



# FOUNDATIONAL DOCTRINE FOR ALL-HAZARD RESPONSE



MARCH • 2006  
UPDATED MARCH 2011

*“We have already decided in the Agency that we will respond to these all-hazard response situations. We have that baseline. Through principles and doctrine, we need to define how broadly or narrow we want that role to be.”*

**Tom Harbour, National Director  
Fire and Aviation Management  
U.S. Forest Service**

*“In creating your all-hazard response doctrine, you will define the spectrum of operations, missions, and roles. This will provide everyone the same language for addressing the problem. It will also help communicate your message externally.”*

**Mark Smith, Mission Centered Solutions;  
All-Hazard Response Strategy Task Group Consultant**

## DOCTRINE

Doctrine is the body of principles that sets the moral and ethical standard and forms the foundation of judgment, mode of action, decision, and behavior.

Doctrine is authoritative but flexible. It is definitive enough to guide specific operation, yet adaptable enough to address diverse and varied situations.

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### Cover Photos

**Top:** Wildland firefighters help load the sick and injured onto medical transport planes under George Custer’s Type 1 Incident Management Team—assigned to the Louis Armstrong New Orleans International Airport during the 2005 Hurricane Katrina national all-hazard response. (U.S. Forest Service photo)

**Bottom:** Wildland firefighters grid for space shuttle material through the rural Texas farmlands during the 2003 Columbia Space Shuttle recovery response. (Tom Iraci photo, U.S. Forest Service)

*“I am confident that you—the All-Hazard Response Strategy Task Group team—will produce a report that will greatly assist in defining the all-hazard response role of the Forest Service far into the future. You will take a bold step forward and form a recommendation for the National Leadership Team. In doing so, you will help delineate our—the Forest Service’s—piece of the patchwork quilt that comprises the National Response Plan. Your end product should be a proposal that provides broad agency guidance. You will provide answers that will influence the next decade or two.”*

**Tom Harbour, National Director  
Fire and Aviation Management**

## I INTRODUCTION

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*The all-hazard environment encompasses a broad spectrum of threats and hazards, both natural and human-caused, including: floods, oil spills, hazardous material releases, transportation accidents, earthquakes, hurricanes, tornadoes, pandemics, and disruption to the Nation's energy and information technology infrastructure.*

*All-hazard response environments are not limited to the large, national incidents. They can include any situation in which a Forest Service employee encounters an imminent threat to life and property outside of the Agency's jurisdiction. Such environments include potential scenarios that range from being first on scene at a vehicle accident, to a district ranger committing Agency resources to protect a local community.*

What should the Forest Service role—including its parameters and boundaries—be in responding and participating in this country’s all-hazard emergencies?

The Agency continues to experience an escalating, major increase in assignments to these non-wildland fire activities. The Forest Service has recently sent its employees to assist in a continually growing list of national non-wildland fire efforts:

- The aftermath of the September 11 terrorist attacks in New York City and Washington D.C.,
- The multi-state Exotic Newcastle Disease (fatal bird virus) quarantine and eradication,
- The massive Space Shuttle Columbia search and recovery effort, and

- The challenging response to the devastation and human suffering of hurricanes Katrina and Rita.

The continuing weight of these additional all-hazard duties has impacted the Agency’s mission-critical work. This burden is not limited to the Fire and Aviation Management Program. It extends across all of the Forest Service’s functions—impacting *all* of its people and programs.

With more potentially severe weather events, continued health and disease-related occurrences, and the always looming threat of terrorist attacks, these all-hazard emergencies are not going to go away.

### **Developing Foundational Doctrine**

The Forest Service’s National Leadership Team has determined that the Agency *will* continue to respond to these all-hazard incidents. It therefore

requested the creation of the All-Hazard Response Task Group to develop all-hazard response foundational doctrine. This resultant proposed doctrine—presented in this report—now clarifies

and defines a unified strategy for how Forest Service employees will approach and accomplish the all-hazard response assignments.

