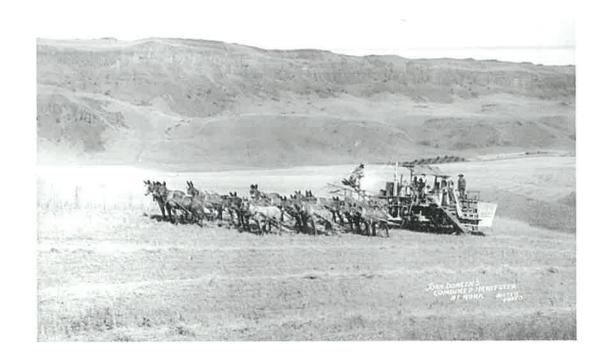
Sunday

INCIDENT ACTION PLAN WINONA

WA-WFS-417



OPERATIONAL PERIOD





8/20/2023

0700

to

8/20/2023

1900



INCIDENT OBJECTIVES (ICS 202)

	2. Operational Period:	Date From:	8/20/2023	Date To:	8/20/2023
ncident Name:	Z. Operational I	Time From:	0700	Time To:	1900
Winona					
Objective(s):					
nagement Objectives			and with ave	nues for	
Provide for public and emergency personnel feedback from personnel.				Idea Ioi	
Protect threatened structures and values at	risk, including critical infrastructure an	id agriculturar lands.	'	okoholde r s	
	and foster and maintain relationships	With the public, coo	peratoro, and or	akerioidoro.	_
Ensure coordinated, timely, and accurate re	ease of information to the public and	land managers, utili	zing the full suit	e of platform	s.
Ensure coordinated, timely, and document	d rick informed decisions.				
Maintain fiscal accountability by making goo	in light-implified designation				
Keep the fire North of Winona South Rd an of an east/west line running from Chicken F Protect the values of concern and minimize where feasible and likely to be successful. Maintain access to firefighting resources a	e acreage burned by utilizing direct at	tack, indirect attack,	and point protec	ction of struc	tures
	ation will meet the following leader's i	intent, as well as the	objectives iden	tified below:	
 It is our expectation that we as an organiz Ensure all incident strategies and actions 	reflect a commitment to the public. re	sponder, and aviation	on safety through	n the use of	the risk
management process	at a seed enongerating	n agencies, includin	g, but not limited	to, suppres	sion actions
management process Coordinate incident management activitie	s with our requesting and cooperating	y 490110100, 1110123111	-		
and support needs. - Treat all incident personnel, cooperate					
- Treat all incident personnel, cooperat	ors, and roods public with 1.5.119	-			
	Yes □ No ☑				
5. Site Safety Plan Required?					
Approved Site Safety Plan(s) Located	ı aı.				
6. Incident Action Plan	☐ ICS 205 A				
ICS 203 ICS 215/	Training Mess	age 🔲			
ICS 204 ICS 220	<u> </u>				
ICS 205 Facility M	iapo 🗀	□ c	ounty Health M	lessage	
100 200	Torocas: Moss	sage 🔽 IC	S 214	11211	111
ICS 208 Fire Beh	Position/Title: PSC	Signature	2000	X Willi	41
7. Prepared By: David Winter		_		-3/	/
8. Approved by Incident Commande	r: vvaller Lacobar / Tydir	3	X	The	
ICS 202			, 40	/	

ORGANIZATION ASSIGNMENT LIST (ICS 203)

