

# 2011

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## **[SADLER FIRE STAFF RIDE FACILITATOR SUPPORT GUIDE]**

# Sadler Fire Staff Ride

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## Outline:

Conference room will need to be set-up with projector and seating.

**0700: Facilitator Assistant + [2] travel to Sadler Fire Site and put out signs and checkpoint props.**

### **0700-0715: Introductions/Logistics**

- **Introductions**
- **RHA's are available to facilitator's at the local District Office. It is recommended that these be covered briefly and signed prior to leaving the office.**
- **Could 2-4 people please volunteer to take notes?**
- **Gather email list (Integration and AAR portion will be emailed once notes have been completed).**
- **Communication will be held on BLM SOA—Give current frequency**
- **Lunch will not be provided so please ensure that you have one**
- **We will be hiking for about 2.5 miles throughout the course of the day so please be prepared.**
- **Please bring an IRPG**
- **Risk Analysis**
- **Are there any other Logistical needs?**

### **0715-0800: PowerPoint/Stand #1 (CREW AND THE COMMAND STRUCTURE)**

- **Ensure that the PowerPoint has been reviewed and that supplemental notes are prepared. Large maps are available for classroom use at the IHC Operations Office.**
- **A Google Earth tour is available locally.**

### **0800-0915: Travel to the "Big Safety Zone"**

- **Hand out Maps**
- **Directions: From Idaho Street go Left on 12<sup>th</sup> Towards the Ruby Mountains, Go Left on Lamoille Highway, Go Right at State Highway 228, Turn Right on County Highway 715, Take right on Lucky Nugget Road just after South Fork Reservoir . . . Follow reservoir for ~4 miles, take a left at the Pink Flagging and follow until:  
N: 40°32'10.4"  
W: 115°51'16.8"**

### **0925-1200: Travel to the "Y" / Hike Stands #2-#5**

#### **1200-1345: Travel from the "Y" to Elko**

- **We will reconnoiter at the Elko BLM Field Office Conference Room for the final Stand.**

#### **1345-1500: Stand #6, AAR, Lessons Learned/Integration**

- **Encourage everybody to submit evaluations at the conclusion of the Integration/AAR.**

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### STAND LOCATIONS and LEADER'S INTENT:

**Task:** Participants and facilitators of the Sadler Fire Staff Ride should contrast modern tools and management techniques against tools and techniques which may not have been as readily available to firefighters in 1999. Participants and facilitators should assess the tactical and strategic decisions which were made prior to the Sadler entrapment, as well as apply the new concepts which support the Safety Culture inherent in HRO's.

**Purpose:** The purpose of the Sadler Fire Staff Ride is to facilitate a lessons learned environment that focuses on the betterment of not only entry level firefighters but firefighters and managers at all levels.

**End State:** Participants in the Staff Ride should have a broader understanding of the human factors which led to the subsequent burnover on the Sadler Incident. Participants and Students will have compiled field notes and AAR notes which will help further develop themselves, their employee's and the Staff Ride as a whole.

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Stand #1: "ORGANIZATION: THE CREW AND THE COMMAND STRUCTURE" *This stand should be done where there is access to both a computer and projector with screen. Depending on class size a large area at the Elko District Office may need to be reserved. After Stand #1 is complete drive to the "Big Safety Zone" to give participants a frame of reference, turn around and park at the "Y". The "Big Safety Zone" is located at:*

North: 40° 32 ' 10.17" X

West: 115° 51 ' 16.94"

This stand addresses the organizational contributions which may have led to the entrapment. Our task is to discuss, review and understand the command structure and crew synergy leading up to the shift assignment on 8.9.1999. At the completion of this stand Facilitator's and Participants should have identified and discussed pieces or all of the aspects of "Operational

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Leadership” and “Communication Responsibilities” as identified in the IRPG. Participants should be engaged in discussion regarding the HRO principle of “Preoccupation with Failure.” A thorough pre-mortem should be completed in the position of Crew Boss.

