

**Eastern Colorado
All-Hazards Type 3
Incident Management Team**

Suggested Operating Guidelines FY 2011

DRAFT

Eastern Colorado

ALL HAZARDS INCIDENT MANAGEMENT TEAM -TYPE 3

Chad Ray and Bill Nelson, INCIDENT COMMANDERS

SUGGESTED OPERATING GUIDELINES

The intent of these Suggested Operating Guidelines document is to serve as a reference document for primary, trainees, alternate and/or substitute team members outlining how the Eastern Colorado All Hazards Type 3 IMT functions. It is not intended to duplicate or replace Manuals, Handbooks, or listings of duties and responsibilities of the various positions. The emphasis is to highlight team philosophy, working guidelines, procedures, and document how we will function as a team.

The ECIMT Suggested Operating Guidelines also has taken into account the Colorado Office of Homeland Security State Strategy, signed by the Governor of Colorado April 2008. The SOG accounts for the understanding of the Goal Champion and Goal Lead Concepts, the Universal Task Lists, Target Capabilities List, National Planning Scenarios and State of Colorado Critical infrastructure and Key Resource (CI/KR) for State agencies doctrines and will respond in accordance with these protocols.

To begin 2011 the Eastern Colorado Incident Management is one of three recognized and certified all hazards, type 4 IMT's (thru the Colorado Department of Public Safety / Division of Fire Safety) and as such is also referred to as Colorado Team 3 (COT3).

The 2011 document has been reviewed and approved by the Incident Commanders and ECIMT seven member advisory board.

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- ECIMT / Making the Team (**completed, needs to be added**)
- Team Emergency Contact Sheet (**completed, needs to be added**)
- Credentialing (Process, procedures, O- Numbers) (**completed, needs to be added**)

APPENDIX B: TEAM COMMUNICATIONS

- Monthly Test Page (**completed, needs to be added**)
- IC On call Rotation
- Video Conferencing

APPENDIX C: MOBILIZATION

- Team Cached Management (Nomenclature/ E—Numbers)
- Colorado Resource Mobilization Guide Information (ERI)
- ICS 213 Resource Request Form (**completed, needs to be added**)
- Logistics Contacts for all DHS purchased Command Vehicles
- Transitions and Transfer of Command (**completed**)
- Team Evaluation Form (**completed, needs to be added**)
- Colorado State Regional Boundaries Map (**completed, needs to be added**)
- NWCG Pilot Shadowing Program

EMAC Type 1 “A” Team Capability (**completed, needs to be added**)

2011 TEAM ROSTER

Updated July 1st, 2010

On file at State of Colorado Emergency Operations Center

EASTERN COLORADO IMT CONTACT INFORMATION

- 24 hr Contact Phone: 719-240-1531
- Fax: 303-362-7293
- E-mail chad.ray@state.co.us
- Address:

Colorado Division of Fire Safety
700 Kipling Street
Lakewood, CO 80215

COLORADO DIVISION OF EMERGENCY MANAGEMENT

- Day Phone: 720-852-6600
- Duty Officer 303-472-4046
- 24 Hr. Emergency Line 303-279-8855
- Fax: 720-852-6750
- Kerry Kimble, SEOC Plans Officer, 720-852-6604 (office) 303-472-7621 (cell)
- Address:

Colorado Division of Emergency Management
9195 East Mineral Ave.
Suite 200
Centennial, CO. 80112

EASTERN COLORADO IMT GUIDING PRINCIPLES

* Team members epitomize the interagency community, promote diversity, and represent a broad range of experience and expertise that include state, county and local emergency management agencies, special districts, municipal fire, and other cooperators. Our team adheres to the following principles:

* We are committed to provide safe, efficient and effective direction during all phases of operations.

* We are committed to effective communication, coordination and cooperation with the hosting agency(s) and other affected departments and organizations.

* We are committed to providing a safe work environment, free of harassment, and valuing diversity.

* We strive to build depth in the Northeast, South, Southeast all hazard regions of Colorado by providing training opportunities when appropriate and support local involvement in incident management operations.

* We will consider timeliness, cost, efficiency, and host agency(s) direction while acting in accordance with safe and appropriate actions from mobilization through demobilization.

* We will continually seek out all stakeholders and local expertise to achieve the agreed upon objectives and goals of the incident.

* We will strive to assist host agency(s) with safe and appropriate transitions, Delegation of Authority, All-Hazard Situational Awareness, and other supporting incident documentation with consideration to local agreements, plans, and partnerships.

The Team Mission Statement:

Provide commitment to all-hazards incident management and achieve excellence in training and response.

TEAM WORKING GUIDELINES

This incident management team stresses all-hazards response safely, efficiently and effectively. The 10 Standard Fire Orders, the 18 Watch-Out Situations and numerous additional safety precautions from the various professional disciplines within the all hazards, emergency response communities are adhered to at all times.

These disciplines include but are not limited to fire, law enforcement, public health, public works, and emergency management. The team is committed to "Zero Tolerance" of carelessness and unsafe actions. Watch out for the potential failures associated with all-risk emergency response operations.

All team members will become familiar with the team Suggested Operating Guidelines.

The incident organization is staffed for effective achievement of the objectives and direction of the responsible agency (as outlined in the Delegation of Authority, All-Hazard Complexity Analysis, and other documents). We will make a commitment to effective communication, cooperation and coordination with the affected jurisdiction and cooperators. Every effort will be explored to seek out all stakeholders and local expertise to achieve the agreed upon incident objectives.

Team members are the technical experts in their disciplines. The Incident Commander is the facilitator. Command, General Staff, Unit Leaders, and Supervisors are committed to teamwork, keeping appointments, and assisting each other with incident needs. Differing ideas/options will be presented in a positive and constructive manner. New ideas are always solicited.

The team is professional and attentive during the transition phase and throughout the duration of the incident. We provide or obtain information from outgoing/incoming teams and/or local jurisdictions in a cooperative, courteous, and considerate atmosphere.

Each team member will be evaluated on effective and quality communications, supervision, and teamwork. Performance evaluations are completed within an appropriate time period.

Consideration of the impact to the hosting unit and community is considered in the management of the incident. The focus of managing the incident is to help the agency having jurisdiction achieve objectives while leaving a positive view of the incident management team with them and the community. Many times we may be managing the incident and educating the local jurisdiction at the same time. Every attempt will be made to incorporate local jurisdiction trainees and other cooperators into the team.