Incident Name:		2. Operational P	eriod: Date From:	0	Date To:	8/20/2023
Winor	ia		Time From:		Time To:	1900
. Incident Commande	r(s) and Comman	d Staff:	7. Operation Secti			
IC/UC's	Walter Escobar / Rya	n Nicholls (T)	Operations			
Deputy			Deputy Operations	Ryan Cloud		
Safety Officer	Bonnie Rogers		Night Ops			
Information Officer		er .	Staging Area			
Liaison Officer			Branch			
Agency/Organization	n Representatives	*	Division/Group	Α	Mike Emmeri	ck
Agency/Organization	Nar		Division/Group	Z	Brad Wallace	
VSP	Esther Hernandez		Division/Group			
Vhitman Co # 6	Keith Luft		Division/Group			
mergency Manager	Bill Tensfeld		Division/Group			
Inlengency wanagor	Dill Terrore		Branch	li		
			Division/Group			
			Division/Group			
			Division/Group			
			Division/Group			
			Division/Group			
			Branch	111		
			Division/Group			
			Division/Group			
			Division/Group		-	
			Division/Group			
			Division/Group			
			Branch			
			Division/Group			
			Division/Group			
5. Planning Section:	d		Division/Group		 	
2004/01/2004	David Winter		Division/Group	-		
	Ryan Schanrhors	t (V)	Division/Group			
Resource Uni			Branc	+		
Situation Uni						
Documentation Uni			Division/Group			
Demobilization Un	it		Division/Group			
GISS	Rose Beaton		Division/Grou		1	
FBAI	٧		Division/Grou		-	
IME			Division/Grou		Director	
Training Tech Spe	c Alison Martin		Air Operations E		Director:	
				rt Group Superviso		
			Air Tactic	al Group Superviso		
6. Logistics Section				Helibase Manage	er	
	of Michael Hendrick	(S			J	
Deputy Chic	ef Liz Smith			inistration Section	n:	
	it John Dreyer			ef Kelly Mansfield		
Ground Support Ur	it Kevin Sell		Deputy Chi	_		
Communications Ur			Equipme			
Medical Ur			Comp/Claims Ur	nit		
Supply Ur			Cost Ur	nit	Λ	
Rac			Time Ur	nit Tari Utt 🗼	17	1
Prepared By: Name		Position/Title:	PSC	Signature:	was ev	well
IF TEPATEU Dy. Name	David Trillion			23 2300 hours		



Fire Weather Forecast



FORECAST NO: 20230819 NAME OF FIRE: Winona

PREDITION FOR: Day Shift SIGNED:

TIME/DATE ISSUED: 20:22 8/19/2023

WEATHER DISCUSSION:

Smoke will continue to limit the visibility through Sunday. A transition to east or southeast winds Sunday Night and Monday should lead to visibility improvement. Rain chances will increase on Monday afternoon to 30 percent and to 50 percent Monday night into Tuesday as remnants of Hurricane Hilary interact with an approaching frontal system. The cloud cover and increased moisture will result in much higher relative humidity on Monday and Tuesday.

WEATHER FORECAST FOR TODAY:

Sky/weather......Partly sunny and smoky.

Max temperature.....Around 87. Min humidity......17 percent.

Wind (20 ft)......Northeast winds 3 to 7 mph in the morning shifting to west 3 to 6 mph in the afternoon.

Mixing height......Near the surface through 0900 PDT increasing to 2500 ft AGL in the afternoon.

Transport winds.....Northeast 7 to 11 mph.

Haines Index......3 Very Low.

WEATHER FORECAST FOR TONIGHT:

Sky/weather.....Mostly cloudy. Smoke and haze.

Min temperature.....Around 63.

Max humidity......68 percent.

Wind (20 ft)......Southeast winds 4 to 9 mph.

Mixing height......Near the surface.

Transport winds.....South around 7 mph increasing to southeast around 17 mph overnight.

Haines Index.....2 Very Low.

OUTLOOK FOR TOMMOROW:

Sky/weather......Cloudy. Smoke in the morning. Chance of showers through the day.

CWR.....15 percent.

Max temperature.....Around 85.

Min humidity......38 percent.

Wind (20 ft)......Southeast winds 6 to 12 mph with gusts up to 20 mph. Mixing height......1000 ft AGL increasing to 3000 ft AGL in the afternoon.

Transport winds.....Southeast 12 to 18 mph.

Haines Index.....2 Very Low.

EXTENDED FORECAST:

TUESDAY...Mostly cloudy. A chance of rain showers. Lows 56 to 63. Highs 76 to 82. South wind 5 to 15 WEDNESDAY...Mostly clear. A chance of rain showers. Lows 49 to 57. Highs 77 to 84. Southwest wind 5 to 10 mph.

