1. Shelter for troops. 2. To quarter troops. 3. A personnel position or assignment which may be filled by one person.
Chain of Command:	The succession of commanding officers and non-commissioned officers from a superior to a subordinate through which command is exercised.
Collection Point:	A point designated for the assembly of personnel casualties, prisoners of war, stragglers, disabled material or salvage for further movement to collecting stations or rear installations.
Command:	<ol style="list-style-type: none"> 1. The authority which a commander in the military service lawfully exercises over his subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organize, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale and discipline of assigned personnel.
Command (cont.):	<ol style="list-style-type: none"> 2. An order given by a commander—that is, the will of the commander expressed for the purpose of bringing about a particular action.

	3. A unit or units, an organization or an area under the command of one individual.
Command Post:	A unit's or subunit's headquarters where the commander and the staff perform their activities.
Critical Point:	<ol style="list-style-type: none"> 1. A key geographical point or position important to the success of an operation. 2. In point of time, a crisis or a turning point in an operation. 3. A selected point along a line of march used for reference in giving instructions. 4. A point where there is a change of direction or change in slope in a ridge or stream. 5. Any point along a route of march where interference with a troop movement may occur.
Deadline:	<p>To remove a vehicle or piece of equipment from operation or use for one of the following reasons:</p> <ol style="list-style-type: none"> a. Is inoperative due to damage, malfunctioning, or necessary repairs. The term does not include items temporarily removed from use by reason of routine maintenance and repairs which do not affect the combat capability of the item. b. Is unsafe. c. Would be damaged by further use.
Deploy:	In a strategic sense, to relocate forces to desired areas of operations.
Distance:	The space between adjacent men, vehicles, or units in a formation measured from front to rear.
Echelon:	<ol style="list-style-type: none"> 1. A subdivision of a headquarters, i.e., forward echelon, rear echelon. 2. Separate level of command. As compared to a regiment, a division is a higher echelon; a battalion is a lower echelon.
Front:	<ol style="list-style-type: none"> 1. The lateral space occupied by an element, measured from the extremity of one flank to the extremity of the other flank. 2. The direction of the enemy. 3. The line of contact of two opposing forces.
General Orders:	Permanent instructions issued in order from that apply to all members of a command, as compared with special orders which affect only individuals or small groups. General orders are usually concerned with matters of policy or administration.
Helicopter Landing Zone:	A specified ground area for landing assault helicopters to embark or disembark troops and/or cargo. A landing zone may contain one or more landing sites.

HMMWV:	High Mobility Multi-Wheeled Vehicle; a multi-purpose vehicle used for command and control, ambulance, personnel carrier--seats four to six, based on configuration.
Lines of Communication:	All of the routes, land, water, and air, which connect an operating military force with a base of operations, and along which supplies, and reinforcements move.
Logistics:	<p>The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with:</p> <ol style="list-style-type: none">Design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of material.Movement, evacuation, and hospitalization of personnel.Acquisition or construction, maintenance, operation, and disposition of facilities.Acquisition or furnishing of services.
Mission:	<ol style="list-style-type: none">The objective; the task together with the purpose which clearly indicate the action to be taken and the reason, therefore.In common usage, especially when applied to lower military units, a duty assigned to an individual or unit, a task.The dispatching of one or more aircraft to accomplish one particular task.
Objective:	The physical object of the action taken, i.e., a definite tactical feature, the seizure and/or holding of which is essential to the commander's plan.
Occupy:	To take possession of or to remain in a place or area.
Operation Order:	(OPORD) A directive, usually formal, issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.
Order:	A communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate. In a broad sense, the term "order" and "command" are synonymous. However, an order implies discretion as to the details of execution whereas a command does not.
Organize:	To prepare a position or terrain for defense.
Patrol:	A detachment of ground, sea, or air forces sent by larger unit for the purpose of gathering information or carrying out a destructive, harassing mopping-up, or security mission.

Reconnaissance:	A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy; or to secure data concerning the meteorological hydrographic, or geographic characteristics of a particular area.
Reinforce:	To strengthen by the addition of personnel or military equipment.
Reserve:	A fraction of a unit held initially under the control of a unit leader as a maneuvering element to influence future action.
Secure:	To gain possession of a position or terrain feature with or without force, and to make such disposition as will prevent, as far as possible, its destruction or loss by enemy action.
Site:	The position of anything, i.e., the position of a gun emplacement.
Support:	<ol style="list-style-type: none">1. The action of a force which aids, protects, complements, or sustains another force in accordance with a directive requiring such action.2. A unit which helps another unit in battle.3. A party of any unit held back at the beginning of an attack as a reserve.4. An element of a command that assists, protects, or supplies other forces in combat.
Tactics:	<ol style="list-style-type: none">1. The employment of units in combat.2. The ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to realize their full potentialities.
Unit:	Any military element whose structure is prescribed by component authority, such as a table of organization and equipment; specifically, part of an organization.

MILITARY ABBREVIATIONS AND ACRONYMS

O-1/O-2	Lieutenant	2LT/1LT
O-3	Captain	CPT
O-4	Major	MAJ
O-5	Lieutenant Colonel	LTC
O-6	Colonel	COL
S-1	Adjutant, i.e., Personnel	
S-2	Intelligence	
S-3	Operations	
S-4	Logistics/Supply	
WO/CW	Warrant Officer (WO1, CW2, CW3, CW4, CW5)	
AAFES	Army and Air Force Exchange System	
ADVON	Advanced Echelon	
APOD	Aerial Port of Debarkation	
ASL	Authorized Stockage List	
ASO	Aviation Safety Officer	
AVIM	Aviation intermediate maintenance – intermediate maintenance which includes changing engines, major components, etc. Provided by the deploying unit.	
AMCOM	Aviation and Missile Command Representative headquartered at Huntsville, Alabama. Can provide authorization and maintenance facilities, parts, etc., and liaison to military aviation field units.	
AVUM	Aviation Unit Maintenance – normal day-to-day maintenance required for operational flying.	
BAS	Battalion Aid Station	
Battalion	550 to 800 military personnel	
CH-47	Chinook helicopter	
Company	150 to 180 military personnel	

CRT	Closed Circuit Refueling Nozzle
Dust-Off	Dedicated Medical Evacuation Aircraft
FARP	Forward arming and refueling point.
HEMTT	Heavy Expanded Mobile Tactical Truck; if aviation support, a six-wheel, 2,500-gallon fuel tanker (M978). Requires one C-130 to transport each HEMTT.
HMMWV	High Mobility Multi-Purpose Wheeled Vehicle
IP	Instructor Pilot
MHE	Material Handling Equipment
MWR	Morale, Welfare, & Recreation
OCIE	Organizational Clothing and Individual Equipment
OPCON	Operation Control
ORORD	Operational Order
Platoon	36 to 48 military personnel
PPR	Prior Permission Request
POC	Point of Contact
Scamp	Small crane with a 30' boom and 6,000 lb. capacity
SP	Standardization Pilot
TACON	Tactical Control
TOC	Tactical Operations Center
UH-1H	"Huey" helicopter, similar to a Bell 205.
UH-1B	"Huey" helicopter, similar to a Bell 204.
UH-60	Blackhawk helicopter

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STANDARD FIREFIGHTING ORDERS

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times.
3. Base all actions on current and expected behavior of the fire.
4. Identify escape routes and safety zones, and make them known.
5. Post lookouts when there is possible danger.
6. Be alert. Keep calm. Think clearly. Act decisively.
7. Maintain prompt communications with your forces, your supervisor and adjoining forces.
8. Give clear instructions and insure they are understood.
9. Maintain control of your forces at all times.
10. Fight fire aggressively, having provided for safety first.

WATCHOUT SITUATIONS

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