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### Stand #2: “FIRING PLANS AND THE ‘Y’ ”

North: 40° 33 ' 44.75" X

West: 115° 51 ' 40.45"

Identify “Human Factor Barriers to Situation Awareness” and discuss “How to Properly Refuse Risk” as identified in the IRPG. Discuss and identify the HRO principles of “Deference to Expertise” and “Commitment to Resilience.” The purpose in discussing and identifying these factors and principles is to reiterate the value of Situational Awareness. At the conclusion of this Stand, participants in all levels of the fire organization should have been able to contrast their experiences against those involved in the Sadler Fire. They should be able to identify at least one time in their career where they have had a hazardous attitude and be able to identify a method in which they were able to mitigate it or are mitigating it. (*Facilitator’s should be able to identify one of their own and open discussion with it*).

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**Stand #3: FIRING FROM THE “Y”** (*This stand extends from the “Y” to the “Fire Whirl”. For the sake of this Staff Ride [4] “Safety Zone” labels have been added to maps and narratives. Naar’s rendezvous occurred at approximately the second safety zone. For a chronological list of events reference the “Firing Timeline” on Page 17.*)

North: 40° 33 ' 54.72" X

West: 115° 52 ' 01.47"

Participants and Facilitators should be able to identify communication failures within the organization and identify trigger points to cease engagement in the burning operation utilizing LCES.

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**Stand #4: FIRING UNTIL ENTRAPMENT** (*This stand extends from the “Fire Whirl” through all the checkpoints and ends at checkpoint #11*)

North: 40° 21' 53.21" X

West: 115° 52' 55.67"

Participants and Facilitators should be able to identify failures in the Risk Assessment Process and 10&18. HRO discussion should center on the HRO Principle “Reluctance to Oversimplify”. Participants and Facilitators should conduct a “hindsight exercise” reflecting on alternative plans, tactics and strategy contrasted against the incident objectives, coming up with an alternate plan which can still meet incident and division objectives.

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**Stand #5: THE SAFETY ZONE (BIG BLACK)** (*This stand is near checkpoint #11 at the fence line in the “Big Black”*)

North: 40° 21' 51.46" X

West: 115° 53' 08.20"

Participants and Facilitators should review Burn Injury Protocol, and pages 41 through 48 of the IRPG. Communication responsibilities should be identified and contrasted against the HRO Foundation, Pillars and Safety Culture nomenclature.

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At the conclusion of Stand #5, drive back to the Elko District Office to complete:

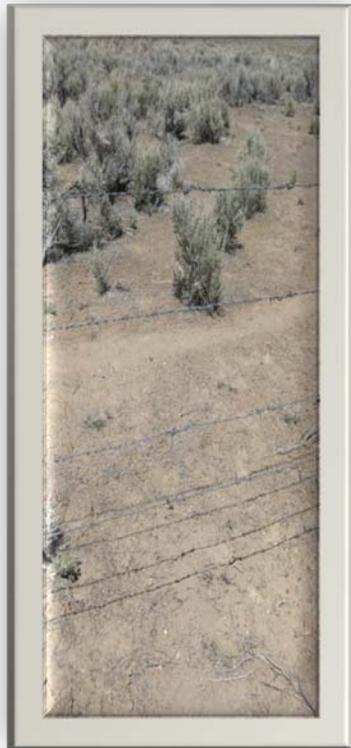
**Stand #6: INTEGRATION**

Integration of the field study is integral to continued growth and development. A participant should facilitate an AAR in the position of a Division Supervisor. An AAR, open discussion and completion of evaluation forms should be completed and submitted to Facilitator’s. Full integration will be in the form of dissemination of notes to the group via email. Notes should be posted to the AAR hyperlink on the Sadler Fire Staff Ride Webpage in order for the exercise to continually develop.