THURSDAY...Mostly clear. Lows 48 to 56. Highs 85 to 93. Northeast wind 5 to 10

FRIDAY...Partly cloudy. A chance of rain showers. Lows 55 to 63. Highs 87 to 92.

SATURDAY...Mostly clear. Lows 55 to 62. Highs 88 to 94

SAFET	Y MESSAGE/PLAN (ICS 208)
1. Incident Name:	2. Operational Period: Date From: 8/20/2023 Date To: 8/20/2023
Winona Fire	Time From: 0700 Time To: 1900
 Major Hazards Identified: Increases Exposure to Toxic Smoke & Gasses and Terrain 	sed Traffic on the Roadway, Working in the Urban Interface, , Environmental (bees, snakes, heat exposure), Topography
chemicals which are dang whenever possible.	combustion in the interface often have carcinogens or erous to your health. Avoid working in the smoke es walking difficult. Watch out for rolling material and
have adequate spacing be	etween crewmembers.
Drink enough water to repetition that the strengththumb, "drink at least one	place fluids lost through perspiration. Good rule of e quart of water per hour."
 Remain alert to other acting The fire environment is al 	vities around you, utilize good situational awareness. ways changing.
5. Know your incident withir	an incident protocol (8-Line).
6. Snakes/Bees/Wasps/Spid	ers are all here. Avoidance is the best when possible.
Five Common Denomina	tors of Fire Behavior on Tragedy Fires
Such fires often occur:	
1. On relatively small fires o	r deceptively quiet areas of large fires.
2. In relatively light fuels, s	uch as grass, herbs, and light brush.
l .	cted shift in wind direction or in wind speed.
4. When fire responds to top	oographic conditions and runs uphill.
5. Critical burn period betwe	een 1400 and 1700.
	er conditions generally occur in less and can be as little as 5 minutes.
4. Site Safety Plan Required? Yes Name Approved Site Safety Plan(s) Located	
5. Prepared by: Name: Bonnie Rogers	Position/Title: SOFR Signature: Burns Rogus

Date/Time: 08/19/2023 1330

ICS 208

IAP Page

DIVISION/GROUP ASSIGNMENT LIST (ICS 204 WF)

Controlled Unclassified Information//Basic

1. Incident Name					3.				
Winona					Branch	Div	ision		
2. Operational Pe	eriod				†	Al	pha		
0700-1900									
08/20/2023 Date/	Time From:	08/20/2023	Date/Time	То:					
4.			Op	erations Personi	nel				
Operations Chief	Wes Long			Division/Group	Supervisor		Mike E	mmerick	
Branch Director				Air Attack Supe	rvisor				
5.			Re	sources Assigne	d this Period	i			
Strike Team/Tas	sk Force/ Resource Designat	tor EMT	LWD	L	eader		Number Persons	Drop Off PT./Time	Pick Up PT./Time
TFLD				Paxton Stone			7 4744711		
SPS Strike Team				Libdahl					
D. D. Danie Tomi								\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	
			\vdash						
6. Control Operations/	(Work Assignments:"								
I	om fire edge as fu	els and tonos	ranhv	dictate.					
	rom all structures.	ois and topog	hapi	4100000					
GPS fire perin	neter and submit to								
GPS burned st	tructures and deno	te primary re	sidents	, outbuildings	s, or functi	ional	building	as known.	
Document all	suppression damag	ge as found,	repair i	t possible					
		c posts in in	c rootp	11110					
7. Special Instruction		40.001							
Submit 204's	to Operations by	y 13:00 hou	rs						
						-			
8.				vision/Group Co				THE DIA	0 1 1/-1-
Function	Channel	RX Frequency N	W	RX Tone/NAC	TX	X Freque	ency N/W	TX Tone/NA	C Mode
Command Tactical Div/Group	West Fire 6 VTAC 11 2		-						
Tactical Div/Group Logistics	VIACII 2								
Air to Ground	DNR AG 1 7		-	1				-27	
9. Prepared by (Resou	1		- 1	Approved by (Planni	ng Section Chie	f)		Date /	Time
. Frepared by (Resou	noo Omt Leader)			Murs	Muto	M.		8/9/2	3 2/21

