

***Santa fe Interagency
Hotshot Crew
S.O.P.***



2025

This guide is designed to give the Santa Fe IHC overhead and crew members standard operational procedures (S.O.P.) in order to promote crew effectiveness and cohesion. All public laws and agency policies supersede this document.

Santa fe Interagency Hotshot Crew

Our History...

The Santa Fe Hotshots were established in 1977. A Fire Management Officer had wanted to call the crew the Redondo Hotshots (named after a prominent peak in the Jemez Mountains). After some negotiation the crew's name was chosen, and the Santa Fe Hotshots were formed. The crew was originally hosted by the Tesuque Ranger District, until that district combined with the Espanola Ranger District. The Santa Fe Hotshots are presently managed by the Supervisor's Office of the Santa Fe National Forest, but have a work center/base that they operate out of in downtown Santa Fe. The crew's current "Three Horsemen" logo represents the three dominant cultures in northern New Mexico: Native American, Anglo, and Spanish. It was originally drawn in 1997.

Superintendents and Years of Service

1977-1978	Al Lopez
1979-1984	Gary Olsen
1985	Bill Moulton
1986-1987	James Dean (JD) Killick
1988-1991	Alan Gillette
1991-1995	Andrew Serrano
1995-1996	Charlie Martin
1997	Robert Morales
1998-1999	Charlie Martin
2000-2006	Richard Tingle
2007	Vacant
2008-2010	Chris Tipton
2011-Current	David Simpson

Our Mission...

The mission of Interagency Hotshot Crews is to provide a safe, professional, mobile, and highly skilled hand crew for all phases of fire management and incident operations.

Crew Standards of Conduct

General

- a. Insubordination will not be tolerated.
- b. Personnel are allowed a two-hour “call-back” after normal duty hours and on available days off. This is a maximum time frame, and every effort should be made to report as soon as possible.
- c. Incident response is not optional.
- d. All personnel will be ready for work at 0930 hrs. or the required reporting time.
- e. All personnel will report for work “fire ready”. Fire ready includes boots, PPE, personal gear, and all assigned equipment.
- f. All personnel will be fit for duty. Unfit for duty is considered under the influence of alcohol or any illicit drug, or not sufficiently rested to safely perform assigned duties.
- g. All leave (except emergency/sick) requires prior approval.

Crew Clothing

- a. Personnel will professionally wear and care for crew shirts and other miscellaneous items containing the Santa Fe Hotshot Logo. This will be your official uniform.
- b. Defacing of the Santa Fe Hotshot Logo is prohibited.
- c. Besides the official crew sweatshirt, ALL other jackets desired to be wore as part of the crew uniform must be black in color, and approved by the Superintendent.
- d. Those wishing to apply the crew name or logo onto any clothing outside of the official crew uniform may use the crew logo patch, or the templates on file with our clothing vendor.
- e. No synthetic material shirts may be worn under nomex.
- f. No shirts with a silk screen pattern or iron-on will be worn under nomex.
- g. Every effort will be made to wear a clean crew t-shirt while in travel status and fire camp. It is recommended that each crew member have at least 1 “primary” shirt and 1 “back-up” shirt.
- h. Shirts will be tucked in at all times.
- i. The crew hat is considered part of your uniform and will be worn accordingly.
- j. No shirt with any image or wording that could be considered offensive, or generally unprofessional, will be permitted to be worn under your nomex shirt or for PT.

Duty Station

- a. Try not to track mud/dirt into the building.
- b. Refrigerators, freezers, microwave, coffee pot, showers, toilets, etc., are for your use. Please clean up after yourself.
- c. All personnel will be respectful of others personal belongings and assigned PT locker.
- d. The hotshot training room will be kept clean and organized at all times.

Travel

- a. All personnel will travel “fire ready” unless otherwise allowed by the Superintendent.
- b. Drivers will inform the Superintendent when vehicles are ready to depart from designated locations. It is the responsibility of the individual crew member to be ready and loaded.
- c. Meal breaks while traveling will be left to the Superintendent's discretion, they are not guaranteed. In rare emergency travel circumstances, a meal break may be delayed or cancelled to meet critical incident response protocol.
- d. Lodging arrangements will be made as comfortable, convenient, and efficient as possible.
- e. All personnel will make an effort to travel in clean clothes.
- f. While in travel status, personnel will be on per diem. Be prepared to pay for your own meals, which will be reimbursed through the Fed. Travel Program upon return to the home unit. Most of the time lodging will be reserved and paid for by a GPC holder, but on occasion may need to be procured on an individual basis, for reimbursement as with meals.
- g. While away from the home unit, crew members will be on call and fit for duty 24 hours a day, unless otherwise determined by the Superintendent.
- h. All personnel will travel with PT gear.
- i. All personnel will shower prior to leaving fire camp, when such facilities are available.