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**The Sadler site is all but grown over, if it weren't for people utilizing the old dozer line as a road, it would have been very difficult to find. It is suggested that prior to facilitation, facilitator's print off this guide as well as all other supporting guides and walk the dozer line. Measuring the distance between the checkpoints can be difficult and time consuming, the best frame of reference lies within the fence line at the "Big Black" where the fence has been spliced (utilize this when determining where the CP's are). There is still a dozer line scar running through this fence splice.**



Fence Splice

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### Dozer "Push-Out" at Checkpoint #3

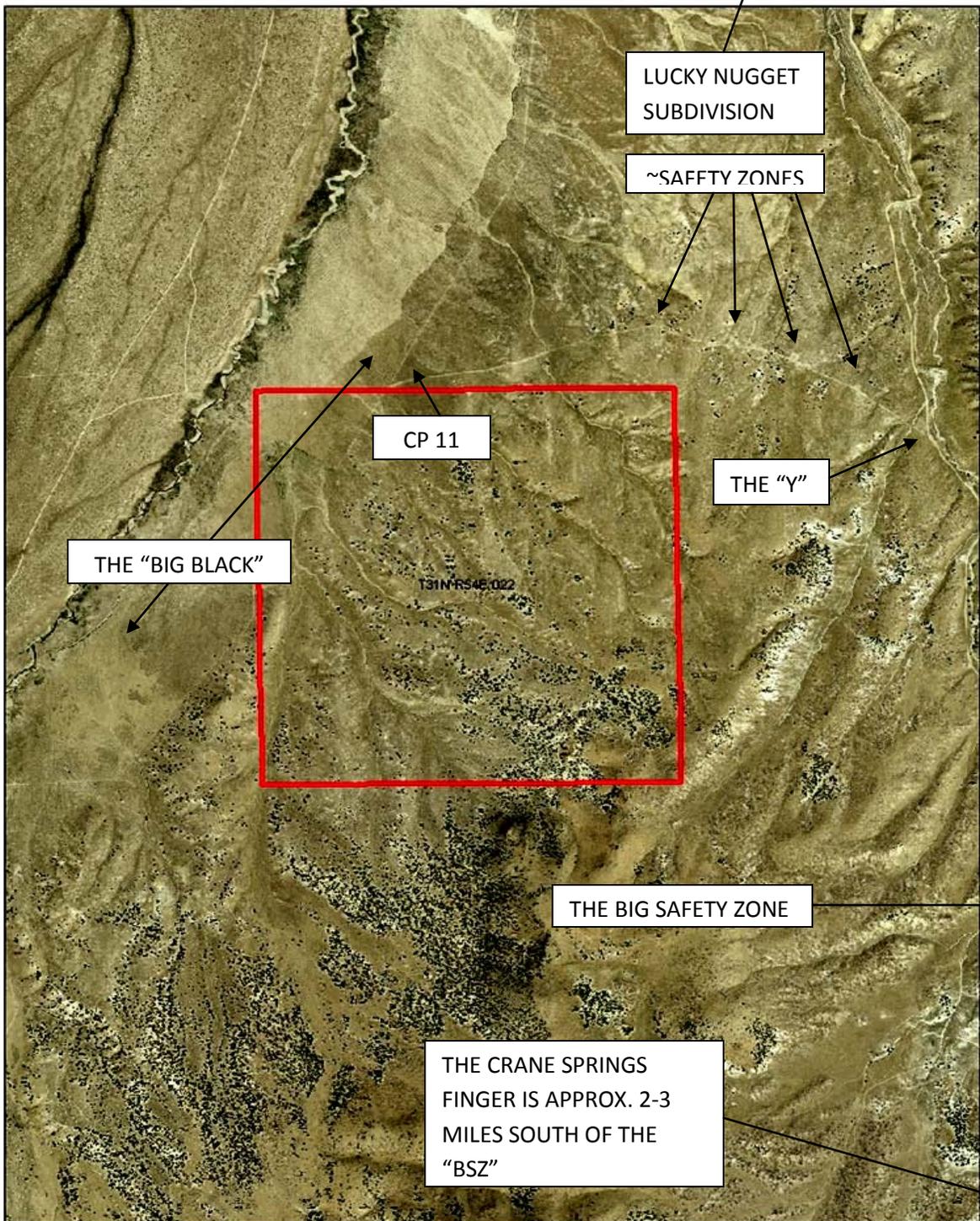


Looking from where the fire whirl crossed the dozer line towards  
CP-11



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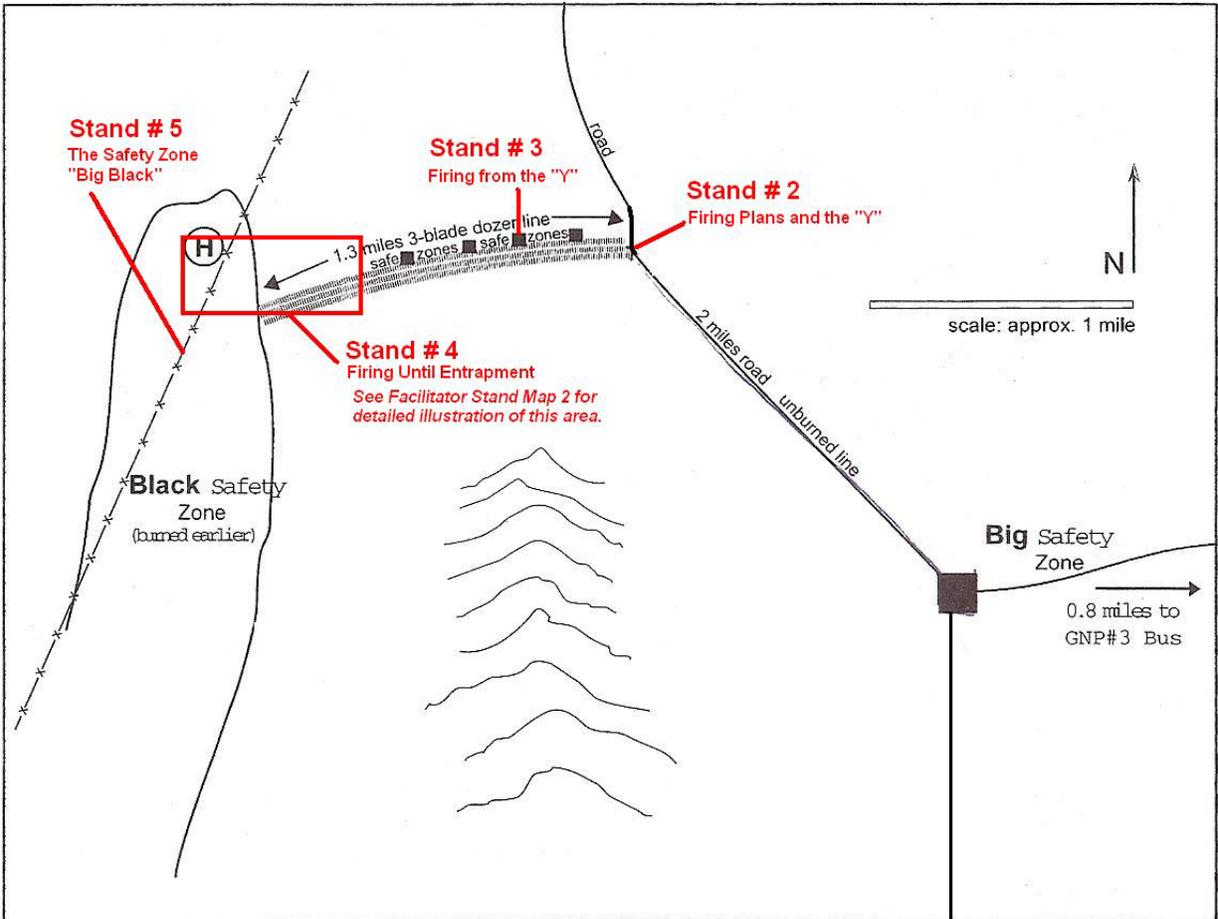
AREA MAP (2006):