DIVISION/GROUP ASSIGNMENT LIST (ICS 204 WF) Controlled Unclassified Information//Basic

1. Incident Name					3.				
Winona					Branch	Divisi			
2. Operational Per	iod				1	ZUI	LU		
0700- 1900 hor									
Date/T	ime From:	08/20/2023	Date/Time	То:					
4.			Ор	erations Person	nel				
Operations Chief	Wes Long			Division/Group	Supervisor	I	Brad W	allace	
Branch Director				Air Attack Supe	rvisor				
5.			Re	sources Assigne	d this Perio	d			
	Force/ Resource Design	nator EMT	LWD	I	eader		Number Persons	Drop Off PT./Time	Pick Up PT./Time
Walla Walla / Cow	litz Strike Team			S. Ongers					
TFLD				P. Basye					
E1 General Contract	etor LLC								
E2 Northridge Wild									
E3American Firefig									
E4 Pemberto Leona	a B33588								
E5 Pemberto Leona	a B187853								
6. Control Operations/V	Work Assignments:"								
· -	om fire edge as	fuels and topo	graphy	dictate.					
Mop up 100' fr	om all structure	s.							
GPS fire perim	eter and submit	to Plans by en	d of sh	ift	C	ما امسما	مىنامانىم	og Imoum	
GPS burned str	ructures and der	ote primary re	sidents	s, outbuilding	s, or func	tionai o	umamig	as known.	
Extinguish resi	suppression dan idual burning fe	nce posts in fit	e footr	orint					
							_		
7. Special Instructions	:								
9			D:	vision/Group Co	mmunicatio	on Summ	narv		
8. Function	Channel	RX Frequency N		RX Tone/NAC		TX Frequen		TX Tone/NA	.C Mode
Command	West Fire 6	ICA Frequency IV		101 101011110					
Tactical Div/Group	VTAC 12 3								
Logistics									
Air to Ground	DNR AG 1 7			^					
9. Prepared by (Resour				Approved by (Plann	ing Section Chi	lety.	۷	Date	Time
				ON PORT	4 4				

CONTROLLED UNCLASSIFIED INFORMATION//BASIC

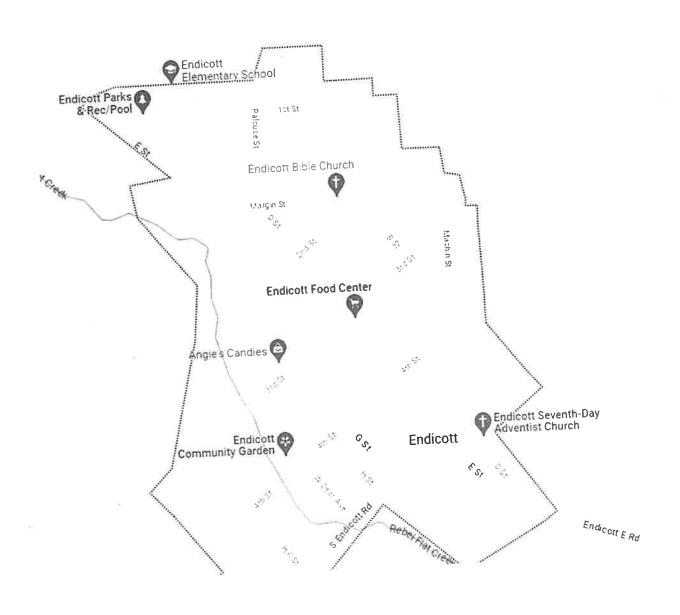
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		West of the Control o							
1. Inci	1. Incident Name:		2. Date/Time Prepared		3. Operational Period:	nal Period:			
	Winona		Date:	08/19/2023	Date From: 08/20/23	08/20/23	Date To:		08/20/23
	Incident Channels	nels	Time:		1930 Time From: 0700	0200	Time To:		1900
4. Con	4. Communications								
Ch#	Ch# Function	Name	Assigned To	Rx Freq	Rx Tone	Tx Freq	Tx Tone	Mode	Notes
1	REPEATER	ST DAYTN	ALL DIVS	159.4200	D223	151.2950	D223		
2	TACTICAL	VTAC 11	DIV A	151.1375	156.7	151.1375	156.7		
က	TACTICAL	VTAC 12	DIV Z	154.4525	156.7	154.4525	156.7		
4	TACTICAL	WA REDNT		153.8300		153.8300			
2	TACTICAL	DNR COM		151.4150	103.5	151.4150	103.5		
9	TACTICAL	WEST FIRE	COMMAND	158.8500	173.8	156.0600	179.9		COMMAND
7	TACTICAL	DNR A/G 1	ALL DIVS	159.2700	103.5	159.2700	103.5		
ω	TACTICAL	DNR A/G 2	ALL DIVS	151.2875	103.5	151.2875	103.5		
6	TACTICAL	AIRGUARD	ALL DIVS	168.6250		168.6250	110.9		
10									
7									
12									
13									
4									
15									
16									
17									
18									
19									
20									
5. Sp.	5. Special Instructions								
This	This is a test								
6. Pre	6. Prepared by (Communications Unit Leader): Name:	unications Unit L	eader): Name:			Signature:	五八	7	
ICS 2	05 - CONTROLLE	ED UNCLASSIFIE	ICS 205 - CONTROLLED UNCLASSIFIED INFORMATION//BASI	<u>o</u>	NIMSIAP	NIMS IAP Date/Time:	08/19/23		1930

