

CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION (CAL FIRE)



Serious Accident Review Team

Procedure Manual

5/19/2015

The Serious Accident Review Team (SART) Procedure Manual provides guidance for the SART process. Position descriptions, checklists, and diagrams are provided to facilitate that guidance. The information contained in this document is intended to enhance the user's experience, training, and knowledge in all phases of the process. All users must obtain appropriate training at the level necessary to effectively complete the process.

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SECTION ONE: ADMINISTRATIVE GUIDELINES

PURPOSE

- Gather and distribute information which may be useful in preventing a similar occurrence.
- Detect design, procedural, training, and enforcement deficiencies.
- Detect and document Department liabilities.
- Comply with state and federal regulations.

Each accident review receives an incident number by the ECC at the level with responsibility for conducting and administering the review.

Each team member receives a separate request number.

FISCAL RESPONSIBILITY

A CAL FIRE Unit is designated for fiscal responsibility and provision of logistic support of the team as necessary.

The Team Leader monitors expenses incurred as a result of the review.

The Team Leader and the Agency Administrator provide appropriate interpretation of compensation rules for a SART deployment.

Fiscal responsibility for expenditures:

- All costs relative to the review of an accident or incident that occurred as a result of an SRA fire are legitimate charges to the Emergency Fund (Cross-reference Handbook 3800 Emergency Fund Expenditures).
- Expenditures for the review of an accident or incident that were not related to an SRA fire are the responsibility of the Unit or Program for which the involved resource was working.
- Expenditures incurred by a team member who is assigned to a review team for another agency are the responsibility of the supplying Region or Program unless these expenditures will be borne by the requesting agency.
- Expenditures for the review of a serious accident or Near Serious Accident incident in a Schedule "A" contract are the responsibility of the contracting agency.
- Hours of work and overtime for team members adhere to the rules of the applicable MOU.
- Reviews for another agency (team member expenses)
 - Supplying Region or Program bear the cost, unless costs are borne by the requesting agency

REPORTS AND RECOMMENDATIONS

Documents prepared by the team normally include the following:

- Preliminary Summary Report (Blue Sheet)

- Informational Summary Report (Green Sheet)
- Draft Confidential SART Final Review Report
- Confidential Working Recommendations

Confidential SART Final Review Report

The review team completes the Draft Confidential SART Final Review Report as directed by the Agency Administrator. The Draft Confidential SART Final Review Report follows the instructions and format of the Department's template. All written sections of the Draft Confidential SART Final Review Report are completed before the release of any necessary team members. Demobilization is allowed prior to the receipt of supporting documents such as LIDAR items, outside agency reports, lab reports, or other materials not needed to finish writing the report.

The completed report is forwarded directly to the Department Safety Officer from the Team Leader. A SART representative (Team Leader or Lead Investigator) will present findings to an Executive Board of Review after the Draft Confidential SART Final Review Report is completed.

Confidential Working Recommendations

Confidential Working Recommendations are prepared by the Team Leader according to standard template requirements. These recommendations are not to be included in the Confidential SART report. They are submitted directly to Chief Counsel of the CAL FIRE Legal Office under separate and confidential cover along with the associated Green Sheet. As a confidential working document, it may contain a description of the most probable cause and causal factors, contributory factors, opinions and possible management concerns, as well as recommendations. Commendations should be considered for employees whose exemplary actions in the incident or rescue operations reduced losses.

CRITICAL INCIDENT STRESS MANAGEMENT (CISM)

No Critical Incident Stress Management (CISM) shall take place until a consultation has occurred between the Lead Investigator and the CISM Team Leader. The CISM Team Leader shall identify areas of critical need and discuss with the SART Team Leader and Lead Investigator as expeditiously as possible.

No group discussion. CISM can be conducted on an individual basis if necessary versus a group basis. Group debriefings prior to being interviewed can compromise the witness information.

CISM debriefings/defusing should not take place prior to the involved personnel being questioned by the Investigators without permission from the Team Leader. CISM policy says debriefing can be withheld for up to 72 hours (Handbook 1865).

SHOOTING INCIDENTS

Handbook 9452, Weapons and Special Equipment

The Department investigates all officer-involved shootings as described in Handbook 9452.9.2, Officer Involved Shootings.