Fire Camp

- a. All crew members will be ready for work as quickly as possible after wake up, unless otherwise instructed.
- b. For those crew members who choose to get up before the designated wake up time, please try not to disturb others by packing up gear, entering the crew carriers, or holding conversations.
- c. The crew will walk in a uniform line, except when informed that it is acceptable to do otherwise.
- d. All duties will be completed prior to personal endeavors. Any wandering must be approved by a supervisor.
- e. The crew will eat as a group, unless otherwise determined by the Superintendent.
- f. Whenever possible all personnel will wash their hands prior to eating.
- g. The crew will sleep in a designated area, determined by the crew overhead.
- h. Sleeping is not permitted inside of, on top of, underneath, or directly in front or behind, any vehicle.
- i. Sleeping/camp areas will be kept neat and clean as conditions allow.
- j. Showers will be made available, if possible. Personnel are encouraged to use them.
- k. Porta John doors will be shut lightly. DO NOT allow Porta John doors to slam shut.

Rest & Recuperation

- a. It is the policy of the Santa Fe IHC to take R & R at the home unit, except under rare circumstances.
- b. The crew may extend to 21 days if requested to do so by an IMT or host unit. The crew overhead will consider this request, and contact the Forest Deputy Fire Staff and/or Duty Officer to confirm our availability to extend. Once a decision has been made it will be communicated to the rest of the crew.

Safety & Accident Reporting Procedures

- a. All accidents, involving personnel or vehicles, will be promptly reported to a supervisor.
- b. Pre-existing injuries and certain medical conditions may be disclosed to crew EMTs.
- c. All involved parties must accurately fill out any required injury documentation.
- d. A job hazard analysis or risk assessment worksheet should be reviewed, and a tailgate safety meeting conducted, prior to beginning new projects.
- e. Near misses will be reported, discussed, and reviewed.
- f. All fire line safety issues will be mitigated to the extent necessary or feasible.
- g. Personnel safety is both a crew and individual responsibility. Unsafe work conditions should be identified and reported to a supervisor.
- h. Personnel should be able to successfully demonstrate their knowledge of *The 10 Standard Fire Orders & 18 Watch Out Situations*.

Individual Performance Appraisals

- a. Employee Performance Appraisals will be conducted in a three part series.
 - i. Part one will consist of an expectations and measures overview, and appraisal form initiation.
 - ii. Part two will consist of a mid-season review.
This progress review will typically be conducted in early to mid-July.
 - iii. Part three will consist of a season ending performance review, and summary rating.
- b. The performance appraisal plan will serve as the basis for employee evaluations. Field evaluation forms serve as a tool to compliment or clarify mandatory elements.
- c. Temporary crew member rehire eligibility and future recommendations or references will be based on these performance appraisals.

Disciplinary Process

1st Violation: Verbal warning and corrective instruction given by immediate supervisor, or supervisor who observes the infraction. Crew Superintendent will be informed. A meeting may be held to review the situation with the employee, his or her Squad Leader, the Crew Captains, and the Superintendent. Written documentation made in the Crew Journal.

2nd Violation: Verbal warning and corrective instruction given by immediate supervisor, or supervisor who observes the infraction. Crew Superintendent will be informed. A meeting will be held to review the situation with the employee, his or her Squad Ldr., the Crew Capts., and the Supt. May also include the Santa Fe NF Deputy Fire Staff (DFS) Officer. Written documentation made in the Crew Journal, along with the issuance of a written Letter of Warning if approved by the DFS.

3rd Violation: Verbal warning and corrective instruction given by immediate supervisor, or supervisor who observes the infraction. Crew Superintendent will be informed. A meeting will be held to review the situation with the employee, his or her Squad Leader, the Crew Capts., the Supt, and the SNF DFS Officer. Employee Relations may be notified and consulted. Written documentation made in the Crew Journal, and the issuance of a written Letter of Reprimand may be made by ER in conjunction with the DFS Officer and SNF Forest Supervisor. The formal disciplinary action process may be initiated.

