

State of Colorado

Certified All-Hazard Incident Management  
Team (IMT) Administrative Plan

11/15/16



**COLORADO**

**Division of Homeland Security  
& Emergency Management**

Department of Public Safety

## Executive Summary

The purpose of the Colorado Incident Management Team (IMT) Program is to support the citizens and visitors of the State of Colorado in time of crisis or need. A state-certified incident management team (IMT) consists of personnel who have met specified standards of training and performance; these team members represent various disciplines and organizations. Teams receive certification through the Division of Homeland Security and Emergency Management (DHSEM). When activated, IMTs work for the agency (or agencies) having jurisdiction (AHJ).

Between 2012 and 2015 Colorado had five Presidential disaster declarations due to natural hazard events. Colorado's five state-certified IMTs have a history of providing incident management expertise and surge capacity during these disasters and other planned and unplanned events. This has had great benefits for the State and local communities, some of whom lack the resources to effectively manage a complex event. Having the added capacity of the IMTs at crucial periods when the complexity of an event is growing rapidly has proven to save lives, reduce disaster losses, and resulted in faster incident stabilization with lower cost and faster recovery.

Colorado IMTs are geographically and strategically positioned across the state. When assistance is required, the teams (either in part or as a whole) can be activated through the DHSEM Office of Emergency Management. As the perceived size, complexity, and/or duration of an incident changes, the need for different levels of management support may be necessary. Care is taken to match the incident management capabilities needed with the resources being sent. This increases efficacy and reduces cost.

Standardization between the five teams is important to the State of Colorado. These teams are used interchangeably and members from one team commonly support another.

This document sets forth the expectations that state-certified IMTs should meet. Areas of expectation include team administration, team certification, team training and exercise, incident mobilization, incident response and demobilization, and proper procurement and reimbursement. This document also describes administrative processes the State will use.

Over the past 10 years, Colorado's IMT Program has supported the development and improvement of IMTs through the use of federal grant sources. These funds, along with local funds, and the dedication of team members from all levels of government, have built five state-certified Type 3 teams that are flexible, efficient, and effective.



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## Purpose

This document sets forth State expectations, procedures, and guidelines for the administration, guidance, and support of State-certified Incident Management Teams (IMTs). All mentions of IMTs in this document specifically refer to State-certified all-hazard IMTs unless otherwise stated.

## Scope

This document describes the procedures and processes the State uses when interacting with IMTs during preparedness activities, mobilization, incident management, demobilization, and reimbursement. This document does not address how teams are managed at the local or team level.

This document sets forth State expectations for IMTs. Areas of expectation include:

- Team Administration;
- Team Training and Exercise (contained in Appendix C: All Hazards Incident Management Teams Training and Exercise Guidance); and
- Incident mobilization, response, and reimbursement.

For the purpose of consistency, this document provides the processes and guidelines IMTs and the State will follow. These include:

- Incident mobilization, response, demobilization and reimbursement;
- Workers' Compensation and liability;
- Procurement of goods and services;
- Team Certification / readiness; and
- Non-incident reimbursement.

This document also contains the support that is or can be provided by the State. There is an understanding that this program has no dedicated funding source and that some areas of state support are contingent on funding availability. Areas of support outlined here include:

- IMT Coordination
- Stakeholder Education
- Funding

## Authorities

- Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled as the Colorado Disaster Emergency Act of 1992
- Governor's Executive Orders
- Colorado Hazard and Incident Response and Recovery Plan (State Emergency Operations Plan)
- 2016-2017 All-Hazards Resource Mobilization Annex

Pursuant to Colorado Revised Statutes (CRS) 24-33.5-704, the Governor of the State of Colorado is responsible for meeting the dangers to the state. Disaster emergencies can arise from natural, technological, or human-caused threats and hazards, which can result in loss of life, destruction of private or public property, environmental degradation, and economic loss. A disaster emergency shall be declared by executive order or proclamation when a disaster has occurred or a threat is imminent.

A Governor's executive order or proclamation of a disaster emergency shall activate the Colorado Hazard and Incident Response and Recovery Plan (formerly known as the Emergency Operations Plan) and associated emergency policies. This shall be the authority for the deployment and use of resources to which the plans apply. This also provides for the use or distribution of supplies, equipment, and materials and facilities, which are assembled, stockpiled, or arranged to be made available during a disaster emergency.

In addition to any other powers conferred upon the Governor by law, the Governor may:

- Suspend the provisions of any regulatory statute prescribing the procedures for conduct of state business or the orders, rules, or regulations of any State agency, if strict compliance with the provisions of any statute, order, rule, or regulation would in any way prevent, hinder, or delay necessary action in coping with the emergency;
- Use all available resources of the State government and of each political subdivision of the State as reasonably necessary to cope with the disaster emergency;
- Transfer the direction, personnel, or functions of State departments and agencies or units thereof for the purpose of performing or facilitating emergency services;
- Subject to any applicable requirements for compensation under section 24-33.5-711, commandeer or use any private property if the Governor finds this necessary for the preservation of life or other disaster mitigation, response, or recovery;
- Prescribe routes, modes of transportation, and destinations in connection with evacuation;
- Control ingress to and egress from a disaster area, the movement of persons within the area, and the occupancy of premises therein;
- Make provision for the availability and use of temporary emergency housing, among other statutory powers.

The Director of the Division of Homeland Security and Emergency Management (DHSEM) or his/her designee, may mobilize a State-certified IMT at state expense for special events, training and exercises, anticipated or current disaster emergencies in Colorado, or to ensure public safety, using preapproved funds from the Resource Mobilization Fund (RMF) or Disaster Emergency Fund (DEF). Mobilization may be in support of local jurisdictions, state agencies, or federal agencies, or pursuant to the Emergency Management Assistance Compact (EMAC). This mobilization is generally done in collaboration with other AHJs.

Authorities vested in a State-certified IMT shall be conferred pursuant to a written delegation of authority, delegation to manage, scope of work, or other agreement, provided to an Incident Commander by the Agency Administrator(s). This agreement should provide objectives, priorities, expectations, constraints, spending authority, and other powers and duties. A verbal delegation of authority may suffice for up to 72 hours before a written delegation is required. A team's scope of work may also be defined in a state resource order.

## **Plan Development Process**

This plan was developed with input from an interagency working group assembled by the Colorado Incident Management Team/Emergency Operations Center (IMT/EOC) Committee. The plan development working group consisted of the Colorado Division of Homeland Security and Emergency Management (DHSEM), Colorado Division of Fire Prevention and Control (DFPC), Jefferson County IMT, Southwest IMT, Boulder IMT, Eastern Colorado IMT and the Northwest IMT. All potential changes will be reviewed and, if accepted, noted in the record of change and incorporated into the plan during the next scheduled update.