DEPARTMENT SAFETY OFFICER

RESPONSIBILITIES

- Host the Management Safety Assessment conference call and SART Activation conference call.
- Monitor ongoing SART activations.
- Receive and secure SART documentation and evidence as required by Department administration.
- Notify the Director's Office when a Draft Confidential SART Final Review Report has been received.
- Receive the Executive Board of Review Action Plans. Develop a tickler file for each of the action items and track the status of each item. Report status of action items to the appropriate level of administration.
- Develop and maintain a database containing all crucial elements of each accident including identification of the accident, date, type, results, causal factors, contributory factors, and any other necessary information.
- At the completion of the Executive Board of Review and at the direction of the director, transfer the Draft Confidential SART Final Review Report, documentation and evidence to the academy administrator.
- Coordinate with the Agency Administrator to ensure notification requirements are met.

ACADEMY ADMINISTRATOR

RESPONSIBILITIES

- Receive and secure SART documentation and evidence from the Department Safety Officer.
- File and retain all published Draft Confidential SART Final Review Report, Green Sheets, and Blue Sheets, as well as all collateral information and evidence generated by the teams and considered necessary for retention but not included in the Draft Confidential SART Final Review Report.
- Evidence and SART documentation are retained for a period of one year unless a longer period is needed due to potential litigation.

AGENCY ADMINISTRATOR

The Region Chief (for Regional reviews) or the Director's Office (for Headquarters reviews) shall appoint an Agency Administrator who is vested with the responsibility and authority to execute the SART. The Agency Administrator will normally be a Unit Chief

or higher, and shall not be assigned as a member of the review team. The Agency Administrator is appointed from an unaffected Unit or Program.

The team will complete all documentation and assemble the reports prior to demobilization unless otherwise directed by the Agency Administrator. Information being gathered by the review team will be treated as confidential by the team. A Chain-of-Custody is maintained throughout the history of the documents.

Responsibilities

- Consult with Director's Office or Region Chief to establish guidelines/objectives.
- Supervise the Team Leader.
- Act as liaison and point of contact for Department officials and those of other involved agencies (OSHA, NIOSH, media).
- Ensures notification requirements are met, such as NWCG Wildland Entrapment Report, OSHA, family notifications, etc.
- Receive, review and approve for release information to the Department, other agencies or the public as appropriate.
- In consultation with the Region Chief or Director's Office, modify deadlines as necessary.

SECTION TWO: UNIT RESPONSIBILITIES

UNIT CHIEF OR DESIGNEE

Ensures Cal/OSHA notification is made on incidents meeting the definition of a serious accident, illness, injury or fatality.

The Unit Chief, Incident Commander or designee is responsible for accident scene security and in confidence gathering the names and contact information of witnesses until the review team arrives. Unit personnel, incident personnel or the security detail will not begin the confidential review; collect evidence or interview witnesses unless there are exigent circumstances requiring the information or evidence be done prior to the SART arrival.

All observations and information will be relinquished to the SART Team Leader on his or her arrival. The Unit Chief, Incident Commander, or designee will be responsible for assembling key personnel for the initial team briefing at the designated time and place.

UNIT LIAISON

A Unit point-of-contact or liaison must be designated and made available to assist the team with logistics, procurement, communications and provision of personnel for interview as requested by the Team Leader. This individual will not be a member of the team and will not have access to team meetings or information generated or gathered by the team.

UNIT CHIEF/UNIT DUTY CHIEF

The Unit Chief/Unit Duty Chief will notify the Region Chief/Assistant Region Chief of the occurrence of a serious accident or near serious accident and take the following actions to secure the integrity of the scene and witness statements.

Responsibilities

Assure that the scene has been secured by the Unit personnel or law enforcement.

- That names and contact information have been gathered in confidence.
- Ensure security of accident scene, equipment, and any physical evidence.
- Prepare or have prepared the serious accident review team briefing.
- Arrange for the briefing of the serious accident review team.
- Coordinate family notifications with the Agency Administrator.
- Assign hospital liaison or arrange with Agency Administrator for hospital liaisons if personnel are transported to another Unit.

INCIDENT COMMANDER

The Incident Commander notifies the Unit ECC, duty chief and if necessary the Unit Chief of the occurrence of a serious accident or near serious accident and take the following actions to secure the integrity of the scene and witness statements.