- **The Crew Supt. and the DFS Officer reserve the right to modify this process based on the nature of the infraction.**
- **In severe circumstances probationary or temporary employees may be removed from their position for failure to comply with Agency Policy, FS Regulations, or Santa Fe IHC Standard Operational Procedures.**

Crew Operations

Fire Line

- a. The 10 Standard Fire Orders will be adhered to at all times.
- b. All LCES concerns will be mitigated.
- c. All personnel will wear full PPE while on the fire line.
- d. All crew members will receive a proper briefing prior to each assignment. It is the right of all personnel to know that his or her assignment is safe, and to have the opportunity to ask questions.
- e. Escape routes and safety zones will be identified and made known to everyone.
- f. Crew members must inform overhead if leaving the crew for any reason, and upon returning.

Training

- a. All personnel must complete the minimum required annual refresher training. Additional classroom and field training will be given as time allows.
- b. All crew members will receive an IRPG at the beginning of each season. It is the employee's responsibility to learn from and carry this guide on the fire line.
- c. Crew members may be permitted to initiate task books based on eligibility. The crew overhead will establish a trainee priority list and it is the trainer's responsibility to ensure proper documentation is completed for the temporary workforce.
- d. Crew members will be given the opportunity for on-the-job training based on a combination of the both the priority list and situation analysis.
- e. All PTB trainees and trainers must complete any fire assignment training documentation as promptly as possible upon return to the home unit.
- f. Crew members with specialized experience may be called upon to assist with classroom and on-the-job training.
- g. One day each week may be utilized as a base training day (while not on assignment).
- h. Crew members will be given access to all available training materials.
- i. Lessons learned and accident investigation reports will be provided upon request.
- j. A reading library has been established for the benefit of all crew members.
- k. Crew members are encouraged to participate in assignment AARs.

Physical Training

- a. All personnel must take and pass the Work Capacity Test (WCT) at the arduous level. If necessary, re-testing will be done during the season to ensure an employee can safely work on the fire line. Failure to pass the test may result in the employee being made unavailable for fire assignment, and removal from position.
- b. All personnel are expected to participate in a recommended Base Line Fitness Test.
- c. All personnel will actively participate in the crew's Physical Training (PT) program.
- d. The physical training program will consist of running, hiking, and strength training. Daily activities will vary based on crew needs and work assignments.
- e. Failure to participate in physical training due to injury or illness may result in the employee being made unavailable for fire assignment. The Superintendent will individually assess each situation.

Base Line Physical Training (PT) Fitness Testing

The Santa Fe Hotshot Base Line Fitness Test is not a condition of employment, and is modeled off of the recommended goals found in the "Fitness and Work Capacity, 3rd edition" By Dr. Brain Sharkey, which are included in the Standards for Interagency Hotshot Crew Operations (SIHCO). The intent behind the Base Line Fitness Test is to gauge the crew's initial physical fitness level as a whole, and to help determine the initial intensity of the PT program.

The Santa Fe Hotshots' Base Line PT Fitness Standards testing components consist of:

3 mile run over rolling terrain in a time of 24 minutes or less.

- 40 sit-ups in 60 seconds
- 25 push-ups in 60 seconds
- Chin-ups, based on body weight:
 - More than 170 lbs. = 4 chin-ups
 - 135-170 lbs. = 5 chin-ups
 - 110- 135 lbs. = 6 chin-ups
 - Less than 110 lbs. = 7 chin-ups

Physical Training (PT) Program

The Santa Fe Hotshots' Physical Training Program consists of 3 elements:

Hiking, Running, and Strength Training.

Hikes generally consist of an elevation gain of 800 to 1500 ft., and range from 2 to 5 miles in distance. Crew hiking will vary in distance and pace depending on the physical fitness level of the entire crew as a whole, and the objective of that day's workout.

- **Daily Work Pace Hike** – Hike together as one unit with an acceptable distance (5-10 ft.) between crew members. The slowest person will dictate how far and at what pace the crew will hike to reach a specific distance and/or elevation. This hike is used to determine a standard and/or safety gauge to ensure that the crew can progress as a collective unit to a pre-identified work area, or safety zone. The entire crew is expected to maintain this Daily Work Pace.
- **Saw Team Pace Hike** – Hike where the crew pace is set at a level which all saw team members can maintain as a collective unit, to reach a specific distance and/or net gain in elevation. The Crew Asst. Superintendent or the Saw Boss will determine if each saw team will share the packing of a chain saw (i.e., typically 3 saws bought on the hike) during the hike, or if each saw team member will pack their own chain saw (i.e., typically 6 saws). The entire crew will be expected to maintain this Saw Team Pace.
- **Fitness Pace Hike** – A member of the overhead will lead and determine the crew hike pace and distance. Crew members are allowed to pass other crew members when the acceptable hiking distance (5-10 ft.) has been exceeded. This hike will allow crew members to hike at their own pace, which may lead to a more intense workout depending on individual fitness levels.
- **Saw Hike** – The entire crew will pack a chainsaw to experience the additional weight of a chainsaw, and to recognize where their level of fitness is in relation to a Sawyer and/or Swamper. Saw teams carry an additional 25 - 30 pounds of equipment.