## Introduction

### ***State-Certified All-Hazard Incident Management Teams (IMTs)***

A State-certified IMT consists of personnel who have met specified standards of training and performance. Team members represent various disciplines and organizations. Teams receive certification through the Division of Homeland Security and Emergency Management. Standardization between the five certified IMTs is very important to the State of Colorado because these teams are used interchangeably and members from one team commonly support another. Throughout this document, all mentions of incident management teams (IMTs) specifically refer to State-certified all-hazard IMTs (regardless of team type), unless otherwise stated.

IMTs are geographically positioned across the state. When assistance is required, the teams (either in part or as a whole) can be activated through the Colorado Division of Homeland Security and Emergency Management (DHSEM), Office of Emergency Management (COEM). Care is taken to match incident management capabilities needed with resources being sent as this increases efficacy and reduces cost.

When activated, IMTs work for the agency (or agencies) having jurisdiction (AHJ). After an incident occurs, members of the initial response agencies provide a basic management function upon arrival. As the perceived size, complexity, and/or duration of an incident changes, the need for different levels of management support may be necessary. Teams are expected to manage the overall incident as laid out in a delegation of authority or other agreement. The IMT may manage incident resources directly with a single incident commander or by working in a Unified Command model.

### ***Colorado Incident Management Team Program***

The intent of the Colorado Incident Management Team (IMT) Program is to support the citizens of and the visitors to the State of Colorado in time of crisis or need. Between 2012 and 2015, there were five Presidential Disaster Declarations in Colorado due to natural hazard events. Colorado's five State-certified IMTs have a history of providing incident management expertise and surge capacity during disasters, emergencies and planned events. This has held great benefits for local communities (some of whom lack the resources to effectively manage a complex event) and the State. Having the added capacity of the IMTs at crucial periods when the complexity of an event is growing rapidly has proven to save lives, reduce disaster losses, and resulted in faster incident stabilization with lower cost and faster recovery.

### ***The Evolution of IMTs***

Colorado has a long history of using federal wildland fire-focused IMTs for large complex wildland fires. Although used on all hazard incidents from time to time, the challenges that result are numerous.

Nationally, the concept of an all-hazard IMT prior to September 11, 2001, was limited to California (these were mostly wildland fire based). After 9-11, all hazard IMTs started to develop in high risk areas like New York and Washington DC. Incident managers in Colorado realized the need for cost effective teams trained to respond to all incidents, including those at the local level. With some help from the federal fire community, Colorado's All-Hazard IMT Program was born, led by Jefferson County and a coalition in Northwest Colorado. Subsequently Hurricane Katrina generated a national discussion around the need for local Type 3 teams. From this discussion, FEMA Region VIII took on a national pilot project to develop all-hazard incident management teams on a state level. The Eastern Colorado IMT and Southwest IMT were developed and certified using funds from this program. The Jefferson County Team and the Northwest Team, already established, further increased their capabilities with these funds. The

Boulder IMT developed independently from the state process and was supported by jurisdictions in Boulder County. Colorado's IMT program has been pioneering the all-hazard way since 2005.

Like Colorado, in many other areas across the country, Katrina was the catalyst for IMT development funding. Today multiple teams exist and are used in many states. Like Colorado's teams, these teams are primarily for quick response and relatively short-term use within their own state.

Over the past 10 years, Colorado's IMT Program has supported the development and improvement of IMTs through the use of federal grant sources. These funds, along with local funds, and the dedication of team members from all levels of government have built five State-certified Type 3 Teams that are flexible, efficient, and effective. Members are cross trained in different positions and disciplines. They respond and train with other Colorado IMT's regularly; this also includes involvement with some of the local Type 4 teams. They have a good understanding of local and state government process, including resource management, situation reporting, multi-agency coordination, and joint information management. They also have an in-depth understanding of the incident command system and its flexibility and standardization.

As of 2016, Colorado's five all-hazard Type 3 IMTs have close to 300 members statewide. These teams are geographically positioned around the state to afford maximum availability in the event of a disaster emergency. Teams vary in size, depending upon the unique requirements of each region, the availability of interested team members, and local/state agency support. Most importantly, Colorado's IMTs are available to support all communities across Colorado, not just the areas the teams are based. During the 2013 floods, Colorado's most costly natural disaster, four of the IMTs were deployed.

For continued success, there must be cooperation and support from all stakeholders. A team requires a reciprocal relationship between the teams, team members, team members' sponsoring agencies (most members have an agency sponsor), and the State. Resources are needed to maintain desired capability, and to ensure team members are properly qualified, equipped, and able to deploy on a moment's notice.

## **Administration**

### ***State IMT Coordination***

DHSEM staff have assigned roles with respect to IMT administration. Roles include working with the IMTs for the purposes of coordination, enhancing capabilities, synchronizing processes, establishing best practices, collaborating on training and exercise opportunities, identifying funding needs, mobilizing the teams, and working with the teams during deployments. This includes participating or helping facilitate coordination meetings or calls.

High-level oversight of the coordination efforts led by DHSEM are the responsibility of the Chief of Operations. If a request for an IMT is approved and activated through the state resource mobilization system or the Emergency Management Assistance Compact (EMAC) process, a logistics staff person will process the request and coordinate the state's efforts. After an IMT is activated by DHSEM for the sole purpose of in-state use, a regional field manager serves as the State's agency administrator. All IMT training and exercise functions coming through DHSEM are the responsibility of an assigned IMT training specialist. WebEOC system administration (the resource mobilization system software) is the responsibility of the DHSEM operations team.

## ***Team Administration***

State-certified teams are **required** to have the following:

- Administrative structure and associated governance
- Personnel rules and processes
- Code of ethics
- Non-discrimination policy to include the Americans with Disabilities Act
- All team members must be covered by a workers' compensation policy
- An annual readiness assessment (readiness matrix)
- Standard member application process
- On-boarding procedures
- Member credentialing, to include identification/credential recovery and deactivation, in accordance with the State of Colorado Identification and Credentialing Program
- Member notification process
- Member statusing process
- Team mobilization process
- Team members will be rostered in WebEOC with complete profile information
- Team equipment appropriately insured in accordance with state law
- A policy on information management to include: social media use, email/text use, confidential information management, and electronic records maintenance, storage, and retention
- Internal team reimbursement procedures (to move reimbursement funds from the fiscal agent to the member)

It is **suggested** that State-certified teams also have the following:

- Team members listed in ROSS as at least a Technical Specialist (THSP); accomplished by having a DFPC Fire Management Officer export a team member's Incident Qualification System (IQS) record to ROSS
- Team website, email, and other public communications outlets

