



VERDUGO FIRE COMMUNICATIONS

OES REGION I – AREA C TYPE I ENGINE STRIKE TEAM STANDARDS

Rev May 08, 2018

I. STRIKE TEAM RESPONSE DISTANCE

- A. Any location within Region I. (No Approvals needed)
- B. Responses beyond Region I or the 250 mile maximum shall be determined on the basis of incident type and severity; this requires the approval of the responding agency's Fire Chief.
 1. Verdugo personnel will attempt to make contact with that agency's Fire Chief regarding the request; no response will be taken as a denial.

II. STRIKE TEAM RESPONSE

Area "C" responses to a Region 1 request for mutual aid shall be on an immediate need or on a planned need basis. Personnel and apparatus should be prepared for potential responses at any time. Area "C" agencies must update and inform Verdugo if they are unable to respond or to fulfill assignments. This process shall be performed daily by the on-duty Battalion Chief through the Unified Response website.

Personnel shall respond and leave quarters with fuel and water, wearing appropriate personal protective equipment, and shall report to the designated preliminary staging area or to the incident location as directed by Verdugo in a safe and efficient manner without delay.

In an effort to preserve regional or Area C coverage, it shall be the responsibility of the responding agency to make every effort to backfill responding resources (engines, water tenders, single resources or any unit that effects area coverage), within two (2) hours of the dispatch. If the responding agency can not immediately back fill their units within two hours, they will need to notify Verdugo with a time the unit will be placed back in service.

1. Immediate need responses – units shall respond to the incident location, staging, or base immediately upon dispatch. The Strike Team Leader shall make radio or phone contact enroute with all responding companies to coordinate arrival. A safety briefing will be conducted upon arrival of all units or enroute by the leader prior to assignment.
 - a. With the implementation of the Unified Response agreement the most immediately available resources should be sent whenever there is an "immediate need" request, regardless of strike team "next-up" status or configuration.
The response shall be immediate and consist of available and on-duty personnel and units. This latitude is authorized to Verdugo in order to be as

flexible and dynamic as possible.¹

- b. **Within Area C**, the Unified Response concept applies in fulfilling local Master Mutual/Automatic-Aid agreement requests.
 - (1) Responses shall each be of the next greater alarm until resources have been maximized from within Area C.
 - (2) Responses of the initial alarm and all subsequent alarms shall be considered Initial Attack and will not initially be issued request numbers via ROSS.

Exception: If span of control indicates otherwise, then within Area C the I.C. may request resources in strike team configuration. Verdugo shall designate a strike team number that does not conflict with existing rotation schema or one already assigned.

- (3) Initial Attack remains on the incident until released by the I.C.

- c. **Within Region I**, the response shall always be an immediate response of closest resources:
 - (1) Resources assigned will be to the extent that no single agency is depleted of their key stations and/or key stations remain filled with resources.²
- d. Responses may be assigned a Strike Team number outside of the day-to-day pre-formed team numbering schema in order to meet the mission of OES Operations Bulletin #1.
 - (1) This numbering schema does not change the rotation of the pre-existing pre-formed teams.
 - (a) Example: If Strike Team 1212-A is dispatched as the closest resources to a fire, and Strike Team 1203-A is next up, then 1203-A remains as next-up, regardless of amount of resources or agency locale used to form up 1212-A.
 - (2) Strike Team numbering may be any part of the Area C Strike Team numbering schema of 1206-1239.
- e. When the daily input for pre-designated Strike Team formations is not met, Verdugo is authorized the latitude to substitute units as needed based on proximity to the dispatched incident location and their availability from the

¹ OES Operations Bulletin #1 – Closest Resources Concept – Requesting of Mutual Aid from Adjoining Operational Areas or Regions. (10/11/2007)

² Region I Area Coordinator's Handbook – California Fire & Rescue Mutual Aid System – Section I, Item D, Mobilization. (05/2007)

daily input for pre-designated Strike Team formation.

(1) These types of “rainbow” formations shall remain numbered as the pre-designated team initially formed. E.g., 1203-A is partially filled, the numbering of that team will remain 1203-A regardless of agency used as substitution.

(a) The two initial teams available as “next-up” from Area C shall be dispatched as that team identifier. If 1203-A is partially filled and dispatched and subsequently 1204-A is also partially filled and dispatched, then the numbering sequence and team formation rotation within Verdugo is updated to reflect their turn and the next-up status of the subsequent two teams. However, after this initial dispatch of the two primary teams, then paragraph “d” of this section may apply.

f. A team’s turn is considered within the following criteria:

- (1) Dispatched
- (2) Enroute
- (3) Checked-in
- (4) Demobed/Released

Upon completion of these criteria, the “next-up” team will be rotated into the primary position.

2. Planned need responses – units shall be enroute to the incident no less than thirty (30) minutes immediately following the dispatch notification. Units are expected to have completed their initial safety briefing at the designated staging area prior to response; the staging area shall be designated by Verdugo.

III. STRIKE TEAM DESIGNATED STAGING AREAS

A. All strike teams originating from Area “C” shall generally stage/gather at one of the five (5) following designated staging/gathering locations depending upon direction of travel:

1. Burbank Fire Station 11 – 311 E. Orange Grove, Burbank.
2. Glendale Fire Station 21 – 421 Oak Street, Glendale.
3. Pasadena Fire Station 33 – 515 N. Lake Avenue, Pasadena.
4. Alhambra Fire Station 71 – 301 W. 1st Street, Alhambra.
5. Arcadia Fire Station 105 – 710 S. Santa Anita Avenue, Arcadia.

B. Strike Team Leader Briefing – Prior to response from one of the Area “C” designated staging/gathering areas, the Strike Team Leader (STEN), shall hold a safety briefing with the

assigned companies to determine the following:

1. Each engine company has four (4) personnel assigned.
2. All personnel are adequately prepared for extended duty. (14 days)
3. All personnel have Personal Protective Equipment (PPE); agency specific protocols may allow for single or dual layering.
4. Hose and fitting compatibility is assured.
5. Full fuel tanks in all apparatus.
6. Full water tanks on all apparatus.
7. A briefing and discussion of situation and incident status to the extent known
8. Travel Routes and planned stops

IV. STRIKE TEAM COMPOSITION

- A. Each Type I Engine Strike Team shall be composed of five (5) triple combination pumpers and one (1) qualified Strike Team Leader. A limit of five (5) Engines and one (1) command vehicle. Support/utility vehicles are strictly prohibited.
 1. Staffing will also include a Strike Team Leader Trainee as defined in Section VII, part B.
- B. Each Type I Engine shall be staffed with four (4) permanent, qualified firefighting personnel, meeting minimum training standards.
 1. One (1) Captain.
 2. One (1) Engineer.
 3. Two (2) Firefighters.

V. STRIKE TEAM APPARATUS ROTATION AND RECOMMENDATION

- A. Rotation shall be 1201-A, 1204-A, 1202-A, 1205-A, 1203-A, 1204-A, repeat...
 1. Recommended Engine Company assignments to Strike Teams are:
 - a. S/T 1201-A – 1 Burbank Engine, 2 Glendale Engines, 2 Pasadena Engines.
 - b. S/T 1202-A – 2 Burbank Engines, 1 Glendale Engine, 2 Pasadena Engines.
 - c. S/T 1203-A – 2 Burbank Engines, 2 Glendale Engines, 1 Pasadena Engine.
 - d. S/T 1204-A – 1 ALH, 1 ARC, 1 MPK, 1 SGB, 1 SPS; based on availability.
 - e. S/T 1205-A – 1 ALH, 1 ARC, 1 MPK, 1 MRV, 1 SNM; based on availability.
 - (1) Alhambra may be recommended to both teams but shall not be dispatched on two teams at the same time.
 - (2) South Pasadena & San Marino shall not be dispatched together or on two teams at the same time.
 - f. San Marino & San Gabriel shall not be dispatched together or on two teams at the same time. S/T 1800-A – As requested and assigned by Region I.

2. Should the recommended agency apparatus not be available to respond, apparatus substitution shall be made based upon the order found within the worksheets.

VI. STRIKE TEAM LEADER ROTATION AND RECOMMENDATION

- A. S/T 1201-A – Burbank Leader
 1. (If a Leader is not available, ST-1204-1205A Leaders may be utilized)
- B. S/T 1202-A – Glendale Leader
 1. (If a Leader is not available, ST-1204-1205A Leaders may be utilized)
- C. S/T 1203-A – Pasadena Leader
 1. (If a Leader is not available, ST-1204-1205A Leaders may be utilized)
- D. S/T 1204-A – Rotational within alphabetical agency order with preference given to the agency that has not been previously assigned; based upon their availability.
 1. (If a Leader is not available, ST-1201-1203A Leaders may be utilized)
- E. S/T 1205-A – Rotational within alphabetical agency order with preference given to the agency that has not been previously assigned; based upon their availability.
 1. (If a Leader is not available, ST-1201-1203A Leaders may be utilized)
- F. S/T 1800-A - As requested and assigned by Region I.