Running ranges from 3 to 6 miles in distance:

- Free Run – A member of the overhead will determine the route and distance of the run. This run will allow crew members to run at their own pace for a specific distance.
- Fartlek Training Run – Periods of fast running intermixed with periods of slower running. The variable intensity and continuous nature of the exercise places stress on both the aerobic and anaerobic systems.
- Group Training Run – Long slow distance training run is a form of continuous running performed at a constant pace of low to moderate intensity over an extended distance or duration. LSD is effective in improving endurance and maximum oxygen uptake in individuals who are undertrained or moderately trained.
- Hill Repeat Run – Run up hill fast and then recover by jogging down. This type of run will build physical strength, improve speed, and increase mental strength and confidence.

Strength Training

A member of the overhead will determine the set and repetition amount for each exercise.

- Pull-ups – range from 2-10 reps.
- Push-ups – range from 15-30 reps.
- Dips – range from 3-15 reps.
- Squats/Lunges
- Sit-ups
- Crunches
- Leg Raises

Free PT – Squad Leaders will lead and conduct a Physical Training routine for the allotted time frame. Crew members will be broken up into their respective squads for the duration of this Physical Training exercise.

Group Sports – These include Ultimate Frisbee, Volleyball, Kickball, etc. These types of activities may be used in-lieu of a traditional fitness workout to promote team-building, and provide a break from the crew's normal physical training program.

Alternate Physical Training (PT) Program

The Santa Fe Hotshots physical training (PT) program uses a variety of training methods and exercises to increase firefighter fitness, and ensure employees can safely perform arduous duty work assignments in rough terrain for extended periods of time. If an employee is unable to participate in the selected training activity for the day (due to injury or illness), he or she may be permitted to perform an alternate workout on those occasions. A member of the overhead will be assigned by a crew Captain to lead the employee in such a workout, determine the methods to be used, the number of sets required, and the inclusion of any additional weight in the exercises preformed.

**The Santa Fe Hotshots' Alternate PT Program consists of 3 elements:
Plyometric, Circuit Training, and Strength Training.**

Plyometrics

- Exercises in which the participant exerts a maximum effort for short intervals of time, with the goal of increasing both speed and power.

Circuit Training

- Resistance training using high-intensity aerobics.
- Strength training incorporated with sprinting to target strength building and muscular endurance.

Strength Training

- Pull-ups
- Push-ups
- Dips
- Wall-sits
- Squats/Lunges
(*May include the use of an arduous weighted (45lb) Pack Test Vest.*)
- Sit-ups
- Crunches
- Leg Raises

Note: Employees are not permitted to listen to Music or Podcasts while participating in a crew physical training session. This includes either by external speaker, or through any type of earbuds.

Employee Assistance & Reporting Programs

- a. Employee Assistance Program (EAP).
- b. Harassment Reporting Center & Office of Civil Rights.
- c. SAFENET health and safety concerns reporting tool.
- d. These programs and other materials can be viewed on the base employee bulletin board, information rack, or printed for you from the internet by your Squad Leader.

Equipment & Gear

- a. Personnel will be responsible and held accountable for all equipment and gear assigned to them.
- b. Lost, stolen, or damaged equipment must be immediately reported to a supervisor.
- c. Modification of gear, without supervisor approval, is prohibited.
- d. Personalization of any issued gear is prohibited.
- e. Nomex clothing will be kept as clean as possible, in order to maintain its effectiveness.
- f. Nomex clothing that is ripped and/or torn will not be permitted.
- g. Modification of Nomex clothing from its intended design is prohibited.