## II BACKGROUND

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*“The Forest Service culture brings many skills to all-hazard responses. This helps to place our resources in high demand. Our employees are masters at the National Incident Management System and Incident Command System. Our people are continually maintaining their proficiency at these systems. They bring an attitude of cooperation with other agencies—and a willingness to work hard to get the job done. They have the ability to adapt to and overcome obstacles while bringing order to chaos.”*

**Dale Dague, Branch Chief, Disaster and Emergency Operations,  
Fire and Aviation Management, U.S. Forest Service  
All-Hazard Response Strategy Task Group**

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### Helping to clarify Forest Service role in the inevitable all-hazard future

The Forest Service’s support of all-hazard incidents—usually through its broad wildland fire community umbrella—was occurring as far back as the 1985 Mexico City earthquake that claimed 10,000 lives. Between 1993 and 2003, Forest Service employees and resources were called to assist a variety of all-hazard incidents:

- Hurricanes – 137 total days,
- Earthquakes – 17 total days,
- Floods – 60 total days,
- Terrorist Attacks – 140 total days,
- USDA Animal and Plant Health Inspection Service (APHIS) support – 83 total days, and
- Columbia Space Shuttle search and recovery – 197 total days.

During the 2004 hurricane season, the Forest Service committed 1,900 people to all-hazard duties and roles. Hurricane mission assignments—through the

Federal Emergency Management Agency (FEMA)—included management of base camps, logistics, staging areas, and receiving and distribution centers.

At the end of September 2005—during the Agency’s peak all-hazard hurricane response deployment—3 Area Command teams, 28 Incident Management Teams and a total of 5,500 employees were assigned and committed to this country’s challenging and demanding hurricane relief and recovery efforts.

During the entire 2005 hurricane season, a total of 13,000 Forest Service employees were dispatched on all-hazard assignments to 30 different locations in 7 states. Total all-hazard Forest Service involvement during 2005 added up to the equivalent of 700 “full time equivalents” (FTEs).

*“Our Hurricane Katrina response assignment was one of the most challenging incidents that our Incident Management Team has ever encountered. Once again, this response to Hurricane Katrina shows the versatility of all of our wildland fire Incident Management Teams. However, it leads one to wonder what would happen in the event of future terrorism or other human-triggered disasters. Our conclusion is that this country is not prepared.”*

**George Custer, Incident Commander for the Southern Area “Red” Incident Management Team. His team’s past all-hazard emergency assignments include 30 hurricane incidents, the Columbia Space Shuttle search and recovery, the Oklahoma City terrorist bombing, and several USDA disease outbreaks.**

This massive all-hazard hurricane response affected virtually *every* Forest Service program and Forest Service unit operation. During the 2005 calendar year, more than half of the Type 1 Incident Management Team assignments were to all-hazard emergencies.

### **National Incident Management System**

On February 28, 2003, the President issued Homeland Security Presidential

Directive–5 (HSPD-5) which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS).

This system provides a consistent nationwide template to enable Federal, State, local, and tribal governments, along with private-sector and nongovernmental organizations, to work together effectively and efficiently.



### ***Local Response***

*Forest Service employees on the Sequoia National Forest assist with vehicle accident and traffic control.*

*Photo courtesy Casey Christie, The Bakersfield Californian Newspaper.*

The NIMS template covers prevention of, protection against, response to, recovery from, and mitigation of domestic incidents—regardless of cause, size, or complexity.

The NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels. The NIMS is not an operational incident management plan or resource allocation plan.

HSPD-5 requires all Federal departments and agencies to adopt the NIMS and to use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery and mitigation programs and activities, as well as in support of all

**Homeland Security  
Presidential Directive #5**

**The heads of all Federal departments and agencies are directed to provide their full and prompt cooperation, resources, and support, as appropriate and consistent with their own responsibilities . . .**

actions taken to assist State, local or tribal entities.

HSPD-5 also requires the Secretary of Homeland Security to develop a National Response Plan (NRP), which has been superseded by the National Response Framework (NRF). The NRF lays out a framework for all levels of government and the private sector for all-hazard response.