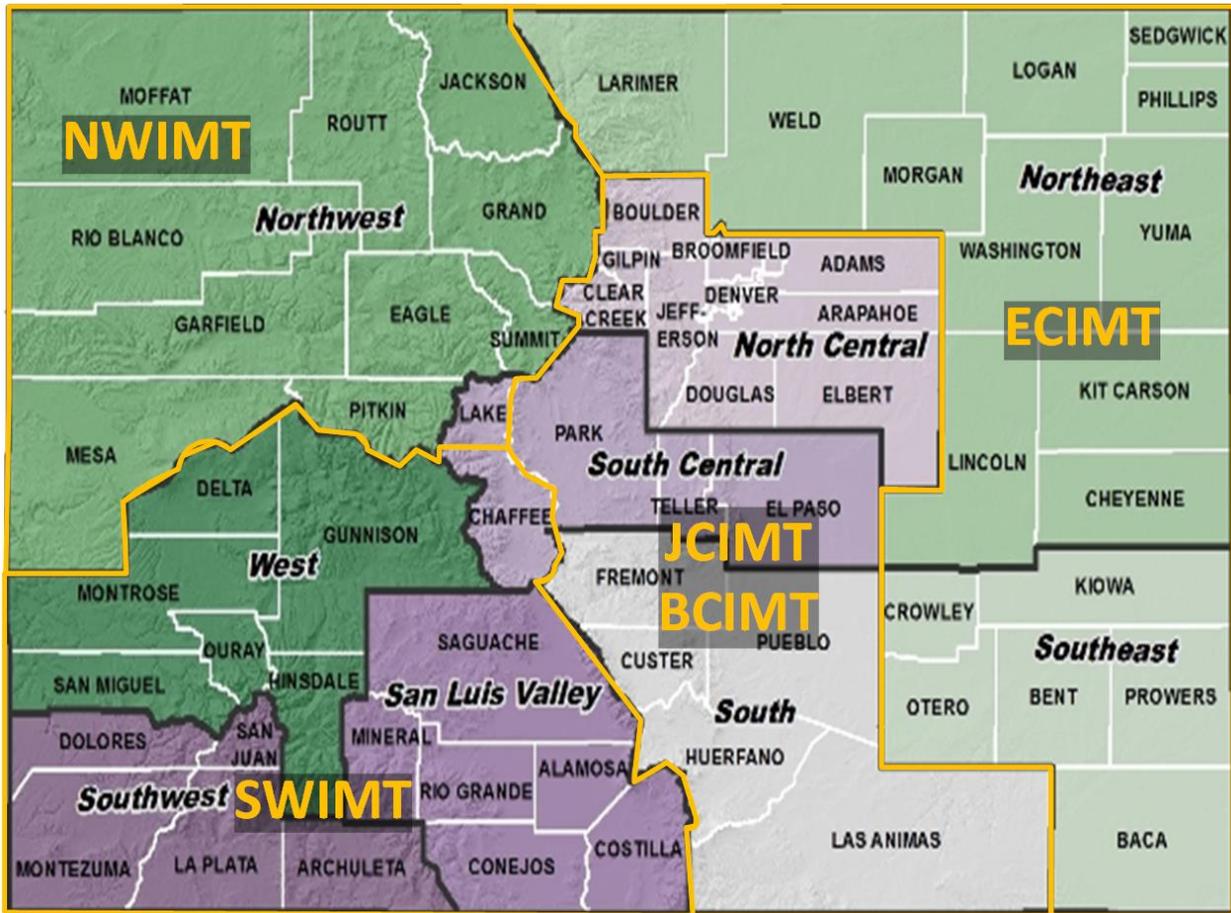
## ***Team Members***

It's important that teams vet their membership. Teams must ensure, in their best determination, that their members are fit to work in an environment where accountability, trust, and high moral standards are of the utmost importance.

## ***Membership on Multiple IMTs***

Members of the state-certified IMTs in Colorado may be rostered and fully participate in as many IMTs, of any typing level, as they choose. Those members who choose to participate on multiple state-certified teams must let their team coordinators know which one team will count them toward the state-required IMT Readiness Matrix. As a courtesy, all team members should notify their respective team coordinators when they deploy with another team.

The following map depicts team administrative boundaries. These should be used for administrative purposes, as team members generally have existing relationships with local jurisdictions.



### **Team Certification Processes**

Teams are certified by DHSEM and retain certification as described below.

#### **Team Certification**

It is the goal of the program to have at least two deep in every command and control position. Teams complete the Readiness Matrix and demonstrate they have a minimum capacity of two deep in most command and general staff positions. At least one of the two positions should be fully qualified; having either an AHIMTA or NWCG completed taskbook signed off. Once a team has completed the Readiness Matrix, the team will undergo an evaluation of its ability to perform in its respective positions during an exercise. Following the exercise the evaluation, Readiness Matrix, roster with documented team members' qualifications, list of exercises, incidents, and planned events, and a Team Certification Application are sent to DHSEM for review.

#### **Re-Certification**

Every five years, teams will re-submit a current Readiness Matrix, roster, list of assignments, incident action plans, after action reviews for each incident, exercise, planned event and proof of compliance with this document (see required team administrative expectation and required team training and exercise expectations). At least one assignment must be a multi-day deployment. Team evaluations and incident narratives shall also be submitted. All current teams will re-certify by 12/31/2017 and then again in 2022.

## **De-Certification**

In the event a team cannot meet the re-certification criteria, it will be placed on a one-year probation status. During that year, at any time, the team may resubmit its documents for review to gain re-certification. In the event it cannot meet the re-certification criteria at the end of one year, the team is no longer State-certified. Requirements to be reinstated as a State-certified team are the same as the new team requirements for certification. Team coordinators are encouraged to be transparent in the operational readiness of their teams with DHSEM and the other coordinators. With cause, DHSEM may require a team recertify prior to their regular five-year re-certification.

## ***IMT Readiness Matrix***

The IMT Readiness Matrix is a tool used to assess the overall readiness of IMTs. It is also designed to provide the Incident Commander/Team Coordinator with the general readiness measure of certain individuals on the team. The Readiness Matrix (RM) will be submitted to DHSEM by January 31 of each year. This will provide an assessment of the ability to deploy teams and team resources on an annual basis. The RM is also required as part of the documentation to be submitted for the five year team recertification process. The gaps identified in the RM should be used in the training and exercise planning for each year.

## **Team Training and Exercise**

The DHSEM All-Hazards Incident Management Teams Training and Exercise Guidance document is incorporated by reference. The document sets forth recommended best practices with the common goal of strengthening capabilities and enhancing capacity building of teams to respond to a variety of all hazards incidents. In support of this goal, funding will, at times, be made available to assist teams in attending training and for conducting and participating in exercises. When funding is available, DHSEM can provide support for training and exercises that arise out of a collaborative and planned effort and that address documented team training and exercise needs. Following best practices, supporting common operating procedures, and exercising the State's and local jurisdictions' processes and procedures will strengthen teams and their partnerships within communities and with the State. A methodical approach to document and plan training and exercise needs based on best practices and common objectives provides the ability to justify grant requests and increases fiscal accountability, which assists the State in continuing to support state-certified IMTs. This document includes recommended best practices for team training and exercises and identifies established procedures for requesting funding for training and exercises that meet team needs and align with state objectives, processes and practices.

## **Mission Ready Packages**

One project DHSEM is considering in the near future is developing additional Colorado-specific all-hazard IMT Mission Ready Packages (MRPs). MRPs describe specific response and recovery resource capabilities that are organized, developed, trained, and exercised prior to an emergency or disaster. Besides creating efficiencies with identifying and mobilizing resources, MRPs may be used by the State, local governments, and IMTs to educate those not familiar with IMTs on the use and capabilities they offer.

## **Public and Stakeholder Information**

The State currently has a webpage on the DHSEM website under Emergency Management -> Logistics titled *Incident Management Teams*. This page provides an introduction and overview of IMTs. DHSEM has

persons on staff capable of answering basic questions on IMTs. In addition, OEM recommends State-certified IMTs always have an available public point of contact that can respond to inquiries. IMTs should always be prepared to answer questions related to use, capabilities, and mobilization, including those questions related to delegations, position descriptions, anticipating needs, and estimates of costs per day.

## **Financial Considerations - IMT Funding**

Funding for the State-certified IMTs may come from various sources, including:

- Grants
- Sponsor-agency funds
- Mixed funding from various federal grants managed by the State
- Contributions from other State agencies
- Fundraising
- Donations
- In-kind contributions

The majority of the funds coming from DHSEM are through federal grants. These are variable and fluctuate from year to year.

Funding provided from the State, depending on the funding source, may be used for various activities/items. These activities/items need *prior* approval. These include:

- Training
- Exercises
- Workshops
- Symposiums/Conferences
- Planned events
- Anticipated incidents
- Colorado Wildland Fire and Incident Management Academy
- Equipment
- Travel (including for coordinator meetings)
- Uniforms
- Limited administrative needs

For events, if funding is authorized, team members deployed as trainers, trainees, mentees, evaluators, or mentors may receive reimbursement for travel, lodging, per diem, tuition, registration, and/or salary.

## **Procurement of Goods or Services**

### ***Incident-Related (Emergency) Procurement***

When procuring goods and services related to incidents (during emergencies), the following should be considered and understood by anyone approving orders on behalf of the IMT:

- Disaster emergency declaration status of any or all agencies having jurisdiction may influence procurement policies.
- Procurement policies and emergency procurement policies of all agencies having jurisdiction, including the State of Colorado.
- Federal procurement policies, if there is any chance federal funds may be used.

- If procurement policies from multiple jurisdictions are relevant to the incident, the most restrictive policy should always be adhered to.

### ***Non-Incident Related Procurement***

State funding may be derived from Federal funds. When IMTs use Federal funds to procure goods or services unrelated to incidents, the more stringent procurement rules between the local, State and Federal standards must be followed. In such cases, financial thresholds may require quotes from multiple vendors and/or a competitive bid process. Purchase of food will require an Official Function Form and attendance documentation, such as a sign-in sheet or individually initial attendance roster. Receipts for actual costs are required as part of reimbursement requests. Funds advances are not permitted. Consultation with DHSEM is encouraged prior to any purchases.

### ***Federal Procurement Rules***

IMTs interested in spending Federal funds must become familiar with Federal procurement regulations. These regulations are found in 2 CFR (Code of Federal Regulations) Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

## **Matching Incident Need to State IMT Capability**

Many factors influence incident complexity; this, in turn, drives the requirements of incident management. These needs can often be filled by local or mutual aid resources. When these resources are not available or a different capability is required, the IMTs may be used. The goal is to match the capabilities needed by the incident with the resources available and to do so in a time- and cost-effective manner. Field staff from DHSEM and other State agencies (Division of Fire Prevention and Control, Colorado Department of Public Health and Environment, etc.) will coordinate with the other AHJs to determine the appropriate makeup of the team or IMT overhead.

The State will use the following principles when deciding what IMT resources to order:

- An incident complexity analysis will be reviewed or completed in conjunction with the other AHJs (Approved state complexity analysis documents are found in Appendix F of the Colorado Resource Mobilization Annex<sup>1</sup>).
- When applicable, a full team will be considered and ordered instead of ‘staggering’ members in over time.
- Other AHJs priorities should be incorporated.
- Functional subject matter experts may be consulted.
- Operations being conducted and special management requirements for specific management positions (hazmat certification, national wildland fire coordinating group qualifications, search and rescue certification, etc.)
- Funding availability is considered. Sources could include resource mobilization funds, disaster emergency funds (including the emergency fire fund), local funds etc.
- Mission Ready Packages can be used as a base template to work from when considering management resources. These packages include an approximate cost for resources in the package; actual cost will be based on personnel rates and time worked. As common management needs are identified, additional mission ready packages can be developed.

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<sup>1</sup> <http://www.dhsem.state.co.us/emergency-management/logistics/resource-mobilization>

- A lead IMT team member should be appointed whenever more than one IMT member is ordered. This should be done whether team members are mobilized at the same time or staggered. It is preferable that the team leader be from the team with the most resources engaged at the time of the initial order. It is also preferable that the team leader be incident commander or incident commander trainee qualified if more than five members are ordered. The Team Leader is responsible for ensuring the appropriate use and management of State IMT resources.
- Trainees will be considered and used, as appropriate, for the incident. Trainees should first come from priority lists maintained by teams.

## **Incident Mobilization**

DHSEM is the lead state agency charged with activation and mobilization of all hazard IMTs at the State level. Teams are mobilized following the State IMT Mobilization Process. This process is a cooperative effort between a DHSEM field manager, a DFPC fire management officer, the DHSEM logistics section, and the State IMT coordinators. Within a reasonable window of opportunity, the state will try to mobilize team members from one team at a time to a specific location.

State-certified teams are **required** to:

- Be self-sufficient for 72 hours (able to procure food, lodging, and transportation, if needed).
- Be ready to deploy for five days, excluding travel, unless otherwise discussed.
- Be capable of having key personnel respond within two hours of a request. This will vary with the incident but should include an incident commander and an operations chief.
- Provide the fully burdened hourly rate for every member to being mobilized (this includes straight time and overtime, if member is eligible).
- Ensure all team members have a current State WebEOC login and are able to status themselves.
- Ensure mobilized team members have pertinent workers' compensation information with them, in case of an incident.

The DHSEM mobilization process may be found on the DHSEM website located at <http://dhsem.state.co.us/emergency-management/logistics/resource-mobilization>.