Each and every individual and position is important on an incident. Equal treatment is a right;

discrimination and harassment are not tolerated and immediate resolution should be expected.

The Information Officer provides background information, informs the public and first responders and unites the media with the primary sources, rather than becoming the news.

The Safety Officer and Incident Commander will review the mitigation measures and monitor compliance.

HUMAN RIGHTS/HARASSMENT/DISCRIMINATION

The Incident Management Team fully supports EEO and will not tolerate any form of harassment or discrimination. We need to include this statement in our Incident Action Plans (IAPs), post it on all bulletin boards, and announce it at our briefings. The Incident Commander (trainee) will assume the Human Resource Specialist (HRSP) duties unless these responsibilities are delegated to another team member or a HRSP. When assigned, the HRSP will be a member of the Command and General Staff. All Team members are personally responsible for the creation and maintenance of an environment free of discrimination and inappropriate behavior.

AVAILABILITY

Team members are encouraged to be available as needed during incidents or events. Team members are expected to be available for 3-7 days assignments when activated.

LENGTH OF ASSIGNMENT/EXTENSION OF DUTY

Incident assignments should not exceed 7 days, excluding travel. However there may be situations where life and property are so imminently threatened, or response objectives are close to being met, that an exception is necessary to smoothly allow for replacements. The Incident Commander will document, gain approval from home unit agency administrators, and include the justification in the incident records, for any assignment that exceeds 7 days.

MOBILIZATION

Team members are encouraged to drive to assigned incidents providing they adhere to the Work/Rest Guidelines and their agency driving regulations. Every attempt should be made to partner-up and travel with other Team members. **All team members are encouraged to obtain authorization to drive agency vehicles when activated, or privately owned vehicles to all incidents within the region.** If an E-number is not issued at time of dispatch, an E-number can be assigned at the incident. The statewide mutual aid radio talkgroup (MAC 21) is available as a travel radio talkgroup.

When notified of a possible assignment, the Incident Commander and Planning Section Chief will work with CDEM State Emergency Operations Center (SEOC) personnel to ensure team is ordered with appropriate equipment identified on the resource order (AOV, cell phones, laptop, go-kits, etc.). If possible, the IC will schedule a conference call with available C&GS members and the agency administrator(s).

Team members should not begin travel until they have received a Resource Order from the assigned Incident Commander. The requested team member is expected to notify their home unit of the resource order. All travel will be in close coordination with the team member's home unit.

The team's electronic emergency notification system will be used when applicable. The system can

be used when emergency immediate notification is needed to team members. The message will come to your mobile phone or pager in the form of a text message.

For additional detailed information see appendix B and C of this document.

DRIVING REGULATIONS

In addition to individual agency policy, Eastern Colorado IMT uses the following additional guidelines:

1. To manage fatigue, every effort should be made to conduct mobilization and demobilization travel between 0500 hours and 2200 hours.
2. Fatigue counter measures beyond those required by this policy should be employed when conditions require them. These may include but are not limited to:
 - a. Providing additional drivers operating within the appropriate duty-day limitations.
 - b. Reducing duty-day limitations.
 - c. Expanded rest requirements.
 - d. Alternate travel methods.
3. Non-CDL: For non-Commercial Driving License (CDL) driving, current national interagency 2-to-1 work/rest policy applies. Duty-day will NOT exceed 16 hours.
 - a. Exception: Exceptions to work-rest and duty-day limitations in this category are allowed **ONLY IF** in response to initial attack, **AND** where **essential** to 1) accomplish **immediate** and **critical** response objectives, or 2) address **immediate** and **critical** public safety issues, and **ONLY IF** prior approval is granted and documented by the Agency Administrator responsible for the incident. Mobilization, other than for initial attack, and demobilization are neither immediate nor critical activities.

Drivers are responsible to follow these policies and it is the supervisor's responsibility to ensure that employees adhere to the proper driving limitations and monitor employee fatigue.

WORK/REST STANDARDS

Work/Rest Guidelines – “plan for and ensure that all personnel are provided a minimum 2:1 work/rest ratio (for every 2 hours of work or travel, provide 1 hour of sleep and/or rest).

“Work shifts that exceed 16 hours and/or consecutive days that do not meet the 2:1 work/rest ratio should be the exception, and no work shift should exceed 24 hours. However, in situations where this does occur (for example, initial attack) incident management personnel will resume the 2:1 work/rest ratio as quickly as possible. “The Incident Commander or Agency Administrator must justify work shifts that exceed 16 hour and those that do not meet 2:1 work to rest ratio. Justification will be documented in the daily incident records...”

COMMAND & GENERAL STAFF RESPONSIBILITIES

Command and General Staff members are responsible for:

1. The safety and well-being of all incident personnel.
2. Having a working knowledge of the Suggested Operating Guidelines (SOG) and reviewing the SOG with their staff.
3. Attending the Agency Administrator In-Briefing, daily C&GS meetings, planning meetings as appropriate, close-out meetings, and other meetings as directed by the Incident Commander.
4. Review and comment on the Delegation of Authority, All-Hazard Complexity Analysis, and other documents prior to team acceptance of the Delegation of Authority.
5. Assist in preparation of transition packets, the final narrative, and other documents as appropriate.
6. Communicate, coordinate and cooperate with all team members, incident personnel, host agency personnel, cooperators, government officials, dispatch centers and others as appropriate for the incident.

INCIDENT COMMANDER

Contacting Agency Administrator

Once the team has been ordered, the Incident Commander will try to contact the ordering unit to gather intelligence, discuss arrival times, agency administrator briefing, transition timeframes, and any other pertinent information. (The Logistics Section Chief will call the local dispatch center and/or the agency having jurisdiction to discuss the initial order.) The team will be briefed as soon as practical. If feasible, a conference call with the IC, Agency Administrator and available Command & General Staff should be held prior to mobilization.

Agency Administrator Briefing

Command and General Staff and additional team members as requested by the appropriate section chief, are expected to participate in the Agency Administrator's Briefing. The Incident Commander and the Agency Administrator will determine the time and location of the briefing. Upon arrival at the briefing location, team members should be organized and available as predetermined to begin the briefing, keeping impacts to the agency having jurisdiction to a minimum. The Planning Section Chief will facilitate the Team's portion of the briefing. After the host agency has presented the briefing, each function will have the opportunity to address functional questions or clarification of

information.