**FEMA: ‘A lot of people in the Forest Service cringe when they hear this . . .’**

*“What we’ve learned in this (Columbia Space Shuttle) disaster is that all of us have capabilities we’ve never tapped before. I see roles for these two agencies (FEMA and the U.S. Forest Service) in the future that we’ve never even thought about. I see us going to the next step—to the technological disasters. The New York bombing was the start.*

*You (the Forest Service) showed us you can do a hell of a lot more than you’ve been doing.*

*We (FEMA) are very interested in the Forest Service Incident Command System. While FEMA says we observe it (ICS), we don’t do it very well. But the Forest Service does. I see a role in the future for the Forest Service beyond their (the Agency’s) wildest imaginations.*

*I know a lot of people in the Forest Service cringe when they hear this because you have enough placed on you just protecting our forest lands. But I think that under the Department of Homeland Security, the activities that we are all going to be asked to participate in the future are going to expand.*

*The capabilities and assets the Forest Service has are going to be utilized greatly in the coming years.”*

**Wayne Fairley, FEMA Chief of Operations,  
at the 2003 Columbia Shuttle Recovery Incident Close-Out**

## **National Response Framework program and activity definitions**

The following programs and activities are outlined in the NRF and defined in NIMS:

### **Preparedness**

A continuous cycle of planning, organizing, training, equipping, exercising evaluating, and taking corrective action in an effort to ensure effective coordination during incident response.

### **Response**

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs.

### **Recovery**

The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Ongoing Concern: Exposure to body fluids, bacteria, contagious disease**

*“Possible exposure to body fluids, bacteria, and contagious disease was an ongoing concern on this incident. Despite some health-care-related exposures, our IMT members stayed healthy and accident free during this assignment.*

*Crews and personnel were vigilant in their personal hygiene. They wore gloves and avoided as much exposure as possible. All who were involved with patient transport received training by professional health care workers and doctors.”*

**George Custer, Incident Commander  
Southern Area “Red” Incident Management Team,  
Assigned to the Louis Armstrong New Orleans International Airport  
during the 2005 Hurricane Katrina national all-hazard response.**

### III DEFINING THE OPERATIONAL ENVIRONMENT

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*The all-hazard response environment is high risk and can rapidly transition from normal to chaotic to emergency conditions. This environment is typically characterized by a lack of organizational stability, unknown hazards, and, often times, significant human suffering and tragedy. The fundamental human or societal services and capabilities familiar to Forest Service employees are sometimes absent within these environments. Furthermore, it may be a challenge to successfully mitigate every risk on these all-hazard emergencies. In recognition of these facts, the Forest Service is committed to accomplishing its assigned mission through the aggressive management of risk.*

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As we move into the 21<sup>st</sup> Century, the Forest Service mission “*Caring for the Land and Serving People*” has certainly not changed. But the Agency’s time-honored pledge to serve this country’s land and people has, indeed, broadened.

Today—and into the future—responding to the challenge of this country’s all-hazard incidents has become an added component to the broader Forest Service commitment to America.

This responsibility demands a comprehensive and effective doctrine to define the parameters of these all-hazard missions. This doctrine must also empower and guide all Forest Service employees in the proper training, experience, and judgment for making optimum decisions within these likely hazardous, high-risk environments.

As we’ve learned in the past several years, the potential missions for these all-hazard assignments is limitless. So far, the national call for Forest Service help has encompassed everything from



hurricane rescue and fatal bird virus eradication, to terrorist attack recovery and space shuttle disaster assistance.

a national coordination system, acquisition management (buying teams), and a vast, experienced labor pool (incident management teams and wildland firefighting crews).

On all of these assignments, Forest Service employees have proven they represent a “can do” culture.

They bring an abundance of expertise and ability in: incident management skills,

**The three broad levels of all-hazard Forest Service response:**  
**Local and State**  
**Departmental**  
**National**

This doctrine is for the entire agency—not just Fire and Aviation Management.

## **Local, Departmental, and National All-Hazard Response Missions**

### **Local All-Hazard Response Mission**

Forest Service employees respond when they encounter all-hazard situations in which human life and property are immediately at risk and Forest Service employees are capable of assisting without undue risk to themselves or to others.

### **Departmental All-Hazard Response Mission**

The Forest Service is committed to honor its part of the joint responsibility within the Department of Agriculture to develop and maintain effective working relationships with interdepartmental cooperators and to support them when directed by the appropriate authority.

### **National All-Hazard Response Mission**

When requested and appropriate with its National Response Framework responsibilities, the Forest Service is prepared and organized to support national and international all-hazard responses with people, equipment, and supplies.

Support for all-hazard national responses may take priority over Forest Service accomplishments and targets.