Responsibilities

- Secure the scene to preserve the accident site and ensure evidence at the accident scene is undisturbed and protected until the serious accident review team assumes custody of the scene.
 - Isolate the area and deny entry using incident personnel or law enforcement.
 - Disturb only as necessary to remove injured person(s).
 - Obtain weather observations from accident site as soon as possible
 - Photograph and/or document evidence which must be moved.
 - Acquire initial scene sketches, photos, and an aerial photograph, if possible.
 - Place a rock on any used fire shelters to prevent displacement by wind.
 - Protect fragile evidence, such as tire tracks, foot impressions, fluids, etc.
 - Secure other applicable evidence - PPE, apparatus, etc.
- Provide for the rescue and treatment of survivors.
- In confidence, gather the names and contact information of participants and witnesses and obtain witness written statements and photographs. Inform the witness of the confidential nature of the SART process.
 - Establish a preliminary witness list of individuals involved in, or who may have information pertaining to, the accident.
 - Remind witnesses and involved persons not to discuss the incident amongst themselves or with the media.
 - Witnesses and involved persons may contact one family member with their status and location, but they are not to discuss the incident details
- Identify immediate life/health hazards such as but not limited to snags, loss of structural integrity or the presence of a hazardous materials.
- Prepare information for the serious accident review team briefing and relay that information to the Unit Duty Chief or Unit personnel assigned to prepare the SART briefing.
- Assist with the briefing of the serious accident review team as needed.

INCIDENT SAFETY OFFICER

The Incident Safety Officer working with the Incident Commander will take the following actions to ensure the rescue and treatment of affected personnel.

Responsibilities

- Assist the Incident Commander, as directed, to provide for the rescue and treatment of survivors.
- Identify and inform the Incident Commander of any immediate life/health hazards such as but not limited to snags, loss of structural integrity or the presence of a hazardous materials.

- Under the direction of the Incident Commander, who is in consultation with the incoming SART Team Leader and Lead Investigator:
 - Document conditions and mitigate the life/health hazard.
 - Assist with the preservation of physical evidence such as shelters and PPE.
 - Prepare information for the serious accident review team briefing and relay that information to the Incident Commander in order to prepare the SART briefing.
 - Assist with the briefing of the serious accident review team as needed.

SART Transition Briefing Form

The Unit where the accident occurred should be doing the following before the SART arrives.

- Establish a location for SART to work from.
- Secure the accident site and evidence applicable to accident (PPE, apparatus, etc.).
- Establish a preliminary witness/victim list.
- Remove witnesses from incident, do not release from incident.
- Secure aerial photographs of accident site as soon as possible after accident.
- Weather observations from accident site.
- Complete the Serious Accident Review Team Briefing Form for SART personnel assuming the responsibilities for an accident review in your Unit.

SECTION THREE: TEAM MEMBERS

TEAM COMPOSITION

Core Positions

CAL FIRE will maintain a list of trained and qualified individuals for deployment as SART members. The following core positions are filled by trained and qualified individuals for each SART deployment:

- Team Leader
- Lead Investigator
- Safety Program Representative
- Training Program Representative
- Documentation Specialist
- CAL FIRE Local 2881 or associated Labor Representative

Qualifications

- Core positions must complete the CAL FIRE SART workshop prior to being assigned as a member of a pre-identified accident review team.
- Either have been on a serious accident review team assignment once in the previous five year period or repeat the training to remain qualified.

Technical Specialists

Other participants may include:

- A representative from the applicable CAL FIRE Program area (Mobile Equipment, Aviation Management, Conservation Camps, etc.). These should be selected from a pool of individuals who have completed the CAL FIRE SART workshop.
- A representative from another involved agency.
- Subject matter experts are utilized as consultants, if needed. Any specialist from a discipline that may be of particular use to the review.

TEAM LEADER

The Team Leader is responsible for ensuring that, to the extent possible, the SART and its report will be viewed with credibility and as an unbiased report. The Team Leader will direct the serious accident review team. The Team Leader is selected based on the severity of the accident and the level of management representation needed. The individual is appointed from outside of the Unit or Program that incurred the accident.

Qualifications

- A senior management official, at or above the Unit Chief level.
- Participation in at least one SART assignment as Team Leader (trainee).
- Certification of a CAL FIRE SART workshop.
- Knowledgeable of CAL FIRE policy.