Minimum Required Equipment

1. Personal Protective Equipment-

- a. Hard Hat and Chin Strap
- b. Safety Glasses (for both day and night operations)
- c. Ear Protection
- d. Nomex Shirt
- e. Nomex Pants
- f. Leather Gloves
- g. 8" Leather Boots

2. I.A. Pack Required Items-

- a. 1 Meal worth of emergency rations (e.g., MRE) and sufficient Snacks for an extended shift.
- b. 2 Fusees
- c. 4 qts. of Water, and 1 Gatorade type beverage or electrolyte supplement.
- d. First Aid Equipment (meds or special items)
- e. Fire Shelter
- f. Head Lamp
- g. Spare Batteries for head lamp, flashlight, GPS, etc. Fully Charged Spare Battery, if assigned a radio.
- h. Spare Ear Protection
- i. Spare pair of Leather Gloves
- j. IRPG
- k. 1 Trash Bag
- l. 1 roll Pink Flagging (all crew members), 1 roll Killer Tree Flagging (saw team members), 1 roll Escape Route Flagging (overhead only)
- m. 1 roll of Fiber Tape (all crew members on the dig)
- n. Bastard File
- o. T.P.
- p. Permanent Marker
- q. Pen (blue ink)
- r. Pad of paper
- s. Weather Charts & Crew Weather Template (if assigned weather duties)
- t. Signal Mirror (overhead only)
- u. Aircraft Marker Panel (overhead only)
- v. GPS (overhead as preferred, and if assigned weather duties)
- w. Kestrel (if assigned weather duties)
- x. Saw kit (if assigned a saw)

Vehicles

- a. Vehicles will only be operated by qualified personnel. Daily inspections will be conducted and documented.
- b. Vehicles and compartments will be kept as clean and organized as possible.
- c. It is the individual crew member's responsibility to maintain their seating area.
- d. Assigned personnel will maintain vehicle bins and onboard equipment.
- e. Drivers will maintain a safe following distance at all times, based on road conditions and visibility.
- f. Crew members will not distract the driver while the vehicle is in operation.
- g. The backing of vehicles requires a spotter whenever one is available.
- h. The Crew Carriers will be chocked while unattended.
- i. Windows will be closed on all unattended vehicles. Crew Carrier Window Screens will remain closed at all times.
- j. Receipts will be kept for all transactions using a vehicle credit card (WEX). Receipts are to be labeled with the appropriate job code and override, and placed in the mileage envelope.
- k. Mileage envelopes will be completed by drivers and submitted monthly by the crew fleet manager.
- l. Vehicle Deficiency Reports will be documented at the time the issue is discovered, and the database entry made when possible.

Seat Belt Policy

All occupants of the vehicle are responsible for monitoring compliance with this policy.

Purpose:

To establish a policy to assure maximum operator and passenger safety, thus minimizing the possibility of injury or death as a result of a motor vehicle accident.

Policy:

Safety belts shall be worn by drivers and passengers in all vehicles owned, or leased, by the agency at all times. This also applies to the operation of privately owned vehicles, if used for official duty.

Procedure:

All seatbelts should be buckled, and all cargo nets/tie-downs secured, before putting the vehicle in motion. If any occupant in the vehicle observes another occupant with an unbuckled seatbelt, while the vehicle is in motion, it is their obligation to remind the unbuckled individual to fasten their safety belt.

No person shall operate an agency vehicle in which the safety belt in the driver's seating position is inoperable. No person shall be transported in a seating position in which the safety belt is inoperable.

Personnel who discover an inoperable restraint system shall report the defect to their immediate supervisor.

Driver and/or Passenger Negligence:

If negligence or noncompliance with the requirements of this policy is displayed, and the behavior is not corrected, disciplinary action shall be initiated by the crew Superintendent.

Use of Communication Devices While Driving

Forest Service Departmental Regulations and Manuals prohibit the use of a cellular telephone while driving, and require vehicle operators to comply with all traffic laws, regulations, and ordinances even in emergency driving situations. Drivers are not to perform any other actions, such as operating a radio, which may compromise their safety, the safety of their passengers, or the public while driving.

Text Messaging While Driving by Federal Employees

Federal employees shall not engage in text messaging when driving a GOV owned, leased, or rented vehicle, or a POV owned, leased, or rented vehicle being used for official Government business.

