

Hello Sirs.

It was an honor to be included in the Yarnell staff ride. You and your team did an excellent job getting the participants to open their minds and process the information for themselves. As I proceeded through the Staff Ride, I found myself questioning my own thoughts towards doing what was done by the Granite Mountain crew. In the end, I was able to develop the following thoughts, ideas and suggestions.

- We need to train our people that doing nothing (when safer or perhaps the line will be destroyed thus not appropriate to put in) is okay. This would take a cultural change in the fire service, identifying a terminology for all to understand that "Remaining at Ready" is occurring, and appropriate.
- When Paul, the Air Attack on the fire was at the burn over site, he again heard his discussion with the crew for the last time. It was clearly tough for him. We all know an air drop was not possible even if the communication was received, but, I did consider the terminology within the conversation. The crew never stated "Mayday", "Emergency Traffic" or other. **I would like to see a term identified for use when imminent threat to life and property is occurring.** Paul only heard screaming, which was likely occurring all over the incident.
- During the walk up the mountain, perhaps further emphasis on the radio traffic and the excitement going on in the 2 structure protection branches should be further discussed. It does add to the perspective, down below heavily engaged, up on the line- lightly engaged and likely futile efforts in remaining engaged due to fire line being over taken.
- Young, 18 and 19 year old firefighters are often working for men and women that are the age of their parents. These young people often lack the communication skills to speak up or challenge an issue in a productive, respectful manner. Instead, they will often stay quiet about their concerns. **A course should be developed to address these types of communication skills.** Perhaps 4 hours. This training should identify red flag terminology that would catch the attention of the supervisor and cause the supervisor too mitigate the concerns. This could create an environment of communication where respectful discussion will occur mutually and could be followed up on if necessary. The challenge is to allow the subordinate to become comfortable speaking despite their lack of experience. The weakest member in the crew needs to be able to ask questions, as should a veteran with concerns.
- **We need to ensure that every interested firefighter has the ability to learn what is found by attending this staff ride.** Perhaps a method can be developed to deliver through a structured video presentation with guidebooks etc.?
- Perhaps there would be value in adding a page in the book that allows participants to review the 10 and 14 and LCES, a back to basics perspective which is what the crew was operating from. Challenge the attendees to find weak points once the course is completed.
- **The use of Crew Net or other isolated non incident issued frequencies should be banned.** There had to be communications beyond the few heard by the rest of the folks on the incident. If a person knew they could/may be heard, they will think twice about what is said. In this case, the movement of the crew may have been overheard, challenged, supported or discouraged, or perhaps, the changes to the plan and the movements of the crew would not have occurred.

- In regards to the visit to the cemetery, I believe you have it in the right place, at the end of the staff ride. For the participants to open their minds for the trip up the mountain, and keeping their selves focused, a visit to the cemetery or the deployment/death site would serve as a distractor.
- Reinforcing the need for any operational position to advise "up" regarding any change to the plan. It is understood, but is it required? Where would you find that information?
- I am hopeful that your folks will capture the statements made by the Ops, IC and Air Attack personnel on this incident. As a student, 30 years from now, seeing the face and hearing the voices of these persons answering questions and discussing the incident would be priceless.

I thank you again for the opportunity to participate. I am one of the SME's for the L-580 "Mega Fire" here in San Diego this week, but I wanted to get this to you as soon as possible, apologies for my brevity. If there is anything I can do to assist you or questions I may answer for you, please let me know.

All the best,

Kelly Zombro