Responsibilities

- Ensure all team members understand the purpose of a SART and regard all gathered information as confidential.
 - Have each team member and witness read and sign the SART Confidentiality Agreement
- Identify the needs of the accident review based on the circumstances of the specific initial accident factors and assure that all notifications required by policy have been completed.
- Develop an investigation plan based on the initial accident factors and staff accordingly.
- Arrange for a site visit of accident location if possible.
- Collect, document and organize documents, observations, expert opinions, data and statements while establishing and maintaining an organized Chain of Custody.
- Conduct objective analysis and testing of evidence, documents, expert opinions, data and statements. Conduct further review and analysis where a factual basis for a finding cannot be established.
- Establish a sequence of events and findings based on the analysis of the factual evidence, documents, expert opinions, data and statements.
- Test the findings through the direct documentation and linking of specific supporting facts for each finding using the factual evidence, documents, expert opinions, data and statements of the review.
- Document findings of the review; prepare summaries, reports and recommendations as required by department policy based on the analysis of the factual evidence, documents, expert opinions, data, statements and sequence of events.
- Compile the *Confidential Working Recommendations* which will be sealed and forwarded to CAL FIRE Chief Legal Counsel.

- Present the findings to an Executive Board of Review after the *Draft Confidential SART Final Review Report* has been completed.
- Complete daily ICS-214 or as determined appropriate by the Team Leader.

Conflict of Interest

Excuse from participation, in all or part, from an accident review, any team member who has a conflict of interest specific to the incident being reviewed. A conflict is any circumstance where the interests of the team member conflict, either directly or indirectly, with the interests of his/her duties and responsibilities as a team member.

- A supervisor/subordinate relationship exists with a subject or major witness.
- The incident occurred within the home Unit or work location of the team member.
- The incident involved employees from the home Unit or work location of the team member or one in which the team member has worked in the last three years.
- A subject or a major witness is a relative of the team member.

Consultation with the Agency Administrator

- Receive briefing from the Agency Administrator
- Contact the Unit Duty Chief/Unit Chief where the incident occurred.
 - Assure that the scene has been secured by the Unit personnel
 - That names and contact information have been gathered.
 - Secure any written statements
 - Ensure security of any written statements and/or physical evidence.
- Establish a central point of operations for the team. When considering lodging and meeting rooms, consideration should be given to location, security, limited distractions, and site control for media, bystanders, etc.

Team Briefing

- Establish a briefing location and hold an initial team meeting.
- Preliminary information is provided to the team by someone who has current information. This may be the Incident Safety Officer or anyone else who can provide specific preliminary information on the event.
- Team members roles and responsibilities
- Logistical support needs and processes
- Inform team members about confidentiality
- Establish process for press releases
- Chain of custody requirements
- Determine a team meeting schedule
- Establish assignments and task team members

- Entry plan for site visits developed jointly by Lead Investigator (to preserve evidence and site integrity) and safety representative (to ensure team safety)

Reports

Working Recommendations

Draft Confidential Working Recommendations are completed by the Team Leader according to the instructions provided on the Department's template. Completed Working Recommendations are promptly and directly submitted to CAL FIRE Chief Legal Counsel by the Team Leader.

SART Final Review Report

The Team Leader supervises the preparation and completion of the Draft Confidential SART Final Review Report according to the instructions provided on the Department's template. The completed draft is submitted directly to the Department Safety Officer by the Team Leader. All written elements of the Draft Confidential SART Final Review Report are completed prior to the release of any team member.

Time frames can be modified with the concurrence of the Agency Administrator.

- Preliminary Summary Report (Blue Sheet) within 48 hours.
- Informational Summary Report (Green Sheet) within seven days.
- Draft Confidential SART Final Review Report completed prior to release of team members.

LEAD INVESTIGATOR

The SART Lead Investigator is a CAL FIRE Peace Officer responsible for scene security, evidence collection and coordinating/conducting interviews of witnesses. The Lead Investigator works directly for the Team Leader. Due to the amount of writing, the majority of the Draft Confidential SART Final Review Report will be written by the Lead Investigator.

Qualifications

- POST certified Peace Officer.
- Battalion Chief or above.
- A minimum of two years' experience as a Peace Officer.
- Participation in at least two SART assignments as an Investigator (assistant).
- Participation in at least one SART assignment as a Lead Investigator (trainee).
- Certification from a CAL FIRE SART workshop.