CREW MEMBER DUTIES & RESPONSIBILITIES

GENERAL RULES FOR SQUAD MEMBERS

- a. Any squad member that unlocks a crew carrier in the morning at the base must unlock all bins, and place the keys in the ignition, or where the primary vehicle operator requests them.
- b. No sexually explicit reading material should be kept in the crew carrier.
- c. Unless told otherwise, fire boots will be worn at all times in the crew carrier, and placed only on the floor.
- d. When in the field, the batteries on each crew carrier will be shut off when the Squad Boss or Asst. Squad Boss goes to bed. Whoever is last on each rig, will shut them off. Batteries will not be left on overnight to charge cell phones.
- e. Cell Phone use will be permitted during lunch, before/after shift when on assignment, and in the crew carriers while in travel status. If you need to make a personal call during work, check with your supervisor before making the call. Also, please remember to be respectful of other squad members while making phone calls in the back of the crew carrier.
- f. Photography and video recording on the fire line should only be done after gaining permission from a supervisor.
- g. Headphones or Ear Bud use is prohibited on the fire line, and generally at all times during work, except while the Crew is staging for assignment or for passengers during travel status.
- h. Each person will be responsible for sharpening his or her own tool at the end of the day or shift, as part of their personal gear referb.
- i. The saw equipment on the crew carriers is to be utilized for fire assignments – NOT because you did not bring what you needed with you to a project work location. In the event that a squad member needs to use any equipment from the saw bins (i.e., srench, chain, etc.), *that person* has the responsibility of returning that item to where they got it, or informing the Saw Boss that it needs replaced.
- j. Squad members need to pull their own sig or sigs from the sig bin at the beginning of each day or shift. After work, any used or partially used sig should be set next to the sig bin so that the saw team can refill them.
- k. Any damaged or broken equipment (i.e., tools, torches, etc.) will be flagged in pink with the problem indicated (e.g., loose handle, broken vent tube, etc.), and the proper squad member(s) notified.
- l. The priority of the cooler will be for water and Gatorade, when we have those available.
- m. It is your responsibility to inform the lunch person if you want a veggie lunch.
- n. When on an incident, lunches should be cleaned out and the crew carrier trash can emptied, before leaving for the fire line.
- o. Seat Belts will be worn at all times, when in travel status. For example: to & from fire camp, project work, & PT locations.
- p. Squad members should keep their personal areas reasonably (this will be at the Squad Boss's discretion) clean and organized.

OVERHEAD DUTIES & RESPONSIBILITIES

- a. Ensure a safe working environment is maintained at all times, to the best of your ability.
- b. Provide tactful direction and assistance to crew members during fire assignments, project work, and station maintenance. Serve as a leader for those to follow. Motivate and encourage as needed.
- c. Make certain crew members complete required duties within established timeframes.
- d. Report all accidents or injuries, involving personnel or vehicles, to the Superintendent.
- e. Senior FFs should minimize time spent on the computer and/or in the office. Maximize time spent outside with the crew.
- f. Support and accurately relay overhead decisions in a professional manner.
- g. Serve as the drivers of the crew vehicles. Report for duty fit to drive and work.
- h. Ensure daily vehicle inspections are completed.
- i. Inform the Crew Captains or Superintendent of any urgent needs.

Wildland Fire Leadership Values and Principles

Duty	<p>Be proficient in your job, both technically and as a leader.</p> <ul style="list-style-type: none"> -Take charge when in charge. -Adhere to professional standard operating procedures. -Develop a plan to accomplish given objectives.
	<p>Make sound and timely decisions.</p> <ul style="list-style-type: none"> -Maintain situation awareness in order to anticipate needed actions. -Develop contingencies and consider consequences. -Improvise within the commander's intent to handle a rapidly changing environment.
	<p>Ensure that tasks are understood, supervised, and accomplished.</p> <ul style="list-style-type: none"> -Issue clear instructions. -Observe and assess actions in progress without micro-managing. -Use positive feedback to modify duties, tasks and assignments when appropriate.
	<p>Develop your subordinates for the future.</p> <ul style="list-style-type: none"> -Clearly state expectations. -Delegate those tasks that you are not required to do personally. -Consider individual skill levels and development needs when assigning tasks.
Respect	<p>Know your subordinates and look out for their well being.</p> <ul style="list-style-type: none"> -Put the safety of your subordinates above all other objectives. -Take care of your subordinate's needs. -Resolve conflicts between individuals on the team.
	<p>Keep your subordinates informed.</p> <ul style="list-style-type: none"> -Provide accurate and timely briefings. -Give the reason (intent) for assignments and tasks. -Make yourself available to answer questions at appropriate times.
	<p>Build the team.</p> <ul style="list-style-type: none"> -Conduct frequent debriefings with the team to identify lessons learned. -Recognize individual and team accomplishments and reward them appropriately. -Apply disciplinary measures equally.
	<p>Employ your subordinates in accordance with their capabilities.</p> <ul style="list-style-type: none"> -Observe human behavior as well as fire behavior. -Provide early warning to subordinates of tasks they will be responsible for. -Consider team experience, fatigue and physical limitations when accepting assignments.
Integrity	<p>Know yourself and seek improvement.</p> <ul style="list-style-type: none"> -Know the strengths/weaknesses in your character and skill level. -Ask questions of peers and superiors. -Actively listen to feedback from subordinates.
	<p>Seek responsibility and accept responsibility for your actions.</p> <ul style="list-style-type: none"> -Accept full responsibility for and correct poor team performance. -Credit subordinates for good performance. -Keep your superiors informed of your actions.
	<p>Set the example.</p> <ul style="list-style-type: none"> -Share the hazards and hardships with your subordinates. -Don't show discouragement when facing set backs. -Choose the difficult right over the easy wrong.