## **Fundamental Truth: Risk is a Certainty**

While the potential mission for all-hazard incidents is uncertain, one fact *is* certain: the all-hazard environment will always have inherent risk.

This is the fundamental truth that the Agency’s doctrine has tried to organize around.

Because risk is inevitable doesn’t mean bad outcomes are inevitable.

Risk management is a key factor for safety in any new or unfamiliar activity. Providing the proper foundation on which Forest Service employees can base their decisions is paramount for quality response to an imminent threat.

*The Forest Service has adopted a formal risk management process as the Agency's approach to hazard mitigation.*

*“Acceptable risk” is risk mitigated to a level that provides reasonable assurance that the all-hazard task can be accomplished without serious injury to life or damage to property.*

“Imminent threat” as defined by Daniel Webster for international law is when the need for action is “instant, overwhelming, and leaving no choice of means and no moment for deliberation.”

**Doctrine Intent**

That is why the doctrine presented in this report focuses on providing the proper leadership, tools, training, and expectations to successfully address these unknown risks.

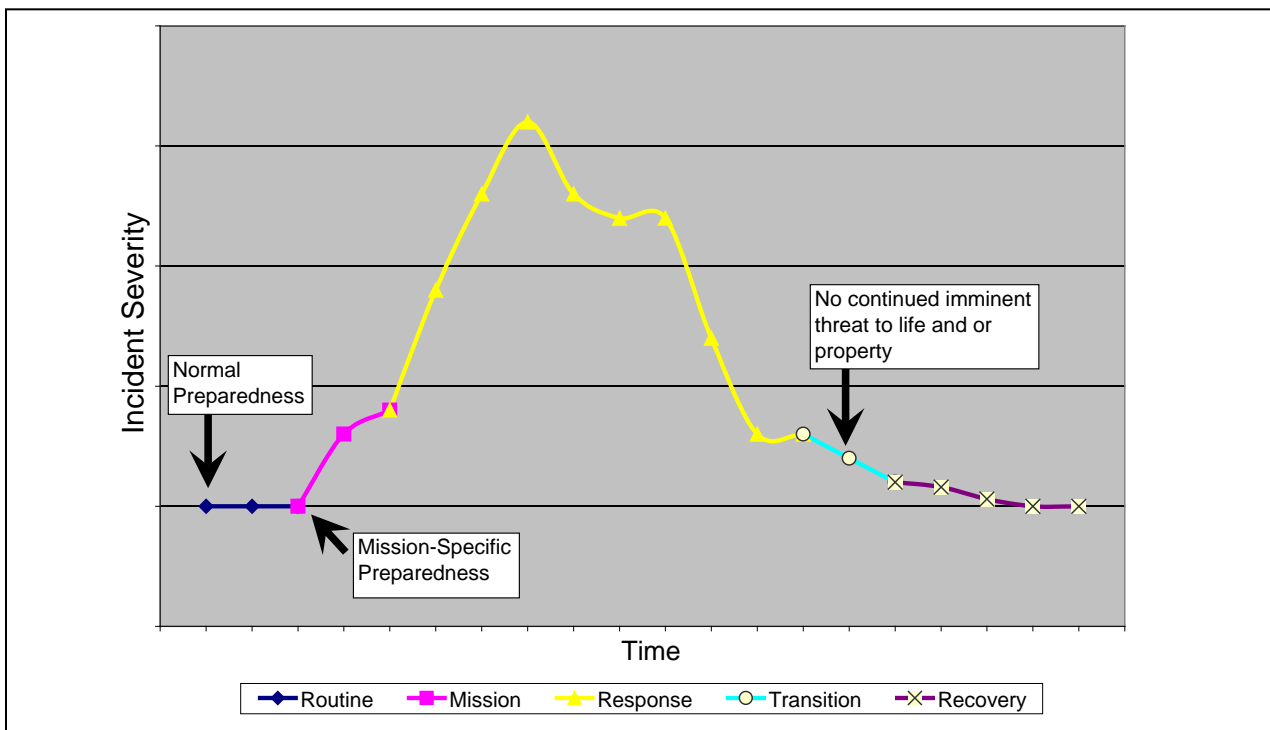
Moreover, this doctrine also strives to provide leadership with a framework that assures Forest Service employee participation on these all-hazard incidents—regardless of mission—

occurs under the parameters and structure of universal preparation and safety.