Responsibilities

- Gather all facts and conduct interview in confidence.
- Ensure all witnesses are informed of the purpose of a SART and affirm the confidential nature of the SART process.
 - Have each witness read and sign the SART Confidentiality Agreement.
- Conduct all witness interviews in plain clothes.
- Determine jurisdiction of incident and any allied agency involvement.
- Overall photos including aerial if possible
- Ensure SART-71 is utilized for all witness statements.
- Establish number, condition and location of victim(s).
- Establish number and location of witnesses.
- Determine number of Investigators and level of expertise required
- Determine any specialized equipment needs
- Establish site security protocol
 - Develop a Site Entry Plan jointly with the Safety Representative for team safety
- Supervise and/or conduct investigative activities
 - Interviews
 - Fire investigation in area
 - Scene processing and proper documentation
 - Evidence collection, security and management
 - Chain of custody

- Liaison with cooperating allied agencies (Sheriff's Department, Coroner's Office, CHP, NWCG, Federal Cooperators, MTDC, Etc.)
- Supervise the writing of the Sequence of Events.
 - Memorialize sequence of events, findings, causal factors, and contributory factors.
- Take custody of all documentation and evidence at conclusion of assignment.
 - Log evidence into secure location.

Witness Accounts

Witness accounts should be documented in writing, regardless of the importance or details provided. The two methods of gathering witness accounts are statements and interviews.

Statements

Statements may be given in confidence on form LE-78, Witness Statement or may be written on plain paper. Whichever form the witness statement is written, the documents is regarded as confidential. Self-written statements must be signed and dated by the witness. Witness statements are followed up with an interview and summarized on a SART-71.

Statements should contain, at a minimum, the following witness information:

- Incident number and name of incident
- Full name, address, and phone numbers of witness.
- Date, time, and location of statement

Interviews

Interviews are captured through an audio recording in confidence and summarized on the SART-71. Transcriptions may be included in the Draft Confidential SART Final Review Report. Any documents produced from these interviews are regarded and processed as confidential.

Physical Evidence

This section identifies, describes, and explains any physical evidence relating to the cause of the accident, the sequence of events or the results of the accident. It also explains any relevance of these items or observations, which may be pertinent to the prevention of future accidents.

All physical evidence retained by the SART is to be documented on form LE-75e, *Evidence Log*. The standard for recording physical evidence can be found in the CAL FIRE *Case Report Writing Manual*.

It is extremely important that each item of retained physical evidence be:

1. Described with appropriate detail
2. Accounted for in a documented Chain-Of-Custody
3. Identified as to its disposition and location

Photographic Documentation

Photographs taken by the Review Team should show general and overhead views of the scene, as well as specific views of the location of the accident, including any impact points, evidence, and damaged property or vehicles. All photographic records retained by the SART are documented on form LE-75p, Photographic Log.

SAFETY REPRESENTATIVE

The SART Safety Program Representative is a safety and occupational health professional responsible for advising the team on safety issues pertinent to the review in accordance with California Occupational Safety and Health Administration (Cal/OSHA) and CAL FIRE policies.

Qualifications

- Fire Captain or above.
- Current safety assignment at Unit, Region, or Program level (minimum of one year in position).
- Certification from a CAL FIRE SART workshop.
- Knowledge of CAL FIRE safety and health policies, local, state and federal standards, laws and regulations.
- ICS Type I SOF qualification is desirable.

Responsibilities

As the Safety Program Representative

- Advises the team on the conduct of the review to ensure compliance with Cal/OSHA and CAL FIRE policy.
- Provide factual and verified information with regards the accident being reviewed. Information should be professional, neutral, and unbiased opinion.
- Participate in team discussions and contribute to the writing of the Draft Confidential SART Final Review Report.
- Provide necessary documentation to support conclusions/recommendations for Draft Confidential SART Final Review Report.
- Complete daily ICS-214 or as determined appropriate by the Team Leader.

As the Safety Officer for the SART

- Conduct daily safety briefings and document (IIPP-6) as necessary.
- Ensure an IIPP-2 is completed for the review team's operations and activities, including immediate coordination with the Lead Investigator for scene safety.
 - Ensure team members use the required PPE as prescribed by the IIPP2.
- Keep Team Leader updated on safety related issues.
- Coordinate SART safety issues with incident SOF.
- Develop jointly with the Lead Investigator (to preserve evidence and site integrity) a Site Entry Plan (to ensure team safety).
- Identify and coordinate with the Team Leader for any conditions or circumstances warranting immediate corrective action (apparatus, equipment, policies and procedures).

TRAINING PROGRAM REPRESENTATIVE

The Training Program Representative is a core position of the SART.