Transition-In

The Incident Commander, with input from the Team, will negotiate a safe and appropriate transition period and official time for the team to take over the incident (preferably at the beginning of an operational period). The Incident Commander will assure that the transfer of command is completed in a professional, timely, smooth, and efficient manner with emphasis on integration of information from the departing team.

Transition-Out

The Incident Commander, with input from the Team, will negotiate an appropriate transition period and official time for the Team to re-delegate the incident back to the local jurisdiction and/or appropriate management configuration. When needed, the Planning Section will be responsible to assist the local jurisdiction in facilitating an extended Incident Action Plan that assigns the appropriate number and kind of qualified resources to the organization. The re-delegation will not take place if the positions identified cannot be filled with qualified personnel. Plans implements a transition plan and facilitates the transition meeting.

General Meetings Established by the IC

(Refer to Planning Section for a listing of daily planning meetings and a suggested daily meeting schedule).

Incident Commanders Intent Meeting

The Incident Commanders Intent Meeting will be held after the agency administrator briefing to review the Delegation of Authority and develop incident strategy and objectives. Attending the Incident Commanders Intent Meeting will be the Command and General Staff, Resource Unit Leader, and any other needed members of each section. Additional meetings will be held as needed to adjust the strategy and objectives according to situational changes.

Incident/Team After-Action Review

The IC will schedule an After-Action Review (AAR) for all team members prior to release from the incident. The AAR will focus on lessons learned and follow the outline below:

1. **Sustains** (Things we did well)
2. **Improves** (Things we would like to do better)
3. **Takeaways** (A specific training, exercise or equipment suggestion to be implemented by the team within the 12 months after the AAR)

Each team member shall have an opportunity to provide input verbally. Additional comments in each of the headers should be written on the AAR worksheet.

Repeats of previously stated topics should be avoided.

Note sheets from each team member will be collected and turned into the Documentation Unit Leader (or planning section chief).

Agency Closeout

A final written transition plan, a written demobilization plan, an incident summary (ICS 209-final), a complexity analysis-final and a transitional organizer is reviewed at the closeout meeting. Attendance is mandatory for Command and General Staff, Air Operations, and the Documentation Unit Leader. Additional team members may attend providing room is available and the hosting agency is supportive. Each function provides a summary of major points that occurred during the incident.

SAFETY AND MEDICAL OPERATIONS

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, although the Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

The overall “Safety Incident Management Function” normally consists of the Safety Officer(s), Safety Officer Trainees (when available), Logistics Section Chief and the Incident Commanders. Safety assistants, technical specialists, and medical personnel will be added as appropriate. The “Safety Incident Management Function” is responsible for preparing or reviewing the following plans or documents:

- *Safety Message
- *Risk & Hazard Analysis
- *Safety Action Plan
- *Medical Plan (206)
- *Traffic Plan
- *Safety Analysis Worksheet (215A)

- *Traffic Control Points
- *Evacuation Plans – Trigger Points
- *Accident Investigation Reports

The “Safety Incident Management Function” is responsible for conducting safety awareness sessions (as needed) for ground support, media, base camp personnel, and unit leaders. The Safety Incident Management function also makes routine and periodic safety reviews of camps, ground support, and food unit. The Safety Officer will provide supplements to the IAP outlining any significant hazards and risks. A Safety Information Board will be maintained in an incident area highlighting hazards, risks and mitigation techniques.

All team members are to be familiar with their roll in the Suggested Operations Guidelines.

Incident Management Team Safety Policies

The health and safety of all incident personnel and public are the ultimate criterion by which all plans and actions are measured.

- First responder safety comes first on every incident every time.
- The 10 Standard Firefighting Orders are firm (Wildland Fire Incidents)
- All 18 Watch-Out Situations must be mitigated before engagement or re-engagement or response activities.
- Responders have a right to a safe assignment.
- Each individual has the responsibility to confirm that safe practices are known and observed.

Every individual has safety responsibilities; the Safety Officer has the indirect responsibility to insure that incident personnel:

- ☞☞ Create and practice a passion for safety.
- ☞☞ Comply with the *Ten Standard Firefighting Orders*.
- ☞☞ Mitigate the *18 Watch Out Situations*.
- ☞☞ Have adequate *Lookouts, Communications, Escape Routes, and Safety Zones*.
- ☞☞ *Look Up, Look Down, Look Around*.
- ☞☞ Mitigate the *Structure Watch Out Situations*.
- ☞☞ Practice work/rest guidelines.

- ☞☞ Become a stakeholder in adopting the firefighter's code of safe practices.
- ☞☞ Recognize potential unsafe practices and break the chain of occurrences.
- ☞☞ And other industry standards, best practices, and local/state laws and regulations regarding safety.

The Incident Safety Analysis (form 215-A) will be prepared at the Tactics Meeting for each operational period by the Operations Section Chief and Safety Officer and reviewed daily at the planning meetings. All assignments will be addressed by Division, Task Force or Group and encompass hazards, special operations, travel, and mitigation for operations and tactics.

Logistics Section Chief (Medical Unit Issues)

The Logistics Section Chief is responsible for obtaining medical aid of injured or ill **incident personnel**, and preparation of reports and records. The Logistics Section Chief may also coordinate with the Operations section in supplying medical care and assistance to civilians at the incident. Other duties include but are not limited to:

- Preparation of the Incident Medical Plan (ICS-206).
- Preparation of procedures for major medical emergencies including medivac.
- Declaration of major medical emergencies as appropriate.
- Coordination of medical aid, supplies, and transportation.
- Audit use of over-the-counter drugs dispensed by the Medical Unit.

PUBLIC INFORMATION OFFICER-GENERAL GUIDELINES

The Public Information Officer, a member of the Command Staff, is responsible for (in conjunction with the Incident Commander and local jurisdiction) the formulation and release of information about the incident to the news media, local communities, incident personnel, other appropriate agencies and organizations, and for the management of all Public Information Officers assigned to the incident. The PIO is the first and best source, even with bad news. The PIO has the responsibility to provide the facts, no matter how difficult. No matter how adversarial the media, the PIO should be truthful and forthright with information.

Responsibilities

- To collect information about the incident and communicate it to both internal and external audiences.
- Provide time sensitive public safety and health issues promptly and accurately.
- To provide strategic communications.
- Serve as an integral member of the Command and General staff.
- To assist agency having jurisdictions and the public in dealing with immediate and enduring impacts of the incident.