Logistics Message

August 20th Breakfast and Lunch will be at the Endicott Food Center on the corner of D Street and 3rd.

We will start serving breakfast at 0530 and lunches will be available for pick-up at the Food Center.



Dinner will be at the school in the evening in the Cafeteria.



Finance

"Employees are paid for actual hours worked, with no guarantee of a maximum shift length, unless otherwise specified in a formal, authorized agreement." —Interagency Incident Business Management Handbook, Chapter 10

Morning

- Only those invited to the Operations meeting may record time before the morning briefing starting time.
- Contract crews and equipment will start time according to terms of their contract.
- Hourly apparatus time starts upon leaving camp.
- Exception time recorded will be justified on the CTR/Shift Ticket.
- Crew/Single Resource 30 minute lunches will be shown OR justified on the CTR.

End of Shift

- All Contract Crew time stops when they return to camp.
- Hourly apparatus time stops when they enter camp.
- All other personnel are allowed a reasonable time to do vehicle and tool maintenance, generally no more than 30 minutes.

Code of Conduct Incident Personnel



Each individual on this incident is responsible for:

- Being *ready and able* to perform their assigned duties effectively.
- Conducting themselves in a manner that treats people with dignity, equality, courtesy, and respect.
- Abiding by agency ethics and conduct regulations.
- Reporting any harassment or other inappropriate behavior.

Each individual of this incident has the right to:

- Work in an environment characterized by safe work practices.
- Work in a fair and harassment free environment.
- Say "No" to unwelcome advances or requests for favors.
- File complaints or grievances through appropriate avenues.