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## Stand Maps for Set-Up:

### Facilitator Stand Map 1

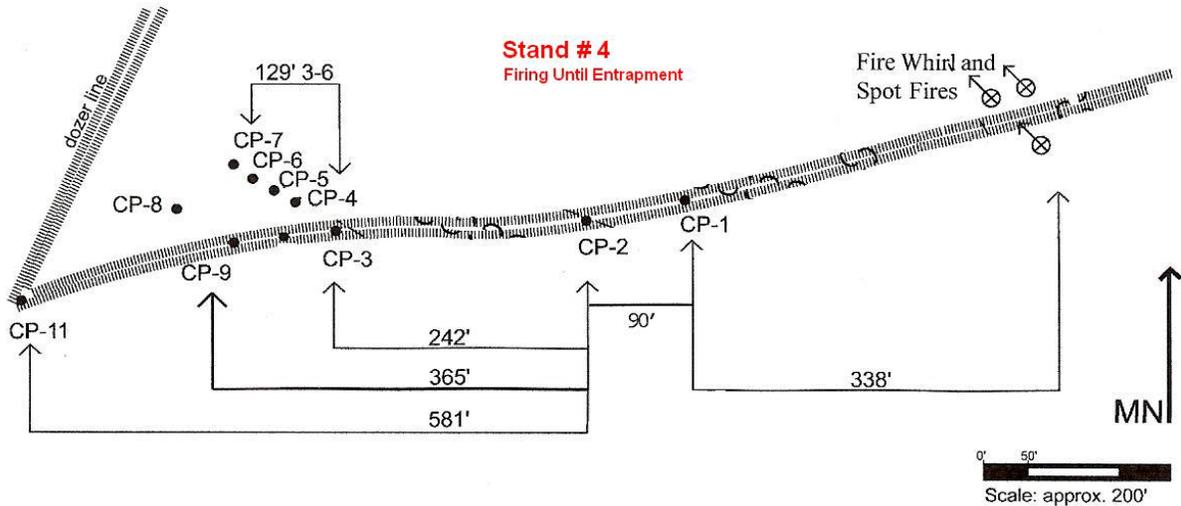


We recommend that all the items left at the Checkpoints be gathered and used as “props” in order to give a more accurate feel of what happened between Checkpoint 1 and 11, i.e. hardhats, fuses, canteens. . . Props should be placed such that they correlate with the metal Checkpoint stands. Facilitator’s will need to utilize “Facilitator Stand Map 2” and the investigation report in order to accurately place items at each checkpoint.

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## Stand Maps for Set-Up:

### Facilitator Stand Map 2



#### Legend:

- CP1 Firing squad location when fire whirl crossed line to the east of them.
- CP2 Firing squad stopped lighting, began running, dropping tools.
- CP3 Dozer push-out.  
- fusee stick
- CP4 Gear dropped and scattered.  
- 8 unburned fusees  
- 1 burned fusee  
- 1 burned headlamp
- CP5 Burned remains of Christensen's line pack.
- CP6 Christensen unfolds shelter, shields herself with it, calls for help.
- CP7 Melted vinyl shelter cover.
- CP8 Deaton's approximate location when Christensen saw him when smoke shifted.
- CP9 Naar, Horton, Deaton fall to ground.  
- 1 canteen  
- 5 unburned fusees  
- vinyl package and pull-tab for shelter
- CP11 Safety zone

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## Evaluation (Please submit to Facilitators at the completion of today's Staff Ride):

Were the Participant Guides sufficient? Do you have any suggestions on additions, omissions or areas in the guide which can be improved?

Was the Facilitation of today's Staff Ride appropriate? Did the facilitators adequately foster a "lessons learned" environment?

Was the level of pre-course work too difficult? Too easy?

Did the logistics and overall outline of today's Staff Ride run smoothly? If not, could you please provide some suggestions for the future?

Additional Comments:

