

G. POST INCIDENT REVIEW

1. GENERAL INFORMATION

The long-term effectiveness of the *Oregon Fire Service Mobilization Plan* depends upon the ability of the Office of State Fire Marshal to maintain a current plan and to ensure its efficient and cost effective operation. This depends largely upon periodic objective self-examination and review. Examination of the system's operation both in simulated drills and in actual emergencies affords the opportunity to recognize the effective aspects of the operation and to identify areas in need of improvement. Where improvement is needed, the review process should suggest possible procedural changes, areas where personnel might need additional training, and ideas for future policy reviews.

The success of an emergency response is highly dependent upon the ability of the agencies to interact successfully with each other. Productive and successful relationships and communications with agencies at the state, county and local levels are critical to the success of the emergency response effort. Therefore, staff from cooperating agencies should be included, if possible, in the post-incident analysis.

Reviews must be structured to allow thorough evaluation and provide feedback to participants. Reviews should promote change and improvements where necessary. It is important to avoid speculation as to what might have occurred had alternative courses of action been chosen. Therefore it is imperative that participants, particularly those with responsibility for conducting the reviews, avoid speculative statements. Discussions should avoid fault-finding and attempts to assign blame. The emphasis in all reviews should be on reinforcing successful procedures and developing ways to improve operations.

Reviews may be conducted at the local and state levels.

2. POST-INCIDENT ANALYSIS (LOCAL AND/OR STATE)

a. Objectives

- 1) Provide an opportunity for participants to objectively review operations in a constructive manner.
- 2) Identify effective procedures for future emergency operations.
- 3) Identify areas needing improvement and recommend necessary changes to improve effectiveness.
- 4) Review efforts by fire services to incorporate cooperating agencies into the emergency response framework and recommend necessary changes to improve effectiveness.

b. Participants (Local or state review process)

Local chiefs; district chiefs; State Fire Marshal staff including Incident Management Team and Emergency Response Center (ERC) personnel; task force leaders; and cooperating agencies' representatives.

c. Local Review Process

- 1) The review will take place as soon after the incident as possible. If all involved personnel are not able to attend, the fire defense board chief or incident commander should assign someone to collect input from those unable to attend the review.
- 2) Prior to the analysis, participants will gather applicable reports and information. Local and fire defense board chiefs will prepare a brief report outlining positive and negative aspects of the operation, as well as recommendations for correcting problems. Other agency personnel involved in the incident should prepare a brief overview of fire events from their perspective.
- 3) Participants should separate issues and concerns into two categories, local incident operations and state incident operations support.
- 4) Participants should make recommendations for resolving problems and concerns that they have identified.
- 5) Participants should reach a consensus on procedural and operational recommendations to improve effectiveness.

- 6) The district chief/incident commander(s) should forward state level concerns and recommendations to the state fire marshal.
 - 7) Reviews should generally cover the following functions and activities:
 - a) Activation or mobilization
 - b) Transition from local and/or fire defense district level to state-level action
 - c) Command staff, including safety and public information
 - d) Operations
 - e) Planning
 - f) Logistics
 - g) Finance
 - h) Value at risk, risk management and property loss
 - i) Demobilization and transition of activity
- d. Intended Results
- 1) Participants should attempt to reach consensus on procedural and operational recommendations for the *Oregon Fire Service Mobilization Plan*.
 - 2) Fire defense board chiefs and incident commanders will reinforce effective operational guidelines and procedures to ensure continued successful performance.
 - 3) Fire services personnel and cooperating agency representatives should identify positive aspects of the operation and incorporate recommendations for resolving areas of concern.
 - 4) Recommendations regarding statewide issues and concerns will be presented to the state fire marshal for review.
- e. State Review Process
- 1) The state fire marshal may conduct a review of the incident and involve participants as outlined in section 2.b.
 - 2) The state review may include the topics for post-incident review as outlined in section 4.

3. INTERMITTENT POLICY REVIEW

In order to maintain a current and effective emergency response policy, periodic policy and activity reviews should be conducted at the discretion of the state fire marshal. In this event, state fire marshal staff will prepare a report summarizing the review and the issues discussed. The staff will also develop and distribute a plan to resolve issues identified during the review. The plan will identify:

- 1) Necessary action items;
- 2) Who will accomplish the action items;
- 3) A timeline for completion of the action items; and
- 4) The person or persons responsible for follow-up on the action items.

4. TOPICS FOR POST-INCIDENT REVIEW AND DISCUSSION

a. Incident Activation and Mobilization

- 1) Incident reporting and news media releases
- 2) Dispatching
- 3) Transportation and response
- 4) Personnel availability
- 5) Other

b. Transition from local to state level involvement

- 1) Incident reporting
- 2) Request to invoke conflagration act
- 3) Briefing and special considerations
- 4) Size up
- 5) Scouting
- 6) Previous action(s)
- 7) Personnel and resources
- 8) Organization and overhead management
- 9) Other

c. Command Staff

- 1) District/State coordination
- 2) Interagency liaison and cooperation
- 3) Safety
- 4) Incident objectives
- 5) Team organization and section interaction

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- 6) News media releases; incident information officers' coordination with local news media, affected public, and OSFM Public Information Officer at the ERC
 - 7) Job assignments and effectiveness of performance
 - 8) Other
- d. Operations (Ground and Air)
- 1) Organization
 - 2) Communications and dissemination of information
 - 3) Coordination among units
 - 4) Action by other agencies and/or responsible parties
 - 5) Use of resources
 - 6) Safety
 - 7) Job assignments and effectiveness of performance
 - 8) Shift changes
 - 9) Control action effectiveness
 - 10) Other
- e. Planning
- 1) Organization
 - 2) Situation unit
 - 3) Resource unit
 - 4) Shift plans/incident action plans
 - 5) Interaction with other sections
 - 6) Incident reports
 - 7) Weather reports
 - 8) Briefings
 - 9) Job assignments and effectiveness of performance
 - 10) Demobilization
 - 11) Other
- f. Logistics
- 1) Organization
 - 2) Services branch
 - 3) Support branch
 - 4) Fire camp and facilities
 - 5) Communications
 - 6) Job assignments and effectiveness of performance
 - 7) Property control and inventory
 - 8) Transportation
 - 9) Interaction with other agencies
 - 10) Other

- g. Finance
 - 1) Organization
 - 2) Time keeping unit (personnel and equipment)
 - 3) Claims unit
 - 4) Commissary operation
 - 5) Contract administration
 - 6) Interaction with other agencies
 - 7) Job assignments and effectiveness of performance
 - 8) Other
- h. State Fire Marshal Emergency Response Center (ERC) Operations
- i. Demobilization and Transition Back to Local Forces
 - 1) Priorities
 - 2) Emergency conditions
 - 3) Fiscal completion
 - 4) State to district/local transition process
 - 5) Activity reports
 - 6) Rehabilitation
 - 7) Return transportation
 - 8) Other