VII. STRIKE TEAM PERSONNEL

- A. Strike Team Leader – Wildland (minimum qualifications):
 1. A Strike Team Leader is responsible for all firefighting activity, safety, health and welfare for the entire strike team. With those responsibilities in mind, each fire department providing Strike Team Leaders or backup Leaders shall ensure that the following minimum criteria is met:
 - a. Qualifications (Effective June/2016):
 - (1) California Incident Command Certification System qualified
 - (a) CICCIS Strike Team Leader – Engine (STEN).
- ~ AND ~**
- (2) Strike Team Leader Wildland
 - (a) Experience:
 - i) Full-time appointed Battalion Chief or higher rank.
 - ii) Satisfactory performance as a Strike Team Leader Trainee on a Wildland Fire Incident.
 - (b) Training Courses:
 - i) Qualified as an Engine Boss

- ii) I-200 Basic ICS (may substitute combination of I-220 and I-300).
- iii) I-300 Intermediate ICS
- iv) IS-700 National Incident Management System.
- v) IS-800 National Response Plan.
- vi) AR-330 or AH 330 All Risk Task Force/Strike Team Leader.
- vii) RT-130 Annual Fireline Safety Refresher Training
- viii) S-215 Fire Operations in the Wildland/Urban Interface.
- ix) S-234 Ignition Operations.
- x) S-270 Basic Air Operations.
- xi) S-290 Intermediate Fire Behavior (online version is not acceptable).
- xii) S-390 Fire Behavior Calculations.
- xiii) S-301 Leadership & Organizational Development. or CSFM Management One.

2. Strike Team Leaders for teams 1204-A & 1205-A shall be picked from an alphabetized list of agencies. Based upon that agency's daily input to the Unified Response website, as to their availability, a leader shall be picked by Verdugo. Verdugo shall maintain a system of tracking which agency is "next-up".
 - a. Should Verdugo not be supplied with a leader from within the alphabetized list of agencies, Verdugo shall expand their search to include possible leaders from the teams of 1201-A through 1203-A;
 - b. Should Verdugo not be supplied with a qualified leader from within any agency within Area C, then on-duty and qualified 40-hour Chief Officers may be considered. Should consideration involve personnel after hours, then their response time from home shall be within 30 minutes to the staging/gathering location;
 - c. Should Verdugo not be supplied with a qualified leader from within any agency within Area C, then Captains who are Strike Team Leader qualified shall be considered.

B. Strike Team Leader Trainee

1. Pre-requisite: completion of training courses:
 - a. Qualified as an Engine Boss
 - b. I-200 Basic ICS (may substitute combination of I-220 and I-300).
 - c. I-300 Intermediate ICS
 - d. IS-700 National Incident Management System.
 - e. IS-800 National Response Plan.
 - f. AR-330 or AH 330 All Risk Task Force/Strike Team Leader.
 - g. RT-130 Annual Fireline Safety Refresher Training

- h. S-215 Fire Operations in the Wildland/Urban Interface.
 - i. S-234 or S-219 Ignition Operations.
 - j. S-270 Basic Air Operations.
 - k. S-290 Intermediate Fire Behavior (online version is not acceptable).
 - l. S-390 Introduction Fire Behavior Calculations (not required for STEN (T) however required for STEN Qualification).
 - m. S-301 Leadership & Organizational Development or CSFM Management One.
2. Assigned to the Strike Team Leader in a trainee position; shall perform in the functional role of the Strike Team Leader.
 3. Strike Team Leader Trainee assignments shall be assigned by Verdugo with preference given to Battalion Chiefs.
 - a. If all agency Chief Officers are CICCIS qualified, the agency providing the leader shall defer the training assignment to another available Chief Officer within Area "C".
 - b. Strike Team Leader Trainees for teams 1204-A & 1205-A shall be picked from an alphabetized list of agencies. Based upon that agency's daily input to the Unified Response website, as to their availability, a trainee shall be picked by Verdugo.
 - c. Should Verdugo not be supplied with a trainee from within the alphabetized list of agencies, Verdugo shall expand their search to include possible trainees from the teams of 1201-A through 1203-A.
 - d. Should Verdugo not be supplied with a qualified trainee from within any agency within Area C, then on-duty and qualified 40-hour Chief Officers may be considered. Should consideration involve personnel after hours, then their response time from home shall be within 30 minutes to the formation point;
 - e. Should Verdugo not be supplied with a qualified trainee from within any agency within Area C, then Captains who are Strike Team Leader Trainee qualified shall be considered.