Qualifications

- Fire Captain or higher.
- Current training assignment at Unit, Region, or Program level (minimum of one year in position).
- Certification from a CAL FIRE SART workshop.
- Knowledge of CAL FIRE training policies.

Responsibilities

- Gather training records for personnel involved in the incident.
- Evaluate the specific items from the training documentations which apply to the individual and the accident.
- Evaluate all training that applies to the classification of the employee.
- Participate in making recommendations, particularly those related to training issues.
- Ensure documentation has all training information relative to the accident and supports conclusions.
- Evaluate the need for additional personnel to assist.
- Provide factual and verified information with regards the accident being reviewed. Information should be professional, neutral, and unbiased opinion.
- Participate in team discussions and contribute to the writing of the Draft Confidential SART Final Review Report.
- Provide necessary documentation to support conclusions/recommendations for Draft Confidential SART Final Review Report.

LABOR REPRESENTATIVE

The Labor Representative is a CAL FIRE employee who has been designated by CAL FIRE Local 2881 as the union liaison to serve as a team member. The Labor Representative reports directly to the Team Leader and fulfills the same obligations and adheres to the same constraints as all team members.

Qualifications

- Hold a chapter level position or higher.
- Certification from a CAL FIRE SART workshop.

Responsibilities

- Explain to employees and other witnesses that the purpose of the review is purely fact finding.
- Ensure proper representation is sought and provided prior to any request from employees.
- Provides checks & balances to help promote the health and safety of all employees.
- Assist with the development of the Draft Confidential SART Final Review Report.
- Ensure an objective evaluation of facts, evidence, observations, opinions, and eyewitness statements.
- Act as the liaison for all CAL FIRE Local 2881 labor issues, but does not personally represent the union for any employee.
- Liaison for other Bargaining Unit Union Representatives

Requirement

BARGAINING UNIT 8, FIREFIGHTER MOU

Section 11.8 Membership on Accident Investigation Teams

The requirement for a Labor Representative on a SART is outlined in the Bargaining Unit 8 Memorandum of Understanding.

DOCUMENTATION SPECIALIST

As a core position of the team, the Documentation Specialist works for the Team Leader, coordinates and supports the investigative process with the Lead Investigator, and maintains all files for the SART.

Qualifications

- Completion of the SART workshop.
- Completed ICS 225 evaluations (satisfactory performance) from at least two SART deployments as a Documentation Specialist (trainee).
- Desirable to possess strong computer skills.

Responsibilities

- Ensure confidentiality of all SART documents produced and collected.
- Identify, maintain, and control investigation documents.
- Receive and log all documents into the Investigative File Inventory spreadsheet.
- Scan all documents into PDF file format.
- Establish document procedures and drop box.
- Control security of documents.
- Place Draft Confidential SART Final Review Report, all PDF files, and IFI onto single media i.e. CD, DVD, External Hard Drive, or secure CAL FIRE server location.
- Coordinate with the Team Leader to produce the SART report in standard format.
- Possess a general understanding of each team member's function.
- Conduct an overall incident assessment to determine if documentation efforts will be satisfactory to meet SART requirements.
- Advise the Team Leader on the adequacy of documentation efforts and suggest improvements.
- Coordinate an effective documentation system to support demobilization efforts and ensure all lingering documentation is captured by the system.

Unless directed otherwise by the Team Leader, document files are kept under secure and confidential custody of the Documentation Specialist until the Confidential Draft SART Final Review Report is produced and the Executive Board of Review has been held.

Inventory Numbers

- DIN = Document Identification Number
- EIN = Evidence Identification Number
- PIN = Photograph Identification Number
- AIN = Audio Identification Number
- VIN = Video Identification Number

TECHNICAL SPECIALISTS

Certain incidents may require the use of technical specialists or subject matter experts who have specialized knowledge and expertise. These are trained and experienced personnel to address specific technical issues (weather, fuels, equipment, media, etc.).

Technical Specialists will normally be assigned to the Team Leader or other functions as directed by the Team Leader. Technical Specialists must submit a Draft Confidential SART Final Review Report to the Team Leader, including methodology, evaluation, analysis, results and recommendations.

Qualifications

- Experience in subject matter
- Technical skills
- ICS qualifications in technical subject
- Licenses/Certifications

Responsibilities

- Conduct analysis
- Provide technical data
- Perform research
- Provide documentation of analysis/recommendations.