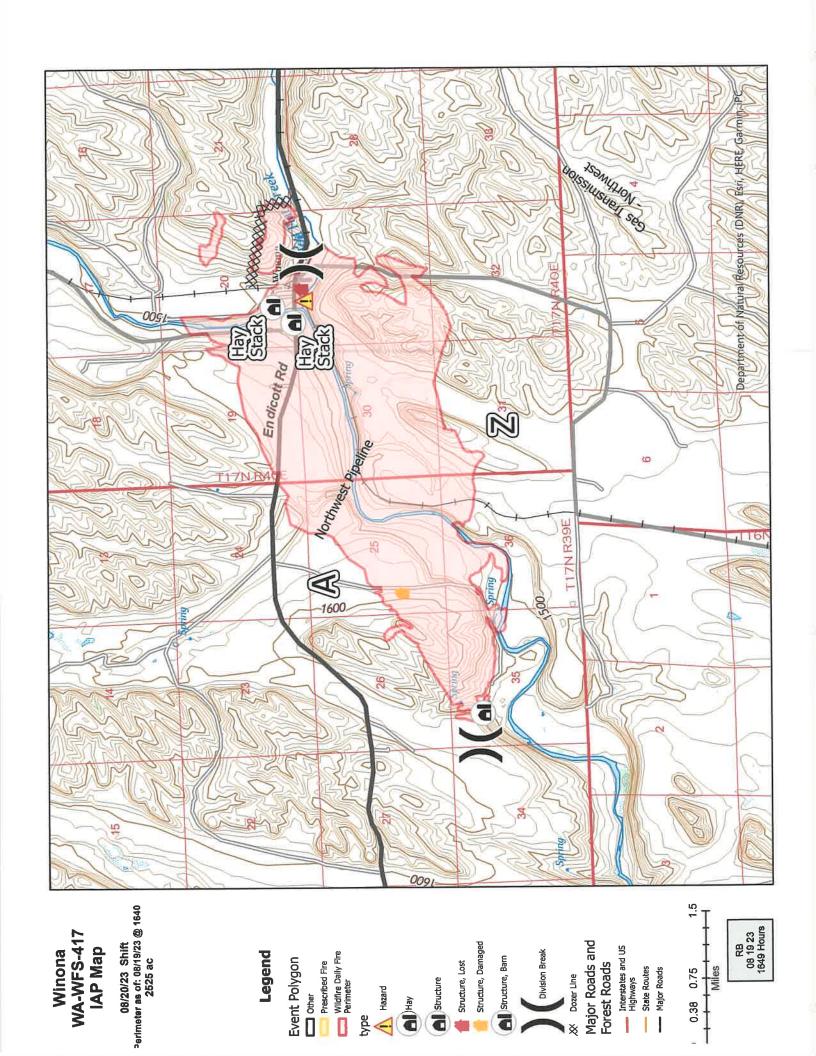
There is zero tolerance for inappropriate behavior while assigned to the incident, including:

- 😭 Illegal drug use
- Alcohol use
- Unsafe work practices and activities
- Discrimination
- Sexual harassment
- Fighting, threatening, and abusive behaviors
- Using social media and electronic communication devices for personal business while engaged in fire assignment duties.
- Other violations of Fire Service, Washington DNR, and Federal agency standards of conduct.

Failure to adhere to the Code of Conduct could result in dismissal from the incident, with notification to your home unit.

The public expects our best efforts; they see us as professionals in what we say and do. Let's continue to show them we are!

<u> </u>	NIT LOG CONT. (ICS 214) 2. Operational Period:	Date From:	8/20/23	Date To:	8/20/23				
Incident Name:	2. Operational Period.	Time From:	0700	Time To:	1900				
Winona		Tillio I Tolli,							
Activity Log	MAJORE	MAJOR EVENTS							
TIME	WASONE	VEIVIO							
				-					
V.									
				*					
	Date/Time:								



Emergency Plan

Incident Within an Incident

On Scene Incident Commander

In the event of an accident or medical incident of any size, your primary responsibility is to ensure that the victim(s) receive prompt and effective Triage, Treatment, Extircation, and Transport.

- Ensure the medical incident report in the incident action plan is being used and followed-*If the patient is determined to be green, do not declare emergency traffic and only complete lines 1 – 4 on the MIR*.
- Conduct a size-up of the incident, nature of the accident, number and type
 of resources involved, and a latitude and longitude location (DD°MMM.MM
 format): notify the communications center and your supervisor, and request
 assistance as needed.
- Order and coordinate medical and support responses to the incident.
- Evaluate special needs (law enforcement, hazmat, etc.).
- Clear the command frequency if a medical emergency, coordinate with incident communications and air attack for any medical transportation needs.
- Preserve and photograph the scene for the accident investigation.
- Remain aware of the surroundings and the status of the main incident (delegate personnel to monitor the main fire) to ensure the safety of medical treatment personnel.
- Until relieved, supervise and manage all personnel involved at the incident scene.