C. Captain (Engine Boss)

1. Pre-requisite: completion of training courses:
 - a. I-200 Basic ICS
 - b. I-300 Intermediate ICS.
 - c. IS-800B National Response Framework.
 - d. S-190 Introduction to Wildland Fire Behavior.
 - e. S-215 Fire Operations in the Wildland Urban Interface.
 - f. AR-330 or AH-330 All Risk Task Force/Strike Team Leader.

- g. RT-130 Annual Fireline Safety Refresher Training.
- h. G231 Wildland Training for Structural Firefighters.
- OR**
- i. S-231 Engine Boss.
 - (1) Engine Boss Qualified = Courses A-D & S-230 Crew Boss.
- j. S-230 Crew Boss ***note: S-230 is required for entry into ROSS as an Engine Boss***
- k. S-290 Intermediate Fire Behavior (online version is not acceptable).

D. Engineer (FFT1)

- 1. Pre-requisite: completion of training courses:
 - a. I-100 Introduction to ICS
 - b. I-200 Basic ICS.
 - c. S-190 Introduction to Wildland Fire Behavior.
 - d. S-130 Firefighter Training.
 - e. S-131 Firefighter Type 1.
 - f. S-133 Look Up, Look Down, Look Around.
 - g. RT-130 Annual Fireline Safety Refresher Training.
 - OR**
 - h. SFM Firefighter 2 (FF2).
 - i. G231 Wildland Training for Structural Firefighters.
 - j. RT-130 Annual Fireline Safety Refresher Training.

E. Firefighter (FFT2)

- 1. Pre-requisite: completion of training courses:
 - a. I-100 Introduction to ICS.
 - b. I-200 Basic ICS.
 - c. IS-700 NIMS an Introduction.
 - d. S-190 Introduction to Fire Behavior.
 - e. S-130 Firefighter Training.
 - f. L-180 Human Factors on the Fireline.
 - g. RT-130 Annual Fireline Safety Refresher Training.

VIII. EQUIPMENT

- A. Safety – Proper safety equipment is required for all personnel of any strike team. This consists of full structural firefighting protective clothing and full wildland firefighting protective clothing, complete with fire shelter.
- B. Strike Team Leader Vehicle:
 - 1. Generally, the STEN Leader’s vehicle shall be utilized as opposed to any other vehicle due to Item 2 requirements below. However, latitude may be given for situations that might not meet this requirement. (4-wheel drive vehicle recommended)

2. The vehicle must be separately outfitted with:
 - a. Mobile and portable radio capabilities as outline in the Communications section of this document.
 - b. Cellular or Satellite telephone – Satellite is preferable.
 - c. Full Code 3 equipment.
 - d. Portable GPS receiver.
 - e. Self-sufficient in food (MRE's) and water for the first twenty-four (24) hours.
 - f. 2 Sets of web gear and 2 shovels.

C. Strike Team Leader:

1. In order to properly perform his/her duties, each leader shall carry a kit containing the following items (at a minimum):
 - a. IRPG – Incident Response Pocket Guide.
 - b. OES Forms – F-42 Emergency Activity Record.
 - c. ICS-214 – Unit Log.
 - d. ICS-225 Evaluation Form.
 - e. ICS-213 Message Form.
 - f. Maps and mileage charts.
 - g. Credit card(s).
 - h. Timekeeping/Activity records (agency specific).
 - i. Field Operations Guide – FOG – ICS-420-1.
 - j. Strike Team Placards.
 - k. Personnel and equipment information sheets, including phone numbers for emergency notification.
 - l. Injury, accident, workers compensation forms (agency specific).
 - m. Shoe polish for vehicle identification.
 - n. Spare portable batteries and vehicle radio chargers.

D. Engines:

1. Fully enclosed apparatus shall be used whenever possible.
2. Seating, with seat belts, must be provided for all personnel.
3. Engines must meet the equipment and staffing standards for the type of strike teams assigned.
4. All strike team engines shall be self-sufficient in food (MRE's) and water for the first twenty-four (24) hours.
5. Radio capabilities (see Communications Section).
 - a. Spare portable batteries.
6. NFES Booklet #2243 (Fire Line Handbook).

E. Personnel:

1. Personal travel bag – Extended strike team assignments occur often and require some preparation for the period that one will be gone. Because of space limitations, personnel should limit their personal supplies to one gym-type bag:
 - a. IRPG – Incident Response Pocket Guide.
 - b. Personal items list can be located on the Unified Response website.

IX. COMMUNICATIONS

A. Radio Capabilities (mobile and portable):

1. Engine companies should be programmed with VHF TICP – Zones 1, 2, & 3 as a minimum.
2. Strike Team Leader vehicles should be programmed with current VHF TICP – Zones 1, 2, 3, 4, 5, & 6 as a minimum.

B. Frequency Assignments:

1. Immediate Need Assignments -

- a. All companies should be assigned a single trunked radio channel until such time as going on-scene or into staging.
- b. Strike Team Leaders should remain in contact with Verdugo on RED 1 as long as possible.
- c. Report time of departure and if able, arrival on scene.
- d. Form-up prior to on-scene at incident or staging area.

2. Planned Need Assignments –

- a. All companies should be assigned a travel channel.
- b. Area “C” Strike Teams shall use CESRS Direct (153.7550) during travel to communicate with each other:
 - (1) A suitable Verdugo *direct* (with Verdugo’s permission) channel may be substituted at the direction of the Strike Team Leader.
 - (2) FDUMA may be assigned, only when responding to incidents within Los Angeles County.
- c. Strike Team Leaders should remain in contact with Verdugo on RED 1 as long as possible.
- d. Report time of departure and if able, arrival on scene.

3. Contact with the agency requesting mutual aid should be made on the appropriate channel as identified by Verdugo.

C. Radio Protocol

1. Clear text (plain English) should be used for all communications.
 - a. Codes shall not be used.
 - b. Actual frequencies and channel names should be stated, e.g., 154.265, White 2 or 168.2000, NIFC Tac 2; do not simply use a channel number.

D. Radio Programming

1. Verdugo Task Force representatives may be contacted for the current list of Tactical Interoperability Communication Plan (TICP) radio frequencies, both UHF and VHF.

E. Cell/Satellite Phones

1. Cell phone communications shall be directed through the STEN.

F. Dispatch

1. Should the request be "Immediate Need" the verbiage as part of the vocal dispatch shall include the following statement: "This is an immediate need response – people and structures are threatened – respond directly to the incident. There is no local form-up. Form-up outside the incident." Repeat.

X. RELIEF OF PERSONNEL / RELEASE

1. Notwithstanding specific MOU practices, relief of assigned strike team crews will adhere to the following guidelines: All relief shall be arranged by and through the Strike Team Leader (STEN) following communication with the Area "C" Coordinator. If an Agency Representative is assigned, these duties may be assumed by him/her.
2. All requests for relief shall be at the discretion of the Strike Team Leader. Replacement of personnel generally should not occur prior to fourteen (14) days, unless it is deemed necessary because of exhausting circumstances.
3. Proper fire management should allow crews heavily involved in incident activity sufficient rest periods so as to not necessitate early movement of relief crews.

NOTE: Safety, health, and fatigue reasons are the primary concern. It is not at the convenience of the member requesting early relief. The final word on relief of personnel under his/her command rests with the Strike Team Leader.

4. Those persons requiring relief before the above criteria (i.e. volunteers, scheduled vacations, etc.) will be required to notify their respective department prior to response as part of the Strike Team assignment.
5. Strike Team Leaders are responsible to see that all engine operators are rested adequately to ensure safe vehicle operation.

XI. SUPPORT & FEEDING

- A. Each agency providing an Engine and/or Single Resource is responsible to provide logistical support and/or funding mechanism for the unit/resource (i.e., fuel, feeding, repairs, etc.) while outside the support of a base or camp. This policy should include a reimbursement system between agencies.