Examples

- Fire Behavior
- Camps
- GIS
- Faller
- Automotive/Fire Apparatus
- Aviation
- Meteorology

SECTION FOUR: EXECUTIVE BOARD OF REVIEW

Under the guidance of the Chairperson, the Executive Board of Review (EBOR) considers the findings of the SART and Confidential Working Recommendations to develop an action plan intended to prevent recurrence through policy change, training, R & D, or other appropriate measures.

PREPARATION

The EBOR Chairperson is responsible for ensuring the organization, facilitation and completion of the EBOR. The delegation of tasks required to meet these responsibilities is allowable.

1. **Gather Documents** (*Working Recommendations, EBOR Spreadsheet, Agenda Template, Confirmation Templates, Record of Deliberations and Actions Template*)
2. **Select a Date** as identified by the Department Safety Office (*biannually in March and September*).
3. **Secure a Location** suitable for the EBOR. This may also be done prior to or parallel with selecting a date.
4. **Schedule Panel Members** as identified by the EBOR Chairperson.
 - a. Record the identification of appropriate EBOR Panel members utilizing the EBOR Spreadsheet.
 - b. Contact each member by phone or email to request their participation in the EBOR.
 - c. Ensure that each panel member is available for the date(s) of the EBOR.
 - d. Schedule an Outlook meeting invitation for each panel member. Attach a copy of the agenda.
5. **Send Packet**
 - a. Mail out EBOR packets through UPS or FedEx. (*Note: panel members must have executive summaries two weeks prior to EBOR*)
 - b. The EBOR packet consists of
 - i. Letter or Memo
 1. Prepare a letter of confirmation for any panel member(s) not affiliated with CAL FIRE.
 2. Prepare a memorandum for all CAL FIRE panel members.
 3. Complete the routing process for signature (Deputy Director of Fire Protection) utilizing the Communications Clearance (CAL FIRE-330) process.
 - ii. Handbook 1716, Serious Accident and Near Serious Accident Reviews
 - iii. Agenda
 - iv. Appropriate Executive Summaries

DURING THE BOARD OF REVIEW

Maintain Documentation

- Maintain documentation of board decisions, and a record of the factors considered in the decision process for the development of the action plan.

Review the Draft Confidential SART Final Review Report

- SART Representative presents chronology, findings, and recommendations; responds to any clarifying questions from the panel members.
- Board discusses viability and propriety of policy options (safety, training, etc.)
- The Board may approve the report, request additional information, return the report to the review team for further work, or commission a second review.

Develop Action Plan

The action plan contains a listing of findings which require action. Each action item has three components.

1. The specific activity prescribed by the Board, such as policy changes, research and development, training development, additional review, commendations, and any other actions deemed appropriate by the Board.
 2. The Department program and name of the person responsible for completing the identified action.
 3. A completion deadline or an incremental progress schedule, and a close out mechanism, such as reporting the progress, completion, or failure, of each item to the Department Safety Program.
- Chairperson develops action plan with affected Program representatives to establish dates/deliverables.
 - Board members develop an action plan to implement necessary changes in a timely and cost effective manner.
 - Set objectives: Develop a systematic plan composed of action steps that address all proposed changes.
 - Provide expected outcomes: Provide a timetable and a set of steps to achieve objectives.
 - Define responsibilities: Identify the individual and program responsible for completion.
 - Chairperson summarizes action plan items for presentation to Director.

Collect documents from attendees

- All documents provided to any attendee are collected for destruction at the adjournment of the Board of Review.

AFTER ACTIONS

1. Chairperson designates an individual to write:
 - a. a memorandum to the Director, containing the findings of the Board
 - b. the Board of Review Action Plan
2. The Draft Confidential SART Final Review Report, recommendations for disposition of materials, and the action plan are submitted by the Chairperson to the Director for acceptance.
 - a. The Director provides for the disposition of the Draft Confidential SART Final Review Report and related review documents/evidence according to the Board's recommendations.
 - b. Director accepts the proposed action plan.
3. Department Safety Officer receives the Executive Board of Review Action Plans or DAR, develops a tickler file for each of the action items, and tracks the status of each item.
4. Department Safety Officer reports status of action items to the appropriate level of administration.
5. Department Safety Officer maintains a database containing all crucial elements of each accident including identification of the accident, date, type, results, causal factors, contributory factors, and any other necessary information.
6. Transfer, file, and retain the approved Confidential SART Final Review Report, documentation and evidence to the Academy Administrator.
7. The safety program is developing a retention schedule for the Draft Confidential SART Final Review Reports, Confidential SART Final Review Report and any documents or evidence used to develop the Final Review Reports.