MEDICAL PLAN (ICS 206)

. Incident Name: /inona Fire			2. Operational Pe	T	ime Fro	om: 07		te To: 08/2 ne To: 070	
. Medical Aid St	ations:					Con	tact	Parame	edics
Nama			Location		Num		/Frequency	on Si	
Name I. Bauska			ndicott W. Highway	360-831-6148			Yes No		
	00		ndicott W. Highway						
oquiam Ambulan	Ce	Division Broan,						Yes	□No
								Yes	□No
								Yes	□No
								Yes	□No
4. Transportatio	n (indicate	air or ground):							
4. Transportation	1 (Indicate	Juli or groundy.					ntact	Level of	Service
Ambulance Se	ervice		Location		911/50)/Frequency		BLS
Colfax Ambulance		400 N. Mill, Colfa							
Airlift NW (Air)		Davenport or clo			800.42			⊠ ALS	
_ifeflight (Air)		Pullman or close	st available		800.23	32.091		□ □ ALS	
								LIACO	
5. Hospitals:				Т	vel Tim				
		Address,	Contact Number(s)/	Ira	iver rin	ie	Trauma	Burn	
Hospital Name		de & Longitude if Helipad	Frequency	Air	Gr	ound	Center	Center	Helipad
Harborview	325 9th 47.2405	Ave, Seattle WA 556, -122.468333	509.962.9841	60mi	n 24	0min	Yes Level:_1	Yes No	Yes No
Whitman Hospital	Colfax V	Fairview St VA	509.397.3435	15mi	in 30	0min	Yes Level: 5	Yes No	Yes No
Sacred Heart	101 W.	054 447 276572 8th,Spokane WA 6, -117.42908	509.474.3131	30m	in 7	5min	Yes Level: 2	Yes No	Yes No
St. Joseph Hospital	415 6th Lewisto	Street	208.743.2511	30m	in 8	0min	☐Yes Level: 3	Yes No	Yes No
Flospital	Lewisto						Yes	Yes	Yes
Identify crew EM Notify operations Closest Landing	ITs on the s of need: zone: Lo	s and location on c	es: ging. Refer to Med command channel. West Highway and	Lancas	ter Roa	d Lat/l	Long 46.94527	778, -117.8	
7 Prepared by	(Medical	Unit Leader): Na	me:			_ Sig	nature:		
-	v (Safety	Officer): Name:	Bonnie Rogers SOI	-R		Signat	ture: <i>Bun</i> u	u reg	ch-
I S ADDIOVAGIO									

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." 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. □ RED / PRIORITY 1 Life or limb threatening injury or lilness. Evacuation need is IMMEDIATE Ex: Unconscious, difficulty breathing, bleeding severely, 2º - 3º burns more than 4 palm sizes, heat stroke, disoriented. Severity of Emergency / Transport $\hfill \square$ YELLOW / PRIORITY 2 Serious Injury or illness. Evacuation may be DELAYED if necessary. Priority Ex: Significant trauma, unable to walk, $2^{\circ} - 3^{\circ}$ burns not more than 1-3 palm sizes. ☐ GREEN / PRIORITY 3 Minor injury or illness. Non-Emergency transport Ex: Sprains, strains, minor heat-related illness. Nature of Injury or Illness Brief Summary of Injury or Illness (Ex: Unconscious, Struck by Falling Tree) Mechanism of Injury Air Ambulance / Short Haul/Hoist **Evacuation Request** Ground Ambulance / Other Descriptive Location & Lat. / Long. (WGS84) Patient Location Geographic Name + Medical Incident Name (Ex: Trout Meadow Medical) Name of on-scene IC of Incident within an On-Scene Incident Commander Incident (Ex: TFLD Jones) Name of Care Provider Patient Care (Ex: EMT Smith) 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. EVACUATION 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 fall, what actions can be implemented in conjunction with primary evacuation method? Be thinking ahead...
- 8. ADDITIONAL INFORMATION: Updates/Changes, etc.

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