



Memorandum

**To:** Fire Management Board (FMB)  
National Wildfire Coordinating Group (NWCG)  
National Multi-Agency Coordinating Group (NMAC)

**From:** Jeffery R. Rupert  
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**Subject:** Implementation of Complex Incident Management (CIM)

**Background:**

In 2022, the Fire Executive Council (FEC) provided support for the interagency implementation of Complex Incident Management (CIM) as recommended by the Incident Workforce Development Group (IWDG). FEC requested the Fire Management Board (FMB), National Multi-Agency Coordination Group (NMAC), and National Wildfire Coordinating Group (NWCG) take steps to implement the CIM: Action Plan for Implementation by tasking the proposed actions appropriately.

As of January 1, 2024, the following reflect successful implementation actions:

- Transition of qualifications, training, and standards from Type 2 and 1 to Complex and, subsequently, transition of all Type 2 and 1 interagency incident management teams (IMTs) to Complex IMTs (CIMTs).
- A single national rotation with business rules intended to spread assignments more equitably across all CIMTs nationally and the requirement for all IMTs to have seven days of unavailability upon return from any assignment of seven or more days to minimize personnel fatigue by planning for days off and days in the home office between fire mobilizations and assignments.
- Standardized Preparedness Level criteria.
- Communications and outreach to agency leadership, line officers, and fire managers, much of which has been enabled through the Agency Administrator Subgroup established in collaboration with IWDG.

These actions are only part of the larger program of work underway to improve the resiliency of our workforce and CIMTs. Development of CIMT standards continues and will improve the efficiency of IMT operations, particularly during transitions. Together the federal agencies seek to improve and increase agreements with non-fire federal agencies and non-federal entities to increase the available personnel to respond to wildland fire incidents and to provide reciprocal support to all-

hazard response. And future phases of implementation will continue, with further actions recommended by IWDG and others.

**Actions:**

Agency executives are responsible to support wildland fire preparation, training, qualification, and response throughout their programs and staff. Supervisors should implement agency executive intent by supporting incident management response at all levels and across all programs, to support fire and non-fire employees in the training and pre-season meetings necessary to perform as incident responders during fire season, to prioritize initial attack, and to balance incident response with agency priorities and personnel availability. Employees responding to wildland fires at any level gain valuable experience applicable to their daily duties, such as leadership, flexibility, strategic thinking, and effective response to time sensitive priorities. Mobilization flexibilities are available to ensure employees can fulfill their day job and homelife responsibilities as well as support incident management.

Please reference the following memos, which provide additional information on how agencies should support incident management and implementation of CIM: Incident Workforce Development Group (IWDG) Memo 21-02: The Agency Role in Implementation of Complex Incident Management Teams, <https://www.nwcg.gov/sites/default/files/docs/eb-iwdg-m-21-02.pdf>; and Memo 23-01: Expectations of Agency Administrators in Implementation of Complex Incident Management (CIM), <https://www.nwcg.gov/sites/default/files/docs/eb-iwdg-m-23-01.pdf>.

**Next Steps:**

CIM is not the absolute solution to our incident management challenges; it is part of a necessary transformation to manage a more sustainable model and workforce as the fire environment evolves. FMB, NMAC, and NWCG are committed to necessary adjustments at any time. They will formally evaluate the elements and system annually to ensure efficacy of the model and to meet the goal of incremental and more responsive changes to wildland fire response. FEC is committed to supporting these governance bodies and collaborating with our federal, state, and local partners in all facets of wildland fire management and response, including implementing changes that improve the health and well-being of our workforce of full-time and collateral duty wildland fire responders.

**Distribution:**

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Fire Management Board Members  
National Multi-Agency Coordinating Group Members  
NWCG Executive Board Members  
Incident Workforce Development Group Members