Pre-dispatch procedures

- Maintain general awareness of ongoing incidents.
- Plan initial resource needs and coordinate with Logistics Chief.

Dispatch and arrival procedures

- Attempt contact with on-scene information sources and assess capability of local resources.
- Make preliminary estimate of incident issues and public information needs.
- Participate in initial team briefing from agency representative. Ensure that PIO3 or PIO3(T) moves directly to incident base to observe and coordinate initial efforts. Glean specific information from agency representative about sensitive issues, special public information concerns, and any unique factors.
- Develop concept of information needs and confirm with Incident Commander.

Incident Operating Procedures

- Establish Joint Information Center (JIC) at the incident base camp, accessible to the base entry with appropriate parking space, if one is not already operational. If one is already successfully in place (people are trained to contact it), leave it there. Establish feeder center(s) as needed.
- Work with Logistics for adequate telephones (2 or more lines and 1 fax line) and a copier.
- Secure vehicles for media escort. When possible, secure radio-equipped 4-wheel-drive vehicles.
- Establish specialty centers (store fronts, bulletin boards, etc. as needed) and consider special language requirements and other special needs in all communication efforts.

- Incorporate local contacts/incident staff into JIC operations as quickly as possible.
- Coordinate all line visits with the Safety and Operations staff.
- Coach team members on interactions with the media and the public; shield them when necessary.
- Document public and media contacts and significant events.

Priority of work

- Develop information strategy and make assignments based on experience and training needs (assign major areas of emphasis – camp communication, information center, storefronts, etc., to qualified staff). Obtain necessary safety equipment, radios, and vehicles to support media transportation needs.
- Start documenting the incident (obtain AV support as needed) and track “lessons learned” as you go.
- Work with the Plans Function to construct and maintain a situation display, bulletin board/information board, posting current status (maps, assignments, etc.), and news of significant events).
- Establish key messages for use in communication efforts in coordination with local agency and/or local government or fire entities.
- Escort media to the incident.
- Establish update schedule with wire services.
- Initiate follow-up contacts.
- Participate in planning, strategy, and team meetings.
- Practice "management by walking around" and listening post strategies (get the IC away from the ICP and into the communities); post information at gathering points.
- Recommend special strategies (rumors, incident-within-incident, etc.) as needed.
- Manage at staff levels appropriate for each incident.
- Conduct special briefings as needed.
- Work with local agency staff to conduct public meetings.

- Coordinate with Area Command, Regional Offices, and other information functions, as appropriate.

Web and Social Media

See the Web and Social Media Annex for further information.

Terminology

Terminology for losses will be based on the terms used in the ICS-209 Incident Status Summary. Type-of-structure terminology is: Residence, Commercial Property, Outbuildings/Other. Loss terminology is: Threatened, Damaged, Destroyed. This list is a guideline and not all inclusive with regard to the potential additional situations the team may become involved in from the all hazards arena.

Demobilization and after-incident procedures

- Draw down organization with declining interest in incident, with IC approval.
- Prepare for hand-off to transition team and/or local jurisdiction.
- Work with new staff to ensure information continuity.
- Put plans in place for extended follow-through on enduring local concerns. Identify special support needs to line managers at appropriate levels so local forces don't "hang out."
- Participate in after-action reviews.
- Prepare appreciation cards and letters.

LIAISON OFFICER – GENERAL GUIDELINES

The Liaison Officer will be the point of contact for the assisting and cooperating agencies and organizations. This includes Agency Representatives from other fire agencies, fire departments, Red Cross, law enforcement, public works, etc. Duties include, but are not limited to, the following:

- Identify each Agency Representative including communications link and location.
- Respond to requests from incident personnel for inter-organizational contacts.
- Monitor incident operations to identify current or potential inter-organizational problems
- Remain visible on the incident to incoming cooperators and assisting agencies.
- Maintain a current list of cooperating and assisting agencies assigned. Confirm resource list with Resource Unit Leader.
- Participate in planning meetings providing current resource status, limitations, and capability of other agency resources.

(A specialized capability when needed in the Terrorism Liaison Officer -TLO(Currently the ECIMT has 5, specially trained and qualified/ security cleared personnel on its roster who can perform these duties. These individuals when activated will act as a 4th member of the command staff

reporting directly to the IC)

PLANNING SECTION – GENERAL GUIDELINES

The Planning Section's objective is collecting, evaluating, documenting, and disseminating information about the incident and the status of resources. This information is essential to: 1) understand the current situation, 2) predict the probable course of incident events, 3) prepare alternative strategies and tactical operations, 4) provide appropriate fiscal and logistical support, 5) accurately inform the public, and 6) document the incident.

The Planning Section will normally consist of the following functions: Planning Section Chief, Situation Unit Leader, Resource Unit Leader, Status/Check-In Recorder, Documentation Unit Leader, and Demobilization Unit Leader. Other positions such as Field Observers, and Incident Specific Technical Specialists will be added as appropriate. The Planning Section Chief will assume the responsibilities of other units general within the section on a Type I or II team such as Human Resource Specialists and Training Specialists.

The section will also take the responsibility for such advanced planning elements as the development of written transitions plans, written contingency plans, and key decision log entry, evaluation and maintenance.

The Incident Action Plan

An Incident Action Plan (IAP) is prepared for each operational period to provide incident objectives, strategy, tactics and direction for all incident personnel. The IAP also documents the daily operational plan.

It is preferred that all appropriate IAP inputs be prepared using the teams customized ICS workbook which is in an Microsoft Excel format. However the Planning Section will be flexible enough to write the IAP in I-Suite, the US Coast Guard / NOAA Workbook in File maker, Conquest in Microsoft Access or using basic ICS forms from the Department of Homeland Security on Microsoft Word or in .PDF. Upon inception by FEMA future IAP's will be required to be produced in a format consistent with the FEMA ICS forms. (expected to change in 2011)

Once it has been decided the electronic format of the IAP the planning section will create, distribute and post the naming convention for the incident. An example of this would CGCEM_ICS202_02282008.pdf. This example indicates the incident name, ICS form, date for that form and electronic extension.

Every attempt will be made by the individuals responsible for IAP components to complete their inputs by the established time each day. (The usage of phone lists and directories of team member cellular numbers will be handled on an incident by incident basis. All team members should be mindful of the fact their are no control over additional copying of IAP's)

Typical IAP components include but are not limited to the following:

- ☞☞ Cover Page PSC
- ☞☞ ICS-202 Incident Objectives PSC
- ☞☞ Weather Forecast IMET
- ☞☞ Safety Message SOFR

- ✂✂ ICS-203 Organization Assignment List RESL
- ✂✂ ICS-204 Division Assignment Lists RESL
- ✂✂ ICS-205 Communications Plan LOGS
- ✂✂ ICS-206 Medical Plan LOGS
- ✂✂ ICS-220 Air Operations Summary AOBD/ASGS
- ✂✂ Traffic Plan/Map SITL/LSC
- ✂✂ IAP Map SITL

General Work Schedule

A general schedule will be established for each incident. The schedule will be flexible and may be adjusted to meet the needs or the demands of the incident, such as: one or two operational periods per day (24 hour period), burning conditions, time of year, daylight hours, agency constraints, operational tempo etc. The schedule will be clearly posted on incident situation display and in the command post. The following is an *example* of a general work schedule for an operational period. It is included to show the relationship and timing of the important activities for the schedule established. The general work schedule will be in some cases distributed as part of the incident action plan on an ICS 230 form.

TIME	ACTIVITY
	OPERATIONAL BRIEFING <ul style="list-style-type: none"> • Followed by Division breakout sessions • Operational resource immediately depart ICP for assignment
	COMMAND AND GENERAL STAFF MEETING
	TACTICS MEETING
	PLANNING MEETING
	IAP INPUTS DUE

Operational Periods and the exact meeting schedule will be determined by the Incident Commander and conveyed to the Command and General Staff through the Planning Section. In most cases meeting facilitation will be conducted by the Planning Section Chief. Meetings and activities that may also be executed during an operation include conference calls, transition meetings and after action reviews. In most cases these are also facilitated by the Planning Section Chief however, it is at the discretion of the Incident Commander to decide the facilitation of these meetings and activities.

DAILY MEETINGS

Arrangement will be made with LOGS for meeting area. The area for operational period briefing should accommodate 100 people, be inside or covered if feasible, have good lighting, and be in an area away from generators or other distractions. The briefings should be no longer than 30 minutes. Division breakout sessions will be held following each briefing. A second area will be required for the planning meetings, where attendance will be limited. Both meetings areas will display areas. Wall-sized 204s, 215-AR, maps, IAPs, etc may also be displayed.

This is a guideline. Specific meeting schedules and number of meetings will be incident driven and constructed based on the incident objectives and desires of the incident commander/unified command and implemented by the planning section chief.

General Meeting Guidelines

To ensure meetings are run effectively and efficiently as possible team members are expected to follow these general guidelines:

1. The speaker has the floor.
2. No side-bar conversations.
3. Turn cell phones to vibrate.
4. Turn incident radios off (emergency traffic will be monitored)
5. Ensure the audience can hear.
6. Be on time and ready to present information when called upon
7. Meeting will always have a time towards the end to handle out of sequence comments or questions in an alibi style format.

Tactics Meeting

Purpose:

- Develop strategy and tactics for the next operational period.
- Identify any logistical needs for the next operational period.
- Identify and mitigate safety hazards.
- List all resources that need to be ordered.
- Identify and discuss future needs.
- Determine/ ground truth the resources on hand.

Attendees: OSC3 or Deputy OSC3 /Planning (formally known as planning/ops, LSC3, SOFR3, RESL and PSC.

Meeting length: early in the incident or on more complex incidents, this meeting may last 25 minutes. Routine meeting are expected to last less than 15 minutes.

Comments:

- PSC – facilitates the meeting. RESL Provides a complete list of all the resources available for the operational period being planned, as well as a copy of the previous day's Incident Action Plan. Works with DMOB to provide demobilization information after the meeting.
- OSC3 or Deputy OSC 3 / Planning (formally known as planning /ops – will identify transportation, equipment and supplies needed and division breaks. This information will be shown on an ICS-204 for each division. Identify divisions, operational facilities, reporting locations, etc. Review the resources orders with LOGS.
- SOFR3 – provide weather and behavior predictions for the operational period and reviews the division assignments and apply the principles of LCES and other safety considerations.
- LSC3 – lists and places orders all resources needed.

Planning Meeting

Purpose: The Planning meeting will be held for each operational period to present the next operational plan to the host unit(s) and local cooperators.

Attendees: All Command and General Staff will attend. In addition, the Agency Administrator, Resource Advisor(s), RESL, DOCL, COML, MEDL should attend. Other team members may attend as requested.

Meeting Length: Every effort will be made to keep the planning meeting less than 30 minutes in length.

Comments:

- The PSC will normally facilitate the Planning Meetings. Following is a *suggested* agenda:

ACTION RESPONSIBILITY

- Introduction PSC3
- Set/Review Control Objectives/Strategy PSC3
- Current Status and Accomplishments OSC3
- Weather SOFR
- Review of Next Operational Plan OSC3, Deputy OSC3 /Planning or oncoming OSC3
 - Safety Considerations (Review ICS-215a) SOFR3

- Medical Considerations MEDL
- Communications Plan COML
- Logistical Coordination/Considerations LSC3
- Adjust Tactics/Resource Needs as required OSC3
- Financial Considerations FSC3
- Information Considerations PIO3
- Agency Concerns/Comments Agency Administrator(s)
- Concerns/Agree to/Support the PLAN All
- Closing Comments ICT3

Operational Period Briefing

Purpose: to ensure line personnel are properly briefed on the plan for the operational period.

Attendees: ICT3, SOF3, PIO3, OSC3, LSC3, PSC3, FSC3, DIVS, RESL, MEDL, COML and other unit leaders as appropriate.

Meeting length: The briefing should be kept to 30 minutes or less.

Comments:

- A briefing will be held for each operational period.
- Briefing is facilitated by the PSC3.
- It is important to keep the briefing organized and moving.
- Those making a presentation will do so by addressing the audience from the front of the briefing area. Do not read what is already written in the IAP, but do emphasize important items and needed adjustments.

Suggested agenda:

ACTION RESPONSIBILITY

- Introductions PSC3
 - Self introduction of IMT members at 1st briefing
- Incident Objectives (review) PSC3
- Current Status and Accomplishments OSC3

- Weather Forecast SOF3
- Operational Plan for the Period OSC3
 - o Safety Message SOF3
 - o Medical Plan MEDL
 - o Communications Plan COML
- Logistics Message LSC3
- Financial Message FSC3
- Information Message PIO3
- Agency Administrator Comments Agency Administrator(s)
- Closing Comments IC
- Unassigned Resources OSC3
- Division Breakouts DIVS (include roll-call)

Daily Command and General Staff Meetings

Purpose: to provide a consistent forum for communication and information sharing among C&GS. C&GS will address incident objectives and status, team issues, and problem solving at this meeting.

Attendees: ICT3, SOF3, PIO3, OSC3, LSC3, PSC3, FSC3 and DOCL. Other team members as requested.

Meeting length: This meeting is normally 15 to 30 minutes in length. Only in extreme circumstances should it last longer.

Comments:

- Facilitated by the PSC3 or Incident Commander.
- The DOCL will attend meetings and document discussion and highlight Team "lessons learned" for future reference.

Suggested agenda: A round table discussion will be held with opportunities for all to speak. The incident complexity analysis will be reviewed and updated as needed at the daily Command and General Staff meeting.

Critical resource needs will be discussed at this meeting.

Complexity Analysis Meeting

The Planning Section Chief will review and/or complete the advanced all hazard incident complexity analysis upon arrival at the incident.

Pre-Operational Review

As appropriate, a daily pre-operational review will be held for prior to the morning Briefing. OSCs, DIVSs and other selected team members will attend.

Cooperator/Agency Administration/Incident Commander Meeting

This meeting will be held daily, preferably immediately following the Planning Meeting, to review and sign the All-Risk Situational Analysis, and identify any issues and concerns of cooperators and the host unit(s).

DIVS/SITL/SOF2 Debriefing

This debriefing will be held as appropriate following each operational shift to identify safety issues and share fire status information.

Section Meetings

Section meetings may be scheduled as needed by each section chief to identify and address issues or concerns of section members.

Resources Unit

The Resources Unit Leader is responsible for establishing all incident check-in locations and procedures, and maintaining an organized master check-in list of resources assigned to the incident. The check-in area will be well signed, and convenient to incoming resources. The Resources, Situation, Documentation, and Demobilization work areas may be co-located. The Resources Unit will take the lead in compiling the ICS-203 and ICS-204s for the Incident Action Plan, with input from many others. This unit will supply the information regarding the numbers of assigned resources required for the bottom half of the ICS-209.

The Resource Unit may also be responsible for components of credentialing as the incident management by objectives may dictate. The credentialing procedure will be clearly delineated in the delegation of authority and such actions will be taken in accordance it local, regional and state authorities and protocols.

Under the guidance of the RESL, the Status Check-in Recorder (SCKN) will establish and manage all check-in locations as needed on each incident. The RESL or SCKN will work with Operations to collect check-in data at staging areas and etc. during the first operational period or as necessary.

Situation Unit

The Situation Unit is responsible for the collection and organization of incident status and situation information and the evaluation, analysis, and display of that information for the duration of the incident. The SITL is responsible for completing and updating maps needed for operational, planning, and logistical activities. Incident Action Plan maps should include a grid to facilitate the location of specific points on the incident. Facilities on the IAP map and Medical Plan, to which a helicopter may be dispatched, such as helispots, and hospitals, will have their longitude and latitude displayed in the IAP. The primary maps to be completed by the SITL include the following:

- ☞ Incident Action Plan Map
- ☞ Incident Location Map
- ☞ Operational Briefing Map
- ☞ Situation (table-top) Map
- ☞ General Display Map
- ☞ Facilities Map
- ☞ Traffic Plan Map

Additional maps may be needed. However, requests for additional maps should be made through the Planning Section Chief. These requests will be prioritized and efforts made to complete maps as prioritized.

The SITL will take the lead in completing the ICS-209 Incident Status Summary, including the Continuation Sheet, to meet agency requirements. (NOTE: ensure all resources listed as critical needs have been ordered). This will require coordination with the Resource Unit, Finance Section, Planning Section Chief and Incident Commander. It is expected that the SITL will complete and forward the ICS-209 daily.

The SITL will debrief Field Observers and Division Supervisors after each operational period. These debriefings will be used to update information on the incident perimeter; suppression accomplishments; and the addition of drop points, safety zones, water sources, helispots, etc, so that maps can be prepared with as much accuracy and detail as possible. **If Field Observers are not available, the SITL is responsible going to the field and collecting this data.**

The Situation Unit will also be the primary location for updating the Situation Display in the Command Post and the primary monitor of WEB EOC, HC Standard and other computer system that convey situational data and updates on the incident. The situation unit may also be given the responsibility of the usage of the C.A.M.E.O. program (computerized aided management of emergency operations) and its subsequent sister programs aloha, and marplot based on the incident objectives and team needs.

Documentation Unit

The Documentation Unit is responsible for maintaining accurate and complete incident files, providing document preparation and duplication services to incident personnel, and packing and storing incident files. The DOCL will take notes during the Agency Administrator Briefing and distribute to all Section Chiefs. The DOCL will track, maintain, and report on Unit Log (ICS Form 214) completions. All section chiefs, unit leaders and division supervisors will complete daily Unit

Logs. The DOCL is responsible for collecting and copying IAP components.

The Documentation Unit will also be responsible for coordinating the completion of the final narrative report for presentation at the closeout meeting. At the end of the incident, the DOCL will deliver incident files to the Agency Administrator. On rare occurrences the documentation unit may have to meet with city, county or state officials and the entities legal council to discuss the way that the final documentation package is assembled and determine components that may fall into the arena of attorney work product in the event a law suit has been filed before the conclusion of the incident.

Demobilization Unit

Upon arrival at the incident, the PSC3 and/or the DMOB will assess the number of resources assigned, analyze transportation needs, and coordinate with host agency and Dispatch Center personnel to discuss demobilization priorities, strategies and procedures. The DMOB will develop the *Incident Demobilization Plan* for approval by Expanded Dispatch, the IC and Command and General Staff. In the event the team has mobilized without a demobilization unit leader, these duties fall to the planning section chief.

Each section Chief is responsible to provide timely demobilization information, in writing, to the Demobilization Unit in accordance with the *Demobilization Plan*. Timely notice to the Demobilization Unit is considered to be **24 hours** in advance of desired demobilization date and time. This allows for needed planning time as well as time to seek reassignments for the released resources. The Demobilization Unit will post lists of pending Demobilizations in appropriate locations.

A draw-down exercise shall be initiated mid-incident to provide timely release information to the Demobilization Unit. It is suggested that the draw-down exercise occur during the daily IAP Meeting and reviewed at the planning meetings.

Team members will be automatically demobilized by the Demobilization Unit. Therefore, Section Chiefs will not need to include team members on demobilization forms unless a team member is *not* leaving with the team. Section Chiefs will provide availability information on their section to the Planning Section prior to team's last shift.

OPERATIONS SECTION – GENERAL GUIDELINES

This team will typically function with one OSC3 assigned Planning and Administrative Support duties and one OSC3 assigned tactical responsibility per operational period. Roles of each are outlined and these responsibilities are shared by each OSC from incident to incident. Operational roles will necessarily change when it has been determined that two shifts will be utilized in our daily operations.

Operational Period

The operational period during an incident assignment is established by the incident commander. Operations will be conducted during a day shift period to maximize personnel safety and overhead efficiency. If a situation warrants, night shift operations will be added to the daily schedule. Operational periods may vary by agency administrative direction, availability of resources, weather and incident type.

Deputy Operations Section Chief / Planning

- Primary contact between Operations Section and Command and General Staff with the expectation that most time will be spent at ICP.
- Attends scheduled planning and tactics meetings for interaction with other staffs.
- Develops the operational portion of the ICS 215 in conjunction with the RESL in advance of the scheduled planning meeting.
- Develops the ICS-215(A) in conjunction with the Safety Officer.
- Assigns and briefs incoming resources assigned to the Operations Section. On large incidents this may only be a general briefing with the DIVS conducting the area specific operational briefings.
- In conjunction with OSC-tactical, determine resource demobilization priorities and initiate recommendations for release through Plans in advance of action.
- In conjunction with LSC, determine operational logistics needs (i.e. transportation, food, supplies).
- Determines excess resources and in conjunction with the LSC provides scheduling for demobilization.
- Assists, as requested by IOF, with public information/education efforts.
- Reports information about special activities, events and occurrences.
- Maintains unit log (ICS-214).

- Drafts operations narrative portion of incident summary.

Operations Section Chief

- Conducts situation update portion of operational period briefing.
- Conducts tactical operations in the field conjunction with Division Supervisors with expectation that most time will be spent in the field.
- Approves all changes in tactical operations and reports changes to IMT through Deputy OSC/Planning.
- Provides information to the Deputy OSC/Planning for Incident Action Plan Development including the ICS-215 and ICS-215A in a timely manner.
- Supervises incident operations. Includes development of alternate strategy and tactics. It is important that the DIVS be a primary source of information in the development of all tactics.
- Assembles and disassembles Strike Teams and Task Forces assigned to the Section.
- Determines all needs and requests for additional resources in anticipation of need.
- Reports information about safety issues, special activities and events.
- Maintains unit log (ICS-214)

Division/Group Supervisor

- Responsible for safety and welfare of personnel assigned.
- Responsible for assignment of personnel and resources within the division. Review assignments with subordinates utilizing LCES to provide for safe and effective operations.
- Resolves logistical problems within the Division. Orders supplies, transportation, etc, from the appropriate unit through the Communications Unit. Plan ahead to consolidate orders/requests. Anticipate the supplies and equipment for the next operational period.
- Ensure assigned personnel and equipment gets to and from the line in a timely manner. Each DIVS should contact Ground Support through Communications, approximately **two hours** before the end of each shift to confirm numbers of crews and pick-up points for the shift change.

- Keep supervisor informed on position, progress, significant events, hazardous situations, and resource needs on the division.
- Coordinate activities with adjacent divisions. DIVS has the authority to reassign excess personnel and resources to meet unforeseen needs in adjacent divisions. Inform Operations of reassignments.
- DIVS must contact the Operations Section prior to 1600 daily with resource needs and tactical information for the scheduled IAP and Planning meetings.
- Serves as the primary source of intelligence for assigned area. Debriefs with the SITL after each shift to inform them of progress, line locations, drop-points, etc, on division.
- Responsible for a post-operational debriefing with Operations and SOFR.
- Notify LSC through the Communications Unit when last resource is off division for the operational period.
- Maintain unit log (ICS-214).

Daily Operations Activities

Operational briefings will usually be held earlier each day before work begins. Briefings are facilitated by the PSC with input from the Command, General Staff and other team members as needed. Briefings are held to 25 minutes and all overhead (crew bosses and above) are expected to attend. Operational personnel are expected to be en route to their assigned locations 30 minutes after completion of the briefing. When operations are being conducted 24 hours a day, at least one Operations Section Chief will be on duty at all times. During the first few hours of an assignment, both Operations Sections Chiefs may be on duty working separate aspects of the operations section. Strategy/Planning meeting schedules are established by Plans with input from other sections. Operations Section will have at least one representative at all scheduled meetings.

Incident Involving Incident Resources-Outside the Delegated Authority

We have no legal responsibility, but are asked to assist. For example, if an aircraft assigned to the incident crashes outside the delegated geographic boundary, assistance may be requested from the Team. The local jurisdiction has authority of the scene.

Structural Protection Planning

The Operations Section will establish a Structural Protection Branch or Group when the IMT is assigned to an incident posing a threat to structures. Local fire departments and agencies that have responsibility for protection of structures will be used initially as a primary source of staffing,

equipment and local expertise.

The Structural Protection Group's initial responsibilities include:

- Assessment (Map) of structural protection needs (structural triage).
- Ordering requests for personnel and equipment and coordination through IMT.
- Development of Evacuation Plans. Plans must be coordinated with local agencies with public protection responsibility.
- Identification of key cooperators (internal and external)
- Identify homeowners with structure protection needs.
- Evacuations in coordination with local agencies.
- Structural Protection Plan.

LOGISTICS SECTION – GENERAL GUIDELINES

- Each Unit Leader is expected to staff the function based on anticipated needs of the incident.
- All Unit Leaders will delegate when possible and follow up on assignments.
- Each Unit Leader is expected to handle all problems within the unit. If there is a problem that falls outside the range of authority, the Logistics Section Chief should be notified immediately.
- Briefing sessions will be held daily within the Logistics organization if possible.
- All orders for personnel, equipment and supplies will be placed with the Supply Unit Leader. All orders submitted to the Supply Unit Leader will be in writing (ICS 213 RR) and signed by the functional chief or a designated representative.