### ***IMT Status Request***

DHSEM may at times request teams update their members' status in WebEOC in anticipation of a team or single resource deployment. Factors to be considered for determining the readiness of teams may include the national, state, regional, tribal, or local planning levels and/or area severity. It will also take into account anticipated weather or human events, and the number of teams/members committed to incidents within or outside of the state. Teams may also choose to request their members status themselves, based on the current situation.

### ***IMT Notification and Status Process Overview***

Team members will be notified via their team's notification system, regardless of who is ordering the team. The notification will include as much information as possible at the time and a deadline to status for rostering. Upon notification team members shall log into WebEOC and status themselves on the Overheard board. Team coordinators will advise those chosen for the deployment of additional details as well as those not chosen that they can stand down.

### ***IMT Mobilization Process***

Depending on the type of deployment, travel may be immediate or scheduled for a later time. Team members shall remain flexible and monitor multiple communication methods for updates. Team members shall ensure they have adequate information regarding the deployment prior to departure, including a 213rr. The ability to receive email on phones will ensure up to date communications from State Logistics staff.

### ***IMT Selection In-State and Out-of-State***

When an in-state request for an IMT is received, the following process should be used for locating, activating, and mobilizing a team:

- a. The team whose administrative boundaries encompass the affected area will be considered first if a critical mass of team members is available and not involved in the initial response. The decision should take into account the impacted area and potential pull of members already engaged in response. (See map on page 10.)
- b. If the primary team is not available, a coordination call (or polling) will be completed to ascertain the status of teams across the rest of the state and their abilities to respond. Then, the best-able team will be deployed also taking into account the state of the State and response times.

When an out-of-state request is received (typically EMAC), a team rotation will be followed. The rotation will follow the numerical identifier of the teams. The next team in rotation will be the backup to the primary team that is on deck:

1. Jefferson
2. Northwest
3. Eastern
4. Boulder
5. Southwest

The team that is next in line for selection will be the “coordinating team” and will be responsible for obtaining the deployment requirements and coordinating with the other teams to assemble a roster with as diverse a group of statewide team members as possible. This should be done taking into consideration mission needs, incorporation of fully qualified members and trainees (if possible), and individual team readiness for another response in Colorado. There will always be an “on-call” coordinating team and a backup coordinating team. Should a team receive a potential request for an out-of-state assignment directly, DHSEM should be notified as soon as possible to assist with the coordination.

## **Incident Response and Demobilization**

### ***Agency Administrator for the State***

For State mobilizations of All Hazard IMTs, a DHSEM regional field manager will be the State’s agency administrator and point of contact with the IMT for all functions except wildland fire suppression. He/she serves as the primary communication link to the State. For an incident involving wildland fire suppression, a DFPC fire management officer will be the State’s agency administrator for the fire suppression function; a DHSEM field manager will be the State’s agency administrator for the consequence management functions such as evacuation, re-entry, security etc. For out-of-state deployments the agency administrator and point of contact will be determined at time of deployment.

## ***IMT Roles and Responsibilities***

The following pertain to IMT roles and responsibilities when deployed to an incident:

- Medical fitness for duty. Each team coordinator must be aware of the conditions of the assignment and must pass this information to team members before statusing to ensure medical conditions can be managed on assignment. For example: A team member might have medication which requires refrigeration; this must be taken into account when considering an assignment in an area with no power.
- Teams work for the agencies having jurisdiction (AHJ).
- Teams prioritize excellent customer service.
- Teams use current National Incident Management System (NIMS) processes and practices (including incident-within-an-incident procedures).
- Teams perform tasks to current professional standards.
- Teams interact with activated EOCs.
- Teams conduct incident reporting via WebEOC; this may go to the activated EOC or the State.
- Teams follow the State Resource Mobilization Annex.
- Teams use local resource ordering processes of the AHJ when placing orders; however, if ordering directly through the State, teams use WebEOC for resource ordering.
- Teams ensure priority is given to information sharing and synchronization between team members and involved cooperators and stakeholders.
- Team members should be identifiable.
- Teams should have a basic equipment cache to operate for two operational periods without other support.
- Teams should be able to operate in situations without electricity, internet, or phone.
- Teams should be able to operate from a primitive base, with appropriate logistical support (tents, sleeping bags, portable toilets, food, and radio communications).
- Indoor lodging should not be expected and may not be reimbursed.
- Teams should ensure all command and general staff are familiar with WebEOC's operation and function.

## ***Emergency Management Assistance Compact***

EMAC deployments and reimbursements have specific requirements that are not limited to IMTs. Refer to the *State of Colorado Emergency Management Assistance Compact Administrative Plan, Deployment Considerations and Requirements* for details.

The *State of Colorado Emergency Management Assistance Compact Administrative Plan, Deployment Considerations and Requirements* may be found on the DHSEM website at [http://dhsem.state.co.us/sites/default/files/attachments/EMAC%20Administrative%20Plan%20-%202016-10-21%20IMPLEMENTED\\_0.pdf](http://dhsem.state.co.us/sites/default/files/attachments/EMAC%20Administrative%20Plan%20-%202016-10-21%20IMPLEMENTED_0.pdf).

Before deploying, IMT members mission-assigned through EMAC need to work with DHSEM Logistics staff to ensure they are credentialed in the State credentialing system.

## ***Injuries***

If a person becomes injured while on a deployment officially approved by DHSEM, that person, the team leader, or a team member should immediately contact the DHSEM logistics point of contact (POC) to report the incident.

Persons officially deployed through DHSEM using EMAC are covered by the State for workers' compensation. Persons not deployed through EMAC, whether at state request or not, need to maintain workers' compensation coverage through another entity as there is no guarantee the State will provide workers' compensation coverage. All IMT members are encouraged to know and understand their current status in regards to workers' compensation. IMT members who are not affiliated with an organization should obtain and provide their team proof of workers' compensation insurance and professional liability through a private vendor. When there is an understanding that the state is providing workers' compensation for team members, ensure that the state-issued 213rr or EMAC REQ-A specifically lists those individuals by name.

### ***Personnel Issues***

Deployed persons represent their organizations, the teams, and the State. Team coordinators and/or team leaders should report a personnel issue with a team member when the issue affects or could affect the assignment, deployment, or reputation of any of the above. An appeals process will be developed for a later version of this guide.

### ***Information Technology and Information Sharing During Incidents***

The following guidelines should be adhered to when IMTs are deployed to an incident:

- All correspondence, including email, used on any incident could be subject to discovery during legal proceedings and is subject to all provisions of the Colorado Open Record Act (CORA). Team members should not use their day-to-day personal email address for incidents.
- Confidential or law-sensitive information should only be shared using government systems.
- All information on WebEOC is for official government use only and should not be shared with the public, unless approved by the WebEOC source.
- Personal Social Media accounts should never be used to spread incident related information; all social media distribution should be in accordance with the delegation of authority or other management agreement, the team members' sponsor's policy, the team's policy, and in accordance with the incident public information officer.
- A master electronic file should be developed for each incident:
  - Folder should reside on government owned computer hardware.
  - Folder should be backed up regularly.
  - Both the backup and the master folder should be on drives that are encrypted, in case the computer hardware is misplaced.
  - Copies of this folder should be provided to each of the agency administrators when the team demobilizes.
  - The team should archive each incident file, in case information is needed in the future.
- All computers (including smart phones and tablets) used by IMTs should have the following:
  - Current and up to date operating system.
  - Active virus protection.
  - Active software-based firewall.
  - Encrypted hard drives (this capability is now built in to most common operating systems).
  - Licensed software.
  - Computers should be locked when not in use.
- If the IMT sets up a network, the following should be considered:
  - Any wireless networks should be secured by an encryption key.
  - "Firewall capabilities" of the wireless routers being used should be employed.

- Non-incident management personnel should not be on the network with the incident files; if responders need internet access, a separate network should be utilized.
- It may be beneficial to set up a network specifically for mobile devices.
- Network routers and switches should be kept in locations that can be monitored.

### ***IMT Demobilization Process Overview***

Upon a demobilization order, team members shall ensure all their tasks and paperwork is complete and submitted per the incident process. Team members shall ensure they receive an evaluation from the incident as well as other supporting documentation for position task book renewal. Upon return home, the deployed member shall ensure their team coordinator is informed, and re-status themselves in WebEOC.

## **Reimbursement Process**

For all incidents, teams will follow the State reimbursement process. All reimbursements are on a cost-neutral basis. This is the same process used by all cooperators and includes the same forms and timelines. This is a collaborative process with DFPC.

The DHSEM reimbursement process is located at <http://dhsem.state.co.us/emergency-management/logistics/resource-mobilization/reimbursement-packet>.

Team reimbursements for approved conferences, trainings, exercises, and limited preapproved administrative costs, shall follow the DHSEM Training and Exercise Reimbursement Process in the *State IMT Training and Exercise Guidance* (See Appendix B). Team reimbursements for approved, planned event support or anticipated incidents shall follow either the Training and Exercise Reimbursement Process or the State Reimbursement Process. The reporting method, in this case, will be identified prior to the mobilization.

## Appendix A: Acronyms and Definitions

Active Members: IMT members who have met the attendance requirements of their IMT.

Agency Administrator: An official responsible for governance in a jurisdiction. An IMT commonly works for this individual or their designee through a delegation of authority or delegation of management.

Agency Having Jurisdiction (AHJ): The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Anticipated Incident: An occurrence, natural or manmade, where a need for a response to protect life or property is predicted ahead of time.

CFR: Code of Federal Regulations.

CORA: Colorado Open Records Act.

Cost Neutral Basis: Funds expended equals funds reimbursed; no profit is made.

CRS: Colorado Revised Statutes.

DEF: Disaster Emergency Fund.

DFPC: Colorado Department of Public Safety, Division of Fire Prevention and Control.

DHSEM: Colorado Department of Public Safety, Division of Homeland Security and Emergency Management.

EMAC: Emergency Management Assistance Compact.

EOC: Emergency Operations Center.

Escalating Incident: An incident that continues to expand in terms of geography, scope, or consequence.

Fiscal Agent: The organization responsible for managing funds for an IMT. All State IMTs have a fiscal agent.

- For teams with a Lead Agency, this is probably also the fiscal agent.
- For teams without a Lead Agency, procure this service through contract or agreement.

IMT Overhead: Individuals with an identified position on an incident management team ordered independent of a team order. Also referred to as a Single Resource.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Individual Member Sponsor Agency: The organization that sponsors an individual team member to participate on an IMT. This agency is responsible for ensuring the member is covered by workers' compensation and appropriately backgrounded for incident management work.

IQS: Incident Qualification System.

Lead Agency: Jurisdiction that administratively claims ownership of an IMT. Some state teams do not have a Lead Agency. The lead agency is not necessarily the same as the Individual Members' Sponsor Agency.

**Mentee:** An individual who is advised, trained, or counseled by an experienced and trusted advisor. This individual is seeking knowledge in a certain section and generally the proficiency in a particular position; they generally have an open taskbook that is associated. This individual could also be assessing a position they want to pursue. They work directly with a qualified individual (mentor) in their section of interest. When appropriate, similar to a trainee, they should have the opportunity to work on open items in a taskbook. On incidents, mentees are generally not eligible for time reimbursement.

**Mentor:** An individual who is an experienced and trusted adviser to a person seeking knowledge in a certain section and generally the proficiency in a particular position (mentee). This individual is qualified in the section of their Mentee's interest. This individual, when appropriate, should allow the mentee to work directly with them and, if applicable, sign off taskbook items.

**NIMS:** National Incident Management System.

**NWCG:** National Wildfire Coordinating Group.

**Planned event:** A scheduled nonemergency activity (e.g., sporting event, concert, parade etc.).

**OEM:** Colorado Division of Homeland Security and Emergency Management, Office of Emergency Management.

**OP:** Colorado Division of Homeland Security and Emergency Management, Office of Preparedness.

**POC:** Point of contact.

**Team Administrative Boundaries:** The geographic area covered by a state-certified IMT. This is also the area a team actively recruits from. The state is divided into areas for each team.

**RMF:** Resource Mobilization Fund.

**ROSS:** Resource Ordering Status System.

**State-Certified Teams:** Teams that have been credentialed by the State of Colorado through the certification process.

**Team State Funding:** Monetary aid provided by the State of Colorado to a state-certified IMT for pre-approved team expenses. This is generally in the form of a reimbursement to a team fiscal agent or an individual member sponsor agency.

**Team State Support:** Coordination assistance provided by the State of Colorado to IMTs.

**Trainee:** An individual seeking proficiency in a particular position. This individual has an open Taskbook and works with a fully qualified person (trainer) in the same position they seek. They should work with the trainer and, when appropriate, perform in the position they seek. They should have the opportunity to complete items in their taskbook. On incidents, trainees are eligible for reimbursements in the same categories as their qualified trainer.

**Trainer:** A qualified individual who is working with a person seeking the same qualification (trainee). This individual, when appropriate, should allow the trainee to perform in their position and, if applicable, complete taskbook items.

**WebEOC:** Crisis management software used by the State of Colorado.

## Appendix B: State Systems and Association POCs

The following is a list of systems that are available for team use.

### WebEOC

WebEOC is a web-based crisis information management system that provides secure real-time information sharing to help managers make sound decisions quickly. Information posted in WebEOC (aside from mission-ready packages) is under control of the posting agency and may not be disclosed to any party that does not otherwise have WebEOC access to the information without prior written consent of the agency that owns the information. The Colorado WebEOC system is managed by the Division of Homeland Security and Emergency Management, Office of Emergency Management. Among its other features, the Colorado WebEOC has a resource inventory and statusing function, allowing all emergency response and emergency management agencies the ability to find, order, and track resources through the system. Contact the State Emergency Operations Center for access.

Website: <https://webeoc.colorado.gov/eoc7/>

### National Interagency Dispatch / Resource Ordering Status System (ROSS)

ROSS is the web-based national mobilization system and resource database of federal, state, county, and local resources. There are 12 regional Geographic Area Coordination centers across the country, and the Rocky Mountain Area Coordination Center (RMCC) is located in Lakewood, Colorado. Within the RMCC there are 10 Interagency Dispatch Centers, 6 of which are in Colorado (Craig, Durango, Ft. Collins, Grand Junction, Montrose, and Pueblo). This system is predominately a fire service system, but it has and can be used for all-hazard incidents under certain authorities. Future versions of ROSS will be moving towards an all-hazard system. ROSS lists aircraft, hand crews, personnel, equipment, and supply resources from across the nation. State, county, and local resources from Colorado that have a valid Cooperative Resource Rate Form (CRRF) agreement with the State of Colorado are listed in ROSS. Resources are statused within ROSS for deployment and data is managed at each interagency dispatch center. This system is a Web and server database access with limited view ability without special consideration (Secured access). The system has web-based statusing, and is good for just in time statusing of resources.

Website: <http://famit.nwcg.gov/applications/ROSS>

### Incident Qualification System (IQS)

IQS is a web-based system that tracks incident qualifications, experience, taskbooks, and fitness levels for individuals within various organizations. This is one of the systems used to produce incident qualification cards and is the gateway to get personnel in the ROSS system. This system is mostly wildland fire based, although basic all hazard qualifications have been added. IQS also allows organizations to analyze training needs for incident management personnel.

This system is managed by the Colorado Division of Fire Prevention and Control (DFPC).

Website: <http://dfpciqs.state.co.us/IQS/Login.aspx>

## EMSystems

EMSystems is a web-based system managed by the Colorado Department of Public Health and Environment and is divided into two distinct areas: EMResource and EMTrack.

EMResource is a communications and resource management system specific to the health and medical fields. It is used in Colorado by emergency departments in hospitals, emergency medical service facilities, local public health agencies, and dispatch centers. Incident-specific resources can be easily tracked, such as decontamination capability, ventilators, pharmaceuticals and specialty services. EMResource equips all agencies involved in emergency medical response with essential real-time communication. EMResource greatly enhances Colorado's ability to respond to mass casualty incidents (MCIs) and public health events through improved communications.

Website: <http://www.emsystem.com>

## Swift Reach 9-1-1

SwiftReach 9-1-1 is a web-based notification system used by the State of Colorado to send internal and external partner notifications. The system can send messages to phones, via voice and text, as well as by email. Currently COEM uses this system to send IMT high priority notifications to the State IMT Coordinators. The Colorado Office of Emergency Management Operations section is responsible for DHSEM system administration.

Website: <http://swift911v4.swiftreach.com/Account/Login.aspx?ReturnUrl=%2f>

## Google Groups

Google Groups is an email list serve application the state uses to send and receive group email messages. Currently COEM used this system to send IMT email messages to the State IMT Coordinators.

Website: <https://groups.google.com/>

## Comprehensive Resource Management and Credentialing System (CRMCS)

This is a web-based system being used by the State of Colorado to provide State-Wide Credentialing. The system is currently under development and will use best practices in identifying individuals and their qualifications. The Colorado Division of Homeland Security and Emergency Management, Office of Emergency Management Logistics Section is responsible for administration of this system.

The system can also be used, both on-line and off-line, for incident accountability and resource management.

Website: <http://dhsem.state.co.us/emergency-management/operations/logistics/credentialing>

## Emergency Management Assistance Compact (EMAC)

EMAC is a national disaster-relief compact, ratified by Congress and adopted by Colorado Statute; CRS 24-60-2901. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of

Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become EMAC members.

EMAC offers assistance during governor-declared states of emergency through a system that allows states to send personnel, equipment, and commodities across state lines, to help disaster relief efforts in other states.

The State of Colorado Division of Homeland Security and Emergency Management; Office of Emergency Management – Logistics Section is responsible for maintaining a database of trained EMAC A-Team deployable members, training files and deployment records as well as being the State point of contact for all incoming and outgoing requests and coordination.

Website: <http://www.emacweb.org/>

## CO-WIMS

CO-WIMS is a web-based decision support system designed to support wildland fire operations decision making in Colorado. It may also be used on non-wildland fire incidents. It provides can provide near-real-time photos and heat (IR) imagery from Colorado's Multi-Mission Aircraft. This system is administered by DFPC.

Website: <https://sites.google.com/a/state.co.us/dfpc/programs-2/mma/mma>

# Appendix C: All Hazards Incident Management Teams Training and Exercise Guidance



**CO L O R A D O**

**Division of Homeland Security  
& Emergency Management**

Department of Public Safety

## **All Hazards Incident Management Teams Training and Exercise Guidance**

May 2015

## Overview

Colorado Division of Homeland Security and Emergency Management (DHSEM) recognizes the Colorado state certified all hazards incident management teams as valuable resources for managing incidents throughout the state and during intra-state assignments. As such, DHSEM currently provides guidance on credentialing, mobilization and reimbursement for teams. This training and exercise guidance document sets forth recommended best practices with the common goal of strengthening capabilities and enhancing capacity building of teams to respond to a variety of all hazards incidents. In support of this goal, funding will, at times, be available to assist teams in attending training and for conducting and participating in exercises. When funding is available, DHSEM can provide support for training and exercises that arise out of a collaborative and planned effort and that address documented team training and exercise needs. Following best practices, supporting common operating procedures, and exercising the State's and local jurisdictions' processes and procedures will strengthen teams and their partnerships within communities and with the State. A methodical approach to documenting and planning training and exercise needs based on best practices and common objectives provides the ability to justify grant requests and increases fiscal accountability, which assists the State in continuing to support Colorado's All Hazards Incident Management Teams. This document includes recommended best practices for team training and exercises and identifies established procedures for requesting funding for training and exercises that meet team needs and align with state objectives, processes and practices.

# Recommended Best Practices

## Training

- Teams have an identified Training Officer or similar position that reviews, addresses, and records training needs for which individual training plans are developed. Plans are developed for individuals that align with overall team gaps in positions.
- The IMT Readiness Matrix (Appendix A) should be completed annually to communicate the overall readiness of the team and of individual members. The Readiness Matrix should be used when developing a team's training and exercise plan.
- Team Coordinators and Training Officers will submit a team training & exercise plan and participate in an annual workshop facilitated by DHSEM, to discuss gaps and needs identified in the plans and to develop an overall team training and exercise budget request. The workshop promotes collaboration and cross training efforts, and associated estimated costs that can be submitted to the State for budget considerations.

## Exercises

- Capabilities should be exercised annually to address position specific functions, overall teamwork, and abilities to manage specific threats that have been identified at the local and state level.
- Teams should collaborate and train together in and out of assigned jurisdictions to foster teamwork amongst teams and to understand other teams' processes.
- DHSEM will assist in providing resources and access to exercises that teams can use or tailor to their specific needs.
- DHSEM may provide exercise development and design assistance to the teams' exercise planning committee if requested and if resources are available.
- Teams should submit the exercise request forms as part of the team T&E plan.
- After Action Reviews (AAR) should be conducted following common practices that include:
  - Conducting AARs during or immediately after each event.
  - Focus on stated training objectives.
  - Focus on team, leader, and section performance.
  - Integration with local jurisdiction.
  - Involve most participants in the discussion.
  - Use open-ended questions.
  - Are related to specific standards.
  - Determine strengths and weaknesses.
  - Link performance to subsequent training.
- The following objectives should be part of the exercise plan:
  - Situational awareness and assessment utilizing State processes including
  - WebEOC status summaries and ICS-209 preparation and submission.
  - Resource management and the State Mobilization Plan (State ordering processes, tracking of resources, processes between local, state, and federal systems).
  - Coordination between local entities, State entities and the team, using a whole community approach.

- Involvement of members from other teams in the exercise.

## Funding Opportunities

DHSEM may provide funding assistance for:

1. **Training and exercises identified in the IMT Training & Exercise Plan (TEP)** The TEP should include a prioritized list along with estimated costs for each course and exercise.
2. Colorado Wildland Fire and Incident Management Academy (CWFIMA)
  - An annual budgeted amount is allocated to send team members to the Academy to attend courses and fill trainee positions. This includes course registration fee and lodging.
3. Annual Colorado AHIMT Workshop
  - An annual budgeted amount is allocated to send team members to the workshop that includes lodging and meals.
4. Annual All Hazards Incident Management Training & Education Symposium
  - An annual budgeted amount is allocated to send two team members from each team to the AHIMTA annual symposium. Funding may include registration, lodging, travel and meals not provided by the symposium.
5. Other relevant training and exercise opportunities not previously identified

## Process for Requesting Funding

- Submit IMT Funding Request Form (Appendix B) to the DHSEM IMT Training and Exercise Coordinator.
- Include in the purpose statement the objectives of the exercise, and/or how the specific training/exercise addresses the needs assessment and identified gaps within the team.
- Submit the form no later than 45 days in advance of the event date.
- Approvals will be provided within 14 days of receipt of the request.
- IMT fiscal agent shall submit requests for reimbursements to DHSEM.
- Individuals traveling to the AHIMTA T&E Symposium will submit reimbursement using the State Non-Employee Travel Reimbursement Form (Appendix C)

## ***Training and Exercise Guidance Appendix A: IMT Readiness Matrix***

The IMT Readiness Matrix is used to assess the overall readiness of IMTs. It is also designed to provide the Incident Commander with the general readiness measure of individuals on the team.

**Measurement Variables:** Three measurement variables are used to measure team readiness: training requirements, currency and experience.

### 1. Training and Task Book Requirements:

Each position identified within the IMT has required training associated with it that is outlined in the Interstate Incident Management Team Qualification System Guide (IIMTQS). To be fully competent in a particular position the incumbent must have completed a Task Book. Many positions require the person's experience be observed and recorded by way of Position Task Books that have been issued by the All Hazards Incident Management Teams Association (AHIMTA). Tasks may be evaluated on a qualifying incident, during a qualifying simulation or exercise, and other appropriate work situations as long as there is a qualified evaluator and the job is being performed.

### 2. Experience and Qualifications with the Incident Command System:

This category of the rating is intended to indicate the incumbent's past experience in incident management. Many people may have had extensive experience with incidents, but due to the limited amount of time (12 hours or less) on the incident, ICS is not fully integrated. Incidents of two or more operational periods compel individuals to activate ICS and begin planning beyond the current operational period. Experience in the actual function for which the individual is working is of even greater value. Therefore, a person experienced in the operations on an incident needs to be able to transition to the plans or logistics or finance function to truly understand ICS.

### 3. Currency:

To prevent the degradation of knowledge, skills and abilities required to successfully carry out the responsibilities of a position, a person needs to perform that function or position at least once every 5 years. The currency requirement can be met through actual incident response with the Incident Management Team or by participation in exercises as required by the Incident Commander. The Incident Commander/Team Coordinator sets the number of exercises that are required of team members annually. Exercises should conform to the following guidelines:

- The exercise should adhere to Homeland Security Exercise and Evaluation Program (HSEEP) principles.
- The exercise or simulation must address at least two operational periods.
- This should include current real-time or compressed-time incident response oversight while simultaneously preparing an Incident Action Plan (IAP) for the next operational period.
- The actual exercise period does not have to last for more than one day as long as the IAP is completed for the next Operational period and an operational briefing is conducted.
- Scenario should be Unified Command, either multi-jurisdictional (preferred), or multi-agency in the same jurisdiction.

- The exercise should employ a number of situations that appear to be unplanned (HSEEP refers to these as “injects”). The role of elected officials and the media and public communications matters must be part of the exercise. ‘
- There should be an ordering process used for requesting resources outside the affected jurisdictions. The incident should require more resources for the next operational period than are available on the incident during the current operational period.
- All applicable ICS forms should be completed.

#### 4. Experience:

Completion of a Position Task Book is the measurement standard in the Experience Category of the IMT Readiness Matrix. Many positions require the person’s experience be observed and recorded by way of Position Task Books that have been issued by AHIMTA. Tasks may be evaluated on a qualifying incident, during a qualifying simulation or exercise, other appropriate work situations as long as there is a qualified evaluator and the job is being performed.

##### Variable Weights

- \_\_\_ Training and Position Task Book Requirements 40%
- \_\_\_ Experience and Qualifications 30%
- \_\_\_ Currency 30%

##### Team/Individual Readiness

These readiness indicators are to be treated as estimates of expected performance. Service norms will only be developed over time as actual team performance is assessed during incidents.

- \_\_\_ Green (3.5 to 4.0)
- \_\_\_ Amber (2.0 to 3.5)
- \_\_\_ Red (1.0 to 2.0)
- \_\_\_ Black (< 1.0) Scores at this level should only be reviewed for overall team training needs

The IMT Readiness Matrix is a tool to assist Incident Commander’s in gauging the overall readiness of their team and its members. It should be used as an internal planning tool to help identify and mitigate any observed gaps with team readiness.