For there’s no question that if Forest Service employees are expected to participate in these potentially life-threatening all-hazard incidents, we must ensure that they are prepared and safe. They need to know what environments and assignments they will—and won’t—accept.

In the challenge of this new all-hazard frontier, doctrine is designed to help the Forest Service effectively prioritize for the safety and well-being of all of its employees.

**Forest Service Foundational Doctrine Engagement Strategy for All-Hazard Response**



# IV FOUNDATIONAL DOCTRINE

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*“In any major disaster, the President may direct any Federal agency, with or without reimbursement, to utilize its authorities and the resources granted to it under Federal law (including personnel, equipment, supplies, facilities; and managerial, technical, and advisory services) in support of State and local assistance efforts.”*

**Robert T. Stafford Disaster Relief and Emergency Assistance Act,  
Public Law 93-288**

## 1. MISSION AND ROLES

### Overall All-Hazard Response Mission and Roles

1. The Forest Service is a land management agency with a unique combination of people, skills, and resources that add significant value to our national all-hazard response capability. The Agency accepts this all-hazard role as complimentary to its overall land management mission. The Forest Service is a land management agency first, a good neighbor second, and, lastly, a partner in all-hazard response.
2. On all-hazard assignments, Forest Service employees will provide the same professionalism and passion for safety as they do in all agency mission assignments.
3. The intent of Forest Service all-hazard response and support is to protect human life, property, and at-risk lands and resources *while imminent threats exist*.
4. The Forest Service is prepared and organized to support all-hazard responses by providing trained personnel to utilize their inherent skills, capabilities and assets—without requiring significant additional advance training and preparation. Support to cooperators requiring Forest Service resources will be consistent with employee core skills, capabilities, and training.
5. On all-hazard responses, the Forest Service will operate within the National Incident Management System concept of clearly stated: missions, chain-of-command, authority, responsibilities, and expectations.
6. As incidents move from the *response phase* to the *recovery phase*, the Forest Service will focus on demobilizing agency resources.
7. A cooperative relationship between the Forest Service and other agencies is essential. The Forest Service is therefore committed to working with other agencies to develop, maintain, and improve all-hazard response and associated support capabilities.

## FOUNDATIONAL DOCTRINE

### 2. EXTERNAL RELATIONS

*“We need to position ourselves where we want to be in the all-hazard arena. This is an important opportunity. We need to think fundamentally about what business we are in and where we want to be in the future. This is absolutely critical. This is not a Forest Service-only decision. It’s interagency. We need to avoid a situation in which the Department of the Interior and States feel that they are driven down a particular path by the Forest Service. We need a partnership decision. The Forest Service National Leadership Team doctrine is just the ‘first out of the chute.’ We must have ownership among all the agencies—to have a common voice to go forward with.”*

**Jim Douglas, Deputy Director, Office of Wildland Fire Coordination  
U.S. Department of the Interior  
All-Hazard Response Strategy Task Group Member**

1. The National Incident Management System is the foundation of the Agency’s response organization. The Forest Service is dedicated to advocating its use.
2. The Forest Service all-hazard response doctrine is based on the assumption that other Departments and agencies will fulfill their primary roles and responsibilities with National Incident Management System qualified and trained resources as outlined in the National Response Framework.
3. The Forest Service will support its interagency partners in fulfilling their obligations to the National Response Framework by helping them develop, build, organize, and utilize National Incident Management System capability.



*In appreciation of the difficult work and perseverance of the Federal Incident Management Teams and their wildland fire crew Columbia Shuttle searchers, members of the NASA family put this sign up on their Corsicana (Texas) Incident Command Post.*

*“We need to encourage additional training to embrace the Incident Command System and a Unified Command structure for disasters. Our Incident Management Team tried to enact a unified organization concept. This worked to a degree, but the Unified Command concept proved foreign to most agencies—while other agencies resisted sharing in command.”*

**George Custer, Incident Commander  
Southern Area “Red” Incident Management Team,  
Discussing his experience on the 2005  
Hurricane Katrina All-Hazard Incident**



Tom Iraci Forest Service Photo

*COLLABORATION – The U.S. Forest Service and FEMA collaborated on the three-month Columbia Space Shuttle search and recovery all-hazard mission. FEMA served as the operation’s overall lead Federal agency.*

4. The Forest Service will be proactive in developing agreements with its interagency partners to facilitate its all-hazard response obligations.
5. The Forest Service will seek opportunities with interagency partners to enhance use of resources and increased interoperability.
6. When responding to requests for assistance, the Forest Service will use an integrated and coordinated process to determine the appropriate level of commitment.
7. Where the Forest Service has jurisdictional authority, including functional responsibilities or a significant commitment of resources, it will promote and participate in Unified Command.

## FOUNDATIONAL DOCTRINE

### 3. LEADERSHIP AND ACCOUNTABILITY

1. Within all-hazard response environments, Forest Service leaders may encounter situations in which there is an imminent threat to life and property outside of the Agency’s jurisdiction. These environments include scenarios ranging from being first on scene at a vehicle accident, to a district ranger committing Agency resources to protect a local community. Leaders are therefore expected to use their judgment and respond appropriately.

2. To balance the use of a highly skilled workforce with Agency and other requirements, the Forest Service will conduct a thorough mission analysis of every all-hazard request before committing people and other resources.
  3. Forest Service resources deployed to all-hazard responses will understand the dynamic and complex environment and utilize their leadership, training and skills to adapt, innovate, and bring order to chaos.
  4. The Forest Service will continue to work with its National Response Framework partners toward implementing the National Incident Management System model in all-hazard response.
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*“We need to give the Chief a tool that will help him to make the “Go/No Go” all-hazard decisions. This process—creating this all-hazard doctrine—will drive us to answer questions that we should have answered 30 to 40 years ago.”*

**Jack Troyer, Regional Forester, Intermountain Region  
All-Hazard Response Strategy Task Group Member**

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5. Leaders are expected to operate within the incident organizational structure encountered on all-hazard responses. When such structure is absent, they will utilize National Incident Management System principles to assure safe and effective utilization of agency resources.
6. The Forest Service will adequately display the short and long-term all-hazard response impacts and tradeoffs between competing work assignments and priorities. This information will be used for various levels of analysis, including local and national priorities, other agencies, and Congress.
7. The Forest Service will use a “lessons learned” approach for tracking and applying new, learned knowledge to benefit future all-hazard assignments. All-hazard employee awareness training should be part of the existing annual fire refresher courses.
8. Forest Service leadership will express clear and concise “leader’s intent” to ensure all-hazard assignments are managed safely, effectively, and efficiently.
9. Forest Service leaders are expected to operate under existing policies and doctrine under normal conditions. On all-hazard responses, fire and aviation business and safety standards may have to be adapted to the situation to successfully accomplish the mission. Where conflicts occur, employees will use their judgment, weigh the risk versus gain, and operate within the intent of Agency policy and doctrine.
10. As part of aggressive risk management, all employees involved in all-hazard response will be supported and managed by an Agency leader, Agency liaison, or interagency Incident Management Team. This support includes Agency participation in mission assignment, incident action planning, and resource tracking while on these all-hazard work assignments.

### 4. OPERATIONS

1. Forest Service all-hazard response will be focused on missions that we perform consistently and successfully. Workforce assignments will be directed toward the core skills developed through our existing training and curriculum.
2. Agency employees will be trained to operate safely and successfully in the all-hazard environment. Preparedness training will focus on gaining general knowledge of all-hazard response, disaster characteristics, as well as the effects from these events on citizens and responders.
3. Specific operational skills will be facilitated through the National Incident Management System, working with responsible agencies who supply the technical specialists who, in turn, provide the specific skill sets. The Forest Service will not train or equip to meet every hazard.
4. Forest Service employees are expected to perform all-hazard support as directed within their qualifications and physical capabilities. All employees have the right to a safe assignment. The employee may suspend his or her work whenever any environmental condition—or combination of conditions—becomes so extreme that an immediate danger is posed to employee health and safety that cannot be readily mitigated by the use of appropriate, approved protective equipment or technology.



*Forest Service employees arrive on scene and assist with tractor-trailer diesel hazmat accident. Photo courtesy Kern River Ranger District, Sequoia National Forest.*

## 5. RISK MANAGEMENT

1. The Forest Service has adopted a formal risk management process as the Agency's approach to hazard mitigation.
2. Acceptable risk is risk mitigated to a level that provides reasonable assurance that the all-hazard task can be accomplished without serious injury to life or damage to property.
3. All-hazard incident-specific briefing and training will be accomplished *prior* to task implementation. This preparation will usually occur prior to mobilization where incident description, mission requirements, and known hazards are addressed. Key protective equipment and associated needs for these all-hazard tasks that Forest Service employees do not routinely encounter or perform will be identified. This will be done—and be in place—*prior* to task implementation.
4. Agency employees will be provided with appropriate vaccinations, credentials, and personal protective equipment to operate in the all-hazard environment to which they are assigned.



*“If you come across any electric connectors that look like these [pointing to various items on display], pass it up the chain-of-command. We’ll come out and ‘safe it’ for you. If you find anything that resembles any of these ‘pyro items’—keep moving. You never want to do a mass gathering around it. If you do, it might take out your whole sweep line.*

*Remember, also, don’t key your radio within 50 feet of any of these pyrotechnic items. If you see something that doesn’t look right—‘up-channel it’ and we’ll come out and take care of it for you.”*

**Air Force Sergeant with the 45<sup>th</sup> Explosive Ordnance Flight, addressing a very attentive audience of wildland firefighters turned Columbia Shuttle Accident Investigation “Hardware Search Team” members**



# V W HERE WE GO FROM HERE

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*“In addition to the anticipated increase in this country’s wildfire activity, the Forest Service can also expect further involvement with future all-hazard events due to: increased hurricane occurrence—according to Max Mayfield, director of the National Hurricane Center; support to the APHIS Avian Influenza and Mad Cow Disease threats; the Pandemic Influenza threat; the terrorism threat; and the need to build National Incident Management System capacity in other response agencies.”*

**Dale Dague, Branch Chief, Disaster and Emergency Operations,  
Fire and Aviation Management, U.S. Forest Service  
All-Hazard Response Strategy Task Group**

*“The record-setting 2005 hurricane season could be a harbinger for 2006 and beyond, the nation’s top weather officials said Tuesday. . . We are going to see many more years of intense hurricanes. Scientists on both sides agree on this.”*

***The Washington Post*  
November 26, 2005**

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## **Why We Need All-Hazard Foundational Doctrine**

The foundational doctrine proposed in this report establishes the basic principles for how the Forest Service will address and engage in all-hazard incident response.

Specifically, this doctrine:

- Provides for leadership and professionalism at all levels of the Agency,
- Sets a proactive template for building and maintaining strong partnerships within the all-encompassing all-hazard arena,
- Establishes and recognizes the proper authorities—an important keystone for successfully institutionalizing all-hazard practices and beliefs.

Just as the Forest Service’s Fire Suppression Foundational Doctrine is the guiding light for those who respond to fire suppression missions, the All-Hazard Incident Foundational Doctrine provides this same vital guidance for Forest Service employees called to serve in this country’s all-hazard missions.

## **The Importance of Partnerships**

A significant key to the success of the Forest Service’s longstanding wildland fire response has been the Agency’s development of interagency partnerships. There’s no question that our shared working affiliations with State, local, Tribal, and other Federal responders has helped to strengthen and fortify this country’s national wildland fire response system.

Many of these partners who stand shoulder-to-shoulder with the Forest Service on the fireline also share the overall intent of the

Forest Service’s Fire Suppression Doctrine: to anchor all actions and decisions to well-understood doctrine.

By uniting this same commitment to partnerships within the all-hazard environment—supported by the National Incident Management System—the Forest Service and these other response agencies will also be better prepared to ensure successful outcomes on all-hazard incidents.

### **Vital Guidance**

By implementing this Forest Service all-hazard doctrine and utilizing the principles outlined in the National Incident Management System, the Agency can take

the lead in helping mentor these other response partners down this common—and critical—road to all-hazard success.

It is a two-way, win-win process.

Through this interagency collaboration, the Forest Service will also have the opportunity to learn from its various all-hazard allies—both its new as well as longstanding interagency response partners.

By successfully expanding this all-hazard interagency community under a set of common doctrinal principles, we will most certainly help this country to be even better prepared and positioned for the ever-impending all-hazard incident.

# VI ALL HAZARD RESPONSE STRATEGY TASK GROUP

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