Communications

Gridding Commands utilized by Santa Fe IHC

“I’m In” means when lining out that you have reached the initial spacing and are dropping off.

“Ready” communicates to the line that you are in position and ready to start.

“Moving” communicates to the line to start moving.

“Working off the Left or Right” communicates which side of the line is in command of the grid.

“Shift Left or Right” communicates the number of feet or chains to move in either direction of travel.

“Pivot Left or Right” communicates that the left or right will “anchor” and the line will swing around in that direction.

“Holding for Heat” communicates a request for all personnel in the line to stop forward progression because suppression actions need to be taken.

Important Reminders

-Do not get ahead of the person you are working off of.
Maintain a reasonable stagger.

-Pass all commands given. Receive confirmation from the person you are passing the message to, and ensure that it was communicated accurately.

-Look up, Look down, and Look around while gridding. It’s important to maintain situational awareness for safety, and to effectively locate spot fires and heat sources.

-Pay extra attention to receptive fuel beds, the probability of ignition can increase with a change in fuel characteristics and loading.

-Although the SF IHC Crew S.O.P.s state that gloves must be wore while working, as part of a firefighter’s full PPE, one off is permitted when cold-trailing for heat.

KNG Portable Radio QUICK GUIDE

Zone Select (3 Options)

- 1) Top Side Button
- 2) Home Screen – Menu – Zone Select
- 3) Punch-in Zone # on Keypad

Channel Scan List (#2)

Home Screen – Menu – Chan Scan List

Tone Select

Home Screen – TXCG – Highlight desired Tone – Enter

“Zero-Out”

Home Screen – TXCG – Default, Enter

Priority (#9)

Home Screen – Menu – Priority Chans –Enter – System P1 Chan

Channel Programing (#20)

Home Screen – Menu – Keypad Prog – 000000 – Keypad –
Channel – Edit Channel – Select Zone – Select Channel

Cloning (#3) KNG to KNG

Destination Radio needs to be in ‘Destination Mode’ first

Source Radio – Menu – Cloning – Clone Active Zone

Destination Radio – Menu – Cloning – Enter Dest Clone

Cloning process is the same when Sourcing to or from DPH handhelds, DPH mobiles, and other KNG series

KNG Mobile Radio QUICK GUIDE

Zone Select (2 Options)

- 1) Home Screen – Zone – Select Preferred Zone
- 2) Punch in Zone # on microphone keypad.

Channel Scan List (#4)

Home Screen – Menu – Option #4- Chan Scan List

Tone Select - (Only While on a channel with a user select tone)

Home Screen – TXCG – Highlight desired Tone – Enter

User Tone Edit

Home Screen – Menu – Keypad Programming (Option #19)

Passcode (000000) – User Tones

“Zero-Out”

Home Screen – TXCG – Default (Option #0) – Enter

Priority (#5)

Home Screen – Menu – Priority Chans (Option #5) – Enter – System P1 Chan.

*Always set priority in System rather than Zone.

Channel Programing (#19)

Home Screen – Menu – Keypad Prog (Option #19) – 000000 – Keypad –

Channel – Edit Channel – Select Zone – Select Channel

Cloning (#12)

Remove Microphone jack from mobile.

Make sure Source radio and Receiver radio are both in the same group.

Scan and Priority Off.

Both Radios – Menu – Cloning (Option #12 for Mobile) (Option#3 for Handheld)