XII. STANDING ORDERS

- A. To the extent possible, Strike Team Leaders shall contact Verdugo Dispatch once daily and preferably prior to 08:30 am. This call is to update area "C" regarding the status of personnel, apparatus, activities of the team and their location at (818) 956-4800.

- B. Strike Team Leaders shall remain with their assigned companies.
 - 1. Exception(s): Operational briefings or other emergency related necessity.
- C. Strike Team Leaders must obtain authorization from the Area “C” Coordinator for relocation of the team to incidents other than the original dispatched assignment.
- D. The Area “C” Coordinator shall contact responding agencies for authorization to reassign the team outside Region I.
- E. The Strike Team Leader shall have company commanders maintain accurate records of daily activity in order to complete OES F-42 (Emergency Activity Record and ICS-214). Collect and complete Form 42 from all units prior to demobilization. Keep all receipts of expenses incurred for possible future reimbursement.

XIII. STRIKE TEAM LEADER RESPONSIBILITIES

- A. Command Issues:
 - 1. Following the Incident Operations and subsequent branch/division/group briefings each Strike Team Leader shall conduct an individual briefing which covers all components of the IAP and all safety considerations. All companies should have a copy of the IAP including the communications and safety plans. Acknowledgement of the information must be made if the briefing is not made in person.
 - 2. Be familiar with the IAP safety message and the specific safety issues that apply to your individual division/group. L.C.E.S. (Lookout – Communications – Escape Routes – Safety Zones) is the basis for safety briefings.
 - 3. Take time to learn of the background and experience of your team members. Experience can, and does, vary widely.
- B. Equipment and Protective Clothing:
 - 1. Enforce the requirements to be attired in required protective clothing prior to entering an operational area.
 - 2. Enforce the requirements that all personnel have on their person a fire shelter when in an operational area. When driving, fire shelters shall be immediately available in the cab of the engine or command vehicle.
 - 3. The use of structural firefighting protective clothing shall be worn when the Strike Team Leader deems necessary. Structure protective clothing may be warranted under severe fire conditions involving potential entrapment or roadway blockage.
 - 4. Ensure that damaged or malfunctioning vehicles are promptly repaired or removed from service.
 - 5. Ensure that there are sufficient radios, batteries, and a frequency/communications plan (including a May-Day Frequency).
- C. Forms:
 - 1. ICS-213 – general message form needs to be completed prior to leaving the incident. **The Incident Commander must sign off on this form prior to leaving!**
 - a. Loss of Equipment

- b. Damage to Equipment
- c. Equipment left on the fire

XIV. DEMOBILIZATION

- A. The Strike Team Leader is responsible for proper completion of demobilization.
 - 1. It is critical that all fire companies and assigned personnel participate in the incident demobilization process prior to release or reassignment.
 - 2. Demobilization will be conducted by the on-scene OES Fire and Rescue Officer, the agency/region representative, and the Region I ECC Manager.
 - 3. Part of the demobilization process must include documentation of individual performances. An Incident Personnel Performance Rating (ICS -225) should be completed for every member of the strike team.
- B. Completion of a vehicle/mechanical safety inspection by an incident mechanic should be provided prior to release or reassignment. Items such as brakes, steering and tires, etc, must be inspected. This inspection is particularly important if vehicles have been subjected to off road conditions, heavy use, or long distance.
- C. Notify Verdugo Fire Communications when resources are released or reassigned through demobilization from an incident.

XV. PERFORMANCE EVALUATIONS

- A. The primary criterion for qualification is individual performance observed and documented by an Evaluator, qualified in that position. The documentation/narrative required must be entered in the NWCG Position Task Book (PTB) and on the Performance Evaluation (PE) form ICS-225.

The PE must also describe the quality of the assignment, clearly relating performance to the tasks signed off in the PTB. The PE and the narrative entered in the PTB are the only acceptable measurements of an individual's performance to be considered by the CICCS Peer Review Committee responsible for evaluating qualifications.

- 1. It is the responsibility of the individual "trainee" to obtain performance evaluations from their "Evaluator" following each assignment or change in mentorship.
- 2. It is recognized that some initial attack assignments and other such occurrences may prevent the generation of a PE. In such cases, the "Trainee" may document reasons for the lack of a PE.

XVI. MAPS

- A. Various maps are available through Verdugo. If the Strike Team Leader needs more detailed mapping, Verdugo may be contacted.