SECTION FIVE: APPENDICIES

SART POSITIONS

CORE MEMBERS	
SART Position	ROSS ID
Team Leader	SATL
Lead Investigator	SALE
Safety Representative	SASR
Training Representative	SATR
Documentation Specialist	SADS
Labor Representative	SLRR

TECHNICAL SPECIALISTS	
SART Position	ROSS ID
Technical Specialist Aviation	STSA
Technical Specialist Camps	STSC
Fire Behavior Specialist	SFBS
Technical Specialist Faller	STSF
Technical Specialist GIS	STSG
Technical Specialist Investigator	STSI
Technical Specialist Logistics	STSL
Technical Specialist Media	STMS
Technical Specialist Mobile Equipment	STSM

GLOSSARY OF TERMS AND ACRONYMS

SART	Serious Accident Review Team
OSHA	Occupational Safety & Health Administration
Cal/OSHA	California Occupational Safety & Health Administration
NIOSH	National Institute for Safety & Health
NWCG	National Wildfire Coordination Group
CWCG	California Wildfire Coordination Group
MOU	Memorandum of Understanding
SRA	State Responsibility Area
FRA	Federal Responsibility Area
LRA	Local Responsibility Area
NFES	National Fire Equipment System
LE	Law Enforcement
EEO	Equal Employment Opportunity
OSHPros	CAL FIRE Occupational Health and Fitness Program
CISM	Critical Incident Stress Management
CISD	Critical Incident Stress Debriefing
ECC	Emergency Command Center
LCES	L ookouts, C ommunications, E scape Routes, S afety Zones
USFS	United States Forest Service
OES	Office of Emergency Services
GPS	Global Positions Satellite or (System)
GIS	Geographical Information System
IT	Information Technology
FBAN	Fire Behavior Analysis
IIPP	Injury Illness Prevention Program
PPE	Personal Protective Equipment
DOB	Date of Birth
DL	Driver's License
DMV	Department of Motor Vehicle
FP	Fire Prevention
RAWS	Remote Area Weather Stations
10's or 10	Ten Standard Fire Orders
18's or 18	Eighteen Situations to Shout Watch Out
IAP	Incident Action Plan
EAP	Employee Assistance Program
NTSB	National Transportation Safety Board
FAA	Federal Aviation Administration

SART STYLE GUIDELINES

Please refer to these guidelines when preparing written materials.

Abbreviations

Use the full name on initial appearance in text with the abbreviation in parenthesis. Use abbreviations for all further references.

- The Office of the State Fire Marshal (OFSM)

Some common abbreviations do not need clarification, such as CPR, Cal/OSHA, or mph.

Capitalization

Compass directions are lowercase: the fire was spreading eastward, the winds were blowing from the west, or the station is located northwest of Nevada City.

Dates

Capitalize the names of all months. Do not use st, nd, rd or th.

- The fire season was officially closed on Monday, November 6, 2005, at 0800 hours.

Font

Due to its ubiquitous occurrence and primary role as a web-safe font, Arial is the standard font for all documents associated with a SART.

One Word

- firefighter
- airtanker
- wildland
- hoselay

Miscellaneous

- Injuries are *suffered*
- Equipment *receives* or *sustains* damages

Numbers

Use figures for

- numbers 10 and above (12 of the candidates)
- numbers above and below 10 grouped for comparison (2 of 16 firefighters)
- numbers representing time, dates, and age (3 years ago)
- numbers denoting a specific place in a series or table (Table 1, Photo 3, page 2)

Use words for

- numbers below 10 that do not represent precise measurements
- numbers beginning a sentence, title, or heading

- Note: Hyphenate all compound numbers from twenty-one through ninety-nine.

Times

Use military time. Do not use colons to separate hours and minutes. Always use four digits, followed by the word *hours* (2100 hours, 0800 hours)

Units of Measure

Use figures and spell out inches, feet, yards, etc., to indicate depth, height, length and width.

Put a space between the number and the unit of measure, such as 100 degrees Fahrenheit or 68 percent relative humidity.

Do not use a space between a number and a symbol, such as 100° Fahrenheit or 68% relative humidity.