Source Radio selects – Clone Active Zone

Destination Radio Selects – Enter Destination Clone

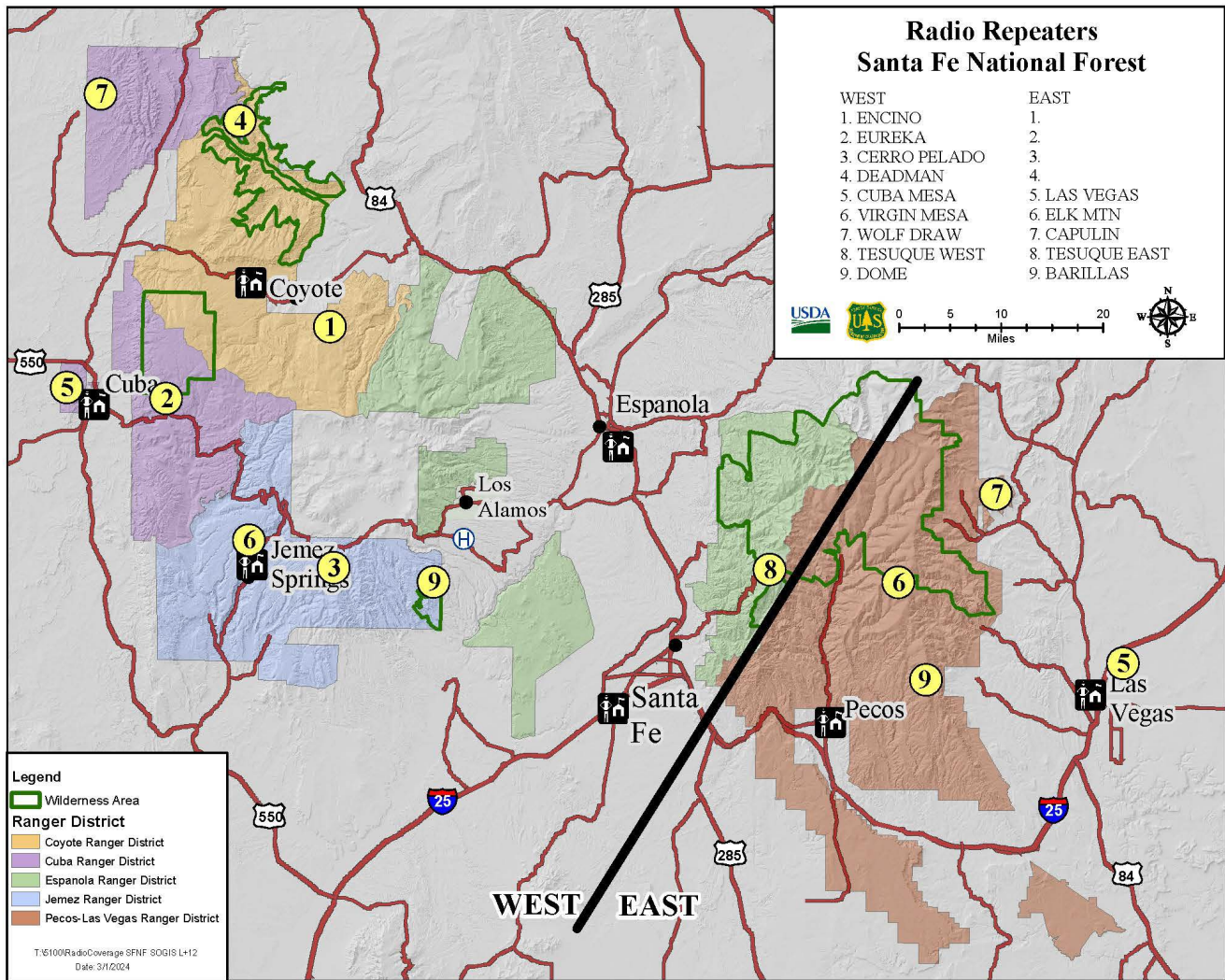
When finished cloning, Source Radio will notify that cloning has been successful, destination radio will reboot itself.

Santa fe Hotshots

Zone 25 Channel Name Indicators

Channels

1. TAC_1
2. TAC_2
3. TAC_3
4. TAC_4
5. TAC_5
6. TAC_6
7. CMD_1
8. CMD_2
9. CMD_3
10. A/G_1
11. A/G_2
12. VMED
13. CREW
14. IHC_P1
15. IHC_P2
16. IHC_P3



Santa Fe National Forest

REPEATER TONES			
#	FREQ	WEST	EAST
1	110.9	ENCINO	
2	123.0	EUREKA	
3	131.8	CERRO PELADO	
4	136.5	DEADMAN	
5	146.2	CUBA MESA	LAS VEGAS
6	156.7	VIRGIN	ELK MTN
7	167.9	WOLF DRAW	CAPULIN
8	103.5	TESUQUE WEST	TESUQUE EAST
9	100.0	DOME	BARILLAS

Mtn Top Base Radios Controlled from Offices		
District	Base Station	Call Sign
Coyote	Encino	KKE715
Cuba	Eureka	KKE716
Jemez	Cerro Pelado	KKE743
Las Vegas	Las Vegas Airport	KKE725
Pecos	Tesuque East	KKO792
Espanola	Tesuque West	KKE721
Dispatch	All	KKE749