Supply Unit Leader

- The Logistic Section Chief or Supply Unit Leader (if on scene) will receive the initial orders from other functions after the Agency Administrator Briefing and place the initial orders as soon as permission is granted.
- Receive lists of supplies from Division Supervisors that are needed for next operational period. This can be done by radio or telephone.
- Be prepared for storms, spike camp situations, and other contingencies.

- The SUPL or Ordering Manager will attend the Pre-Planning Meeting to coordinate development of a list of resources to be orders. The SUPL or Ordering Manager will place the order following the Pre-Planning Meeting.

NOTE: All personnel should be self-reliant and prepared to provide their own food, water, and shelter, and be prepared for storms, spike camp situations and other contingencies for the first operational period.

Communications Unit Leader

- Determine how incident communications will be managed.
- Complete the Incident Communications Plan (ICS-205) per the incident schedule.
- Priority for allocating radio resource

- 1st PRIORITY

Ops Section Chief 1 radio each
Safety Officers 1 radio each
Divisions 3 radios per division minimum
ICP (Comm unit) 1 radio

- 2nd PRIORITY

Division(s) 2 radios
Medical Unit 1 radio

IOF2 1 radio

- 3rd PRIORITY

Cover needs in this order:

Divisions

Field observers

Plans (1)

Supply (1)

Ground Support (1)

Additional Communications Capabilities

ICRI – Incident radio communications radio interoperability box allows users to tie several disparate radio systems together to allow interoperable communications.

Transpeater – Portable device that allows a portable repeater to be made on the fly or to tie two disparate radio systems together.

GETS Cards – Government Emergency Telephone System maybe used when needed. GETS gives users priority to landline and Cellular phones if user has wireless priority system (WPS)

Amateur Radio – Local Contact will be utilized for Communication Coordination.

Satellite Phone – The ECIMT has access to a satellite phone.

NOMAD System- The ECIMT has access to a portable data and phone satellite communications system.

FINANCE AND ADMINISTRATION SECTION

The Finance/Administration Section's responsibilities are to:

1. Complete and safeguard all financial records and documents for an incident,
2. Record and complete documentation for all crew and overhead personnel time,
3. Administer existing agreements, contracts and MOUs; negotiate additional agreements needed at time of incident in accordance with incident agency requirements; and prepare use invoices for all equipment as required for payment,
4. Complete administrative documentation for injuries and ensure that needed medical treatment is authorized and documented,

5. Accept all claims against the incident and provide additional documentation at agency request, and
6. Collect all cost data, provide daily and final cost estimates, and perform cost effectiveness analyses.
7. Monitor work/rest guidelines.
8. Will be involved with all cost share agreements.

The Finance Section will strive to maintain positive working relationships with all incident personnel, local cooperators, and external contacts. The FSC will be available whenever possible to discuss or clarify any issues or concerns, and will brief section staff daily. Operating procedures, schedules, responsibilities and expectations will be established and communicated as soon as possible on an incident. Office hours will be posted and a level of staffing will be maintained appropriate for incident activity. All unit leaders are expected to complete the ICS-214 Unit Log daily. We will communicate the Section's needs at briefings and team meetings. Appropriate information will be shared with all members of the IMT at every opportunity. The FSC will participate fully in IMT meetings and discussions, in order to better perform the duties of the Finance Section, as well as safeguard records and supplies, and provide for the needs of section personnel. The incident finance documentation is the only record we leave; we want it to reflect a professional, accurate and thorough approach to our duties. This documentation provides the basis for all payments and reimbursements made on behalf of the incident. A list of all Finance Section personnel will be included in the final finance package. Whenever possible, the FSC will review the details of the finance package with the incident agency administrative and/or fiscal personnel prior to departure from the incident.

INITIAL RESOURCE ORDER

EASTERN COLORADO IMT

General

Following the initial call from the Incident Commander, contact will be made with the SEOC and the negotiated placement of an initial order will be completed. **These items are those deemed necessary**

by the Command and General Staff as essential regardless of the Incident. Several items are the result of other requirements. The initial order will consist of the following items:

PERSONNEL

COMMAND OVERHEAD (12)

Incident Commander, Public Information Officer (2), Safety Officer, Liaison Officer

Operations Section Chief (2)

Plans Section Chief, Resource Unit Leader

Logistics Section Chief

(The IC will normally also request 2 trainees accompany the original order)

EQUIPMENT

The ECIMT has a sophisticated cache management system which is tied into 2- 24 hour county dispatch centers in the Greeley area and Kiowa County area. Additional specific items are assigned and housed with the Colorado Department of Agriculture, the Baca County Office of Emergency Management and the Berthoud Fire Protection District. An assessment of specific Cached items need is made by the on call Incident Commander. The movement of these items to the incident scene is coordinated with team members responding to the incident and with the Logistics section chief. The hard case cached items system are air capable. The primary cached items are:

4 deployment cases (designated as DC 1-4) These cases make up a complete computer network system of 12 machines and various accessories, GPS units, server and printers.

2 medical cases (designated MC 1 and 2)

2 Incident Command Radio Interface units (designated as ICRI 1 and 2)

1 NOMAD system (designated as NOMAD 1)

1 Incident Support Trailer (designated as IST 1)

APPENDIX C: MOBILIZATION

TRANSITIONS and TRANSFER OF COMMAND

The Incident Management Team (IMT) will work with the initial attack forces or current management team on establishing as smooth a transition as possible. The IMT will attempt, wherever possible and appropriate, to incorporate local resources into the IMT organization. In the event of a transition to another management team, the IMT will coordinate with the agency administrator to facilitate an official time for the incoming team to take over the incident. It is the policy of the IMT to transfer command of an incident at the beginning of an operational period if at all possible.

The Incident Commander will assure the transfer of command is completed in a professional, timely, smooth, and efficient manner. At a minimum, all Command and General Staff should attend the transition meeting. If unable to attend the transition meeting all Command and General Staff will coordinate with their counterparts on the incoming incident management team.

The Planning Section is responsible for collecting the appropriate information and preparing the transition plan.

Additional documents to be prepared, but not limited to:

- ICS 209 Incident Summary
- Incident Complexity Analysis
- A Re-Delegation of Authority
- The Teams Written Demobilization Plan
- Transition Organizer