

WILEY CREEK



OR-772S-000004

ODF FIRE CODE **772061-24**

FED FIRE CODE **P6QH48 (0618)**



M&P PRODUCTS

I&P



INCIDENT ACTION PLAN

FRIDAY-8/24/2023 0600-1900



THE ADAM WARWICK



INCIDENT OBJECTIVES	1. Incident Name	2. Date Prepared	3. Time									
4. Operational Period												
<p>5. General Control Objectives for the Incident (include alternatives)</p> <p>Management Objectives :</p> <ul style="list-style-type: none"> • Ensure Firefighter and public safety by using strategies and tactics that mitigate known and anticipated hazards while providing for the highest probability of success. • Keep fire away from the communities along Whiskey Butte, Wiley Creek, Cascadia, and Sweet Home, private lands, and other infrastructure. • Limit acreage burned through direct and indirect suppression tactics. • Protect private lands, communities, timber, infrastructure, and other values at risk by minimizing the size of the fire. <p>Operational Objectives :</p> <ul style="list-style-type: none"> • Implement suppression actions that have a high probability of success while weighing risk exposure to firefighters and the public • Utilize the Risk Management Process to maintain safe and effective operational decisions. • In making decisions and taking action, consider Firefighter exposure with respect to communications, driving, aviation, and heat exposure. • Ensure medical response and communications are engaged prior to engaging in operations. • Maintain and strengthen relationships with partner agencies, local communities, and landowners. 												
<p>6. Weather Forecast for Period</p> <p>RED FLAG WARNING IN EFFECT FROM THURSDAY (8/24) MORNING THROUGH FRIDAY (8/25) MORNING FOR DRY AND UNSTABLE CONDITIONS...</p> <p>The thermal trough will be pushed west of the Cascade crest Thursday which will induce a general offshore flow pattern across the Cascades. This will yield drier and hotter conditions west of the Cascades that will continue through the weekend. As the thermal trough shifts the air mass will become unstable bringing a slight chance of thunderstorms across the area Thursday afternoon into Friday morning.</p>												
<p>7. General Safety Message</p> <p>Maintain Situational Awareness at all Times!</p>												
<p>8. Attachments (mark if attached)</p>												
<table border="0"> <tr> <td><input type="checkbox"/> Organization List - ICS 203</td> <td><input type="checkbox"/> Medical Plan - ICS 206</td> <td><input type="checkbox"/> (Other)</td> </tr> <tr> <td><input type="checkbox"/> Div. Assignment Lists - ICS 204</td> <td><input type="checkbox"/> Incident Map</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/> Communications Plan - ICS 205</td> <td><input type="checkbox"/> Traffic Plan</td> <td><input type="checkbox"/></td> </tr> </table>				<input type="checkbox"/> Organization List - ICS 203	<input type="checkbox"/> Medical Plan - ICS 206	<input type="checkbox"/> (Other)	<input type="checkbox"/> Div. Assignment Lists - ICS 204	<input type="checkbox"/> Incident Map	<input type="checkbox"/>	<input type="checkbox"/> Communications Plan - ICS 205	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/>
<input type="checkbox"/> Organization List - ICS 203	<input type="checkbox"/> Medical Plan - ICS 206	<input type="checkbox"/> (Other)										
<input type="checkbox"/> Div. Assignment Lists - ICS 204	<input type="checkbox"/> Incident Map	<input type="checkbox"/>										
<input type="checkbox"/> Communications Plan - ICS 205	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/>										
<p>9. Prepared by (Planning Section Chief)</p> <p><i>Stuart Coombs</i></p>		<p>10. Approved by (Incident Commander)</p> <p><i>Michael Brod</i></p>										

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name: Wiley Creek (OR-772S-000004)			2. Operational Period: Date From: 08/24/2023 Date To: 08/24/2023 Time From: 0600 Time To: 1900		
3. Incident Commander(s) and Command Staff:			7. Operations Section:		
IC	Mitch Ketron	423-534-5794	Primary OPS3 (Planning) OPS3 (Planning) OPS3 (t)	Aaron Radford James Barberi Charlie Gray	334-832-8986 706-970-0838 706-473-2190
IC (t)	Michael Brod	770-328-0602	(Field) OPS3	Mike Tapley	606-303-3032
IC (t)	Robert Claytor	423-220-6594	(Field) OPS3	Terry Eller	828-779-2081
Safety Officer	Sammy McFarland	580-380-9680	ALPHA/DELTA DIVS	Victor Taylor	904-219-3652
Safety Officer	Stacy Lovell	918-564-3267	DIVS (t) TFLD (t)	Chad Duneheew Adam Warwick	865-415-7884 850-728-2452
Public Info. Officer	Chris Derman	571-334-2440			
Public Info. Officer	Margie Ferrucci	602-222-8329			
Public Info. Officer	Pete Irvine	304-676-6000	TFLD	Luis Gutierrez	661-492-9558
Liaison Officer	Mike Wilkins Bryan Swanson	828-421-0707 804-840-2815	TFLD (t)	Jeremy Park	606-765-9240
Liaison Officer (t)	Gia Wagner	229-322-6898			
4. Agency/Organization Representatives:					
AA (OR-WIF)	Michelle King	541-280-9225	Incident Business Administrator	Brooklynn Griffith	
AA (OR-WIF)	Duane Bishop		AA ODF	Craig Pettinger	541-401-4935
AA (OR-WIF)	Nikkie Swanson				
Fire Staff Officer	Kevin Rees		Linn County Sherriff Linn County EMC	Michelle Duncan Ric Lentz	541-967-3950
Duty Officer/ FMO	Jonah Gladney	435-901-1959			
5. Planning Section:			7. Finance Section:		
Primary (SITL) PSC3	Charlie Rucker	540-613-7791	Primary FSC3	Lori Hisek	501-622-0263
(RESL/DMOB) PSC3	Stuart Coombs	936-219-9814	FSC3	John Warner	936-525-0876
PSC3 (t)	Keith Fields	423-303-9070	FSC3	Diane Lowder	501-844-6267
GISS	Dakota Paris	336-266-0312			
GISS (V)	Travis Clapp	361-500-5918	TIME (V)	Channing Taylor	423-383-1965
(ITSS) PSC3	Mark Huff	720-480-3429	EQTR	Kristen Munday	501-207-8450
SITL (t)	Troy McFarland	571-330-5131			
(READ) PSC3	Jessica iLse	787-549-0084			
6. Logistics Section:			Logistics continued.		
Primary LSC3	Mike Moran	732-904-5966	EQPI	Jonathan Jones	731-336-6058
(SPUL/ FDUL) LSC3	Travis Chadwick	423-994-2195	COML	Ron Regan	828-772-8514
			INCM	Carla Berry	530-859-2189
(GSUL) LSC3 (t)	Jimmy Brown	423-462-5460			
FACL (t)	Jerry Brown	606-776-3793	MEDL	Jeffery Cummings	317-730-6653
ORDM (V)	Leigh Ostin	352-445-1366	MEDL(t)	Eddie Rowell	334-504-2608
DRIV	Neal Studdard	423-827-8243	MEDL(t)	Kris Morgan	432-254-8889
9. Prepared by: Name: Stuart Guy Coombs Position/Title: PSC3			Signature:		
ICS 203	IAP Page _____	Date/Time: 08/23/2023	1800		

Spot Forecast for Wiley Creek WF -24 AUG 23

...RED FLAG WARNING IN EFFECT FROM THURSDAY MORNING THROUGH FRIDAY MORNING FOR DRY AND UNSTABLE CONDITIONS...

DISCUSSION...The thermal trough will be pushed west of the Cascade crest Thursday which will induce a general offshore flow pattern across the Cascades. This will yield drier and hotter conditions west of the Cascades that will continue through the weekend. As the thermal trough shifts the air mass will become unstable bringing a slight chance of thunderstorms across the area Thursday afternoon into Friday morning.

THURSDAY - 24 AUG 23

Sky/weather.....Sunny. Areas of smoke and haze through the day. Chance of rain showers in the afternoon.

CWR.....0%

LAL.....1

Max temperature.....Around 85°F

Min humidity.....28%

Wind (20 ft).....

Slope/valley.....Light winds becoming west 5 to 6 mph in the afternoon

Ridgetop.....West winds 7 to 8 mph.

Mixing height.....4100 ft AGL

Transport winds.....Northwest around 4 mph

Haines Index.....3 (very low).

Haines Index (Mid)..6 (high).

THURSDAY NIGHT - 24 AUG 23

Sky/weather.....Mostly cloudy. Haze. Chance of showers and slight chance of thunderstorms.

CWR.....0%

LAL.....2

Min temperature.....Around 59°F

Max humidity.....72%

Wind (20 ft).....

Slope/valley.....Southwest winds 5 to 6 mph in the evening becoming light. Gusty and erratic winds expected near thunderstorms.

Ridgetop.....Southwest winds 8 to 10 mph in the early evening becoming light.

Mixing height.....100 ft AGL.

Transport winds.....Northeast around 5 mph

Haines Index.....3 (very low)

Haines Index (Mid)..6 (high)

FRIDAY - 25 AUG 23

Sky/weather.....Partly sunny. Haze in the morning. Chance of rain showers and slight chance of thunderstorms in the morning.

CWR.....0%

LAL.....2

Max temperature.....Around 85°F

Min humidity.....35%

Wind (20 ft).....

Slope/valley.....Light winds becoming west around 5 mph in the afternoon. *Gusty and erratic winds expected near thunderstorms in the morning.*

Ridgetop.....West winds around 8 mph

Mixing height.....6700 ft AGL

Transport winds.....Southwest around 4 mph

Haines Index.....3 (very low)

Haines Index (Mid)..5 (moderate)

Division/Group Assignment List (ICS 204 WF)


Controlled Unclassified Information//Basic

1. Incident Name:				3.			
WILEY CREEK				Branch:		Division/Group	
2. Operational Period:							
Date/Time From: 08/24/2023 0600 THU		Date/Time To: 08/24/2023 1900 THU		ALPHA/ DELTA			
4. Operations Personnel							
OPERATIONS CHIEF		MICHAEL TAPLEY TERRY ELLER		DIVISION/GROUP SUPERVISOR		VICTOR TAYLOR CHAD DUNEHEW (T)	
5. Resources Assigned this Period							
Strike Team / Task Force / Resource Designator		LWD	Leader	Number Persons	Drop Off PT./Time	Pick Up PT./Time	
O-155.34 TFLD		08/28	LUIS GUTIERREZ	1			
O-155.41 TFLD (T)		08/28	JEREMY PARK	1			
O-155.42 TFLD (T)		08/28	ADAM WARWICK	1			
C2IA POTOMAC RIVER		08/03	NICOLE POLVENT	24			
O-17 REAF		08/24	WESLEY BURTON	1			
O-18 REAF		08/24	SPENCER WILSON	1			
O-155.7 SOFR		08/28	LEM JOHNSON	1			
6. Control Operations/Work Assignments:							
<p>** Coordinate with local Duty Officer for Initial Attack</p> <p>Tasks: Continue to patrol and mop-up. Utilize hose lays and pumps as necessary. Go direct where necessary. Verify and mitigate all heat signatures identified on the IR map that pose a direct threat to containment lines.</p> <p>Purpose: Minimize acres burned and impacts to cultural resources.</p> <p>End State: Confine the fire to the existing footprint between the dozer, handline and existing systems.</p>							
7. Special Instructions:							
8. Division/Group Communication Summary							
Function	Channel	RX Frequency N/W	RX Tone/NAC	TX Frequency N/W	TX Tone/NAC	Mode	
COMMAND	#4 COUGAR	171.5250	103.5	164.1000	136.5	A	
TACTICAL	#7 PROJSRZ	166.5625	103.5	166.5625	103.5	A	
AIR TO GROUND	# 14 A/G 50	169.1125		169.1125		A	
9. Prepared By (Resource Unit Leader)			Approved By (Planning Section Chief)			Date	Time
KEITH FIELDS			STUART GUY COOMBS			08/23/2023	1800

Controlled Unclassified Information//Basic

INCIDENT RADIO COMMUNICATIONS PLAN I-205	1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
	WILEY CREEK	8/23/2023 1400	08/ 24-25-26-27/ 23 0600-1900 HRS

Ch #	Channel Name	Assignment	RX Frequency	RX Tone / NAC	TX Frequency	TX Tone / NAC	Mode Digital (D) Analog (A) Mixed (M)	Remarks
1	STONEY		171.5250	103.5	164.1000	110.9	A	
2	HALLS		171.5250	103.5	164.1000	123.0	A	
3	COFFIN		171.5250	103.5	164.1000	131.8	A	
4	COUGAR	COMMAND	171.5250	103.5	164.1000	136.5	A	FOREST REPEATER
5	HUSS	COMMAND	171.5250	103.5	164.1000	141.3	A	FOREST REPEATER
6	SO CO		154.4150		154.4150	123.0	A	
7	PROJ SRZ	TAC 1 DIV A	166.5625	103.5	166.5625	103.5	A	
8	PROJ MCK	TAC 2 DIV D	168.7250	103.5	168.7250	103.5	A	
9	PROJ MDL		168.7750	103.5	168.7750	103.5	A	
10	RED NET	IA TAC	151.3400	156.7	151.3400	156.7	A	
11	WHITE NET	IA A/G	151.3100	156.7	151.3100	156.7	A	
12	BLUE NET	ODF W TAC	159.2625	156.7	159.2625	156.7	A	
13	ODF ORG	ODF ORG NET	151.4375	156.7	151.4375	156.7	A	
14	A/G 50	A/G PRI	168.2875		168.2875		A	
15	A/G 59	A/G SEC	169.1125		169.1125		A	
16	AIRGUARD	AIR EMERGENCY	168.6250		168.6250	110.9	A	EMERGENCY ONLY

5. I-205 Prepared By	CLONE VERSION: SANTIAM How to check the clone version on your radio: DPH'S - press and hold the # key KNG/BKR - look at display or press zone key	SCAN FOR RADIO HELP AND TUTORIALS	
----------------------	--	--------------------------------------	--

COMMUNICATIONS SAFETY MESSAGE: PLEASE POST LOOKOUTS TO RELAY MESSAGES IN AND OUT OF POOR COVERAGE AREAS.

Incident/Project Name				2. Operational Period							
WILEY CREEK FIRE				Date/Time 08/24/23-8/27/23 0600-1900							
3. Ambulance Services											
Name		Complete Address		Phone & EMS Frequency		Advanced Life Support (ALS) Yes No					
SWEET HOME FIRE		1099 LONG ST. SWEET HOME, OR 97386		911/ 541-367-5882		✓					
LEBANON FIRE		1050 W. OAK ST. LEBANON, OR 97355		911/ 541-451-1901		✓					
4. Air Ambulance Services											
Name		Phone		Type of Aircraft & Capability							
LIFE FLIGHT		1-800-232-0911		ALS/ NVGs							
NATIONAL GUARD		503-808-2720		HOIST CAPABLE							
REACH AIR		541-613-9428		EC135 MEDIC/RN W/ NVGs							
5. Hospitals											
Name Complete Address		GPS Datum – WGS 84 Coordinate Standard Degrees Decimal Minutes DD° MM.MMM' N - Lat DD° MM.MMM' W - Long		Travel Time Air Gnd		Phone		Helipad Yes No		Level of Care Facility	
SAMARITAN HOSPITAL 525 N. SANTIAM HWY LEBANON, OR 97355		Lat: 44°33.0856'N		10 MIN 22 MIN		541- 451-7115		✓		LVL 4 TRAUMA	
		Long: 122°54.4930'W									
GOOD SAMARITAN REGIONAL MEDICAL CENTER 3600 NW SAMARITAN DR. CORVALLIS, OR 97330		Lat: 44°36.2664'N		33 MIN 52 MIN		541-768-5021		✓		LVL 2 TRAUMA	
		Long: 123°15.1128'W									
PEACE HEALTH SACRED HEART MEDICAL CETNER AT RIVERBEND 3333 RIVERBEND DR. SPRINGFIELD, OR		Lat: 44°04.8810'N		33 MIN 45 MIN		541-222-6929		✓		LVL 2 TRAUMA	
		Long: 123°01.5882'W									
LEGACY EMANUAL HOSPITAL 2801 N. GANTENBEIN AVE. PORTLAND, OR		Lat: 45°32.6682'N		65 MIN 130 MIN		503-413-4121		✓		BURN/LVL 1 TRAUMA	
		Long: 122°40.2936'W									
6. Division Branch Group			Area Location Capability								
ALPHA			EMS Responders & Capability:			Unstaffed					
			Equipment Available on Scene:			Unstaffed					
			Medical Emergency Channel:			#4-Couger COMMAND Forest Repeater					
			ETA for Ambulance to Scene			RENDEZVOUS AT WILEY CREEK RD AND LITTLE WILEY CREEK 44°22.003'N, 122°33.605'W					
			Air:			APPROXIMATELY 20 MIN					
			Ground:			APPROXIMATELY 15 MIN					
			Approved Helispot:			HELISPOT 1					
			Lat:			44°22.273'N					
Long:			122°32.402'W								
DELTA			EMS Responders & Capability:			Unstaffed					
			Equipment Available on Scene:			Unstaffed					
			Medical Emergency Channel:			#4-Couger COMMAND Forest Repeater					
			ETA for Ambulance to Scene			RENDEZVOUS AT WILEY CREEK RD AND LITTLE WILEY CREEK 44°22.003'N, 122°33.605'W					
			Air:			APPROXIMATELY 20 MIN					
			Ground:			APPROXIMATELY 15 MIN					
			Approved Helispot:			HELISPOT 2					
			Lat:			44°20.938'N					
Long:			122°32.230'W								
8. Prepared By (Medical Unit Leader)				9. Date/Time		10. Reviewed By (Safety Officer)				11. Date/Time	
Jeff Cummings & Kris Morgan				08/23/23 0700		Sammy McFarland				08/23/23 0900	

SAFETY MESSAGE/PLAN (ICS 208)

Wiley Creek	2. Operational Period:	Date From: 08/24/2023 Time From: 0600	Date To: 08/27/2023 Time To: 1900
-------------	-------------------------------	--	--------------------------------------

Transfer of Command

During the next few days this incident will be going through a Transfer of Command the risk for the personnel Increase significantly.

Here some factors that will increase the risk:

- No or poor briefing of incoming or staying personnel.
- Not knowing who is in command.
- Face -face briefing may not be possible and radio frequencies could be changed.
- Some resources have not checked in and new Command staff may not be aware of the number, type, and locations of all resources.

Mitigation actions:

- Plan for transition to occur Friday morning briefing and new Command Staff is ID and announced in person or over the radio.
- Utilize the IRPG briefing check list.
- All resources know who their immediate supervisor is before engaging.

Safety Checklist

- LCES must be established & known to ALL firefighters BEFORE needed.
- Know the major areas of safety concern on fires: firelines, transportation, weather.
- Participate in crew briefings before, during, and after each operational period.
- Drink enough water to replace fluids lost through perspiration. Drink at least one quart of water per hour.
- Drive with headlights on and watch your speed.

--	--	--	--

5. Prepared by:	Name: Sam McFarland	Position/Title: Safety	Signature: <i>Sam McFarland</i>
ICS 208	IAP Page	Date/Time: 08/23/1100	

8/24/23 DEMOB Schedule

WILEY CREEK US-OR-772S-000004

**** Demob will be in person at the Finance/Check-In station at ICP.**

** Ensure time is caught up the night before your scheduled demob.

** Be ready for inspections. Inspections will happen out front of office and only required if a Comp or Claim is reported.

**** Please feel free to arrive early at Finance for demob. However, we will follow the assigned order on this list.**

**Crew leader plus 1 for each resource to assist with efficiency.

0630	O-14	(DIVS)	GRAHAM, JOSH
0645	O-158	(INCM)	BERRY, CARLA
0700	C-102	(CR2I)	DIAMOND FIRE NCC 11B
0730	C-104	(CR2I)	NORTH PACIFIC FORESTRY INC
0800	E-10	(ENG6)	LITTLE PEND OREILLE
0800	E-121	(WTS2)	WTS2 - OUTLAW WILDLAND SRV.
0830	E-19	(AMB2)	WILDERNESS MEDICAL
0830	E-108	(AMB3)	MYRTLE POINT FIRE & AMBO
0900	E-14	(ENG6)	CARBON WORKS LLC
0900	E-15	(ENG6)	WINSTON, ROBIN J; C & R
0930	O-17	(REAF)	BURTON, WESLEY ALLEN
0930	O-18	(REAF)	WILSON, SPENCER G
0930	E-17	(ENG6)	WEST COAST WILDLAND STRIKE
1000	C-8	(CRW1)	SANTIAM RIVER C21
1030	C-105	(CRW2)	GRAYBACK FORESTRY-MERLIN

MEDICAL PLAN (ICS 206 WF)

Controlled Unclassified Information//Basic

Medical Incident Report

FOR A NON-EMERGENCY INCIDENT, WORK THROUGH CHAIN OF COMMAND TO REPORT AND TRANSPORT INJURED PERSONNEL AS NECESSARY.

FOR A MEDICAL EMERGENCY: IDENTIFY ON SCENE INCIDENT COMMANDER BY NAME AND POSITION AND ANNOUNCE "MEDICAL EMERGENCY" TO INITIATE RESPONSE FROM IMT COMMUNICATIONS/DISPATCH.

Use the following items to communicate situation to communications/dispatch.

1. CONTACT COMMUNICATIONS / DISPATCH (Verify correct frequency prior to starting report)

Ex: "Communications, Div. Alpha. Stand-by for Emergency Traffic."

2. INCIDENT STATUS: Provide incident summary (including number of patients) and command structure.

Ex: "Communications, I have a Red priority patient, unconscious, struck by a falling tree. Requesting air ambulance to Forest Road 1 at (Lat./Long.) This will be the Trout Meadow Medical, IC is TFLD Jones. EMT Smith is providing medical care."

Severity of Emergency / Transport Priority	<input type="checkbox"/> RED / PRIORITY 1 Life or limb threatening injury or illness. Evacuation need is IMMEDIATE <i>Ex: Unconscious, difficulty breathing, bleeding severely, 2° – 3° burns more than 4 palm sizes, heat stroke, disoriented.</i> <input type="checkbox"/> YELLOW / PRIORITY 2 Serious Injury or illness. Evacuation may be DELAYED if necessary. <i>Ex: Significant trauma, unable to walk, 2° – 3° burns not more than 1-3 palm sizes.</i> <input type="checkbox"/> GREEN / PRIORITY 3 Minor Injury or illness. Non-Emergency transport <i>Ex: Sprains, strains, minor heat-related illness.</i>	
Nature of Injury or Illness & Mechanism of Injury		<i>Brief Summary of Injury or Illness (Ex: Unconscious, Struck by Falling Tree)</i>
Transport Request		<i>Air Ambulance / Short Haul/Hoist Ground Ambulance / Other</i>
Patient Location		<i>Descriptive Location & Lat. / Long. (WGS84)</i>
Incident Name		<i>Geographic Name + "Medical" (Ex: Trout Meadow Medical)</i>
On-Scene Incident Commander		<i>Name of on-scene IC of Incident within an Incident (Ex: TFLD Jones)</i>
Patient Care		<i>Name of Care Provider (Ex: EMT Smith)</i>

3. INITIAL PATIENT ASSESSMENT: Complete this section for each patient as applicable (start with the most severe patient)

Patient Assessment: See IRPG page 106

Treatment:

4. TRANSPORT PLAN:

Evacuation Location (if different): (Descriptive Location (drop point, intersection, etc.) or Lat. / Long.) Patient's ETA to Evacuation Location:

Helispot / Extraction Site Size and Hazards:

5. ADDITIONAL RESOURCES / EQUIPMENT NEEDS:

Example: Paramedic/EMT, Crews, Immobilization Devices, AED, Oxygen, Trauma Bag, IV/Fluid(s), Splints, Rope rescue, Wheeled litter, HAZMAT, Extrication

6. COMMUNICATIONS: Identify State Air/Ground EMS Frequencies and Hospital Contacts as applicable

Function	Channel Name/Number	Receive (RX)	Tone/NAC *	Transmit (TX)	Tone/NAC *
COMMAND					
AIR-TO-GRND					
TACTICAL					

7. CONTINGENCY: Considerations: If primary options fail, what actions can be implemented in conjunction with primary evacuation method? Be thinking ahead.

8. ADDITIONAL INFORMATION: Updates/Changes, etc.

REMEMBER: Confirm ETA's of resources ordered. Act according to your level of training. Be Alert. Keep Calm. Think Clearly